



EXPLORING THE IMPACT OF WORKPLACE RELATIONSHIPS AND EMPLOYEE JOB SATISFACTION

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ABSTRACT:

Aim of the study: This study will investigate and understand the influence of workplace relationships and employee job satisfaction. It explore various dimensions of relationships in the workplace like co-worker relationship, supervisor-subordinate relationships, and overall social dynamics within the workplace and how they influence employees' level of satisfaction. By examining workplace relationships and work satisfaction, it provide insights and recommendations for organizations to foster positive and supportive work environments that enhance employee satisfaction and overall well-being.

Design/ Methodology: Multiple Linear regression analysis used for hypothesis testing.

Findings: The finding highlights the significant impact of workplace relationships and work satisfaction. It emphasizes the need for organizations to prioritize fostering positive relationships, promoting teamwork, and creating a supportive work environment to enhance job satisfaction and overall employee well-being.

Practical Implications: Organizations can benefit from implementing strategies that promote a culture of trust, open communication and teamwork. Investing in team-building activities, providing opportunities for cross-functional collaboration and offering training programs on interpersonal skills can contribute to creating a conducive environment for building high-quality workplace relationship.

Originality/ Value: According to the review of literature most of the studies are concentrated on work-place flexibility. But no study has been conducted work-place flexibility and job satisfaction.

Keywords: workplace relationship, job satisfaction, employee well-being and co-worker relationship

1. INTRODUCTION

Understanding the impact of relationships in the workplace and on job satisfaction is crucial for organizations those who are seeking to create a positive work environment and enhance employee engagement and productivity. The workplace is not just a physical space where individuals come together to perform their tasks, it is a social ecosystem where interpersonal connections and interactions shape the work experience. Positive workplace relationships encompass the factors such as trust, cooperation,

communication, respect and social support among colleagues. Conversely, negative relationships can manifest as conflicts, lack of collaboration, and unsupportive interactions.

Job satisfaction being a critical measure of overall employee well-being. Job satisfaction reflects the extent to which individuals are content with their work, feel fulfilled and experience positive emotions in relation to their job. It is linked to increased productivity, employee retention and organizational success. This study investigate how different dimensions of workplace relationships, such as co-worker relationships, supervisor-subordinate relationships and overall social dynamics within the workplace, impact employees' levels of job satisfaction. It will provide evidence-based insights and practical recommendations for organizations to nurture positive workplace relationships, promote job satisfaction and create a thriving work environment.

2. WORKPLACE RELATIONSHIPS

Workplace relationships refer to the interactions, connections, and dynamics that exist among individuals within a work environment. These relationships encompass interactions between co-workers, supervisors and subordinates and individuals at various levels and departments within an organization. These relationships can significantly influence the work experience, job satisfaction, and overall well-being of employees. Strong and positive workplace relationships are characterized by trust, respect, open communication, cooperation and support. Here are some key aspects and benefits of workplace relationships. The quality of workplace relationships is influenced by factors such as communication, trust, shared goals, organizational culture, and the overall work environment. Positive workplace relationships contribute to a supportive and inclusive work culture, where employees feel respected, valued, and connected. On the other hand, negative workplace relationships characterized by conflict, hostility, and lack of cooperation can lead to dissatisfaction, stress, and reduced productivity.

Organizations can foster positive workplace relationships by promoting effective communication, encouraging teamwork and collaboration, providing opportunities for social interactions, and cultivating a supportive organizational culture. Investing in initiatives such as team-building activities, mentoring programs, and employee recognition can strengthen workplace relationships and contribute to enhanced job satisfaction and overall employee well-being.

2.1. Collaboration and teamwork

Positive relationships in the workplace foster collaboration and teamwork. It leads to improved output, innovation and problem-solving within the organization.

