

# What is Interpersonal Relationship ?

A strong bond between two or more people refers to interpersonal relationship. Attraction between individuals brings them close to each other and eventually results in a strong interpersonal relationship.

## Forms of Interpersonal relationship

An interpersonal relationship can develop between any of the following:

- Individuals working together in the same organization.
- People working in the same team.
- Relationship between a man and a woman (Love, Marriage).
- Relationship with immediate family members and relatives.
- Relationship of a child with his parents.
- Relationship between friends.

Relationship can also develop in a group (Relationship of students with their teacher, relationship of a religious guru with his disciples and so on)

## Must have in an Interpersonal Relationship

- Individuals in an interpersonal relationship must share common goals and objectives. They should have more or less similar interests and think on the same lines. It is always better if individuals come from similar backgrounds.
- Individuals in an interpersonal relationship must respect each other's views and opinions. A sense of trust is important.
- Individuals must be attached to each other for a healthy interpersonal relationship.
- Transparency plays a pivotal role in interpersonal relationship. It is important for an individual to be honest and transparent.

## Interpersonal Relationship between a man and a woman

A strong interpersonal relationship between a man and a woman leads to friendship, love and finally ends in marriage.

- A sense of commitment is essential in marriages and love affairs.
- Partners must feel attached to each other and most importantly trust each other.

Famous psychologist Robert Sternberg proposed the triangular theory of love in interpersonal relationship.

According to triangular theory of love following three components lay the foundation in love affairs and marriages.

1. Passion
2. Intimacy
3. Commitment

The amount of love in any relationship is directly proportional to the above three components. More the three components, stronger the relationship is.

1. **Passion:** Passion refers to the physical and sexual attraction between two individuals. Individuals must feel physically attracted to each other for the charm to stay in relationship for a much longer period of time.
2. **Intimacy:** The amount of closeness between two individuals in a relationship refers to intimacy. Partners must gel with each other and a strong bond between them is essential.
3. **Commitment:** The decision of two individuals to stay together forever is called commitment. Commitment is nothing but two people deciding to be with each other life-long either by staying together or by entering the wedlock.

If any of the above factors is missing from a relationship, love fades away in a short span of time giving rise to troubles and sorrows.

## Relationship between friends

- Friends must be honest to each other.
- Stand by your friends at times of need.
- Avoid leg pulling, criticism and making fun of your friends.
- Try not to mix friendship with love as it creates problems and misunderstandings.

Interpersonal relationship between children and their parents, brother and sister, immediate family members or relatives revolve around trust, commitment and care.

## Stages in Interpersonal Relationships

Interpersonal relationship refers to a strong association between individuals sharing common interests and goals.

A sense of trust, loyalty and commitment is essential in a relationship. Individuals need to trust and respect their partners to avoid misunderstandings and conflicts in relationship.

Stages in an interpersonal relationship

It takes time for a relationship to grow and pass the test of time.

There are two possibilities in a relationship:

1. **Possibility - 1:** Two people might start a relationship as mere strangers. They get to know each other slowly and become emotionally and mentally attached to their partners gradually. Such relationships often lead to lasting commitments where individuals decide to be with each other until death separates them.
2. **Possibility - 2:** Two people might start off well but soon face problems. Troubles in relationship start when people have different opinions, views and fail to reach to a mutually acceptable solution. In such cases individuals decide to move on from a relationship for a fresh start.

According to famous psychologist George Levinger, every **relationship goes through following five stages.**

### 1. First Stage – Acquaintance

Acquaintance refers to knowing each other. To start relationship individuals need to know each other well.

Two individuals might meet at some place and instantly hit it off. People feel attracted to each other and decide to enter into a relationship.

Common friends, social gatherings, same organizations also help people meet, break the ice, get acquainted with each other and start a relationship.

### 2. Second Stage – The Build up Stage

This is the stage when the relationship actually grows. Individuals are no longer strangers and start trusting each other.

Individuals must be compatible with each other for the relationship to continue for a longer period of time. Individuals with similar interests and backgrounds tend to gel with each other more as compared to individuals from diverse backgrounds and different objectives.

The build up stage in a relationship is often characterized by two individuals coming close, being passionate and feeling for each other.

### 3. Third Stage – Continuation Stage

This is the stage when relationship blossoms into lasting commitments. It is when people after knowing each other well decide to be in each other's company and tie the knot.

Trust and transparency is essential for the charm to stay in relationship forever.

