

The Role of Workplace Relationship in Executives' Career Growth and Organisational Development: A Study among the Executives of Select Companies in Chennai City

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Abstract: Organizational success comes when proper infusion of latest technology and employee acumen takes place. As an organization grows with automated world of work, losing completely a personal touch and 'one to one' contact is a serious parallel issue. An employee must get to know the people in the industry and institution. The better an employee's relationships with others at the workplaces, the more he/she can learn about the skills and abilities of more efficient and productive employees. Economic and legal forces operating around organizations depicting a blurring picture today; creates fear of loss of job and income leading to competition among workforce to protect them to survive and to succeed. Good relations between employees and positive work environment are complimentary to each other; both are critical for success of business operations. Fixing a workplace as positive or negative is predominantly determined by the attitude of individual employees in it. No doubt, the present work environment poses a number of challenges to employees; at times, even 'best of the best' get affected adversely. Fostering best relationships within the workplace is of paramount importance not only to the individual employees but also to entire organization. The present study is an attempt to identify the need for building a positive workplace relationship, bringing out the challenges in cementing such relationships; and suggest few tips for making and maintaining good workplace relationships.

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I. Introduction:

In the present pervading of technology in corporate world, organizations have embraced the wave of digitalization outgrowing the conventional performance systems. Adapting to faster, convenient and cheaper techniques of work execution benefits the whole of workplaces in a considerable way. Democratization of workplace, better accountability of employees, increased efficiency at all levels, reduced workplace grievances and failures etc. However, it is pertinent to acknowledge the other side of complete automation and virtualization. Technology transformation at workplaces needs an understanding on the pace of technical proliferation and systematic approach to re-align the workforce in tune with advancements. Mere transformation to devices based operations cannot result in spontaneous all round performance, organizational success comes when proper infusion of latest technology and employee acumen takes place. As an organization grows with automated world of work, losing completely a personal touch and 'one to one' contact is a serious parallel issue. Because all technologies available in a workplace are only facilitation tools to the workforce, it is highly important to develop a healthy work environment which can be created by strong workplace relationships.

II. Review Of Literature

Amanda Haddway (2016) opined Building workplace relationships is an important component of being successful in your career. This doesn't mean you need to be completely extroverted in every situation, No one likes to work with someone who is constantly negative and complains about every little task.

Administrative Professional Today (2016) explained that building relationships is just as important as your other tasks. Realizing the benefits of different kinds of work relationships can help both you and your company succeed.

Andre Lavoie(2015) opined that building meaningful relationships in the office can have a positive impact on job satisfaction and, as a result, success. The more employees understand their needs, and those of their colleagues, the easier it will be to build deeper relationships. When employees are aware of what bothers them about their colleagues or how long they can interact before feeling annoyed, it's easier to avoid situations that may cause friction.

Nicole Liloia (2014) expressed that everyone feels comfortable with the dynamics of communication in the workplace. All workers should be able to express their thoughts and feelings and feel safe doing so. It's important to remain non-judgmental and non-confrontational when speaking with your colleagues. This will create an environment where employees are encouraged to talk to each other about any issues that come up so that they can be handled quickly and efficiently, without anyone feel uncomfortable addressing these things. This will also cut back on workplace gossip as employees will be more likely to address issues that come up as they happen rather than complaining or gossiping to others about it.

Beverly Flaxington (2013), stated Ninety-nine percent of career success hinges on your ability to communicate well, foster mutually beneficial relationships at work, and earn the respect and loyalty of bosses, coworkers, clients, and customers.

Chas Rampenthal (2012) As companies grow and add employees, you will often see signs of budding workplace relationships. This can be especially true in high-growth companies that demand long work hours and tend to hire more single employees. When your routine is work-sleep-work, going out to date does not seem like a real option for many.

Objectives of the study:

To bring out the importance of better workplace relationship.

To identify the factors contributing to concrete workplace relationships.

To study the challenges in building effective workplace relationships.

To suggest few tips for positive relationships among employees and the employers of select companies.

