Interpersonal Style Orientation of Managers - A Literature Review

Neha Joshi[1], Dr. Ashish Sinha[2]

[1]Assistant Professor, DIT University, Dehradun, India
[2]Assistant Professor, Doon University, Dehradun, India

Abstract: -Interpersonal style orientation of any employee is the backbone of organizational performance and developing its culture and climate. Studies have revealed that Managers who tend to be effective in their leadership styles as far as coordinating and directing their subordinates is concerned are more successful than those who lacks these styles. A useful conceptual framework to describe an individual style is Transactional Analysis. TA is quite popular and two basic concepts can be used to understand influence styles, the Ego States and the Existential Positions. Interpersonal relations have been found to be an integral part of the job world over and several studies have established their importance in formal organizations, especially for effective decision making and implementation of decisions. The current paper is a base for identifying various styles and techniques which researchers have found after extensive analysis over past few decades. It is a conceptual framework of identifying these factors and also to look into the gap which still exist within this broad spectrum of interpersonal styles and relationships existing in the organization.

Keywords: Interperosnal styles, transactional analysis, Leader member Exchange (LMX) relationship.

I. INTRODUCTION

Interpersonal relations have been found to be an integral part of the job world over and several studies have established their importance in formal organizations, especially for effective decision making and implementation of decisions. Despite interesting insights offered by numerous studies of interpersonal relations over the past four decades, more remains to be learned about the underlying bases of interpersonal behavior. The present study covers one such major underreported aspect of the employees working in the banking sector, the differences arising due to their interpersonal behavior specifically that of the managerial and non managerial cadre and impact on the work climate and the need to bridge these differences. This is a review paper based on the in-depth analysis of various studies conducted by researcher extensively across the globe.

II. LITERATURE REVIEW

The interpersonal approach focuses on human transactions rather than on individual behaviour. Behaviour is interpersonal, and it requires at least a dyad or two-person group. A central theoretical construct in this approach is the self, which is interpersonal and transactional in its development and functioning. According to this assumption, our transactions are characterized by self-presentation, which can be described as the automatic, predominantly unaware, and recurrent manner in which we centrally view ourselves. This, in turn, leads to people acting out claims on others based on the kinds of relationships they desire. These claims manifest as recurrent patterns of behaviour that can be studied over time.

Interpersonal Behaviour Interpersonal behaviour is how people interact with one another. Specifically it is studied as the way people behave when this behaviour would affect a relationship. Making jokes, body language, giving presents and going to parties are all aspects of interpersonal behaviour. Interpersonal behaviour is a topic that is widely studied by many academics. Basically, the term 'interpersonal' focuses on the bond between two people, and the behaviour between these two individuals will depend on the context of their relationship. There are basically three broad categories of Interpersonal Behaviors viz: Aggressive, Non Assertive and Assertive behaviors.

Aggressive Behavior

Aggressive behavior is that type of interpersonal behavior in which a person stands up for their own rights in such a way that the rights of others are also violated. Aggressive behavior humiliates, dominates, or puts the person down rather than simply expressing one's own emotions or thoughts. It is an attack on the person rather than on the person's behavior. Aggressive behavior is quite frequently a hostile over-reaction or outburst, which results from past pent-up anger.

Non-Assertive Behavior

Non-Assertive behavior is that type of interpersonal behavior, which enables the person's rights to be violated by another. This can occur in two ways: first, you fail to assert yourself when another person deliberately attempts to infringe upon your rights. Second, the other person does not want to encroach upon your rights, but your failure to express your needs of feelings results in an inadvertent violation. A non-assertive person inhibits her/his honest, spontaneous reactions and typically feels hurt, anxious and sometimes angry as a result of being non-assertive in a situation. Often, this person

relives the situation in their minds pretending how they would do things differently if it happened again.

Assertive Behavior

Assertive behavior is that type of interpersonal behavior in which a person stands up for their legitimate rights in such a way that the rights of others are not violated. It communicates respect for that person's behavior. Assertive behavior is an honest, direct and appropriate expression of one's feelings, beliefs, and opinions.

