

An Investigation on The Influence of Organizational Climate and Gender on Interpersonal Relationship

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Doi: 10.47750/pnr.2022.13.505.333

Abstract

This study examined the influence of organizational climate and gender on interpersonal relationship. Eighty five participants were selected for the study through simple random sampling procedure. Their ages ranged from 20 to 46 years and above. Males were 33 (38.8%) while females were 52 (61.2%). The single 17 (20.0%), married 60 (70.6%) and divorced 8 (9.4%). The instrument administered were Organizational climate Questionnaire by Furnham and Goodstein (1997) and Quality of Interpersonal Relationships in Team scale by Szostek, (2019). The reliability of organizational climate and interpersonal relationship gave an alphas of .879 and .899 respectively. A survey research design was adopted and descriptive analysis, independent t-test, ANOVA, reliability analysis, Pearson's correlation was used to test the hypothesis. The results show that there is a significant relationship between organizational climate and interpersonal relationship. No gender difference was recorded among the workers as regards to interpersonal relationship. And lack of good organizational climate and gender had negative effects on interpersonal relationship. Based on the findings of this study, the researchers therefore recommended that employers of labor should endeavor to create good working environment that can lead to workers exhibiting positive organizational climate. When good working environment is created and positive organizational climate developed, the workers are likely develop positive interpersonal relationship and good mental, thereby improve productivity in the organization.

Keywords: Organizational climate, Gender, Interpersonal relationship, Organization, Interpersonal.

INTRODUCTION

Background to the Study

Organizations that have goals to achieve require satisfied and happy staff, (Oshagbemi, 2000). The ability of any organization to take off and achieve its goals is a function of its ability to attract, retain and maintain competent and satisfied employees into its employment. Performance of members of any organization depends on the ability to effectively interact with their superiors, subordinates and co-workers within the organization and consumers, suppliers and general public outside. Interpersonal relations, therefore is a very important issue involving any organization. Most organizations have people problems rather than business problems. People problems are due to faulty interpersonal relations, which hinder the attainment of organizational goal. Interpersonal relationships at work have an advantageous impact on both organizational and individual variables. Research has demonstrated that friendships at work can improve individual employee attitudes such as job satisfaction, job commitment, engagement and perceived organizational support (Cherniss, 1991; Jehn and Shan, 1997; Morrison, 2009; Riordan and Griffeth, 1995; Song and Olshfski, 2008). In addition, employee's negative work attitudes can be mitigated when peers act confidantes to discuss bad and unpleasant work experiences (Anderson and Martin, 2015; Fine, 2016; Morrison, 2016; Odden and Sias, 2017; Sias and Jablin, 2015; Olshfski, 2018). In today's corporate world, there is a need for work to be done as quick as possible, and for this purpose, working professionals need to have good relationship between each of her. Healthy professional relations can be maintained by effective workplace communication and team work. Interpersonal relationships gradually develop with good team participation with other members. On the other hand, these relationships may deteriorate when a person leaves the group and stops being in touch (Stephen, 2010).

Interpersonal relationship is an important aspect in every organization, and it is one of the vital components in human relationship. In today's fast competitive business world, it is very difficult to hire people and retain them for a long period of time. Hence, organizations including the Nigerian banking firms are trying to maintain the workforce and to get the best out of them in that process. A study on interpersonal relationship and customer satisfaction is expected to enhance the organizations' understanding of the challenges encountered in the process of attracting, retaining, developing, motivating, communicating the workforce for improved productivity (Velmurugan, 2016). Interpersonal

relationship at work constitutes the day today interaction between coworkers or managers and employees. These relations are a natural part of work environment and are usually pleasant and creative, but sometime, the source of tension and frustration (De Dreu, Van and De Best-Waldhober, 2003). Workplace relationships are unique interpersonal relationships with important implications for the individuals in those relationships and the organizations in which the relationships exist and develop. Previous studies conducted in interpersonal relationship have indicated that workplace relationships directly affect a worker's ability to work and be productive which also impacts on customer satisfaction (Mamta and Narges, 2013).