2.2. Co-worker Relationships

Co-worker relationships involve the interactions and connections between individuals who work together in the same department or team. Positive co-worker relationships are characterized by mutual respect, trust, cooperation, and support. These relationships can foster a sense of camaraderie, collaboration, and teamwork, it will increase the job satisfaction and improved work outcomes.

2.3. Supervisor-Subordinate Relationships

The relationship between supervisors and subordinates is a critical factor in employee job satisfaction and performance. A positive supervisor-subordinate relationship is characterized by open communication, trust, support, and constructive feedback. When supervisors provide guidance, recognition, and opportunities for growth, employees are more likely to feel valued and satisfied in their roles.

2.4. Mentoring Relationships

Mentoring relationships occur when a more experienced employee provides guidance, support, and career advice to a less experienced employee. These relationships can contribute to the mentee's professional development, job satisfaction, and long-term career success. Mentoring relationships often involve knowledge sharing, skill development, and personalized support.

2.5. Social Networks

Social networks within the workplace refer to the informal connections and interactions that develop the individuals from various departments or hierarchical levels. These networks can facilitate information sharing, collaboration, and social support. Having a strong social network at work can enhance job satisfaction, provide access to resources and opportunities, and create a sense of belonging within the organization.

3. LITERATURE REVIEW

Phuong V. Nguyen, Tran N.B. Ton, Khoa T. Tran and Thao T.U. Dang (2018) the quality of relationships among employees within an organization has been recognized as a crucial factor that can influence individual performance. The positive workplace relationships contribute to enhanced job performance. The quality of workplace relationships using dimensions such as trust, communication, collaboration, and support. Job performance is assessed through indicators such as productivity, task completion, innovation, and customer satisfaction.

Labianca G.J, Venkataramani V and Grosser T. (2013) workplace relationships play a crucial role in employees' experiences and outcomes within organizations. It examines the workplace relationships, employee well-being, job satisfaction, and overall organizational functioning. The relationships distinguishing between positive associations characterized by trust, support, and collaboration, and negative relationships marked by conflict, distrust, and hostility. It also examines the outcomes of these relationships, including employee well-being, job satisfaction, and organizational performance indicators.

Collins B.J, Kacmar K.M, Judge T.A, Harris K.J, (2009) self-evaluations play a crucial role in the workplace, providing employees chance to reveal on their performance and set aims for professional expansion. The concept of self-evaluation has gained significant attention in the field of organizational psychology, as researchers and practitioners recognize its potential impact on job performance and employee satisfaction.

Hung C.-H and Li C.-K, (2009) it has gained significant attention as an influential leadership style that can impact workplace relationships and job performance. It has identify the relationship between workplace relationships and job performance, exploring how transformational leaders influence employee engagement, motivation, and overall organizational outcomes. Transformational leadership was measured

based on dimensions. Workplace relationships were examined through dimensions including trust, communication, collaboration, and support. Job performance was assessed through measures such as task performance, innovation, and organizational citizenship behaviour.

Sias P.M. (2005) the workplace relationships has a significant impact on employee information also overall organizational functioning. It assesses the quality of workplace relationships through dimensions such as trust, communication, support, and respect. It also examines employees' perceptions of information availability, sharing, and access within the organization.

4. RESEARCH METHODOLOGY

The researcher has been used 145 questionnaire for this study.

5. HYPOTHESIS

H0: There is no association between have positive relationships with co-workers and satisfied with my current job.

H1: There is an association between feel comfortable when asking for support from colleagues and satisfied with my current job.

6. ANALYSIS

KMO and Bartlett's test used to measure the sampling adequacy for workplace flexibility. KMO test value = 0.884.

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
	1	5.959	66.208	66.208	5.959	66.208
2	.964	10.712	76.920			
3	.515	5.721	82.641			
4	.439	4.880	87.521			
5	.319	3.549	91.070			
6	.278	3.090	94.160			
7	.212	2.356	96.516			
8	.196	2.180	98.697			
9	.117	1.303	100.000			

Extraction Method: Principal Component Analysis.

