

Interpersonal Relationship and Organizational Performance: A Nexus

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Abstract

This paper examines the Impact of Interpersonal Relationship on Organizational Performance. It identified lack of effective communication among the staff members of an organization as one of the major hindrance to organizational performance. The paper looks at performance as both behaviour and result. It argued that for efficient and effective performance of an organization, a good interpersonal relationship is a sine-qua-non. It therefore noted that effective communication will create good interpersonal relationship among the members of organization. Every organization is specifically created to achieve a specific objective or goals, and the extent to which the goals were achieved determines the effectiveness of the organization. The workers in the organization need to interact cooperate and work hand in hand among themselves in order to achieve the goals of the organization. The paper therefore, argued for effective interpersonal relationship as the backbone of organizational performance.

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1. Introduction

Organization is made up of people from different places and with different background in terms of culture, perception, value, ethnic, religious, political and socio-economic. People, who would ordinarily not meet in real life situation found themselves working in the same organization. An organization is a group of people working together for a common purpose, often with a defined structure and hierarchy. Organizations exist in various forms, including private, non-profits, and government organizations. An organization is made-up of many people working together for achievement of its goals. Thus, it is a structured entity with a defined purpose and membership, working towards common goals through coordinated efforts. Youth are one of the greatest assets that any nation can have. Not only are they legitimately regarded as the future leaders, they are potentially and actually the greatest investment for a country's development (Nweke & Nweke 2020) in Nweke, Nweke, Madubueze, & Okpalaibekwe (2025).

Organizational performance has to do with how well an organization achieves its goals and objectives, including financial, operational, and other key performance indicators. It's a measure of how efficiently and effectively an organization is using its resources to deliver value to stakeholders and ensure its own survival. Organizational performance is the ability of an organization to achieve its objectives and maximize its resources effectively. It is the set of practices, processes and behaviours that enable an organization to operate effectively. Performance is all about behaviour and result. The behaviour here is the input, while the result is the output. Interpersonal relationship is central to the practice, process and behaviours that enable an organization to operate effectively and efficiently to produce the needed output.

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 (Prachi 2018). Strong interpersonal relationships within an organization are vital for high performance, fostering a positive work environment, effective communication, and increased productivity. Interpersonal relationships refer to the connections, interactions, and bonds between two or more people. These relationships can vary in nature, from casual acquaintances to close friendships and romantic partnerships. They are crucial for individual well-being, impacting mental and physical health, and contributing to a sense of belonging and social support.

Therefore, interpersonal relationships are the social fabric that connects individuals, influencing their emotional well-being and overall quality of life. It has to do with how individual relate with one another. This paper focuses on the interpersonal relationship among workers in an organization. It x-rays the impact of this interpersonal relationship on the organizational performance.

2. Interpersonal Relationship on Organizational Performance: The Nexus

For any organizations to achieve her aims and objectives, the people that make up such organization must 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 (Muhammad, Toryila & Saanyol 2018). In the words of Nweke & Nweke (2025b) a public sector administrator is expected to set a goal for the development of the organization. He organizes or coordinates men and material resources within and outside his organization for the purposes of achievement of the said goal. The coordination of human resources requires a clear language that will propel interpersonal relationship. Nweke & Nweke (2020) noted that an individual need to understand or realize himself and equally determine the very essence of his person. It is all about knowing what drives you and what you are passionate about. It leads to job that makes you happy, where you will be more productive. Think out something that will create wealth for you. It is essential for individuals to be honest with each other for a healthy interpersonal relationship and eventually positive ambience at the workplace (Muhammad, Toryila & Saanyol 2018). Nweke (2024c) pointed out that the need for effective language use to communicate with one's partner remains imperative to a strong, healthy spousal relationship. The reason is because communication involves the practical skills of listening and expressing thoughts which encourage partners to feel love, care and concerns for each other. By so doing, effective communication becomes a structure of peaceful co-existence and mutual understanding that enable marital stability. This is applicable in the work place, because effective communication engenders work stability. Work stability leads to greater output.

Commenting on the role of communication in interpersonal relationship Nweke & Nweke (2025a) note that communication is effective when the language used in the process of communication is well understood by the person or persons communicated to. Most time poor or ambiguous language is a barrier to effective communication in the organization particularly in Nigeria. In the words of Nweke & Okeke (2025) Language in its multifunctional ways enables us to participate in communicative acts with other people; to take on roles and to express and understand feelings, attitudes and judgments; relates what is said (or written) to the real world and to other linguistic events. Importantly, during communication, communicators establish commonness whenever information, ideas, or attitudes are shared. Nweke (2024a) contended that language is an important tool in the society and thus, in its multifunctional ways, plays crucial roles in human life and organizational performance. It is fundamentally a communicative tool characterized by taking systematically into account the speaker's and hearer's side, and the communicative needs of the speaker and of the given language community. That is, it involves a systematic and continuous process of telling, listening and understanding. As human beings, we communicate our ideas using language. This expects obedience to the structure rules of the chosen language for our listeners or readers to clearly understand our message (Nweke 2021). The interpersonal metafunction is about the social world, especially the relationship between speaker and hearer, and between the speaker and his message. By the concept interpersonal metafunction, it means that users of language establish, negotiate and assume their position in social relationships (Nweke 2024b).

Nweke (2025) pointed out that education is a method of leading out of ignorance. A means of socializing human beings which involves bringing up a child in the community and constantly training him to adjust himself to the changing world around him. With the knowledge acquired through education a person will be able to interact with his fellow people and create some personal relationship. Nweke & Okeke (2023) argued that in writing and in speech, language is put together to communicate meaning for a particular purpose. This feature characterizes the model of functional grammar in its manner of looking at how language works (its use in different situations) and considers communicative purpose as a central focus. From the functional view, instances of various usages include the use of language to explore our experiences of the world both internal (in our mind), and external, to describe events and state the entities involved in them; to interact, to establish and maintain relation with other people, to influence our behaviour, and express our own viewpoint on things in the world. Nweke & Nweke (2022) are of the view that poor or improper application of language by the leader when communicating with his people affects the level of their fellowship and commitment towards their leadership and community development. Thus, language is a key factor in interpersonal relationship.

Li and Su (2014) found that relation between colleagues has a positive influence on individual job performance, but the relation does a different direction of the impact in sub-domains of job performance from the sub-domains of coworker relation, and the influences are also different. Wheatley (2001) argued 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. Thus, the workers relationship in the work place should be mutual, friendly, and cordial to enhance performance.

2. Conclusion

Interpersonal relationship is important for an organizational performance. In fact an organization is a product of its workforce. The nature of interaction to goes on in the organization impacts on the organizations performance. Therefore, for effective and efficient performance in an organization the workers must as a matter of fact cooperate within them, they need to work hand in hand; they must also work as a team. Organizational performance requires togetherness of workers, mutual understanding, peace at work place and love. There should be a high level of affinity and bond among the workers in an organization. Good interpersonal relationship is a sine-qua-non for organizational performance. Through interpersonal relationship the workers in the organization will be able to share their problems and task challenges and be able to proffer solutions to them. Language is fundamental for communication, enabling individuals and groups to interact, share ideas, and build relationships. It also shapes cultural identity, reflecting and influencing a group's values, beliefs, and social structures.

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