Statement of hypotheses:

Hypothesis 1: There is no better work place relationship among the employees of select companies in Chennai city

Hypothesis-2: There is no significant difference between male and female employees with respect to better work place relationship in select companies in Chennai city

Hypothesis-3: There is no significant difference among the age group of employees with respect to better work place relationship in select companies in Chennai city

Hypothesis-4: There is no significant difference among the experience of employees with respect to better work place relationship in select companies in Chennai city

III. Research Methodology:

The present study is an attempt to identify the factors contributing concrete workplace relationships, to study the challenges in cementing effective workplace relationships in real workplace situations and also to suggest few points for individual employees and the employers to build positive relationships. Both primary data and secondary data were used for the study. In order to get the opinions, a sample of 250 respondents working in different departments in companies located in and around Chennai city was originally selected for administering questionnaire. Due to non-response/ inadequate response, 31 respondents' opinions could not be used for the study. The data collected from the opinions of the remaining 219 respondents were used for the application of appropriate statistical tools. One sample t test, independent t test and ANOVA were applied to test the hypotheses of the study.

Building a better workplace relationships: Today a necessity rather than luxury

As workplaces are increasingly moving to technology driven execution, new challenges emerging in all roles with ever increasing bench marks. Most of Work environments become volatile and complex making heavy toll on the human resource. In the current corporate culture, old working styles vanishes fast; only an employee who got the innate drive update to carry out multi tasks, can survive and deliver. Towards this direction, an employee must get to know the people in the industry and institution. The better an employee's relationships with others at the workplaces, the more he/she can learn about the skills and abilities of more efficient and productive employees. Undeniably employees are at work to do prescribed job and derive a reasonable income out of it. However, good workplace relationships make more happier and productive workforce. Fostering healthy relationships with co-workers is one of the critical component for becoming and of being successful in anyone's career. Positive relationships are important since it provides the following benefits to workforce as well as employers:

- More pleasant, enjoyable and happier workplaces
- 'Improved productivity' by getting employees more engaged in their jobs
- Creating a more 'positive work environment' focusing opportunities present; rather than spending time and energy on work related human issues and bullying.

- Dynamic workplace which is more creative, innovative and adaptive to advancements is developed- the resistance to change is minimum as better understanding prevails.
- No room for Gossip and problems associated to it as strong positive relationships institutionalize direct contact, 'one to one' communication.
- A strong bonding is promoted among the workforce which can handle any eventuality comes from the changes in the business environment.
- Boosted staff morale and willing contribution of individuals towards common goals
- Minimum attrition rates due to cordial interactions and healthy atmosphere. Helpful to administration to retain qualified staff.
- Increased job satisfaction and happiness among the workforce.
- Widened contacts both inside the organization and outside (industry); a key element in times of times of switch over to other companies or even finding a suitable job after exit from the present workplace.
- Useful in getting guidance and a helping hand when corrections are to be made in the work execution methods
- Reduced stress , anger and other workplace related psychological and physical issues

Challenges in cementing effective workplace relationships:

Since strong relationships among the workforce impact the employee's performance and their drive to succeed in the careers, they always attempt to cement good relations with the peers. However, in the present VUCA corporate scenario, an organization faces unexpected challenges erupt from unknown quarters be it regulatory authority, Political system, ever changing technology etc., which necessarily affect the people in it. Demonetization and Introduction of GST are the two recent major policy measures which impacted almost all businesses in India. Economic and legal forces operating around organizations depicting a blurring picture today; creates fear of loss of job and income leading to competition among workforce to protect them to survive and to succeed. Back door politics, gossips and other self projection techniques become the practice of the day. In this background creating a rapport with co workers is a tough task for any individual; even tougher for employers mainly due to:

- Competitive agenda and interests of staff
- Unrealistic expectations of individuals on promotion , pay hike and career growth
- Absence of common culture and background among the workforce
- Perception of staff of Perfection at work
- Difference in ability, attitude and temperament of employees
- Poor inter-personal skills of employees
- Issues in strengthening the relationships between employees of various ranks, positions and pay bands
- Poor infrastructure and communication system
- Gossiping nature of few employees.
- Workplace bullying

Developing good work place relationships: an integrated approach:

Undoubtedly, fostering best relationships within the workplace is of paramount importance not only to the individual employees but also to entire organization. The company gains high performance when its employees are maintaining positive relationships with co-workers. Good relations between employees and positive work environment are complimentary to each other; both are critical for success of business operations. There are few factors which are crucial to building up of concrete workplace relationships.