The first component is 66.208. the Eigen value of the factor 1 is 5.959.

6.1. Reliability Statistics

The Cronbach's Alpha value of workplace relationship is 0.934, which is more than 0.7.

6.2. Multiple linear regression analysis

Table 2: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.877 ^a	.768	.755	.454	1.957
a. Predictors: (Constant), I feel motivated to perform well in my job, Have positive relationships with co-workers, Feel a sense of camaraderie and teamwork with colleagues, Have a mentor or supportive figure within the organization, Believe my work is meaningful and contributes to the organization's goals, Immediate supervisor provides with constructive feedback, Feel comfortable when asking for support from colleagues, satisfaction level of recognition and appreciation for work					
b. Dependent Variable: Satisfied with my current job					

$R^2 = .768$ it creates 76.8% variance on satisfied with my current job. Durbin-Watson statistics = 1.957 it shows that there is an auto correction.

Table 3: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	92.974	8	11.622	56.410	.000 ^b
	Residual	28.019	136	.206		
	Total	120.993	144			
a. Dependent Variable: Satisfied with my current job						
b. Predictors: (Constant), I feel motivated to perform well in my job, Have positive relationships with co-workers, Feel a sense of camaraderie and teamwork with colleagues, Have a mentor or supportive figure within the organization, Believe my work is meaningful and contributes to the organization's goals, Immediate supervisor provides with constructive feedback, Feel comfortable when asking for support from colleagues, satisfaction level of recognition and appreciation for work						

The value of $F = 56.410$, $P = .000$ are statistically significant @5% level of significance. It is ascertained that there is a relationship between the workplace relationship independent factors and its dependent factor.

6.3. Testing of Hypothesis

H0: There is no association between have positive relationships with co-workers and satisfied with my current job.

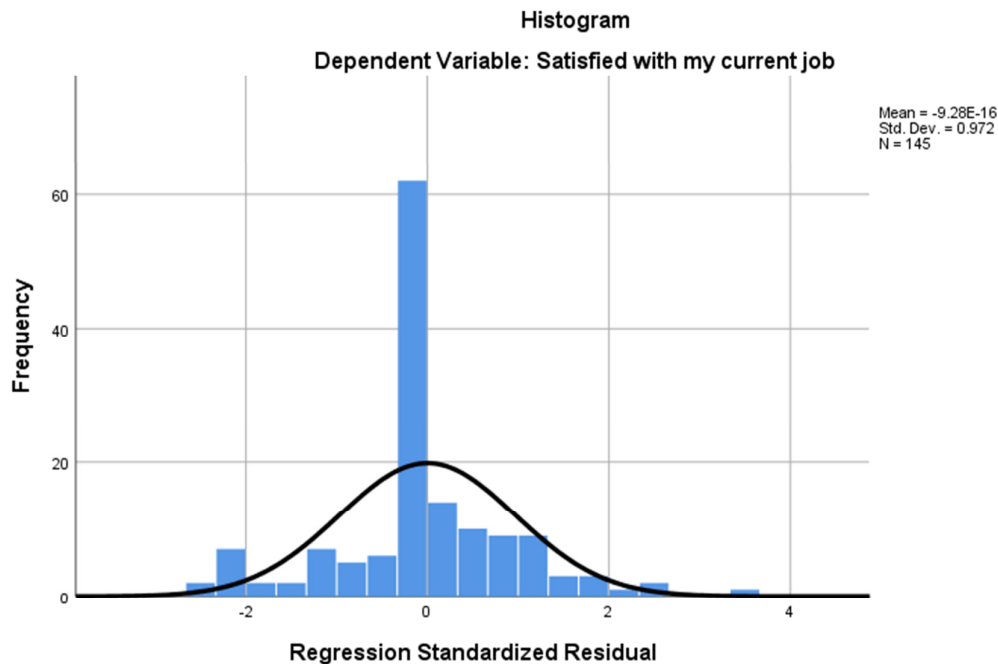
H1: There is an association between feel comfortable when asking for support from colleagues and satisfied with my current job.

