



# A empirical study on interpersonal behavior skills & its effect on organization - HR Consulting Firm

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## ABSTRACT

Humans are highly social in their behavior. They interact with members of their species in a wide variety of ways, ranging from just being together to most intimate forms of socializing. People seek company to avoid being alone, to confabulate, to ask for as well as to offer help, to accomplish common goals, to share joys and sorrows, to listen and to be listened to, to show or to be shown the way, to show off, compete or fight with one another, etc. These interactions are referred to as interpersonal (between persons) behavior. Interpersonal behavior, despite its most popular connotation of face-to-face interactions, is not confined to situations in which the interacting humans are physically present. One person's behavior towards another can occur in the physical absence of the other and yet be truly interpersonal: writing a letter of invitation, for example! Thus, while interpersonal behavior necessarily involves two or more persons, the presence of the interactants may be physical or psychological.

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## Introduction

Individual behavior is a complicated and complex concept. It is affected by psychological factors such as perception, learning, personality and motivation. It can further be apprehended in terms of interpersonal relationship, or in terms of a group comprising more than two persons. Individual behavior unquestionably affects and in turn is affected by the behavior of others. One of the dilemmas in organizational behavior is to analyze and improve interpersonal and group behavior in organizations. Transactional analysis and group dynamics are the two basic approaches to study interpersonal and group behavior in an organizational system.

Performance of members in any organization depends on their ability to effectively interact with their superiors, subordinates and co-workers within the organization and consumers, suppliers and general public outside. Interpersonal relations, therefore is a very important issue involving any organization. Most organizations have people problems rather than business problems. People problems are due to faulty interpersonal relations, which hinder the attainment of organizational goal. Efforts are therefore made to enhance the interpersonal skills of the people at work.

### Interpersonal Behavior can be –

1. Interpersonal Cooperative Behavior
2. Interpersonal Conflicting Behavior

Interpersonal cooperative behavior --- all organizations strive to promote mutually gratifying and co-operative behavior. Conditions necessary for co-operative interpersonal behavior and any organizational setting are mutual respect and trust. Concern for each others need and interaction with complementary ego states which are necessary at all levels of designation in an organization.

**Interpersonal conflicting behavior** ----- out of interpersonal interaction it is not necessary that only co-operative behavior will result because of several reasons like personality differences, different value systems, interest conflict, role ambiguity etc, and interpersonal conflict may arise in the organization. This type of behavior may not be functional in the organization

### Problem Statement

The study is focused on to identify the relationship existing among the employees and the top management. The study also focuses on to ensure that sound relationship existing among the peers and the top management, to an extent definitely contributes to an organizational effectiveness.

### Scope of the Study

The scope of the study is bound within the organization, Wenger & Watson Inc, a HR Executive Search firm where the research was conducted. The research study focuses upon to get an insight on interpersonal behavior in the organization.

### Research Objective

- To gain a close understanding and the functions of the organization.
- To develop excellent communication skills through interaction with top level managers.
- The main objective of the study is to get an insight on interpersonal behavior in the organization.
- To study whether various factors affecting interpersonal behavior has any influence on organization

### Research Design

Research design means the framework of study that leads to the collection and analysis of data. The research design used for this study is of the descriptive type. Descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual or a group.

### Population

The total element of the universe from which sample is selected for the purpose of study is known as population. The population of my research is the employees of company.

### Sample Size

All the items consideration in any field of inquiry constitutes a universe of population. In this research only a few items can be selected from the population for our study purpose. The items selected constitute what is technically called a sample. Here out sample size is 50 employees from the total population to conduct the study.

### Data Collection

The data source: Primary and Secondary  
Primary data are those collected by the investigator himself for the first time and thus they are original in character, they are collected for a particular purpose.

Secondary data are those which have already been collected by some other persons for their purpose and published. Secondary data are usually in the shape of finished products. Two types of secondary data were collected for the preparation of the project work.

**The research approach:** Survey Method

**The research instrument:** Questionnaire Method

**The respondents:** Executives, Sr. Executives, Assistant Managers, Managers, officers.

### Questionnaire Schedule

Questions are framed in such a way that the answers reflect the ideas and thoughts of the respondents with regard to level of satisfaction of various factors of employee satisfaction.

