Effect of Human Resource Management climate on Interpersonal Relations and Organisational Effectiveness

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ABSTRACT

Interpersonal Relations have recently proved to be an important aspect in order to determine the results in any organisation. The performance and effectiveness of the organisation depends highly on the quality of relations prevailing in the organisation. These relations are formed because of the climate that is prevailing within the organisation in the form of policies and procedures. This study investigates how human resource management climate leads to the development of interpersonal relationships in any organisation. An effort was made to understand the relationship between Interpersonal Relations in any organisation and its effect on organisational effectiveness on 116 participants from IT, education and Health care. The Mean, Standard Deviation, *Independent Sample T test, correlation, and Regression.* have been used through SPSS to test the hypotheses.
Key words: Interpersonal relations, Interpersonal Relations, organisational effectiveness, human resource management climate, perceptions, demographics

INTRODUCTION:

The concept of organisational effectiveness is a crucial transformation in management these days. Instead of defining business success by short term measures like profit, sales it raised a general long term perspective. For example organisations were motivated to double profit with an environment concern, to syndicate the short term relief to sales with long term need for the customer service. The standpoint that had resulted from focus on the complete usefulness of an organisation has become vital to survival of the business and success in today's volatile economy. Thus it is very important to understand the factors that helps in increasing effectiveness of the organisation. In the current scenario having friends at workplace seems to boost up the effectiveness in any organisation.

Difference between Organizational Culture and Organizational Climate

The lies a close difference between Organization Culture and Organizational Climate. While few researchers have treated the two as synonymous terms, others have identified a close difference between the two. For instance, Moran and Volkwein (1992) observed that while culture and climate are distinctly identifiable elements within organizations, there is some overlap between the two terms. Culture is widely understood to be made up of a collection of fundamental values and belief systems which gives meaning to the organisations (Pettigrew, 1979; Schein, 1985; Sackmann, 1991; Hatch, 1993). According to Barker (1994), there is an evidence that the two terms have been frequently used synonymously.

However, few other researchers have defined Organizational climate as a reflection of the way people perceive and describe the characteristics of their environment. On the contrary, organizational culture reflects the way things are done within an organization (Verbeke, Volgering and Hessels 1998).
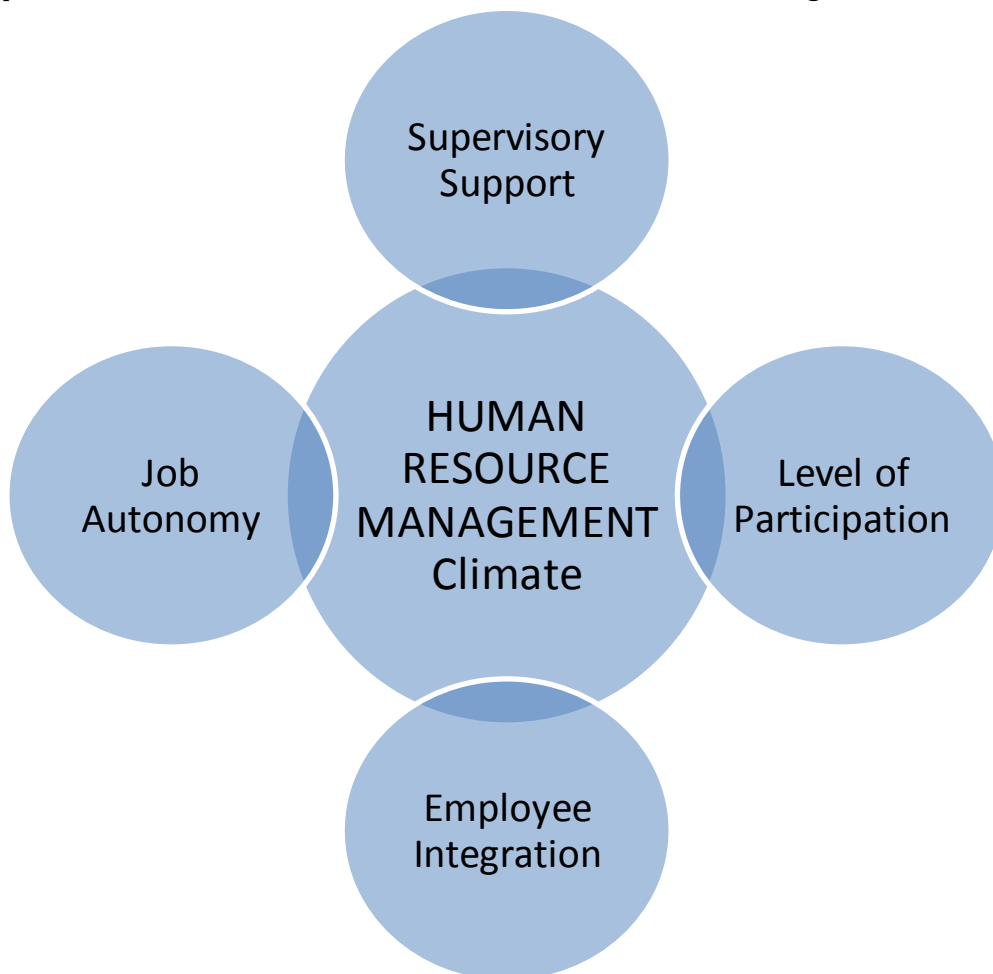
A further distinction between the two lies in the contention that the climate of an organisation consists essentially of shared perceptions, whereas the culture of an organisation is made up of shared assumptions (Ashforth, 1985). Similarly, Moran and Volkwein (1992) contended that the climate focuses on the attitudes and values alone, whereas culture exists as a collection of basic assumptions, in addition to attitudes and values.