### 4. Fourth Stage – Deterioration

Not all relationships pass through this stage. Lack of compatibility, trust, love and care often lead to misunderstandings and serious troubles in relationship.

Individuals sometimes find it extremely difficult to adjust with each other and eventually decide to bring their relationship to an end.

Compromise is an integral part of every relationship. Individuals failing to compromise with each other find it difficult to take the relationship to the next level.

### 5. Fifth Stage – The Termination Stage

The fifth and the last stage is the end of a relationship.

Relationship terminates due to any of the following reasons

- Death of any one partner
- Divorce
- Separation

An ideal relationship results in lasting commitments and marriages whereas there are some relationships which do start on a positive note but end abruptly.

## Different Types of Interpersonal Relationships

When two individuals feel comfortable in each other's company and decide to be with each other, they enter into a relationship.

A close association between individuals who share common interests and goals is called interpersonal relationship.

Individuals who are compatible with each other enter into an interpersonal relationship. People must gel well for a strong and healthy relationship.

Let us go through the various types of interpersonal relationship:

### Friendship

Friendship is an unconditional interpersonal relationship where individuals enter into by their own sweet will and choice.

Friendship is a relationship where there are no formalities and individuals enjoy each other's presence.

Friendship can be between:

- Man and a woman
- Man and man
- Woman and woman

Must have in friendship:

Transparency is the most essential factor for a stable friendship. Do not hide things from your friends. Be honest to them.

Guide them whenever required. Never give them any wrong suggestions or advice.

Feelings like ego, jealousy, hatred, anger do not exist in friendship.

The entire relationship of friendship revolves around trust and give and take. No relationship can be one sided and same with friendship. Try to do as much as you can for your friends.

### Love

An interpersonal relationship characterized by passion, intimacy, trust and respect is called love.

Individuals in a romantic relationship are deeply attached to each other and share a special bond.

Must have in a Romantic relationship:

Two partners must trust each other in this relationship.

A sense of respect and mutual admiration is essential.

Partners must reciprocate each other's feelings for the charm to stay in the relationship for a longer period of time.

### Case - 1

Marriage happens when two individuals in love decide to take their relationship to the next level.

Marriage is a kind of formalized relationship where two individuals after knowing each other well decide to enter the wedlock and stay together life-long through thick and thin.

Keys to a successful marriage:

- Understanding
- Love
- Passion
- Intimacy
- Respect
- Trust

Case - 2

Two individuals might love each other but decide not to get married. They are often called as boyfriend and girlfriend. They may or may not stay together. If they stay together without formally getting married, they are said to enter a live in relationship.

Individuals staying at far off places but in a relationship are said to be in a long distance relationship.

Case - 3

Individuals not getting along might decide to end the relationship for a better future.

Platonic Relationship

A relationship between two individuals without any feelings or sexual desire for each other is called a platonic relationship.

In such a relationship, a man and a woman are just friends and do not mix love with friendship.

Platonic relationships might end in romantic relationship with both the partners developing mutual love and falling for each other.

Family Relationship

Individuals related by blood or marriage are said to form a family.

Professional Relationship (Work Relationship)

Individuals working together for the same organization are said to share a professional relationship.

Individuals sharing a professional relationship are called colleagues. Colleagues may or may not like each other.

## Factors affecting Interpersonal Relationship

Interpersonal relationship refers to individuals with similar tastes and mindsets entering into an association. Individuals who share identical goals and interests enter into an interpersonal relationship. It is essential for individuals in a relationship to get along well.

Let us go through various **factors affecting interpersonal relationship**:

### 1. Compatibility

Two individuals in a relationship must be compatible with each other. There should be no scope of conflicts and misunderstandings in a relationship. Individuals from similar backgrounds and similar goals in life do extremely well in relationships. People with different aims, attitudes, thought processes find it difficult to adjust and hence fail to carry the relationship to the next level.

### 2. Communication

Communication plays a pivotal role in all types of relationships whether it is personal or professional. Feelings must be expressed and reciprocated in relationships. Individuals need to communicate with each other effectively for better understanding. Do not stay mum as it leads to problems and misunderstandings. Two people in love must interact with each other on a regular basis through various modes of communication such as telephone, emails, letters (though exchanging letter is now considered an outdated form of communication). Staying in touch is essential for the love to grow especially in long distance relationships where individuals can't meet quite often.

In professional relationships as well, colleagues must communicate well for a better bonding. Sit with your co workers and discuss issues face to face to reach to a mutually acceptable solution.

