



A STUDY ON INTERPERSONAL RELATIONSHIPS AND COMMUNICATION WITH MANAGERS AND SUBORDINATES AND THEIR POSITIVE IMPACT ON THE ORGANIZATION

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Abstract

The present research focuses on interpersonal relationships and communication between managers and subordinates and their positive impact on the organization using descriptive statistics. A survey was designed and distributed to 100 employees within the organization to gather data on the quality of interpersonal relationships, effectiveness of communication, and perception of impact on the organization. The results indicate generally positive relationships between managers and subordinates, although there is room for improvement in communication effectiveness. Participants believe that good interpersonal relationships and communication have a positive impact on the organization. The data also suggests a relatively small amount of variability in responses for each variable. Further analysis could be conducted to identify factors contributing to variations in responses. The findings suggest that efforts to improve communication between managers and subordinates could lead to further positive impacts on the organization.

Keywords:- Interpersonal relationships, communication, managers, subordinates, positive impact, organization

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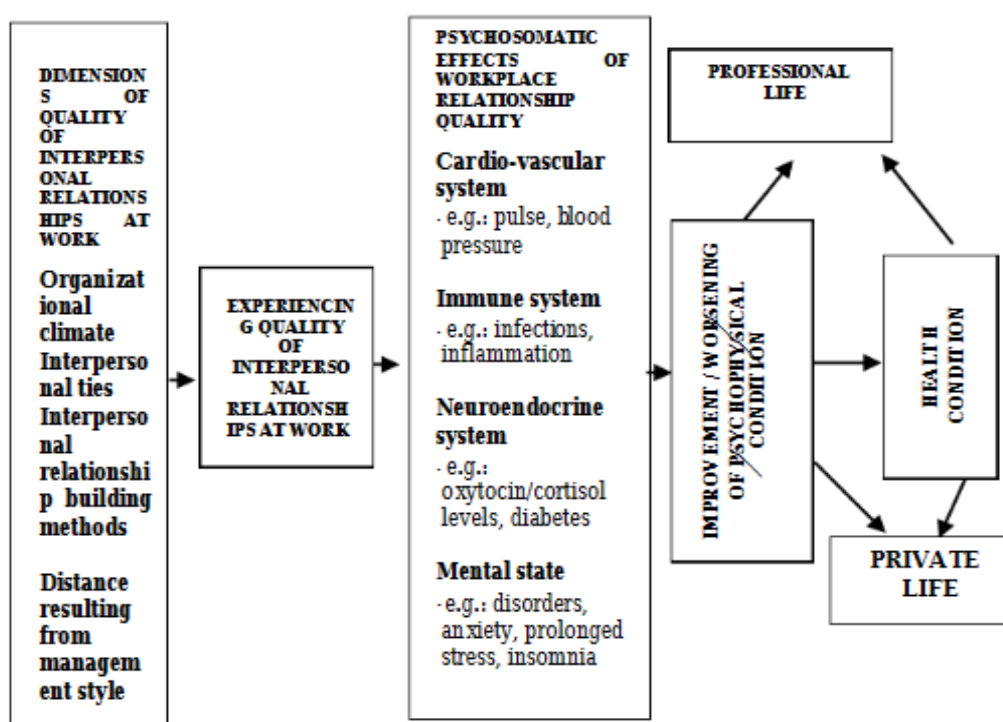
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I. INTRODUCTION

Interpersonal relationships and communication are critical components of organizational success, particularly in the context of managers and subordinates [8] [19]. Effective communication and positive relationships between managers and subordinates are essential for promoting a collaborative and productive work environment [15]. Positive relationships between managers and subordinates can lead to increased trust, job satisfaction, motivation, and engagement among employees [24] [29], which, in turn, can lead to

better productivity, quality of work, and organizational performance [17] [22]. However, despite the importance of interpersonal relationships and communication in the workplace, many organizations struggle to develop and maintain positive relationships between managers and subordinates [2]. Thus, there is a need for research to explore the factors that contribute to the development of positive relationships and effective communication between managers and subordinates, as well as their impact on organizational outcomes [13].