Hence, keeping this in mind, the variable of climate was taken rather than organization culture.

LITRATURE REVIEW

Human resource management Climate

Lewin, Lippitt & White (1939) observed that, "Human resource management climate is furthermost regularly studied topics in organisational behaviour and psychology. Human resource management climate is behaviourally oriented, and it defines what is happening to organisational employees**.** And Also, the framework and concept of organisational climate has developed over a time with the original available reference on framework of Human Resource Management climate which draws back to 1939". Lewin, Lippitt and White, who linked 'social climate with leadership', were not able to deliver any framework for the measurement of this concept. One of the latest references to the Human resource management climate framework is by Patterson, et al. (2005), who reported the genuinity and development of a multi-dimensional measure of Human resource management climate.

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Various dimensions of human resource management climate included in this research as variables are explained under.

Job autonomy:

Numerous leadership parts showcased job autonomy, which literally means providing the opportunity to expand and develop the duties and responsibilities that they were employed to perform. Work independence likewise advert to how and when to perform your duties, and in addition the level of autonomous judgment and watchfulness needed to do your work. Job autonomy is seen in various ways; hence a solid definition is not available, yet by and large it means a worker can practice choice and poise at work. Researchers say that labourers who accept that they are allowed to settle on decisions in the work environment — and be responsible for the choices are more satisfied and productive.

Level of participation:

Worker's participation in management includes the following:

- Worker's participation in management helps employees to stand a chance in organization's decision making.
- Worker's participation may be at the shop level, departmental level or at the top level.
- The employee's participation in the management is the willingness to accept commitment and share responsibility by employee's in executing the decisions of the management with consultation by the employer.
- The employee's participation is conducted through the mechanism of forums which provide for association of employee's representatives.
- The idea that is behind worker's participation is to dole control and self-discipline among employers and also for the smooth working of management.

Employee's participation may occur in all the administration levels, however sometimes it may shift from administration to administration. Cooperation of employee's in management working is more apparent at subordinate level and less probable at the topmost level of management. Broadly there are some of the following file levels of participation of employees in management.

Employee integration:

These days more and more employees are looking forward to work for a company that is actively involved into various sustainability awareness programs and Corporate Social Responsibility. In such a competitive world today when there is such a huge demand for talented employees, keeping them satisfied is not only related to just bonuses and stock options. Employees these days want to be a part of a greater cause that their organisation is practicing. As a result, in addition to continuously providing employees with perks for performing better, companies these days are using the term "employee integration" to define programs in which the employees gain rewards or perks for contributing to sustainability activities or being socially responsible. The current employee engagement practice which is being practiced is to link sustainability measures to job descriptions, bonuses and compensation packages of the organization's employees. For example, at Patagonia, if an employee takes a leave in order to participate in a volunteer program that promotes an environmental cause, then these employees will receive a month's benefits and salary.

Supervisory Support

Supervisor support is defined as the extent to which leaders value their employees' care and contribution about their employees well-being. A leader who can make his employees feel valued, heard *and* cared about are the ones who are considered to have high supervisory support. Although it sounds simple, but providing this kind of support is the hardest transitions to make when promoted from employee to supervisor.

Interpersonal Relations

Asgharian, R. et al., (2013) highlighted that, "the concept of amiability, more specifically friendship in the workplace is recognized as a necessary factor in terms of social relations integral to any organization. Despite the fact that there are several organizations which have established workplaces that are naturally conducive to friendship, some conventional organizations resist the notion of workplace friendships for fear that friendships will create unnecessary problems in the organization"s work environment."Interpersonal friendship is considered as an intentional activity. While at work environment an individual cannot choose their associates, however they can pick which associate to be accomplice with whom to relate with. Work environment acquaintances are recognized from normal relations as they include formal as well as casual connection.