The recipient must understand what the sender intends to communicate and vice versa. Clarity of thoughts is essential in relationships.

### 3. Honesty

Be honest in relationships. Do not lie or hide things from your partner. Remember every problem has a solution. Think before you speak. Transparency is important in relationships.

### 4. Stay calm

Do not overreact on petty things in relationships. Stay calm. Be a little more adjusting. Be the first one to say "Sorry". It will solve half of your problems.

### 5. Forgiving

An individual needs to be a little more forgiving in relationships. Do not drag issues unnecessarily. Fighting over small issues is foolish and makes the situation all the more worse.

### 6. Smile

As they say "Smile is a curve that makes everything straight." Flash your smile more often. It works. Take care of your facial expressions while interacting with the other person.

### 7. Time

Time plays an important role in relationships. Individuals in love must spend adequate time to know each other better. Frustrations arise when people do not have time to meet or interact with each other. Even in organization, individuals must spend quality time with their co workers to strengthen the bond amongst themselves. Married couples must take time out for each other for the charm to stay in relationship forever.

Make the other person feel important. Appreciate your partner whenever he/she does something for you. Praise him/her in front of others.

Every relationship needs time and an individual's effort to grow. Sit with your partner and try to sort out the differences amicably. Don't be too rigid.

## Role of Communication in Interpersonal Relationship

**Communication is said to be the basis of every interpersonal relationship.** Infact effective communication is the key to a healthy and long lasting relationship. If individuals do not communicate with each other effectively, problems are bound to come.

**Communication plays a pivotal role in reducing misunderstandings** and eventually strengthens the bond among individuals.

**A relationship loses its charm if individuals do not express and reciprocate their feelings through various modes of communication.** A healthy interaction is essential for a healthy relationship.

It is not always an individual needs to talk to express his /her feelings. Feelings can be expressed through non verbal modes of communication as well. Your body movements, gestures, facial expressions, hand movements communicate something or the other. Make sure you do not make faces at anyone. You should look happy and contented for the other person to enjoy your presence. Do not always look sad and irritated. Eye movements also have an important role to play in relationships. One can make out whether you are angry, unhappy or frustrated through your eyes only.

**Take care of your tone and pitch** as well. Make sure you are not too loud or too soft. Being loud might hurt the other person. Speak softly in a convincing way. The other person must be able to understand what you intend to communicate.

**Choice of words is important in relationships.** Think twice before you speak. Remember one wrong word can change the meaning of an entire conversation. The other person might misinterpret you and spoil the relationship. Be crisp. Express your feelings clearly. Do not try to confuse the other person. Being straightforward helps you in relationships.

**An individual must interact with the other person regularly for the relationship to grow and reach to the next level.** Speaking over the phone. SMSing are ways of communicating and staying in touch especially in long distance relationships where individuals hardly meet.

**Be polite.** Never ever shout on your partner even if he has done something wrong. Discuss issues and try to sort out your differences amicably. Abusing, fighting, criticizing spoil the relationship and in adverse cases might end it as well. Being rude is a crime in relationships.

**Try to understand the other person's point of view as well.** Be a patient listener. Unless you listen carefully, you will never be able to communicate effectively.

**Individuals can also communicate through emails.** If you do not get the time to call your partner regularly, drop him/her a mail. The other person would feel happy and important. Emails are also an effective mode of communication at workplace. For better relations at workplace, try to communicate through written modes of communication. Be careful about the mail body and make sure they are self explanatory. Using capital letters in emails is considered to be rude and loud. Do not share any information with any of your fellow workers verbally. Mark him a mail and do keep your Boss in the loop. All the related employees must be marked a cc as well. If discussed orally, the other person might refuse later on, creating problems for you.

## How to Improve Interpersonal Relationship at Workplace ?

An association between individuals working together in the same organization is called interpersonal relationship. An individual spends around seven to eight hours at his workplace and it is practically not possible for him to work all alone. One needs people to talk to and discuss various issues at the workplace. Research says productivity increases manifold when individuals work in groups as compared to an individual working alone.

Employees must get along well for a healthy ambience at the workplace.