There are some criteria and indicators that can be used to measure the health and dynamics of an organization. One of the most important indicators is organizational climate (Nopasand, Malekakhlagh and Kavemoghadam, 2015). Organizational climate is a set of characteristics describing an organization and affecting employees' behavior (Dargahi, Musavi, and Shaham, 2013). Organizational climate is a tool to distinguish one organization from the other and also refers to employees' understanding of their working environment; so that employees' understandings and deductions form the organizational climate (Hunter, Perry, Currall, 2011; Dargahi et al., 2013). Organizational climate serves as a measure of individual perceptions or feelings about an organization. Organizational climate includes management or leadership styles, participation in decision making, provision of challenging jobs to employees, reduction of boredom and frustration, provision of benefits, personnel policies, provision of good working conditions and creation of suitable career ladder for academics (Nicholson & Miljus, 1992).

Organizational climate has four dimensions. The first dimension is the interpersonal relationship between the employees which indicates trust, cooperation-based climate, and competition-based climate, quality of the relationships in different sections of the organization, and support or rejection behaviors toward new employees. Other dimensions of organizational climate include hierarchical nature of the organization, challenging or boring nature of the work, and focus on support and incentives of employees (Pourezat, Ehsani, Yazdani and Faez, 2013). An appropriate organizational climate can be useful to motivate the employees, improving employees' spirituality, improving people's cooperation in decision makings, and increasing innovation as an important source of mental health, and vice versa. Therefore, any changes in different sections of the organization lead to immediate and deep change of employees' performance (Sabeti, 2000). In a study by Glisson and Green (2011), it is indicated that organizational climate is one of the main elements in achieving a desirable work approach among employees of an organization. Zohar and Luria (2004) believe that organizational climate is an element that reflects common understanding of the organization's employees towards the working environment and shapes their feelings toward the organization.

Literature with a focus on interpersonal relationships indicates that while men achieve and define closeness through the sharing of activities, women define and achieve closeness through the sharing of feelings and emotions (Odden and Sias, 1997; Wood & Inman, 1993). Similarly, Ashton and Fuerhrer (2013) found that males are generally less likely than females to seek emotional support when stressed or anxious. Flaherty and Richman (2016) also state that the provision of social and emotional support was more likely to be a function of women's relationships, with women both receiving and providing more emotional social support than men in time of distress. Men's relationships with other men are often competitive (Bird, 2013; Messner, 2012) and are somewhat less likely to involve the sharing of personal feelings (Odden and Sias, 1997; Wood & Inman, 1993).

On the other hand, both men and women have been found to derive emotional support and therapeutic value from their relationships with women (Sapadin, 2018; Veniegas and Peplau, 1997), possibly as a result of women's greater comfort with intimacy and their emphasis on successful relationships as part of their self-concept (Markiewicz, Devine, and Kausilas (2010). Thus, findings generally indicate that friendships with women are rated (by both women and men) as more enjoyable, nurturing and of an overall higher quality (Sapadin, 2018). Prachi (2018) opined that interpersonal relationship refers to a strong association among individuals working together in the same organization. Employees working together ought to share a special bond for them to deliver their level best. It is essential for individuals to be honest with each other for a healthy interpersonal relationship and eventually positive ambience at the workplace. According to Wheatley (2001) in Sias, (2008) relationships are necessary for existing systems and are the hub of organizations. It is through relationships that organizations maintain stability (Katz and Kahn, 1997). Wheatley (2001) further suggests that 'scholars should give attention to how a workplace organizes its relationships; not just its tasks, roles and hierarchies, but also, the form of relationships and capacities built to maintain and transform them'. Workplace relationships comprise those interpersonal relationships in which individuals are involved in the course of performing their jobs.

STATEMENT OF THE PROBLEM

Lack of proper organizational climate for human resources provides grounds for their burnout. Occupational burnout is a psychiatric syndrome consisting of emotional exhaustion, depersonalization, and a reduction in the sense of individual's success that appears among medical staff more than other occupations (Bozorgi, Laali and Mohammadi, 2014). Most organizations have people problems rather than business problems. People problems are due to faulty interpersonal relations, which hinder the attainment of organizational goal. Organizations around the world consist of people with similar aim, objective, goals and insights, who cooperatively join hands to achieve what an individual cannot achieve in isolation. If therefore, the people that make the place will not relate positively with one another then, the goals of the organization can hardly be achieved. It has been observed in the world today that organizations are made up of people

with the same goals. These people view their goals as a team and not in isolation. As a result, without positive interaction between the colleagues at work, goals will be very difficult to achieve.