Organisational Effectiveness

Margerison (1981) defined managerial effectiveness as one when a manager behaves appropriately in tune with the situation. Mullins (1995) called it as the doing the right things, attainment of objectives, increasing profitability and optimizing use of resources. Hence, Organizational effectiveness can be described as the efficiency with which an organization is able to achieve its goals and objectives. Dher *et al.,* (2012) observed that for creating organizations effectiveness, business managers should rightly focus on engaging and aligning their people, the management systems, the structure and the capabilities (including organizational culture) to the strategies formulated, which then results in higher financial performance, higher customer satisfaction, and higher employee retention. When all of these are achieved by an organisation then that organisation will be called the flourishing firm and thus will make increased profits.

Dorthe et al., (2008) in their study attempted to investigate how misalignments between the organisational climate and the leadership style may result in negative performance consequences. The result indicated that misalignment between climate and leadership style are problematic for organisational performance. Some combinations of climate and leadership style align or fit well together and yield good performance. Complementarily, there are combinations of climate and leadership style which do not fit and yield relatively poor performance.

Sinha *et al.,* (2010) observed that "Although much research is required, it is clear that most enduring influences are cultural. Man tends to assimilate his cultural moves and to believe in their absolute rightness until deviant elements appear within his own culture or until he confronts members from another culture. Culture comprises the way in which we do things, see things, use things and judge things and this carries from society to society. The powerful, pervasive role culture plays in shaping organizational life lends plausibility to speculations that cultural factors may be linked with exceptional levels of organizational performance. A commonly hypothesized link suggests that if an organization's culture is to contribute to enhance performance, it must be both "strong" and possess distinctive "traits": particular values, beliefs, and shared behavior patterns."

Sinha etal. (2010) observed that "the results of the regression show that various types of culture impacts the motivation level and therefore, the organization should strive to nurture and develop the right type of culture in order to foster the motivation level of the employees which will become a source of competitive advantage. Greater involvement leads to higher level of motivation and engagement with the organization, and this would result in increased performance.

Zhang (2010) investigated the characteristics of organizational climate and its effects on organizational variables. Investigation of 419 participants including both managers and employees indicated as follows: educational level, position and length of time working for the current organization had significant main effects on organizational climate; specialty, enterprise character and enterprise size also had significant main effects on organizational climate; organizational climate had significant main effects on human resources management effectiveness such as turnover intention, job satisfaction and work efficacy; organizational climate also had significant main effects on organization effectiveness like staff members' organization commitment and collective identity.

Ali, A. and Patnaik, B. (2014) highlighted the importance of managerial effectiveness in Indian context through the study of organizational climate and organizational culture. Results revealed significant influence of Organizational Climate and Organizational Culture on Managerial Effectiveness of managers of private and public undertakings. On the other hand t-test reveals significant difference between managers categorised under public and private organizations on all the measured variables. The findings imply that the organizations in both the sectors need to understand and improve Organizational Climate and Organizational Culture and provide suitable interpersonal atmosphere so that the level of Managerial Effectiveness could be enhanced.

Asgharian, R. e*t al .,* (2013), reviewed the theory and research on Interpersonal Relations and job embeddedness. According to the qualitative method, a percentage of the contributors were casually selected to complete the interview process. Sixty-five percent of respondents recommended a relation between Interpersonal Relations and their turnover rate. Respondents claimed that they would consider leaving the firm if they no longer had Relations in the Interpersonal. They also observed that they have stayed at their jobs longer than expected due to the relations they had made with the other employees/members in the organization.

Bosque (2013) examined the perceptions of librarians regarding the use of social networking in their professional lives. Findings showed that adoption rate for social networking were high with 85% of 765 respondents. Responses revealed their opinions about privacy, boundaries in social networking, suggesting that it does influence professional relationships.

D'Cruz and Noronha (2011) tried to explain the bystander behaviour in context of Interpersonal bullying. Participant's experiences were captured by the core theme of 'helpless helpfulness' which is assumed under the major theme of 'the primacy of friendship'. The analysis showed that friendship prompted participants to completely protect targets and to fully resolve bullying situation.

Kanten, P. And Ulker, F. (2013) examined the impact of organizational climate on counter productive behaviours. The findings revealed significant and negative relationshipsbetween counter productive

behaviour and dimensions of organizational climate such as reward, warmth, support,commitment, organizational structure and organizational standards.

Bennett, Owers, Pitt and Tucker (2010) examined the impact of social networking in Interpersonal to assess its effectiveness as business tool. The drivers and barriers to positive and negative perception of people towards social networking were examined. The findings showed that the impact of social networking and Interpersonal Relations were still undervalued and underappreciated.

Zhang and Liu (2010) investigated the characteristics of organizational climate and its effects on organizational variables. 419 participants that were investigated suggested that educational level, position, length of time working for the current organisations had a significant effect on organisational climate. This in turn had a significant impact on organisational effectiveness like staff member's commitment and identity.

