

Exploring the dynamics of Interpersonal Relationships between External Hires and Internally Promoted Employees in Organizations

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Abstract

In the contemporary corporate environment, increasing importance is being placed on the quality of interpersonal relationships between superiors and their subordinates. Effective workplace relationships contribute positively to both organizational performance and individual development. This study offers an in-depth examination of the interpersonal relationships maintained by External recruited and internally promoted employees with their subordinates across selected industries in Delhi. The research is based on a sample of 130 respondents, comprising 66 external Recruits and 64 internal promotes employees from diverse industrial sectors. To evaluate interpersonal relationships, five key dimensions are analysed using the ANOVA test. The findings of this study are expected to provide valuable insights for industry employers, enabling them to reflect on and assess their interpersonal practices based on recruitment pathways, and to enhance their effectiveness in achieving organizational objectives.

Key Terms: Corporate, workplace, Dimensions, Working relationship, Interpersonal

Conceptual Background

Employee performance in any organization is strongly influenced by their ability to maintain effective interactions with superiors, subordinates, and external stakeholders such as customers, suppliers, and the general public. Interpersonal relationships therefore represent a critical aspect of organizational functioning. In many cases, organizations encounter challenges that are not purely business-related but arise from weak or ineffective interpersonal relationships, which can obstruct the achievement of organizational goals. It is essential, therefore, to strengthen interpersonal relationships in the workplace. Positive relationships between superiors and subordinates help in understanding leadership qualities such as personality, competence, behaviour, and the ability to influence and guide teams toward shared objectives. In today's highly competitive environment, organizations of all sizes require strong interpersonal connections to sustain and grow. Within organizations, healthy relationships promote innovation, adaptability to market and environmental changes, creative problem-solving, and sustained high performance. Consequently, interpersonal relationship skills are a vital attribute for leaders, enabling them to guide, supervise, and provide constructive feedback, thereby enhancing overall organizational effectiveness.

Researcher is motivated to undertake this study on the interpersonal relationship dimensions between superiors and their subordinates among external recruits and internally promoted employees, as noticeable differences are often observed across organizations in industries such as banking, insurance, and stock broking and financial services. In the contemporary corporate environment, there is a strong emphasis on achieving maximum output with minimum effort, which highlights the importance of effective workplace relationships supported by clear communication and teamwork. Interpersonal relationships tend to evolve gradually and are influenced by the mode of employee selection and recruitment within organizations. It is commonly perceived by some administrators and employees that internally promoted personnel maintain stronger relationships with their subordinates compared to externally recruited employees. This perception is largely attributed to their greater administrative experience, familiarity with organizational structures, understanding of employee composition, and awareness of the socio-economic background of their subordinates.

Literature Review

A comprehensive review of existing literature has been conducted, focusing on studies related to leadership styles, employee relationships, and organizational effectiveness. The present investigation specifically aims to examine interpersonal relationships between superiors and their subordinates within selected industries in Delhi. Such relationships are critical for both industrial growth and employee effectiveness within organizations.

Interpersonal relationships constitute a fundamental aspect of human relations and refer to the interactions between two or more individuals, which may vary from short-term to long-lasting associations. Employees are regarded as valuable assets of any organization, and improving their efficiency remains a key priority for employers across all sectors to ensure competitiveness and sustainability. In the rapidly evolving business environment, retaining and sustaining employees has become increasingly challenging. As a result, organizations are placing greater emphasis on fostering healthy interpersonal relationships to enhance employee engagement and productivity. This study attempts to explore interpersonal relationships in the workplace and their influence on employees' attitudes and overall behaviour.

Objectives of the Research

To analyse the dimensions of interpersonal relationships among external recruits and internal promotes in selected organizations.

Analytical Statement

Ho :There is no significant difference among the respondents (recruitment-wise) with regard to expectations from team members

H_o : There is no significant difference among the respondents(recruitment-wise)with regard to maintaining friendly relationship with their subordinate.

Ho: There is no significant difference among the respondents (recruitment-wise)with regard to resolving conflict between team members.

Ho: There is no significant difference among the respondents(recruitment-wise) with regard to opinion expression by team members

Ho: There is no significant difference among the respondents(recruitment-wise) with regard to inquisitive team members.

Research Methodology

The present study adopts a descriptive and applied research design, as it seeks to examine the nature and distribution of variables related to interpersonal relationships in organizational settings. The study focuses on analysing interpersonal relationship dimensions between superiors and their subordinates among external recruits and internal promoted of the employees across selected industries in Delhi, including the banking, insurance, and stock broking and financial services sectors.

An ANOVA technique is employed to analyse the differences across various dimensions of interpersonal relationships based on the mode of recruitment. Interpersonal relationships are assessed across five key dimensions to understand variations between external recruits and internal promote employees. The study is based on a sample of 130 respondents, comprising 47 participants from the banking industry, 40 from the insurance sector, and 43 from the stock broking and financial services industry. Among the total respondents, 66 (50.8%) are external recruits, while 64 (49.2%) are internal promoted employees.