Let us go through various **ways of improving interpersonal relationships at workplace:**

- **Employees must communicate with each other effectively** for a healthy relationship. Remember a problem shared is a problem halved.
- **Interact with your co workers more often.** Discussions must be on an open platform where every individual has the liberty to express his/her views and opinions. Written mode of communication is one of the effective ways of communicating at the workplace. Make sure your emails are self explanatory and do mark a cc to all related employees. Ignoring any of your co-workers might hurt him and spoil your relationship with the individual concerned. Avoid hiding things from your fellow workers.
- Even employees from a different team can be your friends. Talk to them. Greet them with a smile and a "Hi" whenever you meet them. An individual must not take things to heart at workplace.
- **Team leaders and supervisors should conduct morning meetings with their team members.** Do not make the meeting too formal. The employees should be allowed to bring their coffee mugs. Let them interact with each other. Morning meetings go a long way in breaking the ice among employees and improving interpersonal relationships at workplace.
- Do not favour any employee just because he is your relative or you know him personally. Favouritism spoils the relationship between superiors and subordinates.
- **Take your team out for lunch, picnics or get together once in a while.** Let the employees bring their families as well. Ask your team members to exchange contact numbers amongst themselves for them to interact with each other even after work.
- **Greet your colleagues on their birthdays or anniversaries.** Send them a nice e-card and do ask for a treat. Such small initiatives go a long way in strengthening the bond among fellow workers. Important festivals must be celebrated at workplace for employees to come closer to each other.
- Individuals should be motivated to work in teams. Work must be equally allocated to team members to expect the best out of them. No employee should be overburdened. People working in teams are friendlier and adjust with each other better.
- One needs to be a little more adjusting and compromising at the workplace. Don't expect everything to be done just the way you like it. You will have all types of people around. Avoid fighting over petty things. Do not always look at the negative side of things. Accept people as they are. It is essential to look at the positive side of an individual. Being flexible at work always helps.
- **Avoid being jealous.** Leave your ego behind the moment you enter the workplace. Appreciate if someone has performed exceptionally well. Remember only hard work and nothing else pays in the long run.
- Stand by your colleagues when needed. It is only you who can create a healthy atmosphere at the workplace.

## Importance of Interpersonal Relationship at Workplace

Interpersonal relationship refers to a strong association among individuals working together in the same organization. Employees working together ought to share a special bond for them to deliver their level best. It is essential for individuals to be honest with each other for a healthy interpersonal relationship and eventually positive ambience at the workplace.

### Why interpersonal relationship at workplace ?

#### Why do employees need to be cordial to each other ?

Let us go through the **importance of interpersonal relationship at workplace.**

- **An individual spends around eight to nine hours in his organization and it is practically not possible for him to work all alone.** Human beings are not machines who can work at a stretch. We need people to talk to and share our feelings. Imagine yourself working in an organization with no friends around!!!!!!We are social animals and we need friends around. An individual working in isolation is more prone to stress and anxiety. They hardly enjoy their work and attend office just for the sake of it. Individuals working alone find their job monotonous. It is essential to have trustworthy fellow workers around with whom one can share all his secrets without the fear of them getting leaked. We must have friends at the workplace who can give us honest feedback.
- **A single brain alone can't take all decisions alone.** We need people to discuss various issues, evaluate pros and cons and reach to solutions benefiting not only the employees but also the organization on the whole. Employees can brainstorm together and reach to better ideas and strategies. Strategies must be discussed on an open platform where every individual has the liberty to express his/her views. Employees must be called for meetings at least once in a week to promote open communication. Interaction on a regular basis is important for healthy relationship.
- **Interpersonal relationship has a direct effect on the organization culture.** Misunderstandings and confusions lead to negativity at the workplace. Conflicts lead you nowhere and in turn spoil the work environment.
- **We need people around who can appreciate our hard work and motivate us from time to time.** It is essential to have some trustworthy co workers at the workplace who not only appreciate us when we do some good work but also tell us our mistakes. A pat on the back goes a long way in extracting the best out of individuals. One needs to have people at the workplace who are more like mentors than mere colleagues.
- **It always pays to have individuals around who really care for us.** We need colleagues to fall back on at the times of crisis. If you do not talk to anyone at the workplace, no one would come to your help when you actually need them.
  - **An individual needs to get along with fellow workers to complete assignments within the stipulated time frame.** An Individual working all alone is overburdened and never finishes tasks within deadlines. Support of fellow workers is important. You just can't do everything on your own. Roles and responsibilities must be delegated as per specialization, educational qualification and interests of employees. An individual needs help of his fellow workers to complete assignments on time and for better results.

## Tips to Improve Interpersonal Relations at Workplace

Interpersonal relationship refers to a strong association among employees either working together in the same team or same organization.