Putter (2010) studied the relationship between organisational climate and organizational performance for a large multinational company. Regression analyses showed that there is a significant relation between organizational climate and profitability and sustainability & growth. Further, it was found that organizational climate is strongly influenced by management support. The relation between organizational unit size and organizational climate is mediated by management support productivity and employee engagement.

OBJECTIVES OF THE STUDY

The present paper aims to test the influence that Human Resource Management climate has on Interpersonal Relations and Organisational Effectiveness in today's dynamic and competitive environment. The HRM climate can either lead to organizational effectiveness or vice versa Thus, the objective of the present study is to examine the influence that the climate has on Interpersonal Relations and Organizational effectiveness. The following are the
objectives:

1) To present a basic understanding of human resource management climate based on four chosen dimensions.
2) To determine the correlation between various dependent and independent variables.
3) To study the role of human resource management climate in promoting interpersonal relations and thus organizational effectiveness.

RESEARCH HYPOTHESES

Null Hypothesis "H01": Males and females have the same influence on human resource management climate in promoting interpersonal relations

Alternate Hypothesis "Ha1": Males and females have varying influence on the human resource management climate in promoting interpersonal relations

Null Hypothesis "H02": People belonging to age group below and above 30 years have the same influence of HRM climate for promoting Interpersonal Relations leading to organisational effectiveness
Alternate Hypothesis "Ha2": People belonging to age group below and above 30 years have varying influence of HRM climate for promoting Interpersonal Relations leading to organisational effectiveness.

Null Hypothesis "H03": The Impact of human resource management climate in promoting Interpersonal Friendship and thus leading to organisational effectiveness is same in IT as well as Non IT sector.

Alternate Hypothesis "HA3": The Impact of human resource management climate in promoting Interpersonal Friendship and thus leading to organisational effectiveness may vary with respect to IT or Non IT sector.

Null Hypothesis "H04": Human resource management climate facilitates Interpersonal friendship.

Alternate Hypothesis "Ha4": Huma resource management climate does not facilitate Interpersonal friendship.

Null Hypothesis "H05": Interpersonal Friendship does not lead to organisational effectiveness

Alternate Hypothesis "Ha5": Interpersonal Friendship leads to organisational effectiveness

RESEARCH METHODOLOGY

To meet out these objectives the statistical treatment of the data obtained was carried out from a sample of 116 employees. Confidentiality was ensured and general feedback of the group results was provided. Descriptive and Inferential statistics like mean, standard, deviation, t-Test, Regression was used to analyze the data and to test the Hypotheses. In order to study the relationship between the various independent and dependent variables correlations were computed for the total sample. Regression analysis was undertaken to assess the significant predictors. The data has been analyzed by using Microsoft Excel and Statistical Package for Social Sciences (SPSS). In order to conduct the study, a structured questionnaire has been used. On the basis of existing literature, hypotheses were developed. Both Null and Alternate Hypotheses were applied to decipher the results.

ANALYSIS AND RESULTS

In this study the results were obtained as a consequence of statistical analysis of the data, which have been interpreted in the light of objectives and hypotheses as depicted in various tables.

Table 1 shows the Mean value for each of the selected variable: Job Autonomy, Participation, Employee Integration, Supervisory Support, Interpersonal Relations, and Organizational Effectiveness

Table 1: Mean Values for each Variable

	N	Minimum	Maximum	Mean	Std. Deviation
Job Autonomy	116	2.40	5.00	3.7483	.53932
Level Of Participation	116	2.00	5.00	3.5927	.75723
Employee Integration	116	1.80	5.00	3.6362	.67790
Supervisory Support	116	1.80	5.00	3.7603	.66892
Interpersonal Relations	116	2.40	5.00	3.7862	.75606
Organizational Effectiveness Mean	116	2.00	5.00	3.9041	.61797
Valid N (list wise)	116				

The above Table 1 exhibits the minimum and maximum value of means for each variable. The range of means shows that there is reasonable variation in the responses received from the sample frame. The average means for each variable ranges from 3.5 to 3.9 which shows that the quality of responses received are acceptable and that the respondents have genuinely filled their responses.

Also it can be observed that the highest average mean value observed is that of 3.9 for the variable named as organisational effectiveness. This means that the respondents do feel that their organisations are effective for them.

The least value of average mean is observed for the variable level of participation. This can be interpreted such that a considerable size of respondents feels that their level of participation in their organisation is average.

