



RESEARCH ARTICLE

INTERPERSONAL RELATIONS AND COMPETENCE FOR ACHIEVING WORK MOTIVATION IN PUBLIC SECTOR UNDERTAKINGS- A CASE STUDY OF OUSHADHI (A KERALA GOVERNMENT UNDERTAKING)

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ABSTRACT

The study relating to the Interpersonal relations and work motivation in Public Sector Human resource management is concerned with a very wide field of activities. This is does not concern itself with providing with merely welfare activities for the workers. This includes any activity which gives the workers confidence in the management and improves their morale and efficiency. Hence, under this, can be included all those activities for the management which are connected with recruitment, terms of employment, wages, industrial relations, welfare activities, prevention of accidents, education and training, joint consultation, research human resource development etc. Among the various factors affecting industrial efficiency, the most important ones are technical factors, economic factors, organisational factors, geographical factors, psychological factors and so on. How important a role the psychological factors play in determining the efficiency in an industry is evident from the fact that in industrially advanced countries, many of the industrial corporations employ professionally trained psychologists on full time basis. The psychological factors usually exercise their impact in an indirect manner. These factors help the workers to strengthen their aptitude for a particular work, offer a suitable outlet to the instinctive behavior of the workers, provide necessary incentives and disincentives and make factory environment pleasant and agreeable.

INTRODUCTION

Personnel management is that part of the management function which is primarily concerned with the human relations within an organisation. Its objective is the maintenance of those relationships on a basis which, by considerations of the well being of the individual, enables all those engaged in an undertaking to make their personal contribution to the effective working of that undertaking. Thus, personnel management includes "Welfare Side" which concerns itself with the physical amenities necessary for the comfort of the worker and "Personnel Side" which extends to psychological study of human personalities embracing all aspects of human relationship. The basis of personnel management is the recognition of the human personality of the employee which is very essential for maintaining good industrial relations. Personal contact between the workers and the employers, therefore, is most essential. Hence, a personnel department must be maintained in every undertaking to bring about the necessary co-operation and contact between the management and the workers and to implement a policy of human relation in industry. It may also be emphasized that the question of human relations in industry is becoming of increasing importance and significance. In a wider sense, the term "Human Relations in industry" signifies the relationship that should exist between the human beings engaged in industry. In actual practice, however, the term signifies the relationship that should be cultivated that practiced by an employer or a supervisor with his subordinates.

It has to borne in mind that workers are human beings with human emotions, impulses and deep feelings which arise out of basic needs and drives, such as the instincts of security and possession, and motives like love, hate, anger, fear, pride, curiosity, etc. This factor has to be taken into consideration in formulating policies in the field of human relations. Human relations in industry, refer to a policy which should be followed to make the workers feel involved in the undertaking, improve their efficiency, and treat the workers as human beings, and equal partners in industry and not merely as a factor of production.

Review of Literature

There are four interpersonal skills identified by human resource and communication experts as being essential to establishing successful interpersonal relationships. These skills, as well as the behaviors which promote the skills, were identified through job analysis. These four skills will help you communicate with others in a positive manner that will foster mutual understanding and respect.

Promote Active Involvement

There are many benefits in getting employees actively involved, especially in making decisions that will directly affect them. When we have employee involvement in decisions, benefits include:

- More and varied thinking. Getting useful ideas and information assists you in more accurately defining the situation and in making the best decision.
- More commitment to the solution.
- More offers of information, ideas, and assistance in the future.
- The employees feel more valuable to the agency.
- The behaviors that promote active involvement are:
- Seek input. Ask for ideas, opinions, and information.
- Acknowledge input. Respond to their input. Often just a word of thanks or a sentence will reinforce the giving of input.

Listen Supportively

Listening is a critical job skill: especially for someone whose task is getting their job accomplished through others. Although listening may seem very simple, it is actually a very difficult task to do effectively. Good listening takes all of your concentration. Benefits to listening include:

- Less miscommunication. You hear ideas more as they were intended and/or get clarification when you don't understand.
- Better working environment. The person you are listening to feels valued; their thoughts and ideas are contributing to the workplace.
- Some ways to improve your listening, as well as letting the person know you are listening, are:
- Assume an attentive and open posture. This generally means leaning slightly forward, facing the speaker.
- Maintain sufficient eye contact. Sufficient is that which is appropriate for the listener. Any more eye contact than that could cause the speaker to feel uncomfortable.

Maintain Constructive Focus

Your time during the day is a valuable resource. One way of using your time more efficiently is by maintaining focus upon the issue.

4) Encourage Mutual Respect

This skill is important to establish and maintain constructive working relationships. The effort to value and encourage all manner of diversity in the workplace is directly linked with the innate worth of every individual. An optimal working relationship is one in which all parties have mutual respect for each other.

C. Importance of Study

The management of Man is a very important and challenging job; important because it is a job, not of managing 'men', but of administering a social system. The management of men is challenging task because of the dynamic nature of the people. No two persons are similar in mental abilities, traditions, sentiments, and behaviour; they differ widely also as groups, and are subject to many and varies influences. People are responsive; they feel, think, and act; therefore, they cannot be operated like a machine or shifted and altered like a template in a room layout.

Manpower management is a most crucial job because "managing people is the heart and essence of being a manager". This is concerned with any activity relating to human elements or interrelations in an organisation. Human

resources play a crucial role in the development process of modern economics.

Practicing various human resources policies and programmes like employment, development and compensation and interaction among employees create a sense of relationship between the individual worker and management. It is the process of interaction among human beings. Human relations is an area of management in integrating people into work situation in a way that motives them to work together productively, co-operatively and economic, psychological and social satisfaction.

In the words of MacFarland, "Human relation is the study and practice of utilizing human resources through knowledge and through an understanding of the activities, attitudes, sentiments, and inter-relationships of people at work". In the broadest sense, "human relations refer to the interaction of people in all walks of life". Human relation is an integrated body of knowledge composed of several elements from different disciplines. In context of liberalization, privatization and globalization and explosion of communication, the men become a crucial part in the organization and hence, the men management having got importance in the organizational efficiency. Therefore the Personal Manager and the other middle level managers should possess the interpersonal skills the emotional intelligence for the effective management of men and enhancing productivity. At the present day LPG environment, only 20% importance to the managers intelligence whereas 80% importance in emotional intelligence and emotional quotient.

The public sector in India has been steadily growing since independence. Even then, it is felt that after exuberance of public sector a number of problems have begun to manifest themselves in many of the public enterprises. Serious problems are observed in the form of insufficient growth in productivity, poor project management, over manning, lack of continuous technological up gradation, lack of motivation and inadequate attention to R&D and human resources. In addition, public sector has shown very low rate of return of capital invested. In many cases public sector have become burden rather than being an asset to the government and the original concept of the public sector has also undergone considerable dilution.

In short the development and the operational effectiveness of a concern will very much depend upon the human relation existing in the organisation and the utilization of these resources by maintaining inter personal relations among the employees and providing better motivation for achieving work. These problems are more in public sector enterprises, in these most of them are in losses and the productivity are less as compared to the private sector enterprises. There are many causes for this situation and one of the important one among these may be lack of interpersonal relations and lack of motivation.

D. Objectives of the Study

1) To analyse the interpersonal relations and competence for achieving work motivation in OUSHADHI (a Public Sector Enterprise in Kerala).

2) To know the organisational effectiveness of OUSHADHI, a Public Sector Enterprise in Kerala and the role played by interpersonal relations.

