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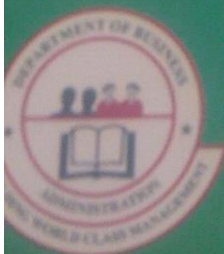
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**ROLES OF INTERPERSONAL RELATIONSHIP IN NIGERIAN
CONTEMPORARY ORGANISATIONS**

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Abstract

This paper examines the role of interpersonal relationship among people in Nigerian contemporary workplace and its attendant effects on the workers and the organisation. Three hypotheses were tested to determine the significance of interpersonal relationship on employees' satisfaction, organisational efficiency and employee' pace of work. Respondents were drawn from telecommunications organisations and new generation banks in Ibadan metropolis. One hundred and sixty participants that cut across the different levels of personnel in the participating organisations were randomly selected for the study. The instrument used to collect data from the participants was a structured questionnaire. 160 copies of the instrument were administered to the respondents but only 150 copies of the questionnaire were properly filled and found useful for the analysis. The hypotheses were tested at 0.05 level of significance. Regression Analysis Statistical method was used in testing the hypotheses. The findings revealed that interpersonal relationship in workplace play significant role in that it could affect employees' satisfaction, organisation efficiency and employees' pace of work. This paper concludes that interpersonal relationship is a great determining factor in employees' satisfaction, organisational efficiency and employees' pace of work. This paper recommends that policy makers, management, employees and other stakeholders should work together and ensure friendly, positive and cooperative interpersonal relationship which will be beneficial to all.

Keywords: Interpersonal relationship, organisation, employees, management, loneliness.

Introduction

As human beings one of the things we desire most is acceptance by members of the group or community we find ourselves. None of us wants to be alienated by people around us. People want to relate with other people and this is social aspect of human life which is healthy. Relationship is what operates between individuals; it cuts across all spheres of human endeavour, without interpersonal relationship society may not be a healthy and peaceful society. Relationship is a reciprocal, dynamic, interpersonal connection characterised by patterns of emotional exchange, communication, and behavioural interaction (Zastrow & Kirst-Ashman, 2007). Workers spend the best part of the day in the workplace and to enjoy the day, work life and the workplace, relationship with members of

the workplace should be cordial and peaceful but the prevailing situation seems to be that people do not really relate well as expected may be because workers are overloaded with work for more profit for the employer.

No one is an island; we need others to compliment ourselves. Reich and Herscovis (2011) referring to the work of Baumeister and Leary (1995) concluded that the need to belong is a fundamental human motivation, guiding both voluntary and involuntary behaviours, thoughts and emotion. To be able to work with peace of mind, perform excellently and have job satisfaction, employees need to have interpersonal relationship among them in the workplace. The bedrock of any relationship is communication in whichever form and it enhances better interpersonal relationship (Abolade, 2015). Personal communication which is an aspect of organisational communication but not necessarily job related is a significant tool that could be used to strengthen interpersonal relationship to establish friendship, interdependency and harmony at work.

Peaceful and satisfied work-life can easily be seen as an off-shoot of positive and harmonious interpersonal relationship which leads to achievement, happiness, fun, fulfilment and peace of mind in the workplace. It seems that many workers these days just come to work because they have to, so as to keep body and soul together not necessarily because they enjoy the place or have the desired relationship with other personnel in the workplace. The intent of this study is therefore to find out the role of interpersonal relationship in contemporary organisation. It is necessary though to ensure that positive interpersonal relationship exist in the workplace among all the personnel.

The problem of individual workers' loneliness in the midst of other members, and individual workers operating within the organisation as if in a lonely island; and organisation members not relating cooperatively, positively and in friendly manner in the workplace seem to have become a phenomenon in workplaces. Workers in contemporary or new generation corporations are given unrealistic deadlines and mandated to bring in huge amount of money into the corporation by targeting very wealthy individuals in the society. Personnel's drive to meet the deadline and the burden of continuing in the job against all odds make the workplace not relational. Personal communication and informal relationship which could allow employees to express their joy and worries to their colleagues and bring them closer and through which even work related challenges could be shared seem to be absent in the present world of work where the emphasis is on huge profits at the expense of the employees. People seem not to be as relational and social in the workplaces as expected which could pose as threat to the performance of both workers and the organisation. The objectives of this study are to:

1. examine the relationship between interpersonal relationship at work and employees' satisfaction.
2. describe how interpersonal relationship at work could enhance organisational efficiency.
3. determine the relationship between interpersonal relationship at work and employees' pace of work.