Table2: Grouping on the bases of Gender
Table 2: Difference between means of males and females with respect to the factors

Group Statistics				
	GENDER	**N**	**Mean**	**Std. Deviation**
Job Autonomy	MALE	73	3.7479	.55680
	FEMALE	43	3.7488	.51472
Level of Participation	MALE	73	3.6336	.75815
	FEMALE	43	3.5233	.75949
Employee Integration	MALE	73	3.6110	.69353
	FEMALE	43	3.6791	.65631
Supervisory Support	MALE	73	3.7315	.69219
	FEMALE	43	3.8093	.63239
Interpersonal Relations Mean	MALE	73	3.8000	.71181
	FEMALE	43	3.7628	.83410
Organizational Effectiveness Mean	MALE	73	3.9058	.63320
	FEMALE	43	3.9012	.59858

The values of the above Table 2 show that there is a very little difference in the means of males versus females. This implies that both males and females have almost the same influence of human resource management climate in promoting interpersonal relations leading to Organisational Effectiveness.

Also the variation in standard deviations is minimal except in case of Interpersonal Relations. This means that for Table 3 we need to consider values for equal variances.

Table 3: Comparison of means for equal variances

Independent Samples Test		Levene's Test for Equality of Variances		t-test for Equality of Means							
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
									Lower	Upper	
Job Autonomy	Equal variances assumed	.068	.795	-.009	114	.993	-.00089	.10413	-.20717	.20539	
	Equal variances not assumed			-.009	93.846	.993	-.00089	.10202	-.20346	.20168	
Level Of Participation	Equal variances assumed	.140	.709	.756	114	.451	.11031	.14584	-.17860	.39921	
	Equal variances not assumed			.756	88.075	.452	.11031	.14591	-.17965	.40026	
Employee Integration	Equal variances assumed	.033	.857	-.521	114	.603	-.06811	.13073	-.32709	.19087	
	Equal variances not assumed			-.529	92.163	.598	-.06811	.12886	-.32404	.18782	
Supervisory Support	Equal variances assumed	.804	.372	-.603	114	.548	-.07780	.12895	-.33324	.17765	
	Equal variances not assumed			-.618	94.689	.538	-.07780	.12595	-.32785	.17226	
Interpersonal Relations Mean	Equal variances assumed	2.179	.143	.255	114	.799	.03721	.14594	-.25189	.32631	
	Equal variances not assumed			.245	77.449	.807	.03721	.15205	-.26554	.33996	
Organizational Effectiveness	Equal variances assumed	.225	.636	.039	114	.969	.00466	.11932	-.23170	.24102	
	Equal variances not assumed			.040	92.239	.968	.00466	.11758	-.22886	.23817	

From the above Table 3 is it visible that the value of significance is much higher than .05 in all the columns hence the researcher will accept the null hypothesis that Males and females have same impact of human resource management climate in promoting interpersonal relations.

This will imply that males and females have same influence of human resource management climate in promoting interpersonal relations and thus leading to organisational effectiveness. The interval of confidence level at 95% shows that the mean values in case of males may vary positively or negatively as compared to that of females. This means there can be chances that the means values of males may increase as compared to that of females.

Table 4 exhibits the Grouping on the bases of Age below 30; 30 and above for each of the variable of Job autonomy, level of participation, employee integration, supervisory support, interpersonal relations and organizational effectiveness.

Table 4: Grouping on the basis of Age

Group Statistics					
	AGE	N	Mean	Std. Deviation	Std. Error Mean
Job Autonomy	below 30	82	3.7512	.55472	.06126
	30 and above	34	3.7412	.50819	.08715
Level Of Participation	below 30	82	3.5884	.72688	.08027
	30 and above	34	3.6029	.83738	.14361
Employee Integration	below 30	82	3.6171	.70427	.07777
	30 and above	34	3.6824	.61716	.10584
Supervisory Support	below 30	82	3.7488	.67536	.07458
	30 and above	34	3.7882	.66230	.11358
Interpersonal Relations Mean	below 30	82	3.8585	.70518	.07787
	30 and above	34	3.6118	.85272	.14624
Organization Effectiveness Mean	below 30	82	3.9207	.63023	.06960
	30 and above	34	3.8640	.59462	.10198

4.3.2(a) Difference in means of respondents below and above 30 years of age

From the above Table 4, it is visible that the difference in means of respondents below and above 30 years of age is very less. This means that people belonging to age group above 30 years have considerably same influence of human resource management climate in facilitating Interpersonal friendship as compared to that on people below 30 years of age.