3) To offer suggestions for enhancing interpersonal relations for work motivation.

METHODOLOGY OF STUDY

Collection of Data: The data used for this study is both primary and secondary. The primary data are collected by using the methods like observation, interview and questionnaire. The primary data are collected from the various categories of employees worked there at. The secondary data are collected from various journals like Effective Executive, RBI Monthly Bulletin, Thesis and Dissertations and other published records.

Sampling: In order to collect the required primary data for this study the researcher was not in a position to conduct a census survey because it is practically beyond the reach of the researcher. Therefore, the researcher should adopt the method of sample survey. The sampling chosen for this study is the random sampling and the specific method of random sampling is the stratified random sampling. The entire workers in the organization are divided in to various categories and a representative sample should selected for this study.

Analytical Tools: In order to process and to analyse the data the researcher would proposes to use some statistical methods and techniques like measures of central tendency (Mean, Median, Mode etc), correlation, regression etc and some of the Statistical Testing (Chi-square test) and other data representation tables, charts and diagrams.

FINDINGS AND DISCUSSIONS

“Interpersonal Relations and Competence for achieving Work Motivation in Public Sector Enterprises – A case study of OUSHADHI (A Kerala Government undertaking)” is an empirical study regarding the interpersonal relations and work motivation existing in OUSHADHI, one of the public sector enterprises in Kerala. The study is relating to the personal management/HRM side, hence, the researcher record something about the structure of the organisation before coming into the core are of interpersonal relations and work motivation. The Company employs a total of 352 employees under the various positions and factory workers. The employees of the organisation are broadly divided into four categories- Permanent, Contract basis, casual employees and staff on deputation. As this is a public sector enterprise undertaking under the control of Kerala Government, the company employs some staff on deputation from other Government departments, Universities and Boards and Corporations. The employees coming under the contract basis are the Ayurvedic Doctors, skilled and unskilled personals, appointed by the company directly by notification. The Casual employees are appointed by the company from the employment exchanges and the people from the surrounding places.

Table 1. Showing the category of employees

Category of Workers	No. of workers
Permanent	79
Contract Basis	18
Casual employees	254
Staff on deputation	7
Total	352

The table No.1 shows that the company have 352 employees which are divided into the four categories- Permanent of 79 employees (22.44% of total employees), 18 employees on

contract basis (5.11% of total employees), 248 of Casual employees (70.45%) and 7 employees on deputation from other departments of Government of Kerala consists of 2% of total employees. From the above table it is clear that the major source of the employees of the company are from the casual basis (70.45%).

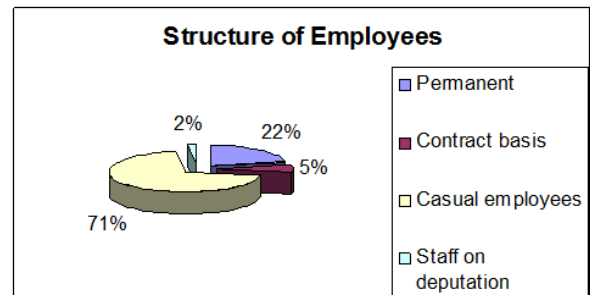


Fig. 1.

This study of the interpersonal relations and work motivation of the employees, the researcher collect data from the various categories of employees by adopting the methods of questionnaire, interview and observation. For the purpose of data collection by using the questionnaire, the researcher should prepare a questionnaire of 32 questions and distributed these to the permanent and casual employees of the organisation, where as data are collected from other employees by conducting the interview on the basis of the already prepared questionnaire and also conduct observation in order to collect data relating to the behavioural aspects of the employees and work motivation. The employees coming under the staff on deputation are reluctant to co-operate with the efforts of the researcher on the reason that they are not much experienced with the practice of the organisation, and on the fact that this is not their parent organisation. On the basis of this argument the researcher collected data from the rest of the employees. On the light of the interview and observation, the researcher feels that the trainee workers employed from the employment exchanges are not fully satisfied with the existing system in the organisation where as, these workers are highly satisfied with the leadership, communication and interpersonal relations between them, but they are dissatisfied with their nature of work, freedom, remuneration and other emoluments in the concern. The researcher should find out that the majority of the employees of the trainee workers from the employment exchanges are highly qualified and some of them are professionally qualified. Where as these personals are doing the very lower level workers job which can be done by a person of the high school level education. So the researcher should conclude that the level of dissatisfaction from the trainee employees of higher education is that they are compelled to do the lower level jobs in the concern. This psychological factor leads to the dissatisfaction amongst the trainee workers. The conflict of higher education and the nature of work lead to the objections from the workers and are not satisfied in their work because of the fact that these are not the jobs expected by them, and this will lead to the reduction in productivity of the employees. Another fact identified by the researcher is that of the fear of social insecurity amongst the Casual workers regarding their job security. These categories of the workers consists of the majority of the workers and most of them are aged above 50 years having more than 15 years experience in the concern, but still they are only having the daily wages, other benefits are not available to this category. There fore the workers amongst these are having a feeling of

social insecurity and dissatisfaction. But one important thing the researcher noted is that, even though they are lacking all these benefits they should always express their confidence, commitment and motivated in their work and have an optimistic that the Company will appoint them as permanent workers in the near future. So through out the interview the casual employees having of long service in the factory always express interest in their work and record their hardworking mind and commitment in their work.

Analysis of data: With the help of a five point scaled questionnaire of 32 questions, the researcher collected data from the targeted respondents. The questionnaire consisted of questions in order to evaluate the interpersonal relations, work atmosphere, communication, motivation and workers satisfaction of employees existing in the concern. The data collected through the questionnaire are processed by using the statistical representation tools- tables, charts, other computational tools – arithmetic mean and testing technique of Chi-square, to test the independence. The following part of this report makes a detailed study of sense of the respondents of this survey. The questions of this study and their results and conclusions are as follows:

Office/factory atmosphere in the organisation is friendly and cordial: Figure No 2 shows the 70% of the employees covered under this survey are agree and satisfied with the status that the office/factory atmosphere is friendly and cordial. 20% of the respondents of this survey are recorded dissatisfaction regarding this fact.

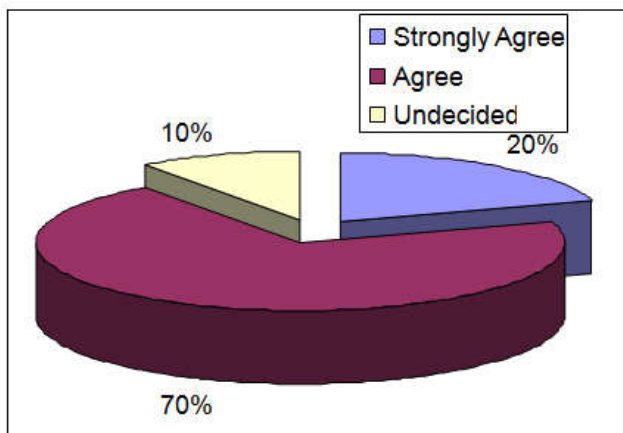


Figure 2. Response rate as regarding Office/Factory atmosphere

There fore conclude that there is a cordial and friendly atmosphere exist in the organisation.

Staff helps each others to complete work in time: 90% of the respondents in this survey said that the fellow workers helps each others in completion of the work in time. In this question there is no response as disagree with this. 10% of the respondents are in neutral that by recording Undecided. From the above statement it is clear that there is a system of team spirit and cooperation existing in the organisation.