III. MAJOR DISCUSSIONS

P Koortzen, K F Mauer (2005): In their paper a Theoretical Interpersonal Style Repertoire through his model of Interpersonal circle, and qualitative research talks about the theoretical Interpersonal Style Repertoire and Confirms the appropriateness of some of the interpersonal styles for middle-level managers. The theoretical analysis of the interpersonal style repertoire of these managers, based on the Interpersonal Circle consisting of 16 styles, has confirmed that the competitive, dominant, assured, exhibitionistic, social, warm, friendly, and trusting interpersonal styles are not only applicable, but are even looked for in the execution of the different tasks of middle level managers.

Sinha Ashish (2012): He has elaborated his study on Interpersonal style orientation in engineering organizations in India using Internal Personal Profile tool focusing on interpersonal orientation of supervisors in Indian public and private sector companies in the manufacturing/engineering sector undergoing a comparative analysis of the public and private sector confirming that private sector is more focused on their interpersonal styles as compared to that of public sector .

Titus Oshagbemi (2008): In his study titled "The impact of personal and organizational variables on the leadership styles of managers" analysed that Older managers tend to use less of the individual leadership styles in reference to the overall leadership style. This he concluded using leadership styles – directive, consultative, participative or delegative,

Steven J Armstrong (2002): Under his study "Formal Mentoring Systems: an examination of the eitects mentor/protege cognitive styles on the Mentoring Process". The study attributed to idea-generation in mentoring relationships. The more ideas the mentors generated, the more proteges reported receiving both career and psychosocial functions. Idea generation and perceived similarity (both mediated by cognitive style) positively affected partners liking of each other in their mentoring relationships.

Herman H. M, Marie &T. Dasborough, eal M. Ashkanasy (2008) : In their paper " A Multi-Level Analysis of Team Climate and Interpersonal exchange relationships at Work" found that leader member exchange theory (LMX) is significantly related to workplace friendship. Team member exchange (TXX) and also mediates the LMX–TMX relationship ,affective climate moderates the individual-level relationship between LMX and workplace friendship., workplace friendship can constitute and facilitate a social system in organizations by linking formal and informal, vertical and lateral interpersonal relationships at work. Leader Member Exchange (LMX) theory,

Dorthe Døjbak Haakonsson, Richard M. Burton, Børge Obel, Jørgen Lauridsen.: This study is based on How failure to align organizational climate and leadership style affects performance .It also Highlighted the imbalance between the organizational climate and the leadership style) resulting to unfavorable work performance.

Jay Hall (2015) :In his research on Interpersonal style and communication dileama, he emphasized the Managerial implications of the zohari awareness model and Studied on role relationships and interpersonal styles among managers, which results into mistrust and withdrawal tendencies in relationship with superior.

Raed Awamleh, John Evan, Ashaf Mahate (2005): Examines the effects of both transformational and transactional leadership styles of bank managers/supervisors on employees' satisfaction and self-perceived performance. The study shows a transactional leadership style may be redundant or irrelevant in the banking environment where the majority of tasks are highly standardized and routinized.

Herman H.M. Tse, Marie T. Dasborough, Neal M. Ashkanasya, (2008): Paper seeks to advance research on interpersonal exchange relationships between supervisors, subordinates, and coworkers at work by integrating social exchange, workplace friendship, and climate research to develop a multi-level model Finding shows that workplace friendship was positively related to team–member exchange. High-quality LMX relationships are associated with enhanced workplace friendship between employees, especially when the affective climate is strong.
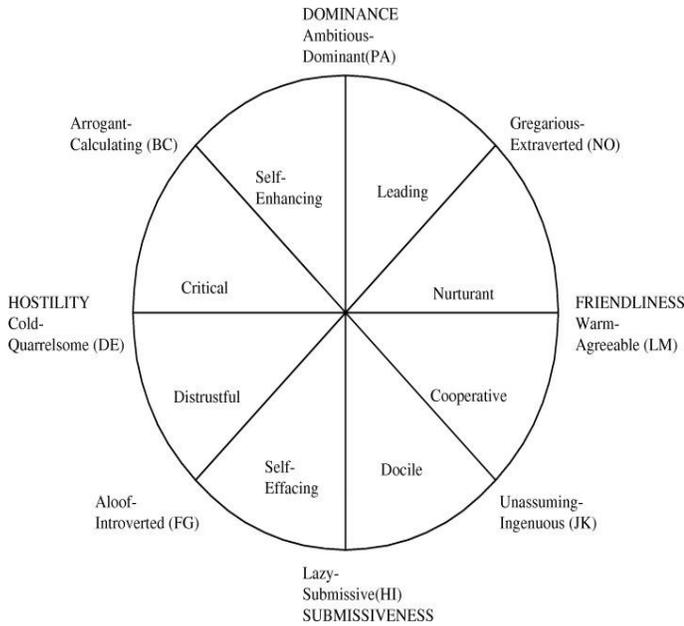
Michael W. Grojean,• Christian J. Resick, Marcus W. Dickson, D. Brent Smith (2004) : It examines the critical role that organizational leaders play in establishing a values based climate. seven mechanisms is discussed by which leaders convey the importance of ethical values to members, and establish the expectations regarding ethical conduct that become engrained in the organization's climate.