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Based on the above stated objectives, the following hypotheses were formulated for the study:

1. H₀: There is no significant relationship between interpersonal relationship at work and employees' satisfaction.
2. H₀: There is no significant relationship between interpersonal relationship at work and organisational efficiency
3. H₀: There is no significant relationship between interpersonal relationship at work and employees' pace of work.

Literature Review

Effects of lack of interpersonal relationship in organisation

The aim of an organisation is to achieve the stated goals of the organisation. This is made possible by the human resources that make use of both human and non-human resources to achieve these. Organisation itself is a social entity, where people within it are expected to relate together formally through the organisation structure and informally too to achieve the goals of the organisation. Zastrow and Kirst-Ashman (2007) opine that working with people is infinitely more complicated than working with materials.

Poor relationship in workplace could affect the workers and the organisation negatively. In essence, where the relationship in the workplace is poor there is likelihood of employee turnover. If interpersonal relationship among personnel is lacking in any organisation loneliness could result. When individual workers feel lonely in the midst of other workers it shows that positive interpersonal relationship is lacking in that workplace. Weiss (1989) opines that loneliness is an interpersonal and relational emotion. Loneliness which is the result of lack of interpersonal relationship among individuals in a workplace could be as a result of organisation policy or culture that put workers in cubicles and moulds that do not allow them to relate even as they do their job. Too much work, restrictions and undue seriousness that do not leave room for relationships especially in private organisations with wrong method of competition with other organisations in the same line of business create loneliness for workers and this could affect the performance of the workers negatively and by extension affect the performance of the organisation negatively as well. Ayazlar and Guzel (2014) find out in their research that loneliness in the workplace negatively affects organisational commitment. Ayazlar et al (2014) referring to the work of Cacioppo and Patrick (2008), and that of Wright (2005), state that loneliness is a concept which is against human nature, that human being is always in need of social communication and social integration, that loneliness in the workplace manifests itself as sorrow resulting from lack of interpersonal communication of good quality among the employees in work environment. Distance as it relates to communication is putting an invisible social barrier between individuals in a society, especially those considered as superiors to show that they are not of the same social level with others who are considered of lower status and therefore no direct communication could take place between them. Organisations with this type of culture among the different cadres of workers to depict seniority and thereby create unnecessary class and debar communication and interpersonal relationship will create a tense and

unfriendly environment that will negatively affect the different stakeholders in the organisation and negatively affect the performance and productivity of the organisation.

Importance of interpersonal relationship

Abolade (2016) found out that interpersonal relationship (cordial relationship among workers and empathy among members) and employee welfare package have significant relationship with employee satisfaction at 95% level of significance, that internal work environment contribute significantly to employee satisfaction and organisation efficiency. Watson (2010) opines that to enable employees perform better and thus have better overall organisation performance, the organisation must create friendly work environment.

When people relate positively at work, it fosters peace and enhances improved productivity. Li Min & Su Yong (2014) in their research find out that relationship among colleagues has positive influence on individual job performance. Every individual needs peace of mind which is a strong catalyst for good health and this can be achieved through good interpersonal relationship at work where an individual spends the longest working and active hours of the day and where one spends the longest active and adult productive years of one's life. When there is good interpersonal relationship at work among personnel in the organisation, it enhances many beneficial out comes for the personnel and the organisation. Maertz, Griffeth, Campbell & Allen (2007) explain that positive interpersonal relationships lead to positive attitudes and opinions of workers and equally positively affect the outcomes of the organisation.