Organizational structure

Cultural considerations- religious and regional variations

HR policy in practice

Disparity in work allocation and load

Education and skill set of individuals

Age and experience of employees

Pay package and position of staff

Nature of business

Values and ethics

Personality of individuals- introvert or extrovert

Attitudes of employees and employers

Communication system and gossips

Hence, the role of administration to create an conducive environment encouraging and institutionalizing effective workplace relationships and to see how these relationships emerges and sustains need

not be overemphasized. Positive work environment creates better performance heights. No one prefers to work in a negative environment. Unhappy staffs have a strong negative impact on the performance and productivity of entire workforce; in a work spot negativity spreads faster than positivity. Admittedly, fixing a workplace as positive or negative is predominantly determined by the attitude of individual employees in it. The role of the management in creating an environment which sows trust, mutual respect, and loyalty is the key in the exercise. Frequent staff meetings, Holding Maximum transparency, good communication, setting clear targets to staff members, concern for addressing the individual's problems, proper delegation of authority are some of the attempts needed from an employer's side.

IV. Data analysis and Discussion:

Frequency Table

Table –I Demographic profile of the Respondents

Gender	Frequency	Percent
Male	147	67.1
Female	72	32.9
Total	219	100.0
Age category		
Below 30 years	40	18.3
31-35 years	62	28.3
36-40 years	47	21.5
41-45 years	37	16.9
46-50 years	33	15.1
Total	219	100.0
Marital status		
Single	50	22.8
Married	169	77.2
Total	219	100.0
Yearly Income		
up to Rs. 5 Lakhs	38	17.4
Rs.5.1 - 7 Lakhs p.a	52	23.7
Rs.7.1 - 8 Lakhs p.a	53	24.2
Above Rs.8 Lakhs p.a.	76	34.7
Total	219	100.0
Department		
Production Department	42	19.2
Marketing Department	35	16.0
HR Department	42	19.2
Finance Department	30	13.7
Purchase Department	34	15.5
Maintenance (Works Engineering)	36	16.4
Total	219	100.0
Designation		
Assistant Manager	43	19.6
Deputy Manager	65	29.7
Manager	65	29.7
Senior Manager	46	21.0
Total	219	100.0
Experience		
Up to 4 years	67	30.6
4.1 years to 6 years	86	39.3
6.1 years to 8 years	43	19.6
Above 8 years	23	10.5
Total	219	100.0
Educational Qualifications		
Diploma Holders/UG	25	11.4
PG	37	16.9
Professional	157	71.7
Total	219	100.0

Source: Computed from primary survey

Null Hypothesis 1

There is no better work place relationship among the employees of select companies in Chennai city

Table-2 One-sample t-test for whether there is any better work place relationship among the employees

Statements	N	Mean	SD	t-value	P-value
Organizational structure	219	3.73	.582	18.436	<0.001**
Cultural considerations religious and regional variations	219	3.61	.836	10.826	<0.001**
HR policy in practice	219	3.72	.681	15.693	<0.001**
Disparity in work allocation and load	219	3.56	.806	10.283	<0.001**
Education and skill set of individuals	219	3.51	.440	17.017	<0.001**
Age and Experience of employees	219	3.65	.792	12.123	<0.001**
Pay package and position of staff	219	3.68	.970	10.305	<0.001**
Nature of business	219	3.68	.896	11.198	<0.001**
Values and ethics	219	3.47	.663	10.487	<0.001**
Personality of individuals introvert or extrovert	219	3.55	.846	9.550	<0.001**
Attitude of employees and employers	219	3.56	.806	10.283	<0.001**
Communication system and gossips	219	3.51	.440	17.017	<0.001**

Source: Computed from primary survey

Note: **denotes significant at 1% level

It is identified from the above table, all the factors p-values are less than 0.01 statistically important. Therefore the null hypothesis is rejected at 1% level. Hence it is concluded that there is better work place relationship among the employees of select companies in Chennai city.