Employees must get along well for a positive and healthy ambience at the workplace.

Let us go through some **tips to improve interpersonal relationship at workplace.**

- **Do not treat office as your home.** There is a certain way of behaving at the workplace. It is essential to be professional at work. Never misbehave with any of your colleagues. Legpulling, criticism, backbiting are a strict no no. It is better to avoid someone you don't like rather than fighting or arguing with him/her. Your office colleagues can be your friends as well but one must know where to draw the line. Too much of friendship is harmful and spoils relationship among employees.
- **An individual should not interfere in his colleague's work.** Superiors must formulate specific KRAs for all the employees and make sure job responsibilities do not overlap. Overlapping of job responsibility leads to employees interfering in each other's tasks and eventually fighting over small issues. One should be concerned only with his work rather than trying to find out what the other employee is up to.
- **Give space to your fellow workers.** Giving space in fact is essential in all relationships. Overhearing anyone else's personal conversation is strictly unprofessional. An employee must not open envelopes, couriers or letters not meant for him. Such practices lead to severe displeasure among employees and eventually spoil relationships.
- **Do not spread baseless rumours at workplace.** Even if you know something about someone, learn to keep things to yourself. Discuss it with the individual concerned in private rather than publicizing the whole thing. Organization has nothing to do with anyone's private matters.
- **Pass on correct information to others.** If your superior has asked you to share some information with any of your colleagues, make sure it is shared in its desired form. Data tampering and playing with information spoil relationships among colleagues and lead to confusions at the workplace.

- **Do not share all your secrets with your co workers.** You never know when they might misuse them. Even if you do, make sure you are doing it with someone you trust blindly.
- **Leave your ego behind.** Do not bring your personal tensions to work. Think before you speak. Making fun of colleagues is something which is not at all expected out of a professional.
- **A team leader should not scold any of his team members in front of others.** It might insult him/her. Call the individual concerned either to your cabin or conference room. Avoid comparisons among team members. The employees must be strictly judged according to their work and nothing else. Employees doing well should be suitably rewarded.
- **Stay away from nasty politics at workplace.** Do not try to harm anyone. It is absolutely okay to appreciate someone who has done something exceptionally well. Avoid being jealous. It will harm you in the long run. There should be healthy competition among the employees for a healthy environment at the workplace.

## Managing Conflict in Interpersonal Relationship at Workplace

When two individuals have different opinions and neither of the two is willing to compromise, conflict arises. A state of disagreement among individuals is called as conflict.

Conflict arises at workplace when employees find it difficult to reach to mutually acceptable solutions and fight over petty issues. Differences in attitude, mindsets and perceptions give rise to conflicts at the workplace.

No one ever has gained anything out of conflicts. Conflict must be avoided as it leads to negativity and spoils the ambience of the workplace.

### How to manage conflicts in interpersonal relationship at workplace ?

Conflicts play an important role in spoiling relationship among employees at the workplace and must be controlled at the initial stages to expect the best out of individuals.

- For individuals, organization should always come first and all other personal interests must take a backseat. Fighting with fellow workers on petty issues is childish. Be professional. Do not take things to heart at the workplace as no one is working for himself or herself. You might not like someone else's style of working but remember ultimately the organization must benefit out of it.
- **An individual ought to respect his colleagues.** Treat your fellow workers as members of your extended family. Ignoring minor issues helps in avoiding conflicts in interpersonal relationship. Try to understand your colleague's point of view as well.
- **Avoid lobbying at the workplace.** An individual should keep his personal and professional life separate. Do not favour anyone just because you like the individual concerned or you know him personally. At work, every employee irrespective of his family background and relation with the management needs to be treated as one. Ignoring or bad mouthing someone just because you do not like him is simply not acceptable. Such things give rise to unnecessary stress and eventually employees fight and spoil relationships amongst themselves. You need people around who can give you suggestions and help you when required. You can't work alone.
- **Remember there is a difference between being aggressive and rude.** A sense of competition is essential among employees but make sure you adopt healthy means to prove yourself. Jealousy, backbiting, criticism, leg pulling give rise to disagreements among individuals and spoil their relationships.
- Think before you speak. Do not hurt anyone. There are several other ways to express your displeasure at work. Do not overreact at workplace. Stay calm and composed.
- Avoid being arrogant. Be polite to everyone. Greet people and do enquire about their well being. A simple smile goes a long way in managing conflicts and strengthening interpersonal relationships at workplace.
- **Evaluate issues carefully.** Do not jump to conclusions. It is always better to sort out differences amicably rather than fighting and spoiling relationships. Voice your concerns in an open platform and try to reach to a conclusion mutually acceptable to all. Do not always see your own personal interests
- Learn to control your emotions.
- Communicating effectively reduces the chances of errors and eventually manages conflicts amongst employees at the workplace.