Syed Kashif Ejaz, Syed Atif Ejaz, Kashif Ur Rehman , Arshad Zaheer (2009) Study is to identify and evaluate the effective leadership qualities in day-to-day working environment of banking sector in Pakistan.

This study reveals that effective leadership qualities are the most critical differential factor in generating revenues for banks, in retaining and motivating employees and satisfying customers through high quality service standards thereby nurturing an effective and efficient day-to-day working environment in high contact service industries like banks. A task-orientated leader is likely to focus on the

formulation and deployment of the strategic plan and the co-ordination of corporate activities, whereas a human relations orientated leader is likely to focus on the attitudes, feelings and personal well-being of the people in the firm.

Ekaterini Galanou (2010): Tends to explore the relationship between four prominent models of leadership and the fundamental organizational features such as commitment, satisfaction, communication and effectiveness, regarding a variety of measures of variables such as the organizational structure (i.e. the type of branch) and the managers' individual traits (i.e. the age, the education level). The results reveal that, the spectrum of four leadership styles containing basic characteristics, such as the type of branches, the age and educational level are inter-related with communication, commitment, satisfaction, and effectiveness.

Donna Youngs 2012: In his paper, Personality: Social Engagement, Control and Social Withdrawal , the author re-examined the FIRO model across the 54 individual items as reported by 89 adults. The results support a modified FIRO model of interpersonal personality in which Inclusion and Openness are part of the same substantive domain (Social Engagement), distinct from Control, but reflect different Generative and Accepted Modes of interaction.

In addition to the above studies Fundamental interpersonal relationship organization (Behaviour) have also contributed towards 50 years of continual use and development within major organisations around the world. FIRO-B framework is based upon three concepts; Inclusion, control and affection.

IV. MODEL IDENTIFICATION

A. 1982 The Interpersonal Circle

The interpersonal circle or interpersonal circumplex is a model for conceptualizing, organizing, and assessing interpersonal behavior, traits, and motives (Wiggins, 2003). The interpersonal circumplex is defined by two orthogonal axes: a vertical axis(of status, dominance, power, or control) and a horizontal axis (of solidarity, friendliness, warmth, or love). In recent years, it has become conventional to identify the vertical and horizontal axes with the broad constructs of agency and communion (Horowitz, 2004). Thus, each point in the interpersonal circumplex space can be specified as a weighted combination of agency and communion.

B. The Octant Version of Interpersonal Circle.

The Octant model is a complex model used by various researchers to identify the interpersonal styles of middle level managers in various organization. The interpersonal circumflex. Horizontal axis is hostility vs. friendliness. Vertical axis is dominance vs. submissiveness. The octant scales are identified around the outside (with usual notation in parenthesis). Additional descriptors are noted within the octants.

