

"Does Interpersonal Relationship impact the Organizational Commitment?"

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ABSTRACT

The main purpose of the study is to investigate the impact of "Interpersonal Relationship" on the "Organizational Commitment". Secondly, this study discovers the habits which make the co-workers in the organization to be friendly. In this study, the research is conducted in a descriptive manner and the convenient sampling technique is used. The sample size selected for the study was 51 and collected by the means of questionnaire. The researcher used the Percentage analysis, Regression analysis. For Representation, tables, Bar diagrams and pie charts are used. From the analysis, it was clear that the Organizational Commitment was predicted by the Interpersonal Relationship. This research suggests to the reader that the vital things for having a healthy workplace are maintaining a smile on the face, a clean desktop and listening to the co-workers when they are discussing work-related stuff.

Keyword: - Interpersonal Relationship, Organizational Commitment

1. INTRODUCTION

Nowadays, the organization is having human resources from different backgrounds. They all vary by culture, belief, religion and even from different regions, but all these differences don't matter; they are all tied by the single word "Human Resource". For the attainment of a goal, each and every individual should cooperate despite their variations. To maintain the organizational commitment among the employees, it is necessary to maintain a positive interpersonal relationship among the employees. A good interpersonal relationship has many benefits like building a positive team, riding out work-related stress and anxiety, riding out the monotonous workplace, and so on.

Interpersonal Relationship:

Interpersonal Relationship in the organizational setup defined as a strong association that exists among the employees whoever is working in the organization. The increased interpersonal relationship will lead to increased organizational productivity [1]. The vital components of the workplace interpersonal relationship are Employee Communication, Team Building, Social Support and Relational Justice, if these elements are assisted by the manager, there will be proliferation in productivity [1]. Interpersonal Trust will cultivate Team Collaboration, which has a favorable impact of increased innovation in the organization [2]. Several studies conducted by different authors show that "Workplace Friendship" will have positive impacts on higher level of job performance [4], helping behavior [5], affective commitment [5], and lower Organizational deviance [4] and turnover intentions [4,5]. Several studies found that Workplace Loneliness has negative effects such as decreased Employee Performance [10], Affective Commitment [10], Job Satisfaction [11], and increased intention to leave [11] and surface acting [10]. The Employee-Employee and Employer-Employee relationship has positive effects on Job Satisfaction [7]. In day to day life, the coworker's satisfaction plays a significant role in the job and life satisfaction [6]. The strengthening of teamwork will promote employee performance [8]. Interpersonal Communication has a significant positive effect on job satisfaction [13]. The job satisfaction and Involvement were positively connected with the organizational commitment [16]. When there is a high level of social support, there will be a low level of

workplace stress [9]. The important determinants of employee engagement are working environment, team and coworkers relationship [3].

Organizational Commitment:

Organizational Commitment defined as the psychological bond an employee working in the organization will experience with their organization. Workplace friendship will strengthen the job performance by the mediator effects of increased organizational commitment [12]. Organizational Commitment is the paramount predictor of Turnover Intention than Job Satisfaction [14]. The Employee who has a high Organizational Commitment will strengthen the Job Performance [15]. HRM practices have a positive influence on organizational commitment and are further related with knowledgeable and skilled employee retention [16]. All the dimensions of Organizational Commitment (Affective, Continuance, Normative) plays a pivotal role in developing job performance [17]. The Employee's Job Performance can be vitalized by the Psychological Capital and Organizational Commitment [18]. The Organizational Commitment has a significant positive impact on Employee Performance and Organizational Productivity [19]. The Job Satisfaction and Employee Commitment has significant positive impact by increased Employee loyalty towards Organization [20].

This study highlights the importance of Interpersonal Relationship in predicting Organizational Commitment. The study also leverages the path to find calm habits to build a friendly relationship in the workplace.

1.1 Objective

- To examine the impact of Interpersonal Relationship on Organizational Commitment.
- To discover the habits which make the co-workers in the organization to be friendly.