1. Supervisors invite subordinates for informal discussions.

20% of the respondents Strongly Agree with this question, 40% Agree in this respect (60% of the respondents said that there is good informal relation between the superiors and

subordinates), where as 10% of the respondents dissatisfied in this regard.

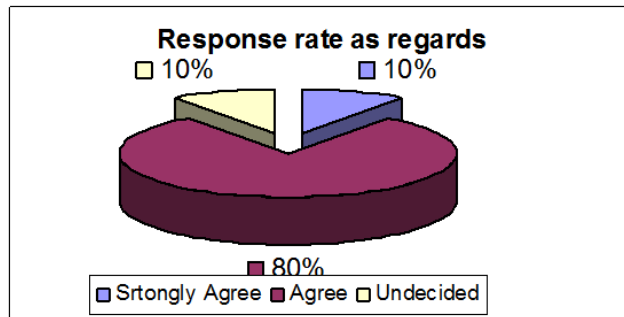


Fig. 3.

Chart showing the response rate of statement No.3

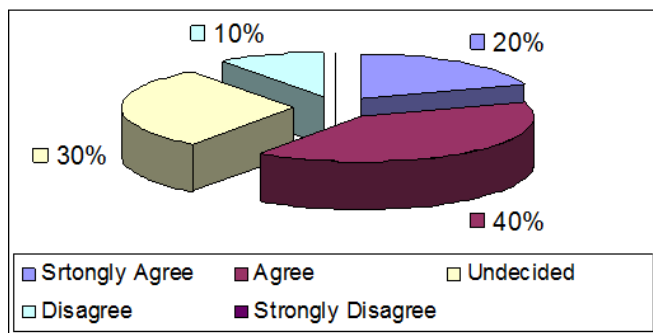


Fig. 4.

The dissatisfied categories are from the trainee workers. On the basis of the interview and observation by the researcher at the factory premises, should found that, this category workers are dissatisfied with their job and remuneration conditions and told that there is no informal discussions with their categories from the part of the superiors.

Staff has a feeling that the leadership of the organisation is effective: In this respect 50% of the respondents are either agree or strongly agree and are satisfied and 20% of the respondents are dissatisfied by recording disagree or strongly disagree. Most of the permanent workers reported that the top level leadership of the concern is most effective and skilled.

Chart showing the response rate of Statement

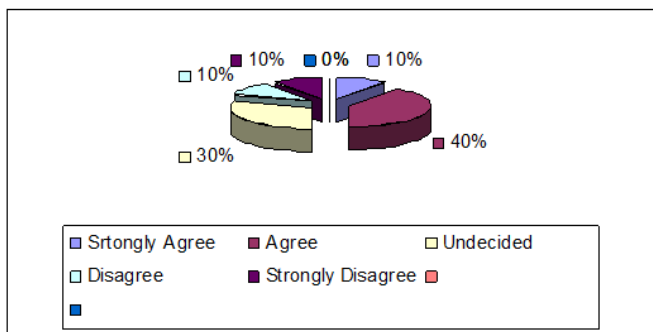
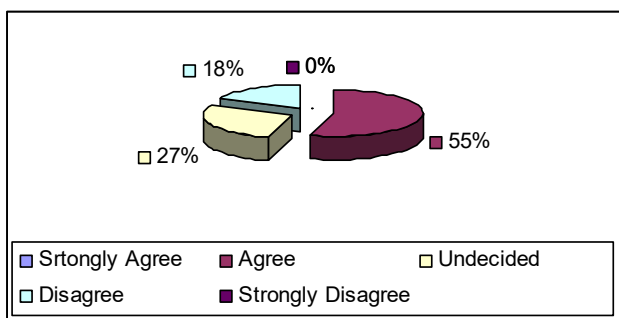


Fig. 5.

The organisation depends mainly on written communication: 60% of the respondents of this survey agree with this statement, where as 20% of the respondents are disagree with this. As per this response the researcher could conclude that

there is written communication system existing in this organisation.

Chart showing the response rate of Statement



Majority of staff actively participate in conferences and formal meetings: 40% of the respondents agree with this question where as 40% disagree with this. There fore the majority of the staff are actively participate in conferences and formal meetings of the company.

Chart showing the response rate of Statement

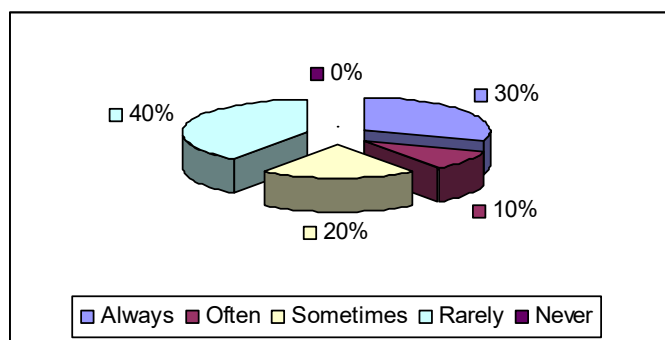


Fig. 7.

The employees of your organisation interact informally: Most of the response up on this statement are not in favour of the informal interaction freely. Only 30% of the respondents are recorded 'often' and infavour of this statement. 20% of the respondents are in disagreement with this statement and recorded 'Rarely'. From this, the researcher could conclude that there is lack of informal meetings and interaction between the employees and the management and employees. This is due to the fact that the employees most of them are trainees and on contract basis, which are not a stable work force of the concern. From the interview and observation, the researcher should note that the employees are dissatisfied with this respect. There fore the interactions and interrelations between the workers in certain categories are worsening.

Chart showing the response rate of Statement No.7

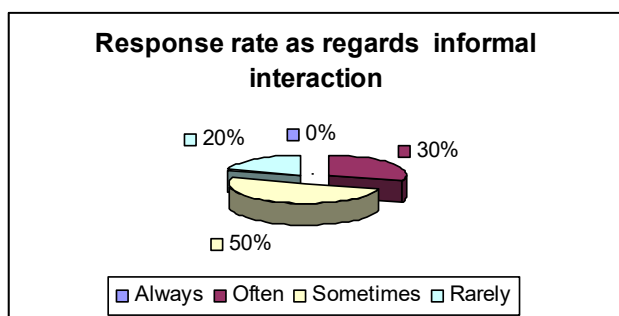


Fig. 8.

The employees and the management of your organisation makes interaction other than formal meetings, conferences etc: Most of the respondents are dissatisfied with the fact that of informal interaction on the part of the managers in the factory site and office. 90% of the respondents are dissatisfied with this fact and recorded 80% Rarely and 10% Never. Where as, on the basis of the interview the researcher should inform by the employees that the managers must make an environment of interaction and informal meetings in order to motivate them effectively.

Chart showing the response rate of Statement No.8

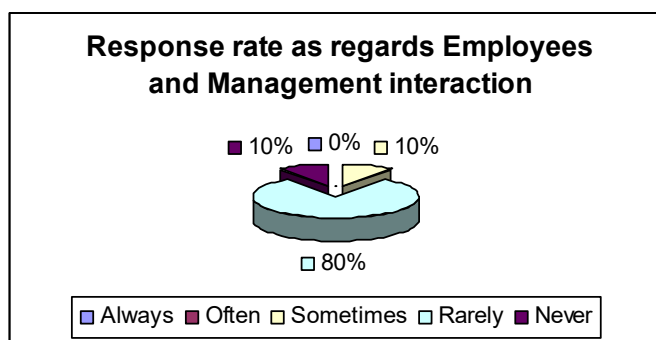


Fig. 9.