## Interpersonal Relationship Development

A strong association between individuals with similar interests and mindsets is called as interpersonal relationship. No one on this earth can ever stay alone and it is really important for people to have trustworthy friends around.

### Interpersonal Relationship Development

**Every relationship needs time to grow.** One needs time to come really close to someone and trust him/her. Miracles do not happen in a single day. One needs to be patient enough to understand the other person for the relationship to grow and reach to the next level.



Various models have been proposed in the field of interpersonal relationship development. All the models suggest how relationship grows between friends, partners, couples, colleagues and so on.

Let us go through the models one by one:

### **Knapp's Relationship Escalation Model**

According to Knapp's relationship escalation model, every relationship goes through the following stages:

Every relationship begins with a stage where two individuals not knowing each other before meet and instantly get attracted towards each other. In this stage, both the participants try their level best to create an everlasting first impression on the other person. Individuals show their best side to mark the beginning of a relationship. In this stage physical appearance, grooming, manners, etiquette play an essential role as individuals do not know each other much.

In the second stage individuals try to know each other more. They share their likes and dislikes and also try to find out about the other person's interests. This stage is characterized by extensive meetings and phone calls so that individuals get to check their compatibility level.

**Case 1** - Individuals are not compatible with each other.

**Result** - Individuals do not take the relationship forward and decide to end it for a better future.

**Case - 2** Individuals are compatible with each other

**Result** - Individuals decide to continue the relationship

In the third stage, individuals make regular efforts to strengthen their relationship. People make commitments and prepare themselves for a long term relationship.

The fourth stage begins when individuals in a relationship start doing things together. They are often seen together shopping, dining, going for movies and so on.

When individuals are really sure about their relationship, they decide to stay together for ever. **Individuals enter the wedlock in the fifth stage.**

### **What is important for relationship Development ?**

- Effective communication between partners - It is important for individuals to stay in touch on a regular basis.
- Trust
- Care
- Loyalty
- Understanding
- Respect for each other

A relationship does not survive if any of the above is missing.

### **Knapp's Relationship Termination Model**

A relationship ends when individuals do not communicate with each other effectively. Misunderstandings and confusions arise leading to unnecessary conflicts.

Remember there is no place for ego and jealousy in relationships. One needs to be forgiving for the relationship to grow. The stagnating stage is often characterized by individuals avoiding each other and not interacting much.

Individuals are no longer interested in each other and physical intimacy also decreases. People decide to move on from the relationship and opt for mutual separation.

### **Duck's Relationship Filtering Model**

As the name suggests, Duck's relationship filtering model consists of many filters, a relationship has to pass through.

#### **Distance**

It is convenient for individuals to start a relationship with someone who stays close by or works with him/her. Distance does matter in

relationships. People staying far off often find it difficult to meet and eventually their relationship suffers. This explains why long distance relationships are not very successful.

### Perception

What one thinks about the other person also affects relationship. Individuals might make wrong perception towards someone and not decide to continue the relationship.

### Physical appearance

How individuals look, speak and present themselves also affect the relationship. Individuals tend to get attracted towards someone who is charming and confident

## Theories of Interpersonal Relationship

Interpersonal relationship refers to a strong association amongst individuals with similar tastes, aspirations and interests in life. It is essential for individuals to share a healthy relationship with each other not only for quicker delivery of results but also for a positive ambience at the workplace.

Let us go through the theories of interpersonal relationship development in detail:

### Social Exchange Theory

Social Exchange Theory was proposed by George Casper Homans in the year 1958.

**According to Social Exchange Theory "give and take" forms the basis of almost all relationships though their proportions might vary as per the intensity of the relationship.**

In a relationship, every individual has expectations from his/her partner. A relationship without expectations is meaningless.

According to Social Exchange theory **feelings and emotions ought to be reciprocated for a successful and long lasting relationship.**

Relationships can never be one sided. An individual invests his time and energy in relationships only when he gets something out of it.

There are relationships where an individual receives less than he gives. This leads to situations where individual starts comparing his relationship with others.