Table 5: Comparison of means for equal variances

Independent Samples Test		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Job Autonomy	Equal variances assumed	.273	.603	.091	114	.928	.01004	.11049	-.20883	.22892
	Equal variances not assumed			.094	66.999	.925	.01004	.10653	-.20259	.22267
Level Of Participation	Equal variances assumed	.966	.328	-.094	114	.926	-.01453	.15513	-.32184	.29278
	Equal variances not assumed			-.088	54.667	.930	-.01453	.16452	-.34428	.31522
Employee Integration	Equal variances assumed	.535	.466	-.470	114	.639	-.06528	.13875	-.34014	.20958
	Equal variances not assumed			-.497	69.949	.621	-.06528	.13134	-.32724	.19668
Supervisory Support	Equal variances assumed	.000	.997	-.288	114	.774	-.03945	.13699	-.31084	.23193
	Equal variances not assumed			-.290	62.831	.772	-.03945	.13588	-.31101	.23210
Interpersonal Relations Mean	Equal variances assumed	3.215	.076	1.611	114	.110	.24677	.15316	-.05664	.55018
	Equal variances not assumed			1.489	52.644	.142	.24677	.16568	-.08560	.57914
Organization Effectiveness Mean	Equal variances assumed	.001	.971	.449	114	.654	.05676	.12649	-.19382	.30734
	Equal variances not assumed			.460	65.144	.647	.05676	.12346	-.18980	.30332

Since from Table 4, it is visible that there lies a significant difference in the standard deviations for respondents below and above 30 years of age, this means for Table 5, the researcher will consider the values where equal variances are not assumed.

As is visible from the significance values of above table, the values are much higher than 0.05 hence the researcher will **accept the null hypothesis** "H02" that People belonging to age group below and above 30 years have same influence of HRM climate for promoting Interpersonal Relations leading to organisational effectiveness and reject the alternate hypothesis, "Ha2" that People belonging to age group below and above 30 years have varying influence of HRM climate for promoting Interpersonal Relations leading to organisational effectiveness.

This implies that people belonging to age group below 30 or above 30 years of age have almost the same influence of HRM climate in promoting Interpersonal Relations.

Also the values of 95% confidence interval shows that the influence of Interpersonal friendship on people below 30years may increase distinctly as compared to that on people above 30 years of age. Whereas in case of other dimensions the differences in means have equal probability of positive or negative values.

Table 6 exhibits **Grouping on the bases of Sector. It exhibits the IT sector on the basis of each variable of** Job Autonomy, Participation, Employee Integration, Supervisory Support, Interpersonal Relations, and Organizational Effectiveness.

H03: Impact of human resource management climate in promoting Interpersonal Friendship and thus leading to organisational is same in IT as well as Non IT sector.

HA3: Impact of human resource management climate in promoting Interpersonal Friendship and thus leading to organisational effectiveness may vary with respect to IT or Non IT sector.

Table 6: Difference in the value of means for IT and Non-IT sector

Group Statistics					
	SECTOR	N	Mean	Std. Deviation	Std. Error Mean
JOB AUTONOMY	IT	48	3.7833	.50332	.07265
	NON IT	68	3.7235	.56572	.06860
LOP	IT	48	3.4948	.83712	.12083
	NON IT	68	3.6618	.69347	.08410
EI	IT	48	3.7375	.60516	.08735
	NON IT	68	3.5647	.72065	.08739
SS	IT	48	3.7167	.78478	.11327
	NON IT	68	3.7912	.57763	.07005
WPF_MEAN	IT	48	3.7625	.71893	.10377
	NON IT	68	3.8029	.78607	.09532
OE_MEAN	IT	48	3.8568	.68659	.09910
	NON IT	68	3.9375	.56750	.06882

From the above Table 6, it is visible that there is no significant difference in the values of means in responses from IT or NON IT sector. This means that both IT and NON IT sectors believe that Interpersonal friendship does lead to organisational effectiveness. Hence the effectiveness of organisations from interpersonal relations in an organisation is irrespective of the sector they work in.

Also the variation in values of standard deviation is very low except for level of participation and supervisory support. This means that in case of these two variables there exists a difference in the conduct of tasks and responsibilities when comparing IT with Non IT sector. But since the difference isn't very large so we can assume the variances to be equal for Table 7 for further conclusions.

Table 7: Comparison of means for equal variances

Independent Samples Test		Levene's Test for Equality of Variances		t-test for Equality of Means					
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Job Autonomy	Equal variances assumed	1.616	.206	.587	114	.559	.05980	-.14218	.26179
	Equal variances not assumed			.599	107.970	.551	.05980	-.13826	.25787
Level Of Participation	Equal variances assumed	1.406	.238	-1.172	114	.244	-.16697	-.44931	.11536
	Equal variances not assumed			-1.134	88.926	.260	-.16697	-.45948	.12554
Employee Integration	Equal variances assumed	3.956	.049	1.357	114	.177	.17279	-.07945	.42504
	Equal variances not assumed			1.398	110.51	.165	.17279	-.07206	.41765
Supervisory Support	Equal variances assumed	8.103	.005	-.589	114	.557	-.07451	-.32503	.17601
	Equal variances not assumed			-.559	81.463	.577	-.07451	-.33948	.19046
Interpersonal Relations Mean	Equal variances assumed	.685	.409	-.283	114	.778	-.04044	-.32393	.24305
	Equal variances not assumed			-.287	106.561	.775	-.04044	-.31979	.23890
Organizational Effectiveness	Equal variances assumed	1.030	.312	-.691	114	.491	-.08073	-.31204	.15058
	Equal variances not assumed			-.669	88.779	.505	-.08073	-.32047	.15901