Friendship which is the off-shoots of interpersonal relationship in the workplace among personnel seems to aid effective performance of the workers and the overall efficient performance of the organisation. Research has established that friendships at work can improve individual employee attitudes like job satisfaction, job commitment, engagement and perceived organisational support (Morrison, 2009; Zagenczyk, Scott, Gibney, Murrell & Thatcher, 2010). Also, Dotan, (2009) says that interpersonal relationships positively impact individual attitudes, opinions and organisational outcomes. Carmeil (2009) finds out that employee's interpersonal relationships have significant impact on how employees perceive and also connect with their organisation. Chiburu & Harrison (2008) in their study conclude that when co-workers support, mentor and are friendly, these increase the levels of job satisfaction, commitment and involvement of employees. Workers that are this satisfied are likely to perform better and thereby improve organisational productivity. Song and Olshfski (2008) find out in their study of government workers in South Korea and United States that in both countries, friendships between superiors and subordinates positively affect work attitudes. Reich and Hershcovis (2011) referring to the studies carried out by other scholars conclude that positive interpersonal relationship with mentors are associated with improved work related outcomes like increased salary, organisational promotion, career mobility, recognition, rewards and an opportunity to establish a base of power. With all these positive outcomes of interpersonal relationship, employees are likely to be more productive and organisation will be more efficient and employees' intention to turnover could be reduced.

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Where there are role ambiguities, role conflict or even work overload, they could be sorted out with good interpersonal relationship at work. When superiors establish interpersonal relationship with subordinates, that is, relational management style, it could increase talent retention and improve productivity. Interpersonal relationship could enhance the career and job success of employees. It is good to build a good working relationship with all the people in the workplace. Therefore, the superiors and the subordinates in the organisation should work together harmoniously for the expected success of the organisation.

Interpersonal relationship in organisation aids better decision making as the superior officer who is saddled with this responsibility will be able to use good power tactics like rational persuasion, inspirational appeals, consultation and even personal appeal to get the other members of the working team to key-in to the decisions that must be made. Ejimabo (2015) finds out in a study that interpersonal relations with teams is a major factor that influence leadership decision making in organisation.

Organisation democracy is the toast of a peaceful and productive organisation, the practice of industrial democracy will enhance interpersonal relationship as workers will see themselves as valued members of the organisation. Abolade, (2015) finds out in her research on "Impact of Industrial Democracy on Organisational Performance" that industrial democracy has positive impacts on organisational performance. When the management sees the workers as partners and encourage interpersonal relationship in the workplace and included employees in the decision making process this could make the workers contribute maximally to the success of the organisation.

Conflict is part of human relations; when properly handled and managed, it promotes better understanding and improved productivity as people involved are able to see things in better perspective after the resolution of the conflict. Ojo and Abolade (2014) find out in a study on the impact of conflict management on employees' performance, that effective conflict management positively affects employee morale and employee performance. Different people with different skills, different goals and different perspectives come together in an organisation to contribute actions so as to achieve the set goals of the organisation hence there will be conflict but it must be managed well. This is the view of the pluralist perspective of industrial relations theory. Where people relate there will be conflict but with good interpersonal relationship conflict could be reduced. Positive interpersonal relationship in the workplace could aid quick resolution of conflict so that it does not degenerate into dispute. With minimal conflict in the workplace, people will be able to work better and bring in better productivity and all the stakeholders will be satisfied.

Employee turnover has many negative effects on the organisation. Organisation must ensure that it retains its workers especially the talents or the A, B and C players for the continuity and progress of the organisation. Where there is no positive interpersonal relationship, workers may leave the organisation to join a better organisation that ensures a positive environment for workers. Newman (2007) opines that when supervisors have positive work relationship with their subordinates, it could improve employee retention. When workers leave it paints the organisation bad and makes the organisation slowdown in its track of being a productive and efficient organisation. High employee turnover makes the organisation incur some cost- recruiting new workers, advertising and interviewing the new

applicants and the other attendant stresses that go with this; induction cost, cost that the organisation will incur by paying those that are leaving. Considering just these few costs to the organisation for employee turnover and the shame it brings along that a particular organisation cannot keep its workers, it is better to have good interpersonal relationship in the workplace for harmonious relationship and better productivity. Organisation that allows interpersonal relationship among its personnel will likely have the workers performing well. Friends in the workplace will help when need arises where interpersonal relationship exists. The social cohesion of workers is enhanced through interpersonal relationship. Interpersonal relationship improves team work. When workers relate well together members of the work team are more likely to be able to achieve their set goals quickly and happily too. Therefore, to have competitive advantage, reduce employee turnover and enjoy the commitment of the workers, interpersonal relationship should be encouraged in organisations.