Null Hypothesis-2

There is no significant difference between male and female employees with respect to better work place relationship in select companies in Chennai city

Table-3 Independent t-test for gender category of employees and better work place relationship in select companies

Statements	Gender	N	Mean	SD	t-value	P-value
Organizational structure	Male	147	3.73	.577	0.218	0.827
	Female	72	3.71	.596		
Cultural considerations religious and regional variations	Male	147	3.61	.825	0.141	0.888
	Female	72	3.62	.865		
HR policy in practice	Male	147	3.73	.669	0.208	0.835
	Female	72	3.71	.710		
Disparity in work allocation and load	Male	147	3.55	.821	0.266	0.790
	Female	72	3.58	.779		
Education and skill set of individuals	Male	147	3.51	.447	0.392	0.695
	Female	72	3.49	.428		
Age and Experience of employees	Male	147	3.72	.790	1.871	0.063
	Female	72	3.51	.781		
Pay package and position of staff	Male	147	3.57	.976	2.380	0.018*
	Female	72	3.90	.925		
Nature of business	Male	147	3.69	.869	0.185	0.853
	Female	72	3.66	.954		
Values and ethics	Male	147	3.49	.668	0.747	0.456
	Female	72	3.42	.654		
Personality of individuals introvert or extrovert	Male	147	3.54	.844	0.149	0.882
	Female	72	3.56	.856		
Attitude of employees and employers	Male	147	3.55	.821	0.266	0.790
	Female	72	3.58	.779		
Communication system and gossips	Male	147	3.51	.447	0.392	0.695
	Female	72	3.49	.428		

Source: Computed from primary survey

Note: *denotes significant at 5% level

Independent t-test for gender category of employees and better work place relationship in select companies result shows the above table. It is noted from the above table results, the p-value of all the statements except (Pay package and position of staff) greater than 0.05 and statistically insignificant. Therefore the null hypothesis is accepted at 5% level. The study concluded that there is no significant difference between male and female employees with respect to better work place relationship in select companies in Chennai city.

The P-value of 'Pay package and position of staff' is 0.018. The statement of pay package is statistically significant. It is concluded that there is significant difference among the employees at different pay packages and positions concerning the better work place relationship in select companies in Chennai city.

Null Hypothesis-3

There is no significant difference among the age group of employees with respect to better work place relationship in select companies in Chennai city

Table-4 Analysis of variance test for age group of employees and better work place relationship in select companies

		Sum of Squares	Df	Mean Square	F	P-value
Organizational structure	Between Groups	1.889	4	.472	1.404	0.234
	Within Groups	71.998	214	.336		
	Total	73.887	218			
Cultural considerations religious and regional variations	Between Groups	3.911	4	.978	1.408	0.232
	Within Groups	148.598	214	.694		
	Total	152.509	218			
HR policy in practice	Between Groups	2.342	4	.585	1.269	0.283
	Within Groups	98.737	214	.461		
	Total	101.079	218			
Disparity in work allocation and load	Between Groups	3.704	4	.926	1.438	0.222
	Within Groups	137.782	214	.644		
	Total	141.486	218			
Education and skill set of individuals	Between Groups	4.389	4	1.097	6.201	0.000*
	Within Groups	37.868	214	.177		*
	Total	42.257	218			
Age and Experience of employees	Between Groups	1.083	4	.271	.427	0.789
	Within Groups	135.611	214	.634		
	Total	136.694	218			
Pay package and position of staff	Between Groups	5.176	4	1.294	1.385	0.240
	Within Groups	199.885	214	.934		
	Total	205.060	218			
Nature of business	Between Groups	1.346	4	.336	.415	0.798
	Within Groups	173.485	214	.811		
	Total	174.831	218			
Values and ethics	Between Groups	.294	4	.074	.165	0.956
	Within Groups	95.498	214	.446		
	Total	95.793	218			
Personality of individuals introvert or extrovert	Between Groups	4.772	4	1.193	1.687	0.154
	Within Groups	151.353	214	.707		
	Total	156.124	218			
Attitude of employees and employers	Between Groups	3.704	4	.926	1.438	0.222
	Within Groups	137.782	214	.644		
	Total	141.486	218			
Communication system and gossips	Between Groups	4.389	4	1.097	6.201	0.000*
	Within Groups	37.868	214	.177		*
	Total	42.257	218			

Source: Computed from primary survey

**denotes significant at 1% level

Table-4 reveals the results of Analysis of variance test for age group of employees and better work place relationship in select companies. The P-value of Organizational structure, Cultural considerations religious and regional variations, HR policy in practice, Disparity in work allocation and load, Age and Experience of employees, Pay package and position of staff, Nature of business, Values and ethics, Personality of individuals introvert or extrovert and Attitude of employees and employers are greater than 0.05 and statistically unimportant. Hence it is concluded that there is no significant difference among the age group of employees with respect to better work place relationship in select companies in Chennai city.