There are organizations where there are no cordial relationships among staff members, and subordinates and superiors; for example, when strife, jealousy, hatred, bias, backbiting, witch-hunting, all of these and many more co-existing with the people, there is bound to be conflict which may not be healthy for the organization. Hence, for a healthy atmosphere in any organization, the people must understand their differences; there must be the “give and take” which is the basis of a true and genuine relationship.

OBJECTIVES OF THE STUDY

The study sought to investigate organizational climate and gender as correlates of interpersonal relationship. Specifically, the study sought to;

1. Determine the relationship between organizational climate, and interpersonal relationship.
2. Examine the relationship between gender and interpersonal relationship.

Research Questions

1. Will there be a significant relationship between organizational climate and interpersonal relationship?
2. Will there be a significant relationship between gender and interpersonal relationship?
3. What are the consequences of lack of proper organizational climate as well as interpersonal relationship?

Research Hypotheses

H₀₁: There is no significant relationship between organizational climate and interpersonal relationship.

H₀₂: There will be no significant relationship between gender and interpersonal relationship.

H₀₃: There will be no consequences of lack of proper organizational climate as well as interpersonal relationship.

Significance of the Study

This study will provide insight to the Social, Organizational, and Clinical Psychologist as well as Managers of Organizations to explore the relationship between organizational climate, and interpersonal relationship. As well as the impacts of gender on interpersonal relationship in an organizations

DEFINITION OF TERMS

Organization: Organization is an entity comprising multiple people, such as an institution or an association that has a particular purpose.

Organizational Climate: Organizational Climate is often defined as the recurring patterns of behavior, attitudes and feelings that characterize life in *the* organization. The organizational climate in this study refers to the work place of all the study participants and everything that goes on in it including the employer/employee relationships and all other workplace relationships etc.

Gender: Gender is the range of characteristics pertaining to, and differentiating between, masculinity and femininity. And specifically, the Genders considered in this study are Males and Females.

Interpersonal Relationship: An interpersonal relationship is a strong, deep, or close association or acquaintance between two or more people that may range in duration from brief to enduring. The relationships here refer to that between employees and between employers and employees.

METHOD

Participants

Participants comprised of eighty five (85) workers in Ken Maduakor group in Ihiala local government area of Anambra state were selected, using simple random sampling technique. The ages of the participants ranged from 20 to 46 years and above. Males were 33(38.8%) while females were 52(61.2%). The single ones are 17(20.0%), married ones 60(70.6%) and the divorced were 8(9.4%).

Instruments

Two instruments were used in this study: Organizational climate Questionnaire by Adrian Furnham and Leonard D. Goodstein (1997) and Quality of Interpersonal Relationships in Team scale by Dawid Szostek (2019). It was validated by Ezike Jessica (2021). The instruments have a cronbach alpha values of .879 and .899 respectively.

Procedure

The researcher approaches the respondents and explains the nature/essence of the study and assures them of the confidentiality of their responses subsequent to ethics approval and then urged them to fill the questionnaires. The questionnaire was administered to the workers in Ken Maduakor Group Ltd, to fill when they are less busy.

Design/Statistics

This is a survey research design and descriptive analysis, independent t-test, ANOVA were adopted analysis.

RESULTS

Table 4.1: Demographic analysis of the demographic factor of the respondents.

No.	Demographic items	N	%
1.	Gender		
	Male	33	38.8
	Female	52	61.2
2.	Age-Group		
	20 – 25 years old	9	10.6
	26 – 30 years old	13	15.3
	31 – 35 years old	30	35.3
	36 – 40 years old	12	14.1
	41 – 45 years old	10	11.8
	Above 46 years old	11	12.9
4.	Marital Status		
	Single	17	20.0
	Married	60	70.6
	Divorced	8	9.4
5.	Educational Level		
	FSLC	30	35.3
	WASSE/GCE/NECO	20	23.5
	OND/HND/BSC	15	17.6
	MSC/PGD/MBA/PHD	10	11.8
	Others	10	11.8

Table 4.1 shows that the majority of the respondents are female (61.2%) while the male constitute 38.8%. The age-group majority of the respondents are between 31 – 35 years old which are made up of 35.3% of the total population followed by respondents who are between 26 – 30 years old (15.3%); 36 – 40 years old (14.1%); above 46 years old (12.9%); 41 – 45 years old (11.8%) and lastly, respondents between 20 – 25 years old (10.6%).