There are clear cut communication channel between the management and workers: With this question 50% of the respondents are satisfied and recorded good communication channel between the management and workers. Where as 20% recorded lack of clear cut communication channel in the organisation and they are dissatisfied in this respect.

Chart showing the response rate of Statement 9

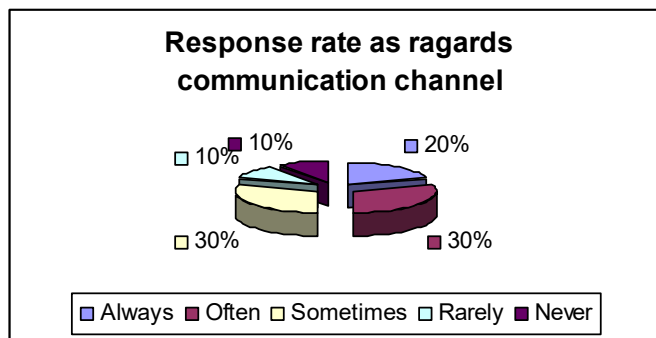


Fig. 10.

In your organisation guidance with all necessary information and knowledge encourages staff to better co-ordinate their activities: 30% of the respondents of this survey agree with this statement and record that the managers must provide necessary information and knowledge and encourages staff to better to coordinate their activities. Where as 70% of the respondents are satisfied with this by choosing 'Sometimes' and interpreted as they are satisfactory in this respect.

The management believes in team work for the completion of tasks: The response of this statement shows that the management and workers believe in team work and work accordingly for the completion of the task at the proper time. 30% of the employees coming under this survey are recorded 'Always' and 70% are 'Often', which shows that the workers agree with this statement and recorded 'Good' team work

existing in their organisation regarding the completion of their assigned work.

Chart showing the response rate of Statement No.10

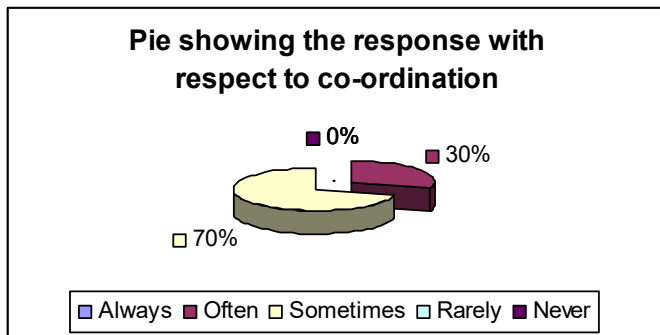


Fig. 11.

Chart showing the response rate of Statement No.11

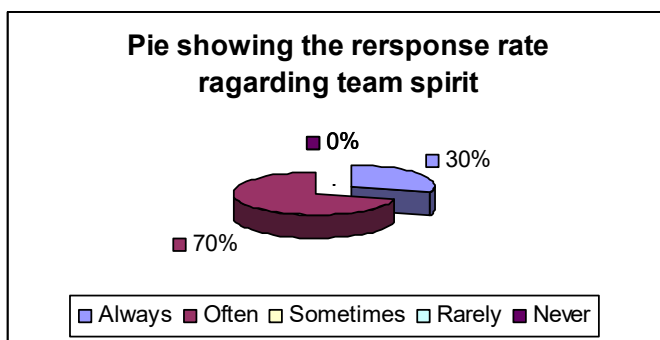


Fig. 12.

The staff strives to meet the expectations of superiors and colleagues: The response under this statement is that 70% of the respondents of this survey favour towards this, 20% were not favouring this statement. The majority of this questionnaire survey and on the basis of the interview and observation by the researcher, they are hard working to meet the expectations of the superiors and colleagues and recorded very good and favorable response to this statement.

Chart showing the response rate of Statement No.12

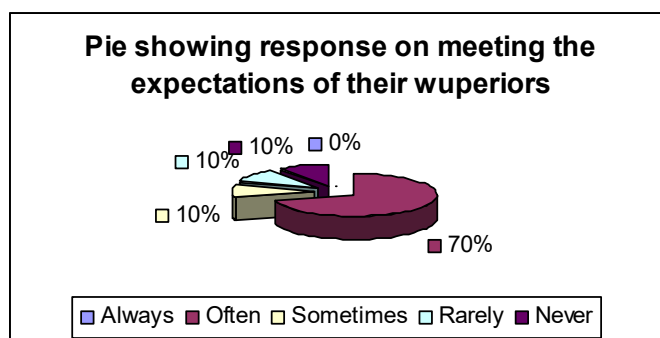


Fig.13

The Manager finds time to listen to group members

The majority of the respondents are in favour of this statement expressing that the managers of this organisation find time to listen to the group members and sorting out their problems. 70% of the respondents are recorded 'very good' to this statement, where as 10% are dissatisfied with this. All these shows that the managers have good interaction skills and

problem solving skills by consulting the group leaders of the organisation.

Chart showing the response rate of Statement No.13

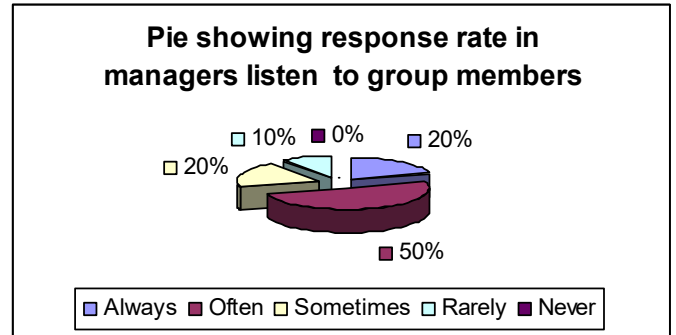


Fig. 14.

The staff feels that capabilities of all the employees are properly identified and used in this organization: 40% of the respondents of this survey are recorded satisfaction by recording 'Often' the concern trying to identify the potentials and capabilities of the employees. Where as 30% of the respondents are dissatisfied with this statement by recording 'Rarely' and 'Never'.

Chart showing the response rate of Statement No.14

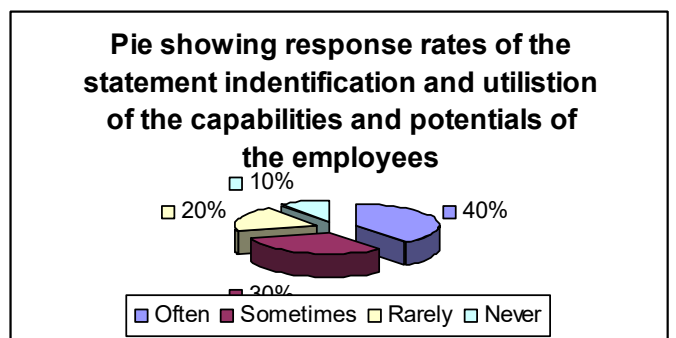


Fig. 15.

The roles are well defined by the management: With this statement, most of the respondents of this survey are the roles of the managers and employees are well defined and executed by the management. 70% of the respondents are in favour of this statement and all most all of them are totally satisfied with this system existing in the organisation. 30% of the respondents are neutral by recording 'Sometimes', and one important thing noted is that neither of the respondents in this survey recorded 'Rarely' or 'Never'. So the researcher can conclude that most of the employees are satisfied with this statement.