Table 4: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.270	.229		-1.182	.239
	Have positive relationships with co-workers	.038	.061	.038	.620	.536
	Feel comfortable when asking for support from colleagues	.338	.090	.288	3.757	.000
	Immediate supervisor provides with constructive feedback	.391	.081	.357	4.845	.000
	Feel a sense of camaraderie and teamwork with colleagues	-.302	.080	-.262	-3.790	.000
	Have a mentor or supportive figure within the organization	.137	.063	.133	2.175	.031
	Believe my work is meaningful and contributes to the organization's goals	.490	.082	.445	5.950	.000
	Satisfaction level of recognition and appreciation for work	.075	.086	.069	.872	.385
	I feel motivated to perform well in my job	-.096	.081	-.087	-1.179	.240
a. Dependent Variable: Satisfied with my current job						

It was found from the above table, feel comfortable when asking for support from colleagues ($\beta=.288$, $t=3.757$, $p=.000$), immediate supervisor provides with constructive feedback ($\beta=.357$, $t=4.845$, $p=.000$), feel a sense of camaraderie and teamwork with colleagues ($\beta=-.262$, $t=-3.790$, $p=.000$), have a mentor or supportive figure within the organization ($\beta=.133$, $t=2.175$, $p=.031$) and believe my work is meaningful and contributes to the organization's goals ($\beta=.445$, $t=5.950$, $p=.000$) are significant @5% level of significance.

6.4. Histogram



7. RESULTS AND DISCUSSION

- ❖ A strong positive correlation between positive co-worker relationships and job satisfaction. Employees who reported having supportive and friendly relationships with their co-workers tended to have higher levels of job satisfaction.
- ❖ The employees who had open communication, trust, and a positive relationship with their supervisors and increase the levels of job satisfaction.
- ❖ Employees who felt supported by their colleagues and had opportunities for collaboration and teamwork reported higher levels of job satisfaction.
- ❖ The negative workplace relationships, such as conflicts, tension, and a lack of cooperation among co-workers, had a detrimental effect on job satisfaction. Employees who experienced negative relationships at work were more likely to be dissatisfied with their jobs.
- ❖ The positive relationships and a supportive work environment were associated with better work-life balance, which in turn contributed to higher levels of job satisfaction.

8. CONCLUSION

This study underscores the crucial role of workplace relationships in influencing job satisfaction. The findings demonstrate that positive co-worker relationships, supportive supervisor-subordinate relationships, and a collaborative work environment contribute significantly to employees' job satisfaction. By creating positive and supportive work environment where employees can build strong relationships with their co-workers and supervisors. Organizations should prioritize fostering open communication, trust and teamwork among employees.

Encouraging social support and promoting a culture of cooperation can enhance job satisfaction and overall well-being. The companies need to adapt and refine strategies to create a harmonious work environment that fosters positive relationships and promotes job satisfaction among employees.

9. LIMITATIONS AND FUTURE RESEARCH

This study is concentrated workplace relationship of employees.

The study workplace relationship is also one of the review for future researchers. The researcher concentrated on exploring the impact of relationships in the workplace and job satisfaction. Future researchers can do the research on workplace monetary benefits. In this area there is no deep research has been conducted.

10. ACKNOWLEDGEMENT

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11. SOURCE OF FUNDING

Nil

12. CONFLICT OF INTEREST

Nil

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Cite this Article:

Dr. K. MAJINI JES BELLA, "EXPLORING THE IMPACT OF WORKPLACE RELATIONSHIPS AND EMPLOYEE JOB SATISFACTION", *International Journal of Scientific Research in Modern Science and Technology (IJSRMST)*, ISSN: 2583-7605 (Online), Volume 2, Issue 8, pp. 55- 62, August 2023. Journal URL: <https://ijrmst.com/>