1.2 Need for the Study

- Employees who are committed to the Organization will feel enthusiastic, and act as the ambassador for their organization.
- An individual working in loneliness is prone to stress and anxiety. So, to avoid monotonous, Interpersonal Relationships are indispensable for the organization.
- Employees who are dedicated to their organization will feel a special tie with their Organization, they are strongly committed to their goal and work efficiently. So, it is vital for the readers to understand the importance of Organizational Commitment for the Organization.
- The happy connections between employees will create a special tie to their Organization. By this way, this study would help the budding entrepreneur to understand the impacts of Interpersonal Relationship on the Organizational Commitment.

1.3 Research Methodology

Sample: The sample size chosen for the study was 51. The sample has been collected by means of a questionnaire distributed among colleagues, friends and relatives via online. The age group of the sample were 34 respondents from 21-30 age group, 13 respondents from 31-40 age group, 3 respondents from 41-50 age group, and 1 respondent who was above 50. Majority of respondents were female with 30 respondents and the remaining were male. This study has 6 of respondents from top level, 32 of respondents from Middle level and 13 of respondents from entry level. The sample was the representation of working people in IT, Manufacturing, Hospitality and some other sectors.

Type of Sampling: Convenient sampling technique.

Tools used for analysis:

- The data analyzed via descriptive approach.
- For a clear view, tabular forms and bar graphs have been used.
- The MS Excel has been used for Percentage Analysis.
- For the Regression analysis, Jamovi 2.3.28 Software has been used.

Type of data used:

- The primary data collected through the questionnaire.
- Various online sites and research articles were referred to collect the secondary data.

2. ANALYSIS

2.1 Representation of data using percentage analysis

1. Interpersonal Relationship: Do you enjoy good and healthy relationships with your team members?

Table-1: Respondents who enjoying good and healthy relationship

S.No	Frequency	Number of Respondents	% Of Respondents
1	Never	1	2%
2	Rarely	2	3.9%
3	Sometime	12	23.5%
4	Enjoy	22	43.1%
5	Completely Enjoy	14	27.5%

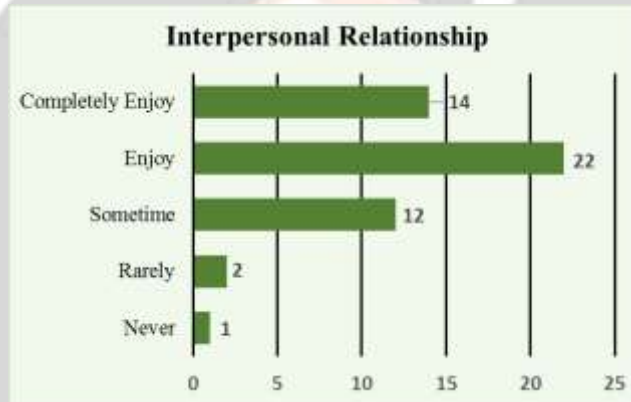


Chart-1: Respondents who enjoying good and healthy relationship

- Source: Primary Source
- Interpretation: From the above table and chart, it was clear that 2% of respondents were never enjoyed, 3.9% of respondents were rarely enjoyed, 23.5% of respondents were enjoyed sometimes, 43.1% of respondents were enjoyed and 27.5% of respondents were enjoyed completely.
- Inference: Majority of respondents said they agreed with the statement that they enjoyed a good and healthy relationship with their team members.

2. Organizational Commitment: Do you really feel as if the organization's problems are yours?

Table-2: Respondents by Strong feeling to their Organization

S.No	Frequency	Number Of Respondents	% Of Respondents
1	Never	0	0%
2	Rarely	9	17.6%
3	Sometime	1	2%
4	Feel	12	23.5%
5	Feel Most of the time	29	56.9%



Charts-2: Respondents by Strong feeling to their Organization

- Source: Primary Source
- Interpretation: From the above table and chart, it was clear none of the respondent said never , 17.6% of the respondent said rarely, 2% of the respondent said sometimes, 23.5% of the respondent said they feel as if the organization’s problems are theirs and 56.9% of the respondent responded that most of the time they feel as if the organization’s problems are theirs.
- Inference: Majority of respondents said that they feel as if the organization’s problems were their own.