C.   Relationship Between The Hr System Strength, Leadership, Organisational Climate And Performance.

A study (Carmen M.M. Pereiraa and Jorge F.S. Gomes, 2012) tested the mediation effect between HR strength and performance and came to a conclusion that that there is a significant relationship between transformational leadership and organizational Climate (r=0.84), a significant effect of organisational climate on performance (r =0.52); and adding organisational climate to the model increases the importance of transformational leadership (r=0.44) over organisational performance. This model also reveled that there is positive impact on organisational performance and this impact is essentially due to the mediating effect of the organisational climate.
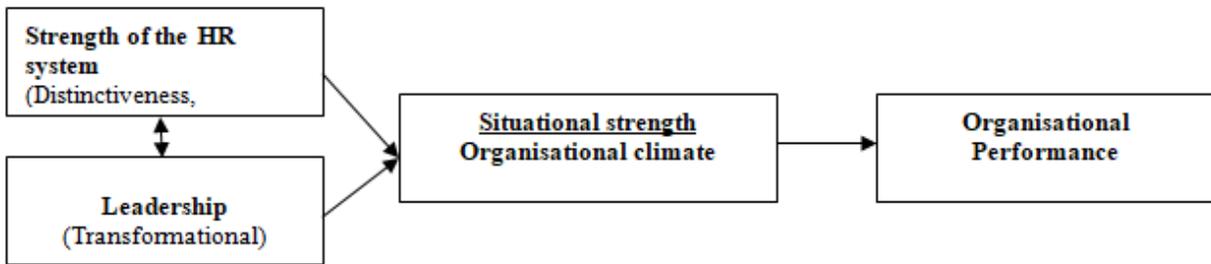
D. A multi-level model of interpersonal exchange relationships at work.
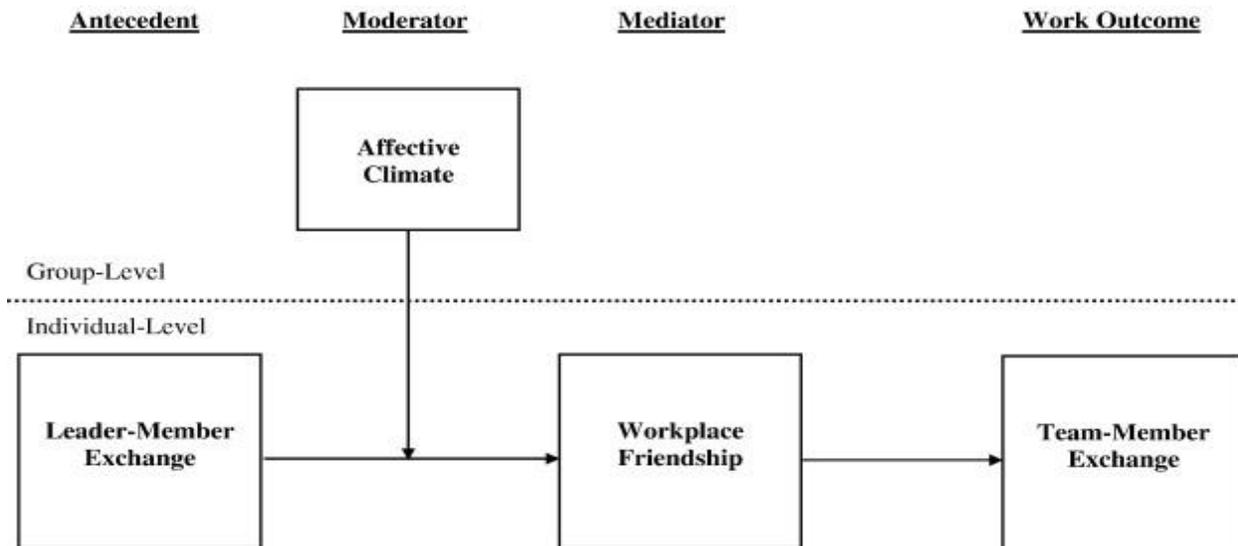
The model depicts a multi-level model in which workplace friendship is a mediator linking the relationship between LMX and TMX at the individual level, and affective climate serves as a group-level moderator to buffer the relationship between LMX and workplace friendship at the individual level.

V. RESEARCH GAP

Though there are number of parameters which have been identified and tested in the past one decade over interpersonal styles, however there is still a scope of identifying logical techniques and their impact on overall organization. The current study is based on one such set of parameters used by Pareek (1988) i.e a framework of functional and dysfunctional ego states/influential styles and an instrument popularly known as SPIRO to assess these styles.

SPIRO is in effect an inventory which tells about the interpersonal orientation of respondents on which it is applied. Pareek describes 12 styles viz: Supportive (+NP), Rescuing (-NP), Normative (+CP), Prescriptive (-CP), Problem solving (+A), Task obsessive (-A), Innovative (+FC), Bohemian (-FC), Confronting/Assertive (+RC), Aggressive(-RC), Resilient (+CC) & Sulking (-CC) and studies can further be conducted using these parameters on various sectors across India & abroad.

VI. CONCLUSION

Taking into account what has been put forward in the literature, there are number of studies , some tells about the impact of transactional analysis on individual performances, others discusses about the impact of leadership on organizational climate. Studies also reveal the relationship between the managers and their subordinates with the help of testing and analysis of various models through commonly used statistical tools.