Assessment Tool for Interpersonal Relationships and Reliability Analysis

To evaluate the reliability of the measurement scale, both internal consistency and temporal stability were assessed. Based on the responses obtained from 130 participants, the internal consistency reliability, as measured by Cronbach's Alpha coefficient, was calculated to be 0.953, indicating a high level of reliability.

Interpersonnel Relations Description Questionnaire (IRDO)

The Interpersonal Relationship Description Questionnaire (IRDQ) is designed to assess interpersonal relationship dimensions among employees based on their mode of entry, specifically external recruits and internal promoted of the employees. Effective industrial administration largely depends on the presence of strong human relations, making interpersonal relationships a critical factor in organizational success. The quality of interactions among organizational members is closely linked to the achievement of organizational objectives.

The IRDQ seeks to evaluate the effectiveness of interpersonal relationships that contribute to employee performance and leadership effectiveness. Leadership success is strongly associated with proficiency in interpersonal skills, which are reflected in behaviours such as maintaining positive working relationships, managing expectations of team members, handling conflicts, encouraging open communication, consulting subordinates, valuing their suggestions, fostering learning opportunities, and promoting social interaction within the workplace. Employees who demonstrate these interpersonal competencies are generally more effective compared to those who lack such skills.

Furthermore, the IRDQ measures the degree of favourability or unaffordability in employees' interpersonal skills, which are essential for building strong relationships and achieving leadership goals. The scale is structured to generate individual scores, enabling the comparison and ranking of employees based on their interpersonal relationship effectiveness. The development of the IRDQ followed established procedures and standard techniques of scale construction to ensure its validity and reliability.

Analysis and results:

1.1: Recruitment-wise Analysis of Variance (ANOVA) of Interpersonal Relationship of the 'Recruited' and 'Promoted' Employees' in Selected industries

Table 1.1.1: 'Expectation from Team Members' as the dimension of Interpersonal Relationship of the 'Recruited' and 'Promoted' Employees' in Selected industries

Variable	Recruitment types	Mean	Std. Deviation	F	Sig.	Result
Expectation from Team members	External Recruited	4.33	1.043	3.095	.081	H ₀ Accepted
	Internal Promoted	3.97	1.309			
	Total	4.15	1.191			

Source: Survey Data, Annexure Table 1.3 (A and B)

The mean score in the table 1.1.1 shows that the selected organisations' 'recruited' respondents have mean value 4.33 and 'promoted' respondents have mean value 3.97. The significant value (.081) shows that the respondents of different categories have same views regarding the statement 'My team member knows what I expect from him or her.' However, the total mean score (4.15) shows that all the respondents considers 'almost always true' about the team members' knowledge about their expectations. The null hypothesis H₀: 'There is no significance difference among the sampled respondents (recruitment-wise) of the selected industries regarding the statement that 'my team member knows what I expect from him or her.' is accepted in this case. It means that there is no difference in the views of the two different respondents ('recruited' & 'promoted') regarding the team members' knowledge about team leaders' expectations.

Table 1.1.2: ‘Working Relationship’ as the dimension of Interpersonal Relationship of the ‘Recruited’ and ‘Promoted’ Employees’ in Selected industries

Variable	Recruitment types	Mean	Std. Deviation	F	Sig.	Result
Working relationship with subordinates	External Recruited	4.24	1.110	2.618	.108	H ₀ Accepted
	Internal Promoted	3.91	1.256			
	Total	4.08	1.192			

Source: Survey Data, Annexure Table 1.3 (A and B)

The mean score in the table 1.1.2 shows that the selected industries’ ‘recruited’ respondents have mean value 4.24 and ‘promoted’ respondents have mean value 3.91. The significant value (.108) shows that the respondents of different categories have same views regarding the statement ‘I maintain a friendly working relationship with subordinates.’ However, the total mean score (4.08) shows that all the respondents considers ‘almost always true’ about maintaining the friendly working relationship with subordinates. The null hypothesis H₀: ‘There is no significance difference among the sampled respondents (recruitment-wise) of the selected organisations regarding the statement that ‘I maintain a friendly working relationship with subordinates’’ is accepted in this case. It means that there is no difference in the views of the two different respondents (‘recruited’ & ‘promoted’) regarding maintaining the friendly working relationship with subordinates.