Comparisons sometimes can be really dangerous as it stops individuals from putting their best in relationships. Don't always think that you would have a better relationship with someone else. Understand your partner and do as much as you can for him/her. Don't always expect the other person to do things first. Take initiative on your own and value partner.

### Uncertainty Reductions Theory

Both Charles R. Berger and Richard J. Calabrese proposed Uncertainty Reductions Theory to explain the relationship between individuals who do not know each other much or are complete strangers.

**According to Uncertainty Reductions Theory, two unknown individuals meeting for the first time go through various stages to reduce the level of uncertainty between them and come closer to each other.** Strangers must communicate well to know each other better and find out their compatibility level.

Following are the stages individuals go through to reduce the level of uncertainty in relationships.

#### 1. Entry Stage

**The entry stage is characterized by two individuals trying to know each other better.**

Each one tries to find out the other person's background, family members, educational qualification, interests, hobbies and so on.

Each one discloses his/her likes and dislikes to strengthen the bond and take the relationship to the next level.

#### 2. Personal Stage

In the second stage or the personal stage, **individuals try to find out more about their partner's attitude and beliefs.**

Individuals try to know more about the other person's ethics, values, behaviour and nature on the whole. Individuals who are no longer strangers learn more about each other's personality traits in the personal stage.

### 3. The Exit Stage

The Personal Stage decides the fate of the relationship. Individuals comfortable in each other's company decide to enter into long term commitments i.e. either formally get married or stay together forever.

Not all relationships flower into marriages. Individuals failing to understand and adjust with each other decide to mutually end their relationship for a better future.

**The exit stage is characterized by individuals moving out of relationships in search of a more compatible partner.**

## Interpersonal Relationship Model

In today's world nothing can be done all alone. We need people around who can help and guide us at the times of crisis. Remember conflicts and misunderstandings lead you nowhere. They are just a sheer waste of time and energy. Individuals ought to be cordial with each other for peace at the workplace as well as in personal lives. Working together also reduces stress and frustration among employees. Human beings are not machines and we need trustworthy people with whom we can share our emotions and feelings.

A strong connection between two individuals with similar interests is often called as interpersonal relationship. Individuals compatible with each other often enter into a relationship.

### Interpersonal Relationship Model

**Interpersonal Relationship model explains an individual's outlook towards relationship and how one's perception changes in due course.**

Two people come together, like each other and enter into a relationship.

According to interpersonal relationship model, two directional components go a long way in creating an individual's perception about relationships.

They are as follows:

- **Other to Self:** The component "other to self" represents an individual's awareness of his partner's attitude, thoughts and beliefs towards himself. The other to self component is more to do with the awareness of an individual as to how his/her partner treats him/her.
- **Self to Other:** The "self to other" component signifies an individual's awareness of his own behaviour, attitude towards his/her partner. How an individual treats the other person in relationship is denoted by self to other component.

Interpersonal Relationship Model describes above two directional components as per following criteria:

### Assistive Polarity

Assistive Polarity further consists of the following:

1. **Assistive Attitude:** Assistive attitude consists of actions and behaviour which are in favour of the other person.
2. **Resistive Attitude:** Resistive attitude consists of actions and behaviour of an individual which are against the recipient and tend to make the other person weak.
3. **Level of Intentionality:** Level of intentionality further consists of following three levels:
  - i. **Hypo telic Level of intention:** Sometimes an individual is unaware of the other person's aspirations and intentions and unknowingly comes in his/her way without realizing its harm. Hypotelic level signifies resistance to other person's aspirations unknowingly.
  - ii. **Telic or Meta telic Level of Intention:** There are several cases where individuals deliberately stop the other person from doing something clearly knowing how much it would affect the other person. An individual intentionally obstructing aspirations of an individual comes under telic or meta telic level of intention.
  - iii. **Degree of Autonomy:** Degrees of autonomy are further classified into the following:

According to interpersonal relationship model, the degree of assistance and obstruction arise out of following:

- **Autonomous Agency:** Autonomous agency comes into picture when both resistance as well as acceptances arises out of either of the two partner's personal wishes, choices and interests. None of the partners is influenced by a third party.
- **Proxy Agency:** Proxy agency comes into play when resistances and acceptances are due to an external party often called

the third party. Here the third party influences the decisions of the two individuals in relationship often called as Targets.

## Role of Employees in Interpersonal Relationship Development

Individuals need to get along well with their fellow workers for a positive ambience at workplace and also for healthy interpersonal relationship. It is essential for individuals to trust each other at the workplace for better relations. It is almost impossible for employees to work alone. Everyone needs people around to discuss things and reach to better solutions.