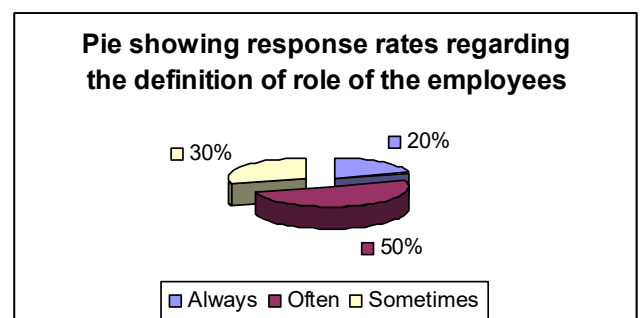


Fig. 16.

The managers/staff is friendly and approachable: Majority of the respondents of this survey, i.e. 70% are satisfied with the approach of their superiors by recording 'Always' or 'Often'. Only 10% of the respondents are dissatisfied with this statement. This shows that the Managers and other superiors are friendly and approachable and have their interpersonal skills in doing this.

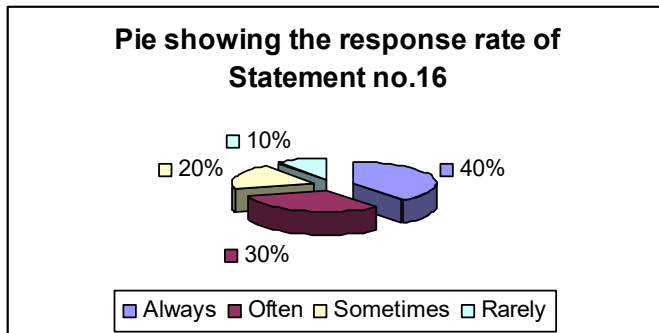


Fig. 17.

The manager settling conflicts amongst the group: The majority of the participants of this survey recorded that the managers of this organisation are actively involved in solving the conflicts arising amongst the group of members. 60% of the respondents favour this statement where as 20% are dissatisfied with this statement by recording 'Rarely'. From this the researcher can conclude that the managers have the skills regarding the conflicts resolution and change management.

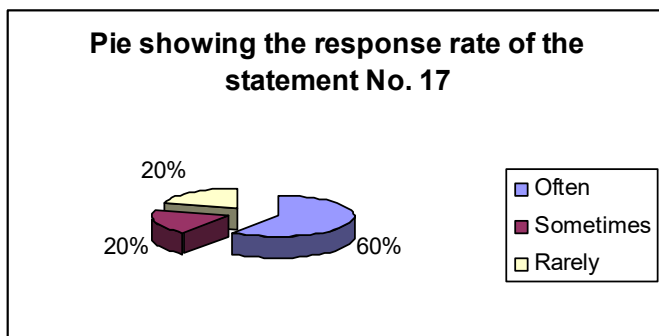


Fig. 18.

The Manager allowing members to work the way they think is best: The majority of the respondents of this survey are satisfactory or dissatisfied with this statement. 30% of the respondents are satisfied with this by recording 'Always' or 'Often', where as 20% are dissatisfied by recording 'Rarely' and at the same time 50% of the respondents are neutral by recording 'Sometimes'. With this the researcher can conclude that the manager's does not provide freedom to the employees for performing their work for their own way as they think best.

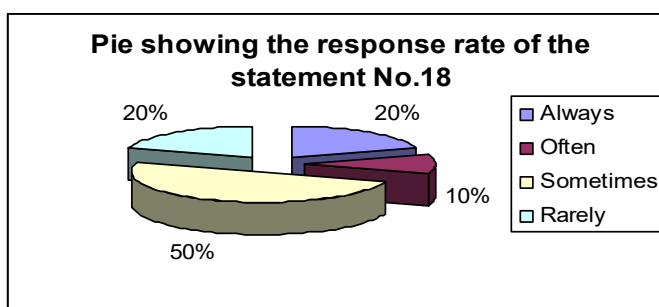


Fig. 19.

The Management discuss new ideas with subordinates without working out the details of these ideas: The major part of the human resources of this organisation is very much dissatisfied with this statement by recording 'Rarely' or 'Never'. 60% of the respondents of this survey are dissatisfied where as 20% are satisfied by recording 'Often' by this discussions and consultations by the managers to their subordinates. From the above the researcher can conclude that most of the employees are dissatisfied with their participation in planning of work.

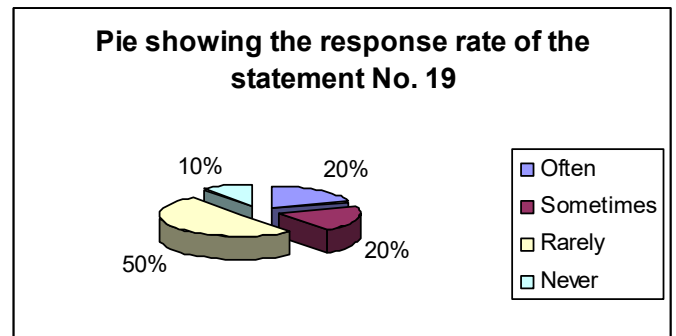


Fig. 20.

The Management and co-workers overwhelm the persons who suggest new ideas: 30% of the employees are satisfied with the statement that the management and co-workers overwhelm the persons who suggest innovative ideas. 40% of the employees are dissatisfied with this statement. On the basis of the observation and interview, the researcher could conclude that most of the workers are dissatisfied with the motivational aspect of respecting and praising the innovative ideas of the employees by the management.

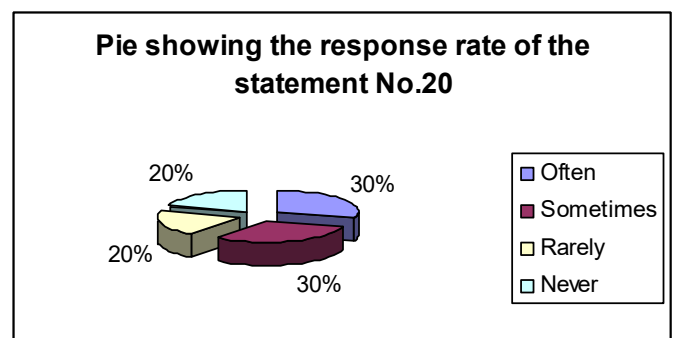


Fig. 21.

The Management/Co-workers discusses in detail about work problems and their solutions: 60% of the respondents of this survey are dissatisfied with the statement that the management/co-workers discusses in detail their work problems and their solutions. 20% of the respondents are satisfied with this statement by recording 'Often'. With this, the researcher could conclude that the most of the employees of the organisation are dissatisfied with discussion of the work problems and solutions by the managers or the co-workers.

The management/co-workers encourages the subordinates and the fellow workers to approach frequently to seek their advice and help: 20% of the respondents are favouring this statement by recording 'Often', 70% of the respondents are in satisfactory level by recording 'Sometimes' and 10% are dissatisfied. From this, the researcher could conclude that

there are some sort of consultation of the subordinates, and fellow workers exist.

employees in the organisation have the emotional awareness, accurate self assessment and self confidence in their work.