Table 1.1.3: ‘Resolving Handling’ as the dimension of Interpersonal Relationship of the ‘Recruited’ and ‘Promoted’ Employees’ in Selected Industries

Variable	Recruitment types	Mean	Std. Deviation	F	Sig.	Result
Resolving Conflict between/ among team members	External Recruited	4.39	.990	4.754	.031	H ₀ Rejected
	Internal Promoted	3.98	1.148			
	Total	4.19	1.086			

Source: Survey Data, Annexure Table 1.3 (A and B)

The mean score in the table 1.1.3 shows that the selected industries’ ‘recruited’ respondents have mean value 4.39 and ‘promoted’ respondents have mean value 3.98. The significant value (.031) shows that the respondents of different categories (‘recruited’ & ‘promoted’) have different views regarding the statement ‘resolving conflict between or among team members is handled promptly and effectively.’ However, the total mean score (4.19) shows that all the respondents considers ‘almost always true’ about the resolution of conflict between or among team members promptly and effectively by them. The null hypothesis H₀: ‘There is no significance difference among the sampled respondents (recruitment-wise) of the selected industries regarding the statement that ‘resolving conflict between or among team members is handled promptly and effectively by me’ is rejected in this case. It means that there is a significant difference in the two different respondents (‘recruited’ & ‘promoted’) regarding maintaining the friendly working relationship with subordinates.

Table 1.1.4: ‘Opinion Expression’ as the dimension of Interpersonal Relationship of the ‘Recruited’ and ‘Promoted’ Employees’ in Selected Industries

Variable	Recruitment types	Mean	Std. Deviation	F	Sig.	Result
Opinion Expression by team members	External Recruited	4.32	.995	10.829	.001	H ₀ Rejected
	Internal Promoted	3.67	1.235			
	Total	4.00	1.161			

Source: Survey Data, Annexure Table 1.3 (A and B)

The mean score in the table 1.1.4 shows that the selected industries' 'recruited' respondents have mean value 4.32 and 'promoted' respondents have mean value 3.67. The significant value (.001) shows that the respondents of different categories have different views regarding the statement 'my team members express their opinions honestly and openly to me.' However, the total mean score (4.00) shows that all the respondents considers 'almost always true' about the expression of honest and open opinion by team members. The null hypothesis H₀: 'There is no significance difference among the sampled respondents (recruitment-wise) of the selected industries regarding the statement that 'my team members express their opinions honestly and openly to me'' is rejected in this case. It means that there is a significant difference in the views of the two different respondents ('recruited' & 'promoted') regarding the expression of honest and open opinion by team members.

Table 1.1.5: 'Inquisitive Team Members' as the dimension of Interpersonal Relationship of the 'Recruited' and 'Promoted' Employees' in Selected Organizations

Variable	Recruitment types	Mean	Std. Deviation	F	Sig.	Result
Inquisitive team members	External Recruited	4.29	1.120	2.947	.088	H ₀ Accepted
	Internal Promoted	3.94	1.207			
	Total	4.12	1.172			

Source: Survey Data, Annexure Table 1.3 (A and B)

The mean score in the table 1.1.5 shows that the selected industries' 'recruited' respondents have mean value 4.29 and 'promoted' respondents have mean value 3.94. The significant value (.088) shows that the respondents of different categories have same views regarding the statement 'I prefer to work with team members who ask questions about information I provide.' However, the total mean score (4.12) shows that all the respondents considers 'almost always true' about preferring to work with inquisitive team members. The null hypothesis H₀: 'There is no significance difference among the sampled respondents (recruitment-wise) of the selected organisations regarding the statement that 'I prefer to work with team members who ask questions about information I provide.' is accepted in this case. It means that there is no difference in the views of two different respondents ('recruited' & 'promoted') about preferring to work with inquisitive team members.

Findings and Recommendations

Empirical evidence suggests that effective interpersonal relationships play a critical role in enhancing organizational effectiveness, particularly in the context of interactions between external hires and internally promoted employees. Accordingly, management should prioritize the development of interpersonal competencies by organizing structured training programs and workshops focused on communication, collaboration, and relationship-building for both groups. Fostering a supportive and

collaborative work environment between superiors and subordinates is essential, as it promotes trust, mutual respect, and active participation in strategically significant decisions.

Furthermore, employees—whether externally recruited or internally promoted—should be adequately informed about organizational policies, procedures, industry trends, and team dynamics. Such awareness enables informed decision-making and facilitates appropriate workplace behavior. When employees are well-informed and actively involved, they are more likely to accept managerial decisions, demonstrate higher morale, and develop a stronger sense of belonging within the organization.

Effective conflict resolution mechanisms among team members further strengthen interpersonal bonds, encourage creativity, and enhance employee retention. It is also important to guide both external hires and internally promoted employees toward adopting a participative leadership style that fosters open communication and inclusivity. However, if the expression of opinions becomes unidirectional without effective feedback systems, it may result in communication gaps, misunderstandings, and reduced organizational efficiency.

In an era characterized by increasing technological and social complexity, weak interpersonal relationships can negatively impact employee commitment, diminish morale, and lower productivity. This is particularly significant in knowledge-driven environments, where ineffective relationships may hinder teamwork, coordination, and cooperation. Therefore, strengthening the dimensions of interpersonal relationships between external hires and internally promoted employees is essential for sustaining organizational performance, cohesion, and long-term success.

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