### Tools of Analysis

5.5a. Chi Square Analysis: Chi-square test is applied to test the goodness of fit, to verify the distribution of observed data with assumed theoretical distribution. Therefore it is a measure to study the divergence of actual and expected frequencies; Karl Pearson's has developed a method to test the difference between the theoretical (hypothesis) & the observed value.

Chi – square test  $(X^2) = (O - E)^2 / E$ ,

Degrees Of Freedom =  $V = (R - 1) (C - 1)$

Where, 'O' = Observed Frequency  
'E' = Expected Frequency  
'R' = Number of Rows  
'C' = Number of Columns

For all the chi-square test the table value has taken @ 5% level of significance.

### Data Analysis and Interpretation

This is allocated for analysis and interpretation of data. Preparing percentage analysis, chi-square test does the analysis of employee satisfaction, which is directly extracted from the questionnaire. The variations in the extent of the employee satisfaction can be measured with the variables such as job satisfaction, promotional opportunity, manager/supervisor co-operation, performance appraisal, compensation etc.

### Data Analysis with Chi-Square Test or Test Of Hypothesis Hypothesis

Age and Level of agreements b/w respondent.

HO: There is no significant relationship between age and level of satisfaction.

Since the calculated value is less than the table value. So the Null hypothesis is accepted. Hence, there is no significant relationship between age and level of satisfaction.

AGE	STRONGLY DISAGREE	DISAGREE	NA or D	AGREE	STRONGLY AGREE	TOTAL
18 - 25	5	10	15	5	1	36
26 - 35	2	1	6	4	1	14
35 - 45	1	5	3	1	0	10
> 45	0	0	2	0	0	2
<b>TOTAL</b>	<b>8</b>	<b>16</b>	<b>26</b>	<b>10</b>	<b>2</b>	<b>62</b>
CHI - SQUARE Value						10.13717
P - Value						0.603928
$\alpha$ -Value						0.05
CONCLUSION						Variables are Independent

### Hypothesis 2

Chi – square test is conducted to extent the relationship between the qualification and level of satisfaction.

HO: There is no significant relationship between qualification and level of satisfaction.

EDUCATION	STRONGLY DISAGREE	DISAGREE	NA or D	AGREE	STRONGLY AGREE	TOTAL
UG	0	1	2	0	0	3
GRADUATE	1	6	10	8	2	27
PG	2	2	4	10	14	32
<b>TOTAL</b>	<b>3</b>	<b>9</b>	<b>16</b>	<b>18</b>	<b>16</b>	<b>62</b>
CHI - SQUARE Value						18.3843
P - Value						0.01852
$\alpha$ -Value						0.05
CONCLUSION						Variables are Related

Since the calculated value is more than the table value. So the Null hypothesis is accepted. Hence, there is significant relationship between educational qualification of employee and their level of satisfaction.

### Hypothesis 3

Chi – Square Test Is Conducted To Extent The Relationship Between The Experince And Level Of Satisfaction.

HO: There is no significant relationship between experience and level of satisfaction.

EXPERIENCE	STRONGLY DISAGREE	DISAGREE	NA or D	AGREE	STRONGLY AGREE	TOTAL
<1yr	3	11	14	2	0	30
1-2yrs	4	6	8	1	2	21
2-4yrs	1	2	4	1	0	8
4-6yrs	0	0	2	5	0	3
<b>TOTAL</b>	<b>8</b>	<b>19</b>	<b>28</b>	<b>5</b>	<b>2</b>	<b>62</b>
CHI - SQUARE Value						10.0133
P - Value						0.61479
$\alpha$ -Value						0.05
CONCLUSION						Variables are Independent

Since the calculated value is less than the table value. So the Null hypothesis is accepted. Hence, there is no significant relationship between experience and level of satisfaction

### Future study

- Enhancing a network of behavioural skills providers and policy makers for effective co-ordination and facilitation of the organization.

- Developing and applying competency standards for key strategic interpersonal skills.

- Acquiring interpersonal behavior needs and expertise through top level support, preferably with the assistance of changing technology.

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