Factors Influencing Interpersonal Relationship at Work

With the right personality and good behaviour an individual should be able to get along and have interpersonal relationship in the workplace and its attendant positive benefits. Personal characteristics of individuals play major role in determining a person's disposition to friendliness at work or in other spheres of life. The personality and the disposition of individuals aid or hinder interpersonal relationship. Hough & Furnham (2003) say that openness, conscientiousness, extraversion, agreeableness, and emotional stability which are the five factor model of personality provide the meaningful theoretical framework for postulating the likelihood that certain traits lead to the development of interpersonal relationship in the workplace and they could enhance social cohesion. Van Vianen & De Dreu, (2001); McManus & Kelly (1997) find out in their research that there is a positive relationship between personality and extra-role behaviour. Ilies, Fulmer, Spitzmuller & Johnson (2009) show in their study that agreeableness has direct effect on interpersonal citizenship behaviour but rather indirect effect on personnel job satisfaction. Research has confirmed that extraversion, agreeableness and emotional stability are positively related to forming valued interpersonal relationship at work (Ilies, Fulmer, Spitzmuller, & Johnson 2009; Berry, Willingham, & Thayer 2000). Good as developing positive interpersonal relationship at work could be and the many positive benefits that it brings to the organisation and the personnel, the individual worker's personality has a strong role to play in this. Bowler & Brass (2006) say that interpersonal citizenship behaviour occurs when co-workers take steps further by assisting one another beyond their main job requirement, this is friendship in workplace.

Organisation culture (communication, mission, policy, norms, values etc.) do play major role in the type of relationship that take place in the workplace. Good organisation structure will enhance better relationship, delayering of superfluous layers of organisation structure and having flat organisation structure may enhance better relationship at work. Some of the things that could enhance friendship or positive interpersonal relationship at work include the opportunity to socialize, being friendly towards co-workers, providing emotional support for co-workers. According to Berman, West, Richter and Maurice (2002), and Allen (2006), when there are social activities within the workplace and outside and

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newcomers are allowed to socialize in the workplace, there would be positive relationship. The management therefore has the responsibility in this wise to ensure that conducive work environment is created to allow for positive relationship among personnel. Also, exclusion of employees from organisation matters that could affect them could lead to poor interpersonal relationship as such, this should be avoided. Organisational policy or unwritten culture that allows exclusion of some employees is inimical to the performance of employee and that of the organisation. Stoetzer (2010) says that exclusion, where workers are not included in some aspects of the organisation like meetings, not given the necessary information or being excluded from social gathering could lead to poor performance of the employee. Individual personality plays major role in the way the individual relate in a group. Sacco & Schmitt (2005) say that demographic characteristics (family ties, ethnic background, race, class, age, gender, experience, interest and environment) play important role in social relationships between or among individuals. These will determine whom individuals have interpersonal relationships with or do not want to have interpersonal relationship with. Where there is similarity in the demographic characteristics of individuals, there seem to be attraction between or among such individuals. Relational demography theorists Tsui & O'Reilly, (1989) opine that demographic similarity leads to attraction among workers which eventually positively impacts the social relationships among workers. When superiors employ the relational management style, the workplace will be conducive for all and there is the tendency the retention of workers will improve and organisation efficiency will improve as well. When workers have positive interpersonal relationship, there is the tendency for improved learning among workers and workers will be able to assist one another in their work to enhance better performance.

Organ (1997) defines organisational citizen behaviour as helping behaviour that is not formally rewarded by the organisation; this behaviour enhances the functioning of the organisation leading to better performance of the personnel and the organisation. When co-workers are friendly, they tend to lend helping hands so that the work is done faster and in cheerful mood which makes the workplace interesting to the workers and thereby improve organisational efficiency.

Methodology

This study adopted a survey research design to investigate the role of interpersonal relationship in contemporary organisation. The intent is to determine if there is any significant relationship between interpersonal relationship and employees' satisfaction; interpersonal relationship and organisational efficiency and interpersonal relationship and employees' pace of work. Sixty participants, consisting of personnel from all cadres in the telecommunications organisations and new generation banks in Ibadan metropolis used for this study were randomly selected as sample for the study. A structured survey instrument was used to collect data from the respondents, the instrument yielded reliability co-efficient of 0.79 using the Cronbach-alpha method which showed that the instrument was reliable and could be used in this study. Out of the One Hundred and Sixty copies of the questionnaire administered only 150 of them were properly filled which represented 93.75% and these

were the once analysed. Data were then analysed using regression statistical method. The researcher along with some research assistants personally administered the questionnaires.