Majority of the respondents are married (70.6%) while the singles made up 18.8% of the population and 9.4% are divorced.

The educational level shows that 32.9% of the respondents which made up the majority of the respondents are FSLC (35.3%), followed by WASSE/GCE/NECO (23.5%); OND/HND/BSC (17.6%), MSC/PGD/MBA/PHD (11.8%) and others (11.8%) who has other certification.

Table 4.2: The Table of Reliability Analysis

Variables	Cronbach Alpha Value (α)	Items
Interpersonal relationship	.899	5
Organizational climate	.873	5
Male	.889	5
Female	.879	5

Table 4.2 shows that the reliability test indicated that all the variables are in the moderate to good Cronbach Alpha value as all of them are above .80. Nunally and Hair (1970) suggest that the value above .70 is moderately reliable. The findings indicate that all the items measuring the variables used in the questionnaire are reliable and can be used for future research in this topic.

Table 4.3: The Descriptive Statistics analysis of items

	N	Min	Max	Mean	Std. Dev
Proper work environment promotes interpersonal relationship	85	1	5	1.76	.718
I enjoy working in a cool environment	85	1	5	1.82	.710
Single office is better than crowded office	85	1	5	1.82	.676
Shared office helps me to stay active	85	1	5	2.15	.880
Shared office space improves interpersonal relationship in the office	85	1	5	2.11	.845
Men corporate better in offices compare to women	85	1	5	2.07	.884
Men deal with issues in a diplomatic manner so that no one gets hurt	85	1	5	1.87	.753
Women are mostly noisy in an office environment	85	1	5	2.08	.903
I interact with all my colleagues at the same level irrespective of cultural diversities	85	1	5	1.89	.690
I have unbiased relationship with both men and women in my office	85	1	5	2.00	.756
I enjoy good and healthy relationship with my team members	85	1	5	2.07	.884
There is a lack of open communication among employees in our organization	85	1	5	1.87	.753
I like to maintain cordial relationship with my colleagues	85	1	5	2.08	.903
I am generally a person who does not get into arguments and conflicts.	85	1	5	1.89	.690
My colleagues find me easily approachable and helpful	85	1	5	2.00	.756

The Likert Scale used is 1 = Strongly Agree, 2 = Agree, 3 = Undecided, 4 = Disagree and 5 = Strongly Disagree. Therefore, the lower the means mean the respondents strongly agree with the statements. Table 4.3 above shows that 1.76% of the respondents strongly agreed that proper work environment promotes interpersonal relationship, 1.82% thought that they enjoy working in a cool environment, 1.82% thought that single office is better than crowded office. 2.15% of agreed that shared office helps me to stay active. 2.11% agreed that shared office space improves interpersonal relationship in the office. 2.07% of the respondents agreed that men corporate better in offices compare to women. 1.87% of the respondent strongly agreed that men deal with issues in a diplomatic manner so that no one gets hurt while 2.08% of the respondents said that Women are mostly noisy in an office environment. 1.89% strongly agreed that they interact with all my colleagues at the same level irrespective of cultural diversities. 2% agreed that they have unbiased relationship with both men and women in my office. 2.07% of the respondents agreed that they enjoy good and healthy relationship with my team members. 1.87% of the respondent strongly agreed that there is a lack of open communication among employees in our organization 2.08% of the respondents said that they like to maintain cordial relationship with my colleagues. 1.89% strongly agreed that they are generally people who do not get into arguments and conflicts. 2% agreed that their colleagues find me easily approachable and helpful.

4.3 RQ1: Will there be a significant relationship between organizational climate and interpersonal relationship?

Table 4.4 The Correlation Analysis between Organizational climate and interpersonal relationship

		ITD	Interpersonal relationship
Organizational Climate	Pearson Correlation	1	.809**
	Sig. (2-tailed)		.000
	N	85	85
	Pearson Correlation	.809**	1
	Sig. (2-tailed)	.000	
	N	85	85

** . Correlation is significant at the 0.01 level (2-tailed).

The findings shown in Table 4.4 indicate that there is a significant relationship between organizational climate and interpersonal relationship. Therefore, H_{01} is rejected.