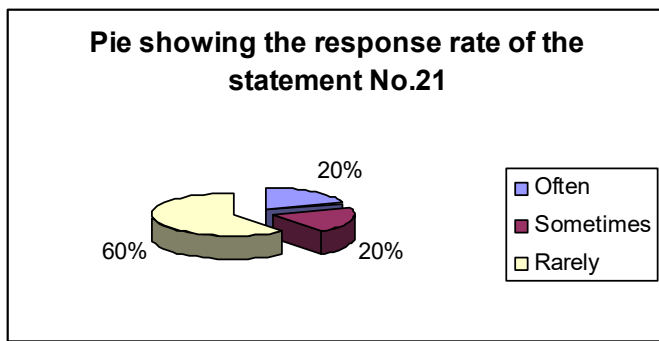


Fig. 22.

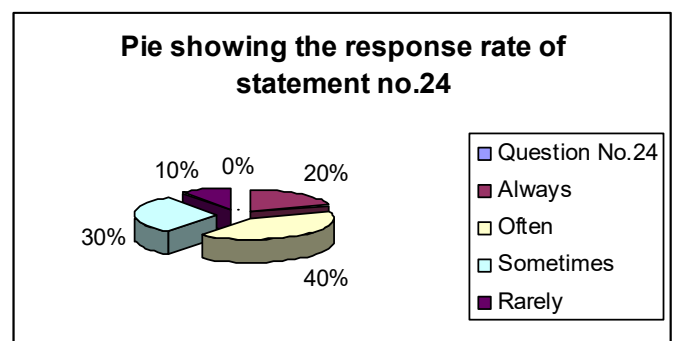


Fig. 25.

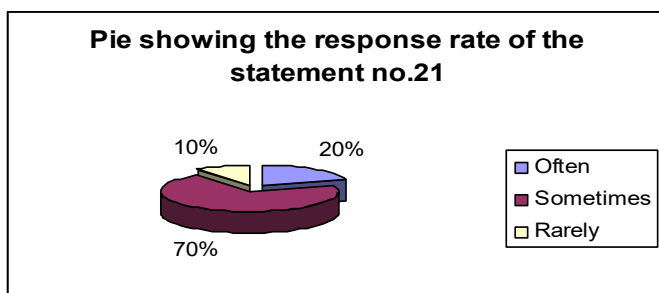


Fig. 23.

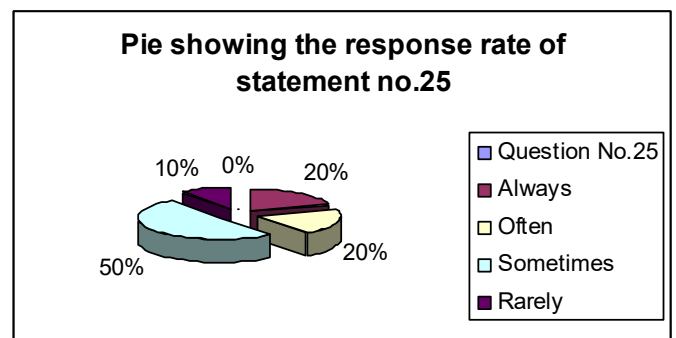


Fig. 26.

The workers express their feelings and reactions frankly themselves or in meeting with the management: 40% of the sample respondents are in favour of this statement, 20% are against the fact that the workers express their feelings and reactions frankly themselves or in the meeting. So the researcher could conclude that majority of the employees are share their feelings and reactions frankly.

The employees of your organisation are achievement drive and commitment in their work: Al most all the employees coming under this survey are agree/strongly agree with this statement. 80% of the respondents are agree with this and 20% are recorded 'Sometimes' the employees of the organisation are achievement drive and commitment in their work. In short from the above description the researcher can conclude that the employees have high achievement drive and commitment in their work.

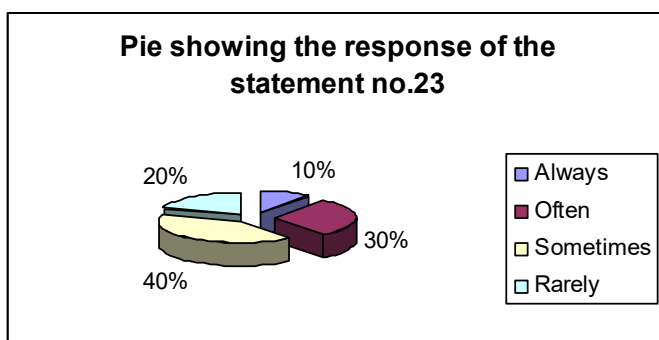


Fig. 24.

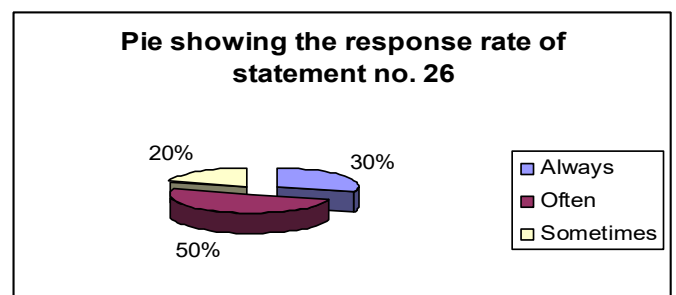


Fig. 27.

The management prescribes standards of behavior to be followed in the work unit: 60% of the employees of this survey agreed with the statement that the management prescribe the standard of behaviour to be applied in the work unit. Where as 10% of the participants of this survey are disagree with this statement. On the basis of the observation and interview, the researcher should feel that there are certain code of conduct existing in the organisation.

The employees of your organisation express initiative in their work and are in optimism

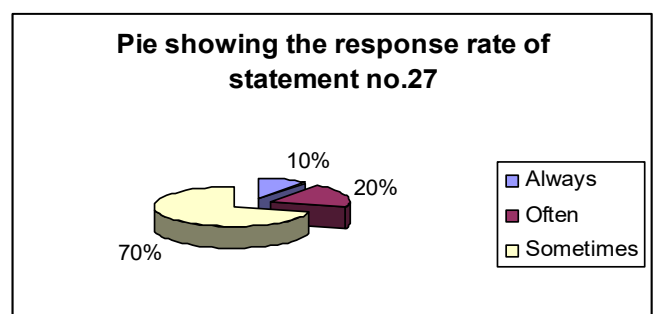


Fig. 28.

The members of the staff/workers have the emotional awareness, accurate self assessment and self confident in their work: 40% of the respondents are agreed with this statement, 50% are in neutral by recording 'Some times' and 10% are in disagreement with this. From this conclude that the

The above chart short shows that 30% of the employees of the organisation are agree with the statement that they express initiative in their work and they are in optimism regarding the conditions of work and other incentives, facilities, job security etc. Where as 70% are recorded ‘Sometimes’ they are which shows satisfactory level in this statement.

The employees are the ability to understand others and helps in developing others: 30% of the employees of this survey are agreed and provides satisfaction towards this statement and 70% are recorded ‘Sometimes’ which shows satisfactory level that the employees are the ability to understand others and helps in developing others. None of the respondents of this survey are dissatisfied or disagreed with this statement.