Table 4.3.3(b)

Since the significance value is much larger than 0.05 hence the researcher will **accept the null hypothesis "H03"** which concludes that irrespective of sector of the organisation, Interpersonal

Relations lead to organisational effectiveness in every aspect. The alternate Hypothesis "Ha3" stands rejected.

Also the values of confidence level intervals depict that there exist a possibility of variations in the impact of some variables when comparing IT with Non IT sectors. For example the impact of supervisory support and Interpersonal Relations may be more in IT sector in varying scenarios but at the same time the impact of employee integration and Job autonomy may be more in Non IT sector. Hence there cannot be any distinguished result based on sector of the industry chosen.

Table 8 exhibits the Pearson correlation between the factors

Table 8: Correlation between the factors

		Job Autonomy	Level Of Participation	Employee Integration	Supervisory Support	Interpersonal relations Mean	Organizational Effectiveness Mean
Job Autonomy	Pearson Correlation		.605**	.763**	.636**	.503**	.576**
Level Of Participation	Pearson Correlation	.605**		.542**	.612**	.413**	.456**
Employee Integration	Pearson Correlation	.763**	.542**		.441**	.395**	.494**
Supervisory Support	Pearson Correlation	.636**	.612**	.441**		.529**	.642**
Interpersonal relations Mean	Pearson Correlation	.503**	.413**	.395**	.529**		.646**
Organizational Effectiveness Mean	Pearson Correlation	.576**	.456**	.494**	.642**	.646**	
	N	116	116	116	116	116	116

**. Correlation is significant at the 0.01 level (1-tailed).

The above Table 8 shows that the relationships amongst all the variables are significant since level of significance is below .05 for each correlation. From the table it is visible that employee Integration is highly correlated with job autonomy since the Pearson Correlation value is above .700, whereas it is poorly correlated with Interpersonal Friendship that prevail in the organisation. Overall it can be seen that Interpersonal Relations and organisational effectiveness are moderately correlated to the dimensions defined under HRM climate

Table9 exhibits the Regression analysis

Independent Variable: Human resource management Climate (Job Autonomy, Level of Participation, Supervisory Support, Employee Integration)

Dependent Variable: Interpersonal Friendship

Step 1: Hypothesis

H04: Human resource management climate facilitates Interpersonal friendship.

HA4: Huma resource management climate does not facilitate Interpersonal friendship.

Step 2: Significance Level = 0.05

Step 3: Critical Values & Rejection Region

Reject the Null hypothesis if p-value <= 0.05

Step4: Results

Table 9: Variation in Interpersonal Relation with respect to the impact of human resource climate

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.574[a]	.329	.305	.63024

The value of R square from the above Table 9 shows that only 32% of variation in Interpersonal friendship is explained through impact of HRM climate in an organisation.

Table 10: Regression analysis between independent and dependent variables

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	**Std. Error**	**Beta**		
1	(Constant)	.815	.423		1.927	.057
	Job Autonomy	.308	.199	.220	1.551	.124
	Level Of Participation	.043	.107	.043	.405	.686
	Employee Integrity	.061	.138	.054	.441	.660
	Supervisory Support	.383	.124	.339	3.083	.003

a. **Dependent Variable: Interpersonal Relations Mean**

In the above Table 10 since the value of level of significance is greater than .05 hence the researcher **accept the Null hypothesis.** The positive value of beta standardised coefficients means that the effect of human resource management climate on Interpersonal friendship is positive.

Through the output of regression analysis we can conclude that human resource management climate does facilitate Interpersonal friendship. This means that Interpersonal Relations are not dependant on the type of climate provided within an organisation.

Independent Variable: Interpersonal Friendship
Dependent Variable: Organisational Effectiveness
Step 1: Hypothesis
H05: Interpersonal Friendship does not lead to organisational effectiveness
HA5: Interpersonal Friendship leads to organisational effectiveness
Step 2: Significance Level = 0.05
Step 3: Critical Values & Rejection Region
Reject the Null hypothesis if p-value <= 0.05
Step4: Results

Table 11: Variation in independent variable through the effect of interpersonal relations

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.646[a]	.418	.412	.47368

a. Predictors: (Constant), Interpersonal Relations Mean

b. Dependent Variable: Organizational Effectiveness Mean

Table 4.5.2(a)

The above Table 11 shows that value of R square is .418 which means that about 40% of variation in independent variable i.e. organisational effectiveness is explained through the effect of Interpersonal Relations.