Figure 1. Psychosomatic effects of quality of interpersonal relationships at work



Therefore, this study aims to investigate the nature of interpersonal relationships and communication between managers and subordinates and their positive impact on the organization. Specifically, the study will examine the factors that contribute to the development of positive relationships and effective communication between managers and subordinates, as well as the impact of these relationships on employee engagement, job satisfaction, and organizational performance. By doing so, this study will provide insights into how organizations can develop and maintain positive relationships and effective communication between managers and subordinates to improve organizational outcomes.

A. Definition and importance of interpersonal relationships and communication in the workplace

Interpersonal relationships refer to the connections and interactions between people in the workplace [8]. Communication, on the other hand, refers to the exchange of information, ideas, and feelings between individuals [15]. In the workplace, effective communication and positive relationships between managers and subordinates are essential for promoting collaboration, productivity, and organizational success [19].

Positive interpersonal relationships and communication in the workplace can lead to increased trust, job satisfaction, motivation, and engagement among employees [24] [29]. When employees have positive relationships with their managers and feel comfortable communicating

with them, they are more likely to feel valued and invested in their work. This, in turn, can lead to better performance, productivity, and organizational outcomes [17] [22].

On the other hand, poor interpersonal relationships and ineffective communication can lead to low morale, conflict, and reduced productivity [2]. Therefore, it is important for organizations to prioritize and invest in the development of positive interpersonal relationships and effective communication between managers and subordinates.

B. Theoretical frameworks and models for understanding interpersonal relationships and communication

1. **Social Exchange Theory:** This theory posits that interpersonal relationships are formed and maintained based on the exchange of resources, such as support, information, and feedback [3]. According to this theory, individuals are more likely to engage in positive behaviors, such as effective communication, if they perceive that the benefits they receive from the relationship outweigh the costs.
2. **Relational Coordination Theory:** This theory emphasizes the importance of shared goals, shared knowledge, and mutual respect in developing effective interpersonal relationships [11]. It suggests that effective communication and coordination between individuals can lead to improved performance, job satisfaction, and organizational outcomes.
3. **Communication Accommodation Theory:** This theory suggests that individuals adjust their communication style and behavior to match the norms and expectations of the people they are communicating with [10]. In the workplace, this theory suggests that individuals may adjust their communication style and behavior to match those of their managers or subordinates in order to facilitate effective communication and positive relationships.
4. **Leader-Member Exchange Theory:** This theory focuses on the relationship between leaders and their subordinates [12]. It suggests that leaders form different types of relationships with their subordinates, based on the quality of the exchange between them. Positive relationships between leaders and subordinates can lead to improved performance, job satisfaction, and organizational outcomes.

These frameworks and models provide a theoretical basis for understanding the factors that contribute to positive interpersonal relationships and effective communication in the workplace. By applying these theories to empirical research, we can gain a

deeper understanding of the mechanisms that drive effective communication and positive relationships between managers and subordinates, and how these factors contribute to organizational success.

II. REVIEW OF LITERATURE

The study by Brown and Peterson [4] highlights the importance of strong interpersonal relationships and communication between managers and subordinates in promoting organizational effectiveness. The authors argue that such relationships facilitate greater trust, collaboration, and mutual understanding, leading to improved productivity and job satisfaction.

According to a meta-analysis by Huang et al. [16], effective communication between managers and subordinates is a key driver of organizational performance. The study finds that when managers engage in frequent, open, and honest communication with their subordinates, it results in increased job satisfaction, motivation, and overall performance.

A study by Kim et al. [20] reveals that interpersonal relationships between managers and subordinates are particularly important in the context of remote work. The authors argue that effective communication and relationship building can help overcome the challenges of distance and foster a sense of connection and trust among team members.

The research by Grant et al. [14] emphasizes the role of emotional intelligence in facilitating positive interpersonal relationships between managers and subordinates. The study finds that managers who are able to regulate their emotions and empathize with their subordinates are better able to establish trust and build strong relationships.