3. Which type of team member do you love to work with?

Table-3: Type of team member people love to work

S.No	Type of Team members people love to work	Number Of Respondents	% Of Respondents
1	Try to maintain best mood-Everyday	23	45.1%
2	Smiling Faces	33	64.7%
3	Helping Hands	29	56.9%

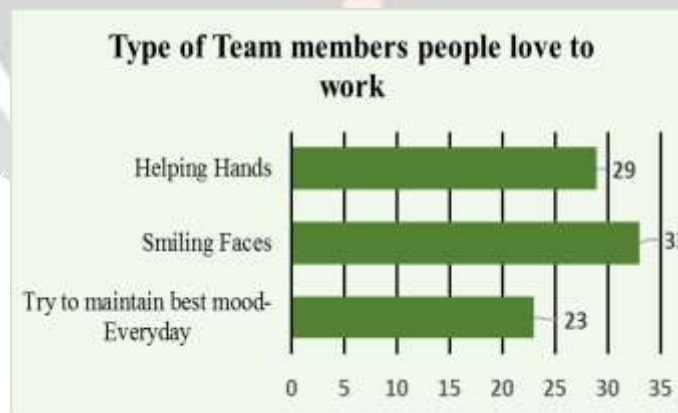


Chart-3: Type of team member people love to work

- Source: Primary Source
- Interpretation: From the above table and diagram, it was clear that 45.1% of respondents love to work with team members who maintain the best mood every day, 64.7% of respondents love people with smiling faces around them and 56.9% of respondents love helping hands.
- Inference: Majority of respondents love to work with people who smile.

4. Which type of workplace do you love?

Table-4: Type of workplace people love

S.No	Type Of Workplace people love	Number Of Respondent	% Of Respondent
1	A Clean Desktop	32	62.7%
2	Great Indoor Design	23	45.1%
3	Love to have chocolates at Workplace	12	23.5%
4	Calm music	21	41.2%

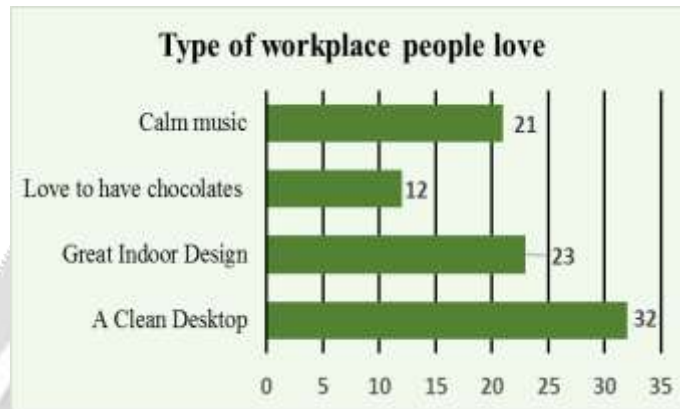


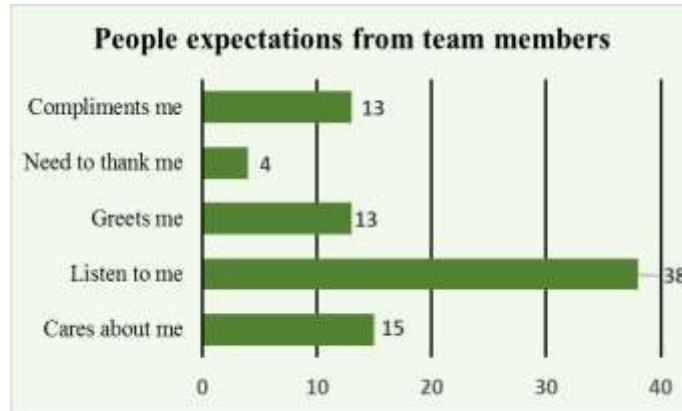
Chart-4: Type of workplace people love

- Source: Primary Source
- Interpretation: From the above table and diagram it was clear that 62.7% of respondents love to have a clean desktop, 45.1% of respondents love to have great indoor design, 23.5% love to have chocolates at the workplace and 41.2% of respondents calm music.
- Inference: Majority of respondents love to have a clean desktop.

5. What would you expect from your team members?

Table-5: People expectations from team members

S.No	People expect from Team Members	Number Of Respondents	% Of Respondents
1	Cares about me	15	29.4%
2	Listen to me	38	74.5%
3	Greets me	13	25.5%
4	Need to thank me	4	7.8%
5	Compliments me	13	25.5%



Charts-5: People expectations from team members

- Source: Primary Source
- Interpretation: From the above table and chart, it was clear that 74.5% of respondent expects their team members to listen, 29.4% of respondent expects caring, 25.5% of respondent expects to greet them, 25.5% of respondent expects compliments and 7.8% of respondent needs their Colleagues to thank them.
- Inference: Majority of respondents expect their team members to listen to them.