The P-value of 'Communication and system and gossips' are 0.000 which is less than 0.01 and statistically significant. Hence it is concluded that there is significant difference among the age group of the employees with respect to better work place relationship in select companies in Chennai city.

Null Hypothesis-4

There is no significant difference among the experience of employees with respect to better work place relationship in select companies in Chennai city

Table-4 Analysis of variance test for experience of employees and better work place relationship in select companies

		Sum of Squares	df	Mean Square	F	P-value
Organizational structure	Between Groups	.271	2	.136	.398	.672
	Within Groups	73.616	216	.341		
	Total	73.887	218			
Cultural considerations religious and regional variations	Between Groups	.411	2	.205	.292	.747
	Within Groups	152.099	216	.704		
	Total	152.509	218			
HR policy in practice	Between Groups	1.021	2	.510	1.102	.334
	Within Groups	100.058	216	.463		
	Total	101.079	218			
Disparity in work allocation and load	Between Groups	.158	2	.079	.121	.886
	Within Groups	141.329	216	.654		
	Total	141.486	218			
Education and skill set of individuals	Between Groups	.061	2	.030	.155	.857
	Within Groups	42.196	216	.195		
	Total	42.257	218			
Age and Experience of employees	Between Groups	1.211	2	.605	.965	.383
	Within Groups	135.483	216	.627		
	Total	136.694	218			
Pay package and position of staff	Between Groups	1.630	2	.815	.865	.422
	Within Groups	203.431	216	.942		
	Total	205.060	218			
Nature of business	Between Groups	.595	2	.298	.369	.692
	Within Groups	174.236	216	.807		
	Total	174.831	218			
Values and ethics	Between Groups	2.249	2	1.125	2.597	.077
	Within Groups	93.543	216	.433		
	Total	95.793	218			
Personality of individuals introvert or extrovert	Between Groups	.710	2	.355	.493	.611
	Within Groups	155.414	216	.720		
	Total	156.124	218			
Attitude of employees and employers	Between Groups	.158	2	.079	.121	.886
	Within Groups	141.329	216	.654		
	Total	141.486	218			
Communication system and gossips	Between Groups	.061	2	.030	.155	.857
	Within Groups	42.196	216	.195		
	Total	42.257	218			

Table-5 depicts the results of Analysis of variance test for age group of employees and better work place relationship in select companies in Chennai city. The P-value of Organizational structure, Cultural considerations religious and regional variations, HR policy in practice, Disparity in work allocation and load, Age and Experience of employees, Pay package and position of staff, Nature of business, Values and ethics, Personality of individuals introvert or extrovert and Attitude of employees employers, and Communication and system and gossips are greater than 0.05 and statistically unimportant. Hence it is concluded that there is no significant difference among the experience of employees with respect to better work place relationship in select companies in Chennai city.

Null Hypothesis-4 There is no significant difference between the yearly income of employees with respect to better work place relationship in select companies in Chennai city

Table-6 Analysis of variance test for yearly income of employees and better work place relationship in select companies

		Sum of Squares	df	Mean Square	F	P-value
Organizational structure	Between Groups	1.005	3	.335	.989	.399
	Within Groups	72.882	215	.339		
	Total	73.887	218			
Cultural considerations religious and regional variations	Between Groups	.105	3	.035	.049	.986
	Within Groups	152.405	215	.709		
	Total	152.509	218			
HR policy in practice	Between Groups	1.316	3	.439	.946	.419

	Within Groups	99.762	215	.464		
	Total	101.079	218			
Disparity in work allocation and load	Between Groups	.161	3	.054	.081	.970
	Within Groups	141.326	215	.657		
	Total	141.486	218			
Education and skill set of individuals	Between Groups	5.988	3	1.996	11.83	0.000**
	Within Groups	36.269	215	.169		
	Total	42.257	218			
Age and Experience of employees	Between Groups	.300	3	.100	.157	.925
	Within Groups	136.394	215	.634		
	Total	136.694	218			
Pay package and position of staff	Between Groups	4.474	3	1.491	1.599	.191
	Within Groups	200.586	215	.933		
	Total	205.060	218			
Nature of business	Between Groups	1.891	3	.630	.784	.504
	Within Groups	172.941	215	.804		
	Total	174.831	218			
Values and ethics	Between Groups	1.125	3	.375	.851	.467
	Within Groups	94.668	215	.440		
	Total	95.793	218			
Personality of individuals introvert or extrovert	Between Groups	.212	3	.071	.097	.961
	Within Groups	155.912	215	.725		
	Total	156.124	218			
Attitude of employees and employers	Between Groups	.161	3	.054	.081	.970
	Within Groups	141.326	215	.657		
	Total	141.486	218			
Communication system and gossips	Between Groups	5.988	3	1.996	11.83	0.000**
	Within Groups	36.269	215	.169		
	Total	42.257	218			

