

Research Article

## Leveraging the Perception of Organisational Climate and Interpersonal Relations of Junior Level and Middle Level Managers

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### ABSTRACT

The purpose of the study is to leverage the perception of Organisational climate and interpersonal relations of Junior Level Managers and Middle Level Managers. A sample of 30 Junior Level Managers and 30 Middle level managers were matched on their age, sex, educational status, years of experience, Marital status, socio economic Status and geographical Location. The tools chosen were (i) Organisational climate Questionnaire by Shailendra Singh (1989) and (ii) FIRO-B scale by Will Schutz (1982). The results obtained indicated that there were no differences in the perception of Organisational Climate and Interpersonal relations and also the results shows that the Life Skills Training programme and workplace counselling increase the perception of Organisational Climate and improve Interpersonal relation of Junior Level Managers and Middle level Managers.

**Keywords:** Organisational Climate, Interpersonal Relations, Junior Level Managers, Middle Level Managers, FIRO-B

### INTRODUCTION

Organisational climate represents the entire social system of a work - group. It is clearly a system concept. There are two important aspects of climate (1) workplace itself and (2) Personal treatment of management. If employees feel satisfied while at work and if climate provides a sense of personal worth, it can be assumed that organisation is favourable. Employees expect the management to feel and care about their needs and problems.

Organisations are always unique. Each has its own culture , traditions and methods of action which in their totality constitute its climate for the people who work in the organisation. By climate, we mean those characteristics that distinguish the organisation from other organisations and that influences the behaviour of the people in the organisation. Some organisations are bustling and efficient, others are easy going. An organisation tends to attract people who fit its climate so that its patterns are to extend perpetuated.

Positive climate encourages, while negative climates inhibits discretionary effort 'organisational effort' refers to the quality of working environment. If people feel that they are valued and respected within the organisation, they are more likely to contribute positively to the achievements of the business outcome. Creating a healthy organisational climate requires attention to the factors which influence employee's perceptions, including equality of leadership, the way in which the decisions are made and whether the efforts of employees are recognised.

"climate for an organisation is somewhat like the personality for a person" just as every individual has a personality that makes each person unique, each organisation has an organisational climate that clearly distinguishes its personality from other organisation. Every organisation is different and has a unique feeling and character beyond its structural characteristics. Thus every organisation deals with its members in a distinct way through its policies on allocations of resources, communication pattern, reward and penalty and decision making style etc... The organisational policy and conviction with regard to all these and a cluster of other related activities influence the feelings, attitudes and behaviour of its members and results in the creation of the unique organisational climate.

Interpersonal relations at work (and away, too) serve a critical role in the development and maintenance of trust and positive feelings in a firm organisation. An effective manager needs to abstain from showing favouritism: make difficult, sometimes unpopular, decisions and avoid misusing the managing power. In fulfilling responsibilities, managers need to strike the right note in their interpersonal relations with workers. New managers ,especially those who have moved up through the ranks ,are often counselled to keep a healthy distance from workers. Managers must be approachable and friendly, yet fair and firm.

The negative aspects of poor interpersonal relations include, among others, the following as

1) The morale of the employees becomes low.(disagreement among the employees over certain work proposals affects the morale)This affects their attitude towards work.2)The productivity gets affected :When employees have low morale, their level of performance will also be low. This affects productivity.3)The team work and cooperation may deteriorate: In view of disagreement the employees are not able to work with proper understanding and co operation.4)There is decline in the level of efficiency: As the employees are thinking about the disputes among each other all the time, they may not be able to concentrate in their work.5)When not resolved conflicts may turn into disputes: Conflicts are a regular feature of an organization. But a conflict has to be resolved within a time frame. If it is allowed to remain without a solution for long, it may certainly turn in to a dispute and requires the help of a mediator.

Interpersonal Relations establish and foster sound relationship between workers and management by safeguarding their interests. Interpersonal Relations avoid industrial conflict and strikes by developing mutuality among the interests of concerned parties. Interpersonal Relations provide an opportunity to the workers to participate in management and decision making process. Interpersonal Relations increase productivity in organization, and curb the employee turnover and absenteeism. Interpersonal Relations establish and promote industrial democracy based on labour partnership in the sharing of profits and of managerial decisions.

Several problems lead to affect the perception of Organizational Climate and Interpersonal Relations. Some of them are the conflicts, lack of social skills, lack cooperation and barrier in communication which affect the life skills and thus lead to poor cooperation of Organizational Climate and poor Interpersonal Relations. The importance of Life Skills Training and Workplace Counselling is very much essential to overcome conflicts, lack of social skills, lack of cooperation, barrier in communication and to create an efficient perception of Organizational Climate and excellent Interpersonal Relations.

The present investigation was carried out to find whether there is any significant difference in the perception of Organizational Climate and Interpersonal Relations with regard to the demographic variables such as Age, Sex, Educational status, Years of Experience, Martial Status, Socio Economic Status and Geographical Location and also to find whether the Life Skills Training programme and Workplace Counselling increase the perception of

Organizational Climate and improve Interpersonal Relations of Junior Level and Middle Level Managers.