H_{01} : There is significant relationship between organizational climate and interpersonal relationship. - Reject

RQ2: Is there a significant relationship between gender and interpersonal relationship?

A regression analysis has to be conducted to answer Research question 2 “Is there a significant relationship between gender and interpersonal relationship?” Table 4.5 – 4.7 showed the answer to this question.

Table 4.5: Model Summary Table of the independent variables: male and female

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.921 ^a	.849	.841	.22695

a. Predictors: (Constant), EB, JR, A, M

Table 4.5 showed that R Square value is 84.9% which indicates that all the independent variables, i.e. male and female.

ANOVA Table 4.6 ANOVA Table of Organizational productivity

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	23.093	4	5.773	112.091	.000 ^b
	Residual	4.120	80	.052		
	Total	27.213	84			

a. Dependent Variable: Organizational productivity

b. Predictors: (Constant), EB, JR, A, M

Table 4.7 Table of Coefficients^a of the relationship between organizational climate, gender and interpersonal relationship

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.037	.101		-.370	.712
	A	.149	.049	.169	3.062	.003
	M	.181	.055	.199	3.264	.002
	JR	.170	.045	.189	3.806	.000
	EB	.508	.051	.574	10.017	.000

a. Dependent Variable: Organizational productivity

Table 4.7 showed that all independent variables are significant predictors of interpersonal relationship. Therefore, H_{02} is rejected.

H_{02} : There is no relationship between organizational climate, gender and interpersonal relationship. - Reject

Table 4.8: The Table of Independent Samples Test of the relationship between organizational climate, gender and interpersonal relationship

		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Interpersonal relationship	Equal variances assumed	.065	.800	-1.023	83	.309	-.12960	.12664	-.38149	.12228
	Equal variances not assumed			-1.114	82.638	.269	-.12960	.11635	-.36103	.10182

Table 4.8 on the other hand, showed the findings of H_{02} , no relationship between organizational climate, gender and interpersonal relationship as the p value is more than 0.05 ($F = .065$). Therefore, H_{02} is rejected.

RQ3: What are the consequences of lack of proper organizational climate as well as interpersonal relationship?

A regression analysis has to be conducted to answer Research question 3 “What are the consequences of lack of proper organizational climate as well as interpersonal relationship?” Table 4.9 – 4.11 showed the answer to this question.

Model Summary of the consequences of lack of proper organizational climate as well as interpersonal relationship				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.944 ^a	.853	.841	.22519

a. Predictors: (Constant), EB, JR, A, M

Table 4.9 showed that R Square value is 85.3% which indicates that all the independent variables, i.e. there are consequences of lack of proper organizational climate as well as interpersonal relationship?

The ANOVA^a Table of Organizational productivity						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	23.093	4	5.773	112.091	.000 ^b
	Residual	4.120	80	.052		
	Total	27.213	84			

a. Dependent Variable: Organizational productivity

b. Predictors: (Constant), EB, JR, A, M

The Coefficients^a Table of consequences of lack of proper organizational climate as well as interpersonal relationship.						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.037	.101		-.370	.712
	A	.149	.049	.169	3.062	.003
	M	.181	.055	.199	3.264	.002
	JR	.170	.045	.189	3.806	.000
	EB	.508	.051	.574	10.017	.000

a. Dependent Variable: Organizational productivity

Table 4.11 showed that all independent variables are significant predictors of the consequences of lack of proper organizational climate as well as interpersonal relationship. Therefore, H_{03} is rejected.

H_{03} : There are no consequences of lack of proper organizational climate as well as interpersonal relationship. - Reject

CONCLUSION

This chapter has shown all the findings from the analyses conducted on the data.