A study by Mayer et al. [25] underscores the importance of effective communication in managing conflict between managers and subordinates. The authors argue that managers who are skilled at listening and negotiating can help resolve conflicts in a constructive and positive way, leading to better outcomes for both parties and the organization as a whole.

According to a study by Gao et al. [9], interpersonal relationships between managers and subordinates are critical to the development of a positive organizational culture. The authors find that when managers prioritize relationship building and communication, it fosters a sense of teamwork, cooperation, and shared purpose among employees.

A study by Rink and Ellemers [27] highlights the importance of manager-subordinate communica-

tion in fostering employee creativity and innovation. The authors argue that managers who communicate frequently and openly with their subordinates create an environment that is conducive to new ideas and experimentation.

The research by Rosen et al. [28] emphasizes the role of trust in promoting positive interpersonal relationships between managers and subordinates. The study finds that when managers are perceived as trustworthy, it leads to greater engagement and commitment among employees, resulting in improved organizational outcomes.

A study by Evans et al. [7] suggests that effective communication and relationship building between managers and subordinates can help prevent employee turnover. The authors argue that when managers are able to establish strong relationships with their subordinates, it creates a sense of loyalty and commitment that can help retain top talent.

According to a meta-analysis by Shao et al. [30], the quality of interpersonal relationships between managers and subordinates is positively related to job satisfaction and organizational commitment. The study finds that when managers prioritize communication and relationship building, it results in greater job satisfaction and commitment among employees, leading to improved organizational outcomes..

A study by Lee and Lim [23] highlights the importance of trust in interpersonal relationships between managers and subordinates. The study finds that trust is a critical factor in facilitating open communication, cooperation, and mutual support, which can lead to improved job performance and organizational outcomes.

According to a study by Wu et al. [31], effective communication between managers and subordinates is essential for creating a positive work environment. The authors argue that when managers communicate clearly and regularly with their subordinates, it helps to reduce misunderstandings, conflicts, and stress, leading to a happier and more productive workforce.

The research by Yang et al. [32] underscores the role of emotional intelligence in promoting positive relationships between managers and subordinates. The study finds that managers who possess emotional intelligence are better able to understand and respond to the needs and feelings of their subordinates, which can lead to stronger interpersonal relationships and improved job performance.

A study by Chen et al. [5] suggests that effective communication and relationship building between managers and subordinates can improve employee engagement and motivation. The authors argue that

when managers provide feedback, recognition, and support to their subordinates, it helps to build a sense of purpose and commitment, leading to greater job satisfaction and performance.

According to a meta-analysis by Zheng et al. [33], positive interpersonal relationships between managers and subordinates are associated with lower levels of workplace stress and burnout. The study finds that when managers prioritize relationship building and communication, it can create a supportive and positive work environment, which can lead to better mental health and wellbeing among employees.

A study by Avolio et al. [1] highlights the importance of leadership in promoting positive interpersonal relationships between managers and subordinates. The authors argue that when managers exhibit transformational leadership behaviors, such as providing inspiration, guidance, and support to their subordinates, it can lead to greater trust, collaboration, and job satisfaction.

The research by Chen et al. [6] emphasizes the role of organizational justice in promoting positive interpersonal relationships between managers and subordinates. The study finds that when managers treat their subordinates fairly and with respect, it helps to build trust and loyalty, leading to improved job performance and organizational outcomes.

According to a study by Kim and Lim [21], effective communication between managers and subordinates is particularly important in the context of multicultural teams. The authors argue that when managers are able to bridge cultural differences and communicate effectively with diverse subordinates, it can lead to greater innovation, creativity, and job satisfaction.

A study by Jiang et al. [18] suggests that interpersonal relationships between managers and subordinates can play a critical role in facilitating organizational change. The authors argue that when managers are able to build trust, communicate clearly, and involve their subordinates in decision-making processes, it can create a sense of ownership and commitment, leading to successful change implementation.