Results and Discussion of Findings

This section presents the research results and the findings of the analysis. Data for the analysis were collected from contemporary organisations viz: telecommunications organisations and new generation banks in Ibadan metropolis, Nigeria. Questionnaire was administered to 160 respondents and only 150 copies were properly filled and were therefore used for the analysis. The three hypotheses drawn for the study were analysed. Analysis and interpretation drawn from the hypotheses were computed using Statistical Analysis System (SAS 9.2). Statistical tool used in testing of the three hypotheses was Regression Analysis.

Testing of Hypotheses

Three research hypotheses were formulated to enable the researcher subject some important aspects of the data to statistical verifications.

Hypothesis One

H₀: There is no significant relationship between interpersonal relationship at work and employees' satisfaction

Table 1: Summary of Regression Analysis of interpersonal relationship at work on employees' satisfaction ^a						Model Summary ^b	
Variable	Label	Parameter Estimate	Standard Error	t Value	Pr > t		
Intercept	Intercept	0.41821	0.14037	2.98	0.0034	R-Square	0.5195
	Interpersonal relationship at work	0.47389	0.03746	12.65	<.0001	Adj R-Square	0.5163

Source: Researcher's Field Survey, (2017)

a. Predictors: (Constant), Interpersonal relationship at work.

b. Dependent Variable: Employees' satisfaction.

Table 1 unveils the impact of interpersonal relationship at work on employees' satisfaction; interpersonal relationship at work influences employees' satisfaction by 51.95 percent, and the remaining 48.05 percent is explained by other things that can influence employees' satisfaction but not included in this particular model. As depicted in Table 1, the estimates of the model coefficients for β_0 (Intercept) is 0.41821, and β_1 (interpersonal relationship at work) is 0.47389. Therefore, the estimated model between interpersonal relationship at work and employees' satisfaction is presented thus:

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Employees' Satisfaction = 0.41821 + 0.47389 Interpersonal relationship at work.

The regression equation shows that the relationship between interpersonal relationship at work and employees' satisfaction is positive. 0.41821 is the average value of employees' satisfaction when the effect of interpersonal relationship at work is constant. Table 1 shows that employees' satisfaction is due to the per unit improvement in interpersonal relationship at work. If we improve the interpersonal relationship at work by 1 unit the average change in employees' satisfaction will increase by 0.47389.

Decision Rule

Reject the null hypothesis if the value of t-calculated is greater than the value of t-tabulated ($t_{cal} > t_{tab}$), otherwise accept it. At 95% level of significance ($\alpha = 0.05$).

The t-calculated is given as 12.65

The t-tabulated is given as: $t_{0.05, (150)} = 1.65507552$.

Decision

Since $t_{calculated} = 12.65 > t_{tabulated} = 1.65507552$. We reject the null hypothesis. In conclusion, the results of the regression confirm with 95% confidence that there is significant relationship between interpersonal relationship at work and employees' satisfaction.

Hypothesis Two

H_0 : There is no significant relationship between interpersonal relationship at work and organisational efficiency

Table 2: Summary of Regression Analysis of interpersonal relationship at work on organisational efficiency ^a						Model Summary ^b	
Variable	Label	Parameter Estimate	Standard Error	t Value	Pr > t		
Intercept	Intercept	0.18605	0.07604	2.45	0.0156	R-Square	0.5772
	Interpersonal relationship at work	0.90698	0.06381	14.21	<.0001	Adj R-Square	0.5743

Source: Researcher's Field Survey, (2017).

a. Predictors: (Constant), Interpersonal relationship at work.

b. Dependent Variable: Organisational efficiency.

Table 2 unveils the impact of interpersonal relationship at work on employees' satisfaction; interpersonal relationship at work affects organisational efficiency by 57.72

percent, and the remaining 42.28 percent is explained by other things that can impact organisational efficiency but not included in this particular model.

As depicted in Table 2, the estimates of the model coefficients for β_0 (Intercept) is 0.18605, and β_1 (interpersonal relationship at work) is 0.90698. Therefore, the estimated model between interpersonal relationship at work and organisational efficiency is presented thus:

$$\text{Organisational efficiency} = 0.18605 + 0.90698 \text{ Interpersonal relationship at work.}$$

The regression equation shows that the relationship between interpersonal relationship at work and organisational efficiency is positive. 0.18605 is the average value of organisational efficiency when the effect of interpersonal relationship at work is constant. Table 2 shows that organisational efficiency is due to the per unit improvement in interpersonal relationship at work. If we improve the interpersonal relationship at work by 1 unit the average change in organisational efficiency will increase by 0.90698.