### **Hypotheses**

- ❖ There will be no significant difference in the perception of Organizational Climate and Interpersonal Relations among Junior Level Managers and Middle Level Managers after the Life Skills Training Programme and Workplace Counselling.

### **Sample**

A sample of 30 Junior Level Managers and Middle Level Managers, were further classified based on their demographic variables belonging to the Age group of 25-30 for Junior Level Managers and 36-40 and 41-45 for Middle Level Managers, Gender- both Men and Women, Educational Status- only Undergraduates and Postgraduates, Years of Experience -0-2 and 3-5 for Junior Level Managers and 6-7 and 8-10 for Middle Level Managers, Marital status both Unmarried and Married, Socio Economic Status - only Low Income group and Middle Income group and Geographical Location - both Rural and Urban with regard to poor perception of Organizational Climate and Interpersonal Relations were included in the present study.

### **Procedure**

The Investigator met the Managers in person and interviewed them regarding their work environment, :flexibility, responsibility, standards, rewards, clarity, team commitment, conflicts, communication, morale and cooperation in the organization. Two questionnaires were used to measure the perception of Organizational Climate and Interpersonal Relations of the Managers.

### **Tools**

A Personal Data Sheet developed by the Investigator was used to collect personal information. The Organizational Climate questionnaire developed by Shailendra Singh (1989) has 31 items or statements and these items or statements are organized under different dimensions at professional help, formalization professional management, organizational risk

taking, standardization, people organization, centralization, formalized communication, welfare concern. Each statement is to be rated on a 5 point scale as, Means true to a almost no extent, Means true to a small extent, Means true to a some extent, Means true to a great extent and Means true to a very great extent. The items of the scale are framed in such a way that they can study Organizational Climate perceived by the subjects (employees), and the FIRO-B scale by Will Schutz (1982), Constructing of three in behavior Expressed (E) or shown to others and three in behavior wanted (W) or preferred from others. The three different areas of interpersonal behavior assessed in PIRO - B are Inclusion (I), Controls (C), and Affection (A). The six scores, then, that emerge from this instrument, are Expressed Inclusion (EI), Wanted Inclusion, Expressed Control (EC), Wanted Control (WC) Expressed Affection (EA), and Wanted Affection (WA). The reliability coefficient of this inventory was found to be 0.77 and suggests a high degree of concurrent validity.

### Statistical Analysis

In order to analyze the data collected on the basis of sampling, the following statistical techniques were used.

- ❖ Mean
- ❖ Standard Deviation
- ❖ Student 't' test.

### The 't' Values for the perception of organizational Climate of Junior Level Managers and Middle Level Managers before and after the Life Skills Training and Workplace Counselling.

Groups	Life Skills Training and Workplace Counselling	N	Mean	Standard Deviation	t' values
Junior Level Managers	Before	30	63.2	10.9	13.87**
	After	30	96.5	7.34	
Middle Level Managers	Before	30	71.9	8.78	115.40**
	After	30	102.3	6.32	

\*\* Significant at 0.01 level

**The 't' Values for the perception of Interpersonal Relations of Junior Level Managers and : Middle Level Managers before and after the Life Skills Training and Workplace Counselling**

Groups	Life Skills Training and Workplace Counselling	N	Mean	Standard Deviation	't' values
Junior Level Managers	Before	30	13.9	2.1	4.80**
	After	30	16.4	1.93	
Middle Level Managers	Before	30	19.2	2.99	8.36**
	After	30	24.32	1.49	

\*\* Significant at 0.01 level

## Discussion

From the above findings there is no significant difference in the Junior Level managers, Middle level managers between the age group, educational status, Years of Experience marital status, economic status and geographical location in the perception of organizational climate and Interpersonal Relation. The physical factors, the psychological factors and the social factors did not affect the perception of organizational climate and Interpersonal Relation.

It is seen that the Life Skills Training Programme and Workplace Counselling was effective to increase the perception of organizational climate and improve the Interpersonal Relations of the Junior Level managers and Middle level managers. The Life Skills Training Programme and Workplace Counselling helps to overcome the problems such as not able to coordinate the simultaneous actions of different parts of the body, not able to maintain equilibrium despite forces pulling off balance, lack of ability to continue maximum effort requiring prolonged effort overtime and success in fulfilling their fundamental needs. It also helps to improve motivation, reduce job satisfaction, resolve the conflicts, improve cooperation, flexible to innovate, improve appreciation and recognition, concern for employee well being. It advances communication, morale, training and development, environmental conditions. It also helps to improve eye contact, appropriate bodylanguage and presence of humour, warmth and affection. It also helps to overcome the feelings of insecurity or economic stability and way for good phase of communication, job satisfaction, conflicts resolution and improve the conversational skills. It influences the sensitivity towards others, a desire to establish relations as well as feeling satisfied with relationships work environment, improve

social interaction. So the Life Skills Training Programme and Workplace Counselling is useful and effective to increase the perception of organizational Climate and improve Interpersonal Relations Junior Level managers and Middle level managers.

### **CONCLUSIONS:**

The following conclusions were drawn from the present investigation

There is no significant difference in the perception of Organizational Climate and Interpersonal Relations of Junior Level managers and Middle level managers with regard to the demographic variables.

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