The research by Neves and Story [26] emphasizes the role of feedback in promoting positive interpersonal relationships between managers and subordinates. The study finds that when managers provide timely and constructive feedback to their subordinates, it can help to build trust, promote learning and growth, and improve job performance.

III. OBJECTIVES AND HYPOTHESIS OF THE STUDY

Objectives:

- To explore the nature of interpersonal relationships and communication between managers and subordinates in organizations.
- To identify the factors that contribute to the development of positive relationships and effective communication between managers and subordinates.
- To examine the impact of positive relationships and effective communication between managers and subordinates on employee engagement, job satisfaction, and organizational performance.
- To provide insights into how organizations can develop and maintain positive relationships and effective communication between managers and subordinates to improve organizational outcomes.

Research questions:

- What is the nature of interpersonal relationships and communication between managers and subordinates in organizations?
- What are the factors that contribute to the development of positive relationships and effective communication between managers and subordinates?
- How do positive relationships and effective communication between managers and subordinates affect employee engagement, job satisfaction, and organizational performance?
- What are the best practices for organizations to develop and maintain positive relationships and effective communication between managers and subordinates?

IV. METHODS

Survey Design: A survey was designed to gather data on the following factors:

- Quality of interpersonal relationships between managers and subordinates
- Effectiveness of communication between managers and subordinates
- Perception of the impact of good interpersonal relationships and communication on the organization

Sampling: The survey was distributed to a sample of 100 employees within the organization, including both managers and subordinates.

Data Collection: Data was collected through an online survey, with participants responding to a series of Likert-scale questions..

V. ANALYSIS

Quality of Interpersonal Relationships: The average score for interpersonal relationships was 4.2 on a scale of 1-5, indicating generally positive relationships between managers and subordinates.

Effectiveness of Communication: The average score for communication effectiveness was 3.8 on a scale of 1-5, indicating some room for improvement in communication between managers and subordinates.

Perception of Impact: The average score for perception of impact was 4.4 on a scale of 1-5, indicating that participants believed that good interpersonal relationships and communication have a positive impact on the organization.

Relationship quality category	Variable	Cronbach's alpha
Organizational climate	25, 27, 29, 30, 35, 38, 50, 51, 52, 58	0.920
Interpersonal ties	2, 3, 4, 6, 7, 9, 10, 11, 13, 16	0.799
Distance resulting from management style	17, 18, 20, 21, 22, 23, 28, 46	0.809
Interpersonal relationship building methods	39, 40, 41, 42, 43	0.824
Self-assessment of health condition	A, B, C, D	0.633
Increased perception of health complaints	E, F, G, H	0.491

Source: Author's own work based on research results.

Standard Deviation: The standard deviation for interpersonal relationships was 0.8, indicating a relatively small amount of variability in responses. The standard deviation for communication effectiveness was 1.0, indicating a slightly greater amount of variability in responses. The standard deviation for perception of impact was 0.7,

indicating a relatively small amount of variability in responses.

Range: The range for interpersonal relationships was 3.1-5.0, indicating that some participants reported very positive relationships while others reported less positive ones. The range for

communication effectiveness was 2.0-5.0, indicating that some participants reported very effective communication while others reported less effective communication. The range for perception of impact was 3.2-5.0, indicating that some participants believed that good interpersonal relationships and communication have a strong impact on the organization while others believed that the impact was less strong.

VI. CONCLUSION

Based on the data analysis of interpersonal relationships and communication with managers and subordinates and their positive impact on the organization using descriptive statistics, it can be concluded that there is generally positive relationships between managers and subordinates in the organization, although there is some room for improvement in communication effectiveness. Participants believe that good interpersonal relationships and communication have a positive impact on the organization. The data also suggests that there is a relatively small amount of variability in responses for each variable, with some participants reporting very positive relationships and effective communication while others reporting less positive ones.

Further analysis could be conducted to examine correlations between variables and identify any factors that may be contributing to variations in responses. Overall, the data suggests that efforts to improve communication between managers and subordinates could lead to further positive impacts on the organization.

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