Decision Rule

Reject the null hypothesis if the value of t-calculated is greater than the value of t-tabulated ($t_{cal} > t_{tab}$), otherwise accept it. At 95% level of significance ($\alpha = 0.05$).

The t-calculated is given as 14.21

The t-tabulated is given as: $t_{0.05, (150)} = 1.65507552$.

DECISION

Since $t_{calculated} = 14.21 > t_{tabulated} = 1.65507552$. We reject the null hypothesis. In conclusion, the results of the regression confirm with 95% confidence that there is significant relationship between interpersonal relationship at work and organisational efficiency.

Hypothesis Three

H_0 : There is no significant relationship between interpersonal relationship at work and employees' pace of work.

Table 3: Summary of Regression Analysis of interpersonal relationship at work on employees' pace of work ^a						Model Summary ^b	
Variable	Label	Parameter Estimate	Standard Error	t Value	Pr > t		
Intercept	Intercept	0.09160	0.05790	1.58	0.1158	R-Square	0.7156
	Interpersonal relationship at work	0.95420	0.04961	19.23	<.0001	Adj R-Square	0.7137

Source: Researcher's Field Survey, (2017)

- a. Predictors: (Constant), Interpersonal relationship at work.
- b. Dependent Variable: Employees' pace of work.

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Table 3 unveils the relationship between interpersonal relationship at work and employees' pace of work; interpersonal relationship at work contributes to employees' pace of work by 71.56 percent, and the remaining 28.44 percent is explained by other things that can contribute to employees' pace of work but not included in this particular model.

As depicted in Table 3, the estimates of the model coefficients for β_0 (Intercept) is 0.09160, and β_1 (interpersonal relationship at work) is 0.95420. Therefore, the estimated model between interpersonal relationship at work and employees' pace of work is presented thus: Employees' pace of work = 0.09160 + 0.95420 Interpersonal relationship at work.

The regression equation shows that the relationship between interpersonal relationship at work and employees' pace of work is positive. 0.09160 is the average value of employees' pace of work when the effect of interpersonal relationship at work is constant. Table 3 shows that employees' pace of work is due to the per unit improvement in interpersonal relationship at work. If we improve the interpersonal relationship at work by 1 unit the average change in employees' pace of work will increase by 0.95420.

Decision Rule

Reject the null hypothesis if the value of t-calculated is greater than the value of t-tabulated ($t_{cal} > t_{tab}$), otherwise accept it. At 95% level of significance ($\alpha = 0.05$).

The t-calculated is given as 19.23

The t-tabulated is given as: $t_{0.05, (150)} = 1.65507552$.

Decision

Since t-calculated = 19.23 > t-tabulated = 1.65507552. We reject the null hypothesis. In conclusion, the results of the regression confirm with 95% confidence that there is significant relationship between interpersonal relationship at work and employees' pace of work.

The finding of this study revealed that interpersonal relationship in workplace play significant role in employees' satisfaction, that is, poor interpersonal relationship negatively affects employees' satisfaction. If interpersonal relationship in the workplace is good, workers could have the desired satisfaction. This is in agreement with the finding of Mitrofan and Bulborea (2012), where they found out that those employees who perceive that relationships with their co-workers are unsatisfying have less satisfaction; and that there is negative significant relationship between interpersonal relationship with superiors and professional satisfaction. This then means that good interpersonal relationship has major role to play in employee satisfaction in the workplace.

Ariani (2015), in a study, concludes that good working relationship in an organisation could make individuals in the organisation feel that members of the workplace give attention to them, support them and contribute to them, this would make the employees have feeling of satisfaction which is in consonance with the findings of this study. Adil and Awais (2016) find out that interpersonal relationship has significant positive relationship with employees' turnover intention. This then means that where the relationship is not good employees might want to leave and this means lack of satisfaction. Stoetzer (2010) establishes in a study that interpersonal relationship plays important role in the psycho-social

work environment and that interpersonal relationship could affect work performance, job satisfaction, productivity and the well-being of employees which could also affect that of the organisation.