2.2 Regression analysis

- Independent Variable: Interpersonal Relationship
- Dependent Variable: Organizational Commitment

Hypothesis Testing:

- Null Hypothesis (H 0): Interpersonal Relationship does not predicts the Organizational Commitment
- Alternate Hypothesis (H A): Interpersonal Relationship predicts the Organizational Commitment

Table-6: Model fit

Model Fit Measures						
			Overall Model Test			
Model	R	R ²	F	df1	df2	p
1	0.697	0.486	46.4	1	49	<.001

Table-6: Model Coefficient

Model Coefficient- Organizational Commitment					
			Overall Model Test		
Predictor	Estimate	SE	t	p	Stand. Estimate
Intercept	1.836	0.3116	5.89	<.001	
Interpersonal Relationship	0.530	0.0777	6.81	<.001	0.697

Interpre-
tation:
From
the
above
table,

the regression analysis indicated that the Interpersonal Relationship is a significant predictor ($\beta = 0.697, p < .001$) of Organizational Commitment. The Coefficient of determination ($R^2 = 0.486$) showed that variation of

Interpersonal Relationship can explain 48.6% variation in Organizational Commitment. The model was fit ($F(1,49) = 46.7, p < .001$) Thus, Alternate Hypothesis (H A) was accepted.

Inference: Interpersonal Relationship predicts the Organizational Commitment.

3. FINDINGS

- A finding indicated that 43.1% of respondents enjoyed a good and healthy relationship with their co-workers and 56.9% of respondents felt most of the time their organization's problems were their own.
- At the workplace, people love to work with people with smiling faces, people expect clean desktop setup, people expect their co-workers to listen to them carefully while they are discussing work related things.
- From the regression analysis, it was found that Interpersonal Relationship significantly predicted Organizational Commitment. ($\beta = 0.697, F(1,49) = 46.4, p < .001$).

4. SUGGESTIONS

- Maintaining a good interpersonal relationship among the co-workers has various advantages like clear flow of communication, healthy team building, nurtures creativity, increases productivity and organizational commitment.
- From Individual perspective, maintaining a positive relationship with their co-worker not only helps in developing oneself but also for their career development. An individual can take care of their interpersonal relationship skills by being socially aware while communicating, giving pleasant smiles, helping with work-related issues, maintaining the cubicle clean as much as possible and carefully listening while co-workers discuss work-related stuff.
- For the Organizational perspective, HR should make the employees understand the importance of interpersonal relationships by arranging teams and setting the goal to realize the easiness associated while working together and recognizing the achievement of teamwork by arranging the team outings.
- Nowadays, the employee expects their boss to be transparent, accepting their creativity and tolerating their flaws. So, it is vital for Entrepreneurs, Managers and people with startup ideas to develop their interpersonal relationship to maintain the good rapport with their new generation employees.

5. CONCLUSION

The study has shown that the Interpersonal relationship is the significant predictor of Organizational Commitment. The Interpersonal relationship is pivotal for creating the optimistic organizational environment, it is also helpful to maintain one's bodily and psychological health. Loving the working place will help the individual to develop their professional as well as personal life. The strong organizational commitment helps in Organizational growth such as building trust among the employees, increases employee efficacy, employee proactiveness and so on. It is important for the organization to train their employees on interpersonal relationships to build the Organizational Commitment. This article suggests the readers who are working in the organization to maintain the face with a smile as much as possible, keep the desktop dirt-free and well-ordered, and listen to your co-workers' work-related issues and suggestions carefully.

6. LIMITATION

This study was related to interpersonal skills but the facial expressions of the respondents were not noted since the questionnaires were collected via online mode. This would be a serious limitation but it will serve as equipment for further studies. The sample size was too small due to the time limit, so for further study, due consideration should be given to the sample size as well as the time frame. The respondents were from various sectors, so it is important to note that the work environment varies from employee to employee. Therefore, while studying further, please take samples from specific sectors.

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