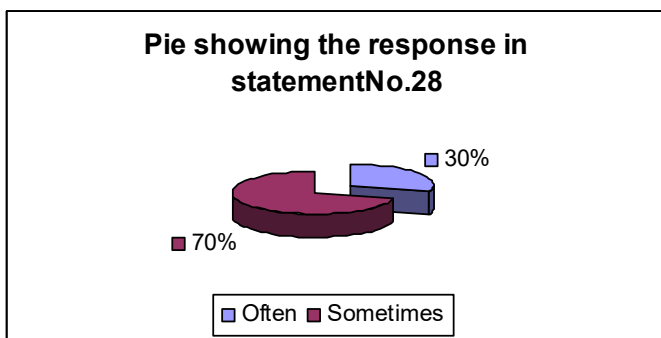


Fig. 29

The employees in your organisation are service oriented and trust worthy: Most of the employees of this survey are responded satisfied or satisfactory towards this statement. 50% of the employees of this survey are recorded their satisfaction towards this statement by recording ‘Strongly Agree’ or ‘Agree’, where as 50% of the respondents recorded their status by recording ‘Sometimes’ shows the satisfactory level of this statement. In short, with this the researcher can conclude that the employees of the organisation are service oriented and trust worthy.

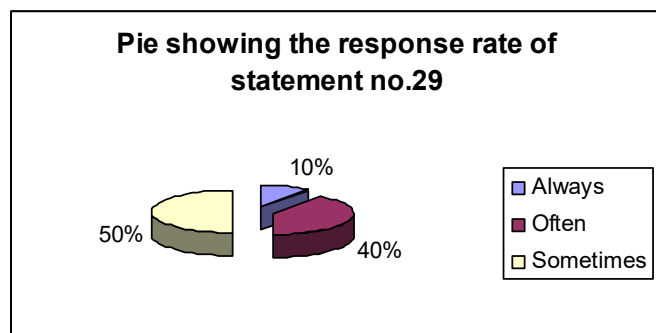


Fig. 30.

The employees are self regulated and innovative: 30% of the employees of this organisation are in agreement with this statement and 70% are satisfactory by recording ‘Sometimes’ that they are self regulated and innovative. With this the conclusion is that the employees are self regulated and innovative or to a certain extent they are. On the basis of the observation and interview by the researcher can conclude that the employees are self regulated, self controlled and innovative in their work and behavior.

The managers of your organisation are capable in conflict management, change management and co-operative: The response to this statement shows that the employees of the

organisation are overwhelming the capability and skills in resolving the conflict amongst the employees of the organisation. 50% of the respondents are highly satisfied with the fact that the managers are capable in conflict management, change management and are cooperative in nature and another 50% of the respondents are shows their satisfactory level by recording ‘Sometimes’. All these shows that the employees of the organisation are satisfied with the Manager’s various skills regarding the conflict resolution, change management and their cooperation in the day to day management affairs.

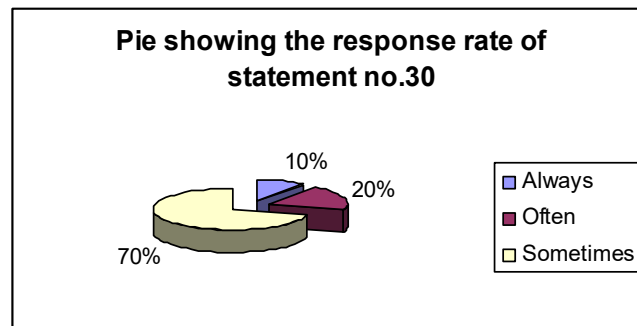


Fig. 31.

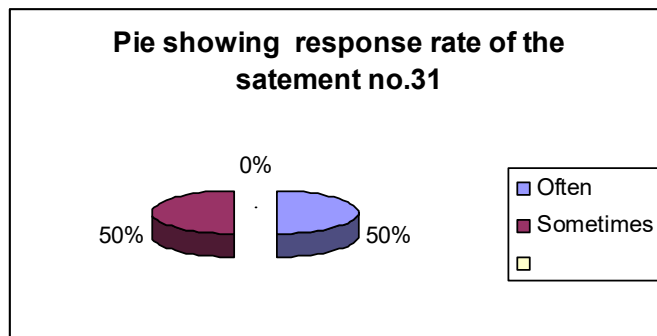


Fig. 32.

The managers/employees have the social skills like influence, communication and leadership: 60% of the employees of the organisation are in agreement with the statement that the Managers have possess the social skills-influence, communication skills, leadership skills etc. where as 10% of the respondents are disagree with this statement that they have social skills.

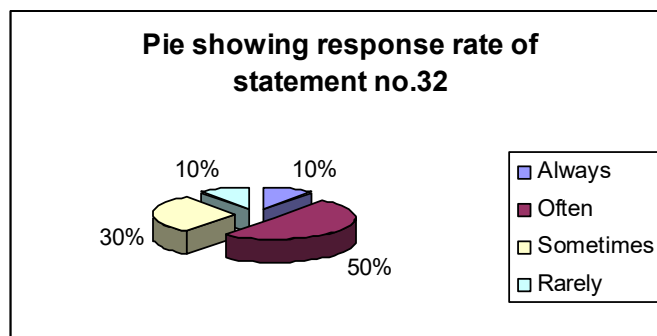


Fig. 33.

From the above table shows that out of the 32 statements for evaluating the interpersonal relations and skills of the Management and other staff of the concern, 28 of the average responses shows that they are ‘Satisfied’ or recorded ‘Good’, where as one shows ‘Satisfactory’ and Three of the average

responses of the statements recorded ‘Not Good/ Dissatisfied’. On an average the employees are ‘Satisfied’ or ‘Good’ with respect to the interpersonal relations and skills existing in the organisation and this will helps them to enhance the motivation and labour productivity of the organisation.

Summary of the results of the Questionnaire survey (Questions and Average responses)

Statement/Question Number	Average of the responses	Results attribute
1	4.1	Good/Satisfied
2	3.6	Good/Satisfied
3	3.7	Good/Satisfied
4	3.3	Good/Satisfied
5	3.5	Good/Satisfied
6	3.3	Good/Satisfied
7	3.1	Good/Satisfied
8	3.1	Good/Satisfied
9	3.4	Good/Satisfied
10	3.3	Good/Satisfied
11	4.3	Good/Satisfied
12	3.4	Good/Satisfied
13	3.8	Good/Satisfied
14	3.0	Satisfactory
15	3.9	Good/Satisfied
16	4.0	Good/Satisfied
17	4.0	Good/Satisfied
18	3.3	Good/Satisfied
19	2.5	Not good/Dissatisfied
20	2.7	Not good/Dissatisfied
21	2.6	Not good/Dissatisfied
22	3.6	Good/Satisfied
23	3.3	Good/Satisfied
24	3.6	Good/Satisfied
25	3.5	Good/Satisfied
26	4.1	Good/Satisfied
27	3.4	Good/Satisfied
28	3.3	Good/Satisfied
29	3.6	Good/Satisfied
30	3.3	Good/Satisfied
31	3.5	Good/Satisfied
32	3.6	Good/Satisfied
Average of the average response	3.46	Good/Satisfied

Grades:

Between 3.1-5.0 = Good/Satisfied

Point 3.0 = Satisfactory

Between 1.0 -2.9 =Not good/Dissatisfied.

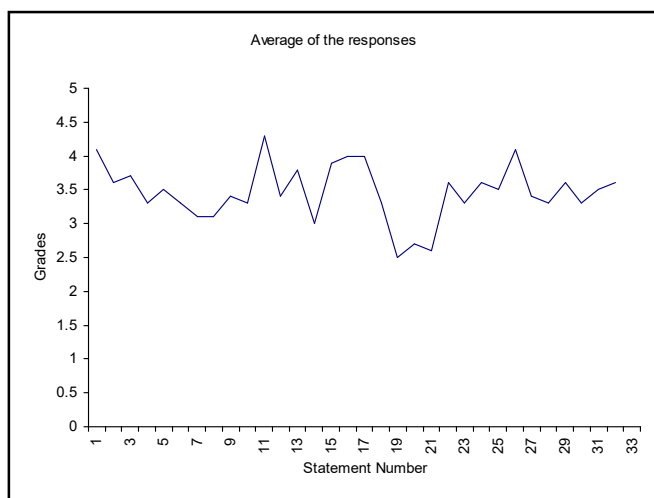


Fig. 34.