REFERENCES

[1]. Baker, M. A. (1991). Gender and verbal communication in professional settings: A review of research. Management Communication Quarterly, 5, 36-63.
[2]. Brower, H. H., Schoorman, F. D. & Tan, H. H. (2000). A model of relational leadership: The integration of trust and leader-member exchange. Leadership Quarterly, 11 (2), 227-250.
[3]. Becker, B., and Gerhart, B. (1996), 'The Impact of Human Resources Management on
[4]. Organizational Performance: Progress and Prospects,' Academy of Management Journal, 39, 4,779–801.
[5]. Berman, E. M., West, J. P., & Richter, M. N. (2002). Workplace relations: Friendship patterns and consequences (according to managers). Public Administration Review, 62, 217-230.
[6]. Cogliser, C. C., & Schriesheim, C. A. (2000). Exploring work unit context and leader-member exchange: A multi-level perspective. Journal of Organizational Behavior, 21, 487-511.
[7]. Carmen M.M. Pereiraa and Jorge F.S. Gomesb (2012) :The strength of human resource practices and transformational leadership: impact on organisational performance* The International Journal of Human Resource Management, Vol. 23, No. 20, 4301–4318, Tyalor & Francis
[8]. Chatterjee Arindam (2012) "An Empirical Analysis of Interpersonal Styles with Special Reference to Employees in Public Sector Banks": International Journal of Applied Research & Studies
[9]. Dvir, T., Avolio, B.J., and Shamir, B. (2002), 'Impact of Transformational Leadership on Follower Development and Performance: A Field Experiment,' Academy of Management Journal, 45, 4,735–744.
[10]. Dorthe Døjbak Haakonsson, Richard M. Burton, Børge Obel, Jørgen Lauridsen (2008), How failure to align organizational climate and leadership style affects performance, Management Decision, Vol. 46 Iss 3 pp. 406 – 432 (Emerald Insight)
[11]. Ekaterini Galanou (2010), The impact of leadership styles on four variables of executives workforce, International Journal of Business and Management, Vol 5, No 6 (2010)
[12]. Fredrick A. Boholst (2003), Effects of Transactional Analysis Group Therapy on Ego States and Ego State Perception, Transactional Analysis Journal, 33, 3, 254-261
[13]. Goyal Varsha (2013.)" Importance of Interpersonal Skills at Workplace: International Indexed & Refereed Journal.
[14]. Herman H. M. Tse, Marie T, Neal M. Ashkanasy (2008), A Multi-Level Analysis of Team Climate and Interpersonal Exchange Relationships at Work. The Leadership Quarterly,(2008) 19,(2) 195-21
[15]. Kalra Satish & Gupta Rajan (1999),"Some behavioral dimensions of effective managerial styles in Indian context, in Henry S.R Kao, Sinha Durganand & Behmard Willpert (eds), Management & Cultural values:The indigenization of organizations in Asia. Sage, Thousand Oaks CA.
[16]. Kiesler, Donald J (1983) :The 1982 Interpersonal Circle: A taxonomy for complementarity in human transactions.Psychological Review, Vol 90(3),185-214.
[17]. Michael W. Grojean,• Christian J. Resick, Marcus W. Dickson, D. Brent Smith (2004), Leaders, Values, and Organizational Climate: Examining Leadership Strategies for Establishing an Organizational Climate Regarding Ethics, Journal of Business Ethics, Volume 55, Issue 3, pp 223-241
[18]. Nina Pološki Vokić & Tomislav Hernaus (2004)"Interpersonal relations at work perceived by croatian and worldwide employees and by different age, gender, education, hierarchical and company size groups – empirical evidence".
[19]. P koortzen K F Mauer (2005) "A theoretical interpersonal style repertoire for middle-level managers, department of industrial and organisational psychology university of South Africa, SA Journal of Industrial Psychology
[20]. Sinha Ashish (2012) "Interpersonal Style orientation of workers in engeenering organizations in India: The Indian Journal of Industrial relations,
[21]. Samuel Nguni, Peter Sleegers* & Eddie Denessen (2007), Transformational and transactional leadership effects on teachers' job satisfaction, organizational commitment, and organizational citizenship behavior in primary schools: The Tanzanian case, School Effectiveness and School Improvement: An International Journal of Research, Policy and Practice Volume 17, Issue 2.