The summary of the findings:

RQ/ Hypotheses	Statement	Analysis	Result
RQ1	Will there be a significant relationship between organizational climate and interpersonal relationship?	Correlation	Reject
RQ2	Is there a significant relationship between gender and interpersonal relationship?	Regression	Reject
RQ3	What are the consequences of lack of proper organizational climate as well as interpersonal relationship?	Descriptive	
HO ₁	There is no significant relationship between organizational climate and interpersonal relationship.	Correlation	Reject
HO ₂	There is no relationship between organizational climate, gender and interpersonal relationship.	Regression	Reject
HO ₃	There are no consequences of lack of proper organizational climate as well as interpersonal relationship.	Regression	Reject

DISCUSSION

The finding of this study reveals that organizational climate has no influence on interpersonal relationship. This implies that the employees' productivity is not dependent of interpersonal relation. In other words interpersonal relation variable is not quite important variable to decide the work performance. The result is not congruent with previous findings by Quek, Wong, Divaharn, Liu, Peer and Williams, (2007) who in their study also found a positive relationship between interpersonal teacher behaviour and student's attitudes toward subjects in Singapore. Also Herderson and Fisher (2008) discovered a positive relationship between several aspects of interpersonal behaviour and students' attitude in a study on Australian vocational education. Similarly, Raymund (2014) established that interpersonal Skills of School Administrators of WVSU-JC are very clearly evident in their support to the faculty. Hakanen et al. (2006) in a study on a sample of over 2000 teachers reported that social climate relate positively to work engagement. Besides, Xanthopoulou et al. (2009) reported significant association between team climate and work engagement. However, partly the result of the present study agrees with the findings of Schneider, Salvaggio, and Subirats (2002) in a study among 118 bank branches found support for the moderating role of climate strength only for one of the four climate dimensions examined. The obvious fact is that an analysis of little literature available on climate strength according to Richa, Santosh and Mukesh (2014) is inconclusive findings with respect to the role of climate strength. Thus, making any conclusions about the relationship between climate quality and individual and organizational outcomes, without taking account of climate strength is likely to lead us towards making wrong conclusions. The result of this study shows that gender has no influence on interpersonal relationship amidst the widely acknowledged of the presence and importance of gender in the workplace. Conceivably the complexities of gender and relationships in the context of an organization may have influence lack of impact thereof. However, in contrast to the result of the present study, Ely and Padavic (2007) reported the on sex differences without conceptualizing the 'links between gender identity and organizational structures and practices. However the lack of influence may be related to the fact that in most situations only 5.5% of commercial patent holders are female. Hunt, Garant, Herman and Munroe, (2013).

CONCLUSION

This study examined the influence of organizational climate and gender on interpersonal relationship. Eighty five participants were selected for the study through simple random sampling procedure. Their ages ranged from 20 to 46 years and above. Males were 33 (38.8%) while females were 52 (61.2%). The single 17 (20.0%), married 60 (70.6%) and divorced 8 (9.4%). The instrument administered were Organizational climate Questionnaire by Furnham and Goodstein (1997) and Quality of Interpersonal Relationships in Team scale by Szostek, (2019). The reliability of organizational climate and interpersonal relationship gave an alpha values of .879 and .899 respectively. The findings show that Organizational climate and gender has no influence on interpersonal relationship. The study provides a way to look at organizational communication in the context of factors that are most likely to contribute in making the communication climate either supportive or defensive. It invites the managers of organizations to look beyond the Organizational climate and gender and seek for other factors that are likely to affect interpersonal relationship in their organization.

LIMITATIONS OF THE STUDY

This study was a cross-sectional study in which the participants were seen only once. At the questionnaire used in study was without serious modification, for it, it is already in use and tallies with the proposed hypothesis. The findings reveal that Organizational climate and gender has no influence on interpersonal relationship other factors that affect interpersonal relationship should be explored. Hence, the influence of organizational climate and gender must always be appreciated, while we explore other factors that affect interpersonal relationship in organizations. Finally, this study explored the influence of organizational climate and gender on interpersonal relationship and as such has added with its result to the knowledge already available on organizational climate gender on interpersonal relationship. It is plausible that these findings have come from particular data set, yet the present study is a strong foundation upon which further research on construct validity may be based.

RECOMMENDATION

The study recommends that besides Organizational climate and other factors that affect interpersonal relationship in organizations should be explored and harnessed like the personality traits and other social skills like: self-efficacy, self-concept and self-esteem to enhanced interpersonal relationship in an organization.

Pre-employment interviews that include personality assessment is suggested to managers and in-house training and re-training social skills is recommended to this effect.

Funding statement/Conflicts of interest

The authors declare that they have no funding for this article and that they have no conflicts of interest regarding this work.

The authors declare Authors' Contribution

All the authors contributed equally to this study, they read and approved the final manuscript

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