Let us go through the **role of employees in interpersonal relationship**.

- **It is important for employees to stay positive at workplace.** Do not always find faults in your fellow workers. Remember no one on this earth is perfect. No matter how bad the other individual is, one needs to maintain the decorum of the workplace. The best way is to ignore the one you do not like rather than indulging in conflicts and spoiling relationship. Conflicts turn friends into foes.
- **Be a little more adjusting.** Things can't always be the way you like. Listen to others and understand their point of view as well. Don't see your personal interests always.
- **Never ever under estimate your fellow workers.** You never know when someone comes up with a brilliant idea. Treat everyone with respect. Ignoring people leads to frustration and eventually spoils relationships at workplace. Listen to all. Giving importance to few and sidelining others create problems among employees. Such things demotivate employees to give their best. They start treating office and work as a burden.
- **Never be partial to anyone.** Employees performing well should be appreciated in front of others. Those who are not performing up to the expectations must be asked to pull up their socks next time irrespective of the relation they share with you or with the senior management. One of your team members can be your best friend but when it comes to results and targets, even he should not be spared. Work should never be mixed with personal relations.
- **It is unethical to spread rumours around at the workplace.** Backbiting, leg pulling, criticism are the biggest reasons of displeasure among employees. Learn to be straightforward. If you feel your colleague is doing something wrong, tell him on his face rather than discussing with others. Making fun of others is unprofessional.
- **An individual should be trustworthy.** If any of your colleagues has confided something in you, do not backstab him. Do not walk up to your boss and reveal all his secrets. Learn to keep things to yourself.
- **Avoid being arrogant.** Don't show unnecessary attitude to people around. You might be heading a particular department but that does not mean you have the authority to be rude to people around. You are getting paid for your services and no one will tolerate your dominant and bossy nature. Leave your ego behind the moment you step inside your office.
- **Think before you speak.** Make sure you do not hurt people. Never ever insult anyone intentionally.
- **Greet your colleagues even if he/she is not from your team.** It hardly matters. A smile can actually make a difference.

## Role of Managers in Interpersonal Relationship

Individuals working together in the same organization tend to come closer to each other. Interpersonal relationship refers to a strong association among employees with similar taste and mindset.

Let us go through the **role of managers in interpersonal relationship**.

A team manager is just like captain of the ship who has the responsibility of taking all his crew members along. For a team leader, his team is just his baby and he needs to take care of each and every team member. Never be partial to anyone. Avoid favouritism towards employees.

- **Interact with your team members on a regular basis.** Make sure you speak to everyone, else individuals might feel ignored. Call your team for meetings at least twice in a week. Enquire about their well-being. Ensure if everything is going well with them. This way employee feels happy and shares a healthy relationship with superiors. Interaction is essential as it helps break ice among people.

- **Avoid comparisons among your team members.** Do not shout on any of your employees in public. Call the individual concerned to your cabin and make him realize his /her mistakes without being rude. Speak to your team members directly rather than passing on messages through someone as information might not reach in its desired form creating misunderstandings and eventually spoiling relationships.
- **Remember a manager's role is not just to sit in closed cabins for the whole day.** Sit with your team members and help them plan their day. Help them in their day to day work.
- **Managers must be accessible to their team members.** Problems start when employees find it difficult to get in touch with their bosses. Do keep in touch with them through smses if not meet them regularly. Lend a sympathetic ear to their problems. Your team members must be able to fall back on you at times of crisis.
- **Intervene immediately in case of conflicts among your subordinates.** Your team members might fight over petty issues but it is your responsibility to guide them and reduce the chances of a major conflict. Do not ignore even the minor issues. One problem left unattended can become a major concern later.
- **Sit with individuals, counsel them and motivate them to discuss issues** and reach to something which would benefit not only the employees but also the organization on the whole.
- **Ask your team members to have their lunch together.** You can also join them once in a while. Boss's presence does make a difference. Take them out for picnics and small get together. Such informal meetings not only bring employees closer to each other but also to their superiors. Motivate them to celebrate important festivals at workplace. Delegate responsibilities and ask them to take charge individually. This way they start believing in you and the organization and eventually share a healthy relationship with all.
- **Employees performing well must be appreciated and suitably rewarded** for them to deliver results everytime. Do not be harsh to others who did not perform well this time. Being rude to them will not solve any of your problems; rather individuals would go against you.