Table 12: Relation between Interpersonal friendship and organizational effectiveness

Coefficients[a]		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	1.904	.226		8.444	.000
	Interpersonal friendship Mean	.528	.058	.646	9.041	.000

a. Dependent Variable: Organizational Effectiveness Mean

The value of significance level (.000) shows that the relation between Interpersonal friendship and organisational effectiveness is significant. Also the positive value of beta standardised coefficients shows that the relation between Interpersonal friendship and organisational effectiveness is positive Hence the researcher will **reject the null hypothesis** and conclude that Interpersonal friendship does lead to organisational effectiveness. This means that for organisations to be effective, Interpersonal Relations must prevail in the organisations.

SUMMARY OF FINDINGS
The reliability test helps in determining the authenticity of the data. The reliability of the responses collected is above .840 for all the three major variables. This means that the data collected is highly

reliable and authentic. This also facilitates the further use of data for carrying out detailed analysis of the data for interpreting the required results.

The data is collected from 116 respondents of which 73 are males. Most respondents have their age ranging from 21-30 years while very few have their age ranging from 31-40 and 41-50. Lastly the third demographic chosen was sector of industry that respondents belong to. The data is collected from a variety of sectors with maximum responses received from IT sector followed by Healthcare and then Education.

The descriptive analysis of the data depicted that the most responses received have their average mean ranging from 3.4-3.9. This means that most respondents have a neutral view point over the defined variables in the research.

The highest average mean attained is that for Organisational Effectiveness, which means that most respondents feel that their organisation is serving effectively towards their individual as well as organizational needs.

The lowest average mean of 3.4 was received for the variable Level of Participation. This means that out of all the variables, this is the variable in which the respondents are least satisfied from their organisation. This means that the majority of respondents feel that their level of participation in the working of their organisation is not up to their expectations.

When the data was analysed by categorizing in on the bases of gender, it was observed that there was no significance differences in the responses received from males and females. This means that the perception that males and females have towards various dimensions that served our topic of research is comparable and there lied no contrasting differences in the perceptions of males versus females.

Through independent sample T test, it was confirmed that males and females have same perception in regard to Interpersonal Relations. Hence the first hypothesis that was assumed in research methodology was accepted and confirmed by the conduct of independent sample T test.

Second case where grouping was done on the bases of age, results showed no difference in the responses of people belonging to age group below 30 and above 30 years.

Also when grouped on the bases of sector, the grouping was carried out in reference to IT sector since maximum responses were from this sector. So it was found that category of sector also made no difference in the perception of people. People belonging all kinds of sector agreed upon the fact that Interpersonal friendship does lead to organisational effectiveness.

The values of Pearson correlation for various dimensions showed that the relation between all the dimensions is significant with the value of significance ranging below 0.05 for each correlation between the dimensions.

The results showed that out of all the factors, Job Autonomy is highly correlated with Employee Integration and vice a versa whereas it is moderately correlated with rest of the dimensions. Similarly Level Of Participation is moderately correlated with all the dimensions with Pearson values ranging between .413 to .605

The least value of correlation observed is between Interpersonal Relations and Employee Integration. This means these two dimensions are poorly correlated. This can be interpreted such that the practice of employee integration in an organisation has no major effect on Interpersonal Relations that may prevail in an organisation.

Once the correlation between the dimensions was discovered to be significant, it was easier to find the level of variation that dimensions experienced because of their correlation with other dimensions. This was conducted through regression analysis. In the conduct of this analysis, the dimensions of human resource management climate i.e. Job Autonomy, Level of Participation, Supervisory Support, and

Employee Integration were considered to be independent variables and their effect on the other 2 variables was studied.

In first case, the effect of human resource management climate on Interpersonal friendship was observed. The results showed that only 30% of total variation in Interpersonal friendship was explained through effect of human resource management climate in an organisation although the value on beta coefficients showed that the relation between these dimensions is positive. Hence we concluded that development of Interpersonal Relations in an organisation are not dependent on the human resource management climate that prevails within an organisation.

In the second case where we determined the effect of Interpersonal Relations on organisational effectiveness, it was found that about 40% of variation in organisation effectiveness is explained due to Interpersonal Relations that prevail in any organisation. Hence we concluded that for organisations to be effective, Interpersonal Relations must prevail in an organisation.

CONCLUSION:

The study shows that the male versus female perception towards Interpersonal Relations is similar as per the analysis. Also the HRM climate set up by human resources department in each and every organisation has no major effect on Interpersonal Relations that develop in an organisation. But it must be noted that Interpersonal friendship in return do effect organisational effectiveness. This means that for the organisations to be effective it is necessary for the management to promote Interpersonal Relations in an organisation.

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