Summary of findings

On the basis of the analysis of data collected through questionnaire, observation and interview and on the basis of

the interpretation drawn from, the researcher could arrive at the following findings;

- With respect to the internal atmosphere – friendliness and cordialness of the organisation are concerned most of the respondents are satisfied. They recorded that the environment of the organisation are cordial, between the employees and employees and between the management and employees. They agree with that the other workers or employees helps each others for the timely completion of the work. The superiors invite the subordinates for informal discussions and they should pay individual attention to the employees, the managers and the top officials of the organisation paid factory visit and should maintain the contact to the workers also.
- Staff have the feeling that very good and effective leadership existing in the concern. The respondents of this survey recorded “Agree” with this fact that the leadership of the organisation is effective. There is no difference of opinion regarding this statement between the different categories of employees.
- The mode of communication applied in the organisation in most cases is written and in certain cases the organisation depends upon the unwritten communication and it is mainly in the factory premises.
- The majority of the staffs of the organisation are actively participates in the conferences and formal meetings conducted by the organisation; but the conferences and formal meetings of the workers at the factory are rare.
- The employees of the organisation are often interact formally. This interaction is much more in the office premises than that of the factory premises. Under the factory workers the workers informal interaction is restricted to the specific category of the employees and this is for discussing about the problems faced by the employees of that category.
- The informal interaction between the management and employees of the organisation are concerned, the respondents of the organisation denoted that “Sometimes” they are interacted. The interaction between the employees and the management is not effective in the organisation. Many of the respondents from the factory recorded that there is rare informal interaction between the employees and this is restricted to specific classes of employees also.
- As regards the clear cut communication channel and guidance with all necessary information and knowledge for better co-ordination are concerned, the respondents are recorded “Often”. Some of the respondents from the factory are dissatisfied with this statement.
- Even though there are lot controversies between the workers and management regarding several respects, the most important thing the researcher is noted is that each and every employees of the organisation reported that there is a strong team work and work culture existing in the organisation. They are working hard for the completion of the work as a team and they are strives to meet the expectations of superiors and colleagues.
- The managers of the organisation are find time to listen to group members and most of the respondents are favour to this statement. The management and the government find time for listening the problems of the

workers and they trying to solve the problems effectively.

- With respect to the identification of the capabilities and potential of the employees and the better utilization for the progress of the concern are concerned, the employees are not all satisfied. On the basis of the interview and questionnaire survey the researcher could find out that the management not at all take into consideration about inventions and innovations suggested by the workers.
- 30% respondents are recorded 'Always' with the statement that the management believes in team work, 70% recorded 'Often'. From this conclude that the management should pay more attention for the team work and improving the team spirit amongst the employees by way of improving the interpersonal relations and speedier conflict resolution.
- The staff strives to meet the needs of the superiors, 70% of the respondents recorded they are 'Often' strives to meet the needs and the aspirations of the superiors. The employees of the organisation are always trying to meet the organisational objectives of the organisation and hence they are ready to follow the instruction and the targets of production given by the superiors. In other words superiors have the power to implement their orders and instructions effectively within the organisation.
- The employees of the organisation are satisfied with respect to the statement that the managers always find time to meet the employees. The Managers are friendly and approachable to the every category of the laborers of the organisation. The survey shows that 70% of the respondents recorded their satisfaction that they agree with this statement. Regarding the settlement of the conflicts amongst the employees the employees recorded that the managers and the top level management are actively involved in the timely intervention for resolving the problems amicably and all the employees are satisfied with this skill of the managers.
- According to this survey, 70% of the respondents recorded that the roles of the employees of the organisation are well defined by the management. The employees are satisfied that the roles and duties are well defined and this will helps the concern to practice the division of labour in the organisation and helps them to develop specialisation. The managers are 'sometimes' allowing the members to work the they think is best and the employees are satisfied with this.
- The management rarely discusses the new ideas with subordinates and the employees are strongly dissatisfied with this state of affairs existing in the concern.
- The management and co-workers 'Sometimes' overwhelm the person who suggests new ideas. Most of the respondents of this survey recorded the managers does not praise the subordinates who suggest the innovative ideas.
- With regard to the statement that discussion of the work problems and solutions between the managers/ co-workers, most of the respondents are recorded 'Rarely'. The discussion of these work problems is restricted to the laborers of that category and most of the employees of the Organisations are dissatisfied with this state of affairs. The workers express their feelings and reaction

frankly themselves or in the meetings with the management. The Management prescribes the standards of behavior to be followed in the work unit.

- The members of the Staff/workers have emotional awareness, accurate self-assessment and self-confidence in their work and having achievement drive and commitment in their work. Almost all the employees of the organisation are agree with this statement.
- The employees of this organisation express initiatives in their work and are in optimism. All the employees of this survey are recorded they are having an optimistic approach with respect to the problems of the organisation and the problems as an employee.
- The employees of the organisation are having the ability to understand others and helps in developing others, are service oriented and trustworthy. They are self-regulated and innovative.
- This survey discloses that the managers of this organisation are capable in conflict management, change management and co-operative. They should possess the social skills- influence, communication and leadership.

Suggestions

- For the smooth functioning and for the purpose of team building, motivation and morale of the employees the state of affairs of the trainee and causal employees should pay special attention because major part of the employees of the organisation are coming under these two categories. They should provide social and economic protection.
- The informal interaction between the various categories of the employees must be enhanced which will help to improve the existing labour environment.
- The informal interaction between the Management and the employees must be enhanced for the smooth functioning of the organisation and which will help them to enhance the labour productivity.
- The management should try to identify the capabilities and potentials of the employees and must be utilised for the development of the organisation.
- The management should discuss the details of the new ideas with the subordinates, which will ensure that that the ideas will be implemented effectively.
- The management should overwhelm the employees who proposes good ideas having high potential and which are feasible for implementation.
- The management and workers or in between the workers discusses in detail about the work problems and their solutions effectively. The management and co-workers encourages the subordinates and the fellow workers to approach frequently for their advice and help for solving all these problems.
- The workers express their feelings and reactions frankly themselves or in meeting with the management.

Limitations of the Study

The method of study adopted for this thesis is sample survey, there fore the study is faced with the disadvantages of the sampling and it is one of the important limitation of sample survey that it may not possible to ensure the representativeness of the sample.

This study is based on the primary and secondary sources of data. The secondary data had limitations as the available data may not be accurate as desired, not up to date. The method of data collection is by observation, interview and questionnaire. These methods of data collection had also some limitations. The topic selected for study is interpersonal relations involves very other disciplines as psychology, sociology, and other disciplines in social sciences. As this is a Social Science, involving human beings the results may vary from one study to another as one person is entirely different from another or one social group is entirely different from another. There fore the generalisation is limited, because of the dynamic nature of the subject. The respondents may not be willing to deliver the right answer because of the fear about the actions from the management, and hence there are some response errors. The accuracy depends upon the accuracy of the data delivered by the respondents.

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