Table-6 describes the results of Analysis of variance test for yearly income of employees and better work place relationship in select companies. The P-value of Organizational structure, Cultural considerations religious and regional variations, HR policy in practice, Disparity in work allocation and load, Age and Experience of employees, Pay package and position of staff, Nature of business, Values and ethics, Personality of individuals introvert or extrovert and Attitude of employees employers, and gossips are greater than 0.05 and statistically unimportant. Hence it is concluded that there is no significant difference among the yearly income of employees with respect to better work place relationship in select companies in Chennai city.

The P-value of 'Education and skill set of individuals' and 'Communication system' less than 0.01 and statistically important. The null hypothesis is rejected at 1% level of significant. It is concluded that there is significant difference among the yearly income of the employees with respect to better work place relationship in select companies in Chennai city.

Key findings and Suggestions:

There is better work place relationship among the employees of select companies in Chennai city.

There is significant difference among the male and female employees towards the better work place relationship in select companies in Chennai city.

There is no significant difference among the age group of employees with respect to the need for better work place relationship in select companies in Chennai city

There is no significant difference among the experience of employees with respect to better work place relationship in select companies in Chennai city

There is significant difference between the yearly income of the employees with respect to better work place relationship in select companies in Chennai city depicting individuals at different income levels view the work place relationship with varied perception.

Here are few tips for individual employees to build positive relationships with coworkers:

- ✓ Understand your own relationship needs
- ✓ Identify your people skills
- ✓ Check your own emotional intelligence and temper losing situations-what triggers anger to you
- ✓ Treat your colleagues as you would like to be treated by them
- ✓ Keep in mind that people are different and their behaviors are unique
- ✓ Recognize good work of peers, Be appreciative and encouraging the coworkers
- ✓ Mindful of your work- if you are not correct in execution of your tasks, it will affect others' work

- ✓ Manage your limits and never allow friendships at work intruding your routine tasks
- ✓ Be committed to deadlines and your own promises
- ✓ Develop the spirit of direct and open Communication
- ✓ Avoid gossiping which disrupts good rapport.
- ✓ Develop a give –and – take approach and compromise on occasions
- ✓ Be observant ;Listen to others actively and be considerate to the opinions of peers
- ✓ Create trust and mutual respect – remember confidence can be built when matters discussed with you on confidentiality should never be made public.
- ✓ Be positive- it spreads congenial workplaces and attracts even the negative people towards you
- ✓ Do not dwell on negative traits and weaknesses of people around you. Truly, perfection is related to perception of people – No one is perfect in today's times.
- ✓ Criticize thoughtfully and confront carefully the flaws of even hostile peers. Remember conflicted professional relationships can cause severe damage to both sides.
- ✓ Stop blaming and fixing others for each and every failure of the system or part of it.
- ✓ Assist coworkers to the possible extent – you may have to get it back.
- ✓ Be polite and likable - keep people comfortable with you

V. Conclusion:

Given manner in which all facets of business have been impacted by technological evolution, the major challenge is the ability of workforce for adaptation to the transformation. The time to adjust, learn advancements and use them appropriately is very limited. Progressive organizations have recognized the need for committed manpower to adapt to advancements. In doing so, a conducive work environment and strong interpersonal relationships among employees, are the keys to achieve consistent high quality performance. The present study disclosed that employees of different age and experience recognized the need towards the maintenance of good work place relationships. No doubt, the present work environment poses a number of challenges to employees; at times, even 'best of the best' get affected adversely. In recent times, Suicide attempts and deaths at workplaces have become common even in few government departments; majority of them are reported with absence of congenial working conditions, work based stress and pressures. A caring work environment and a supportive workplace will do a lot is easing the work related pressures. The tips suggested above are comprehensive in nature; it requires strong character of individuals to practice all of them in real tough times . However, giving a thought towards harmonious workplace relationships and practicing to make the work enjoyables as much as possible, will cost nothing to the individuals. After all, Attitude of employees determines altitude of their success in profession.

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