Abe and Mason (2016) found out in their study that poor interpersonal relationship negatively affects individual employees' work performance. Dachner (2011) referring to some findings of researches carried out by some other scholars conclude that friendship at work which comes by as a result of interpersonal relationship is capable of improving individual employees' attitude like job satisfaction, job commitment, engagement and perceived organisational support. These researchers according to Dacher (2011) find out that valued relationship at work could influence organisational outcomes like increasing institutional participation, establishing supportive and innovative climates, increasing organisational productivity and also reducing employee turnover intention (p.2). All of these are in agreement with the findings of this study which establishes that interpersonal relationship could affect organisational efficiency, employees' pace of work and satisfaction.

Conclusion and Recommendations

Workers must see the workplace as important part of their lives where they spend the better and longer part of their days and their active years. Making the place harmonious could lead to peace of mind for all and as such improve satisfaction of employees and their performance on the job. Misunderstandings must be quickly clarified so as not to give room for negative interpretations and suggestions. Team leaders, heads of units and all personnel must have good human relations in the workplace, which is the relation with people especially in a workplace.

Along with technical skills, personnel need human relations skills to perform well at work. Lacking in human relations skills is synonymous with lacking in emotional intelligence skills which is the ability to understand others. Human relations skills include the ability to relate with others positively, getting along well with others, being able to resolve conflicts, have better communication, and manage relationships and ability to make good decisions. Positive human relations skills reduce conflict in the workplace, thereby making the workplace more productive which is beneficial to the organisation and all stakeholders.

Teamwork includes people with variety of skills. These different skills enhance better products and better ideas. Personnel within the team or unit are interdependent hence the need for positive human relations. Therefore, all efforts must be put into relating positively with everyone in the workplace. There must be the understanding that people have different values and goals, these must be respected and it will make relationships with others easy. Every member of the organisation must be given due respect as this will be reciprocated and will create a relaxed work environment for all.

The management has a major role to play by providing good work environment to have the right relationship for the stakeholders in the organisation. Management must provide peaceful work environment for the employees and the customer this will promote positive interpersonal relationship. Organisational policies must be explicit about positive interpersonal relationship in the workplace. Distance should be avoided so that workers can

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easily give feedback to their superiors for efficient organisation performance. Lunch hours must be interesting and free so as to promote informal interpersonal relationships and lateral relationship. Weekly or monthly consultation with the personnel in different units where workers do not just listen to what the “boss” has to say but could participate with the intent to improve productivity and have a better place of work so as to enhance improved interpersonal relationship and organisational productivity should be encouraged. Job should be so designed in such a way that it will allow employees to positively relate together and enjoy their work. The leaders should use the total person approach of human relation in the workplace so as to be positively involved in the lives of the workers and this will encourage trust, productivity, and commitment. Employer or team leader must see employee as a total person not a tool for work. This will allow the team leader to know if some members have challenges and will be able to assist. In all of these, ethical practices and discipline are essential in creating conducive environment that will lead to positive interpersonal relationship, hence, these should not be thrown overboard. In this wise therefore, every effort must be geared towards establishing positive interpersonal relationship in the workplace as the stakeholders stand to benefit from positive interpersonal relationship.

This study concludes that interpersonal relationship plays important role in employees’ satisfaction, organisational efficiency and employees’ pace of work. It contributes to the existing literature on the importance of interpersonal relationship in organisation and stressing the need to put it on the front burner in organisation as it could enhance better organisational performance and that of the employees. It is able to establish that positive interpersonal relationship at work will enhance the life of the employees and that of the organisation.

Interpersonal relationship which is a social need in the life of every individual must be seen as part of the life of an organisation. Where it is given its rightful place it could enhance the satisfaction of the employees and reduce employee turnover. Management that pays attention to this and thereby create friendly workplace could have improved productivity as the happy workers are likely to perform more excellently. Superior officers should have positive relationship with the subordinates and workers too should relate well among themselves for the overall good health of the organisation and the stakeholders especially in this age of loneliness in the midst of a crowd in workplaces. Workers who respect the individual differences of others are likely to be happy and be more productive. Management and employees should therefore work towards having a more friendly and happy workplace by having positive interpersonal relationship in the workplace.

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