**SRINIVASAN COLLEGE OF ARTS AND SCIENCE,**

**PERAMBALUR**

**SUBJECT: MANAGING INTERPERSONAL EFFECTIVENESS**

**II MBA**

# INTRODUCTION

Any worthwhile book on the principles of Interpersonal Relationship will definitely be discussing the nature of the course. The principles of this course include conceptual classifications of significant concepts that are related to the subject matter of discourse definitions, purposes and principles. This unit will provide the definitions and meanings of the terms interpersonal relationship, values of interpersonal relationship, the need for it and its functions in organisations.

# OBJECTIVES

At the end of this unit, you should be able to:

* define interpersonal relationship
* list the concepts of interpersonal relationship
* enumerate the objectives of interpersonal relationshi

# MAIN CONTENT

**Definitions**

**Meaning of Interpersonal Relationship**

The term interpersonal relationship is explained in different ways by various and many authors, but they all are pointing to the same meaning. Devito (2004) defines interpersonal relationship as communication that takes place between two persons who have established a relationship, the people are in one way or the other connected. Thus, relationship can occur between romantic partners, business associates, doctors and patients, counselors and counselees, and so on, it permeates our lives. Berschield (1999) defines interpersonal relationship as a strong, deep or close association and acquaintance between two or more people that may range from duration to enduring. This association may be based on love, inference or solidarity. The context can vary from family or kinship, friendship, work, clubs, neighborhood and places of worship. Levinger (1983) proposed a relationship model called heterosexual adult romantic relationships but has been applied to other kinds of interpersonal development of a relationship that follows five stages:

1.Acquaintance and acquaintanceship: this is having a personal knowledge or a state of familiarity and having a relationship with a person you know just slightly, that is the situation of not too strong friendship.

2.Buildup: to build up a quality entire relationship, these rules are to be followed.

* 1. maintaining regular contact with each other
  2. ensuring that time spent together is meaningful
  3. seeking values agreement or concord and acknowledge each other
  4. showing empathy and experience in interactions
  5. providing chances for mutual progress in different aspects of interpersonal relations.

3.Continuation: for a relationship to grow or continue, some friendship rules should be maintained. Such are:

* 1. standing up for a friend in absentia
  2. information and feelings about successes should be shared
     + emotional support should be demonstrated
     + there should be trust and confidence
     + help should be rendered in times of need
     + making each other happy when together is vital
     + do not criticise your friend in public
     + confidences should be kept
  + do not be jealous or negative about other relationships around you
  + respect each other’s privacy.

1. Deterioration: This is the stage in a relationship when the connecting bonds between the partners weaken and there is drifting from each other.
2. Termination: There are five ways to terminate a relationship. They are differentiating; circumscribing, stagnation, avoidance, and termination.

Termination according to Baxter can be incremental or can go through a critical event. Incremental means to slowly drift apart, which unravels itself in steps. It can also be referred to as disengagement. Gottman (1999) proposes the theory of magic ratio for successful marriages. The theory says that for a marriage to be successful couples must have the average ratio of five positive interactions to one negative interaction, as the ratio moves to 1.1, divorce becomes more likely. In addition, Seligman (2011) proposes the concept of active constructive- responding, which stresses the importance of practicing attentive skills.

From the above, interpersonal relationship can be summarily defined as a process involving the nonstop, interrelated thoughts, feelings and behaviours of persons in a relationship or association in which they respect empathy, social skills and active participation.

# Concepts in Interpersonal Relationship

An interpersonal relationship is a strong, deep or close association and acquaintance between two or more people that may range from brief duration to a long enduring relationship. According to Adegoke (2011), it means a process of understanding human relationships with emphasis on social skills, self analysis techniques of effective communication and resolving interpersonal conflicts. Interpersonal Relationship

Attribution Theory: This argues that we attempt to assign motive or cause to the behaviour of another individual. It is a humanistic theory that believes that there is a direct relationship between our behaviour and its causes. From the humanistic outlook of attribution theory, epistemological assumption posits that there are multiple truths or realities as opposed to only the truth. As for the ontological assumption, it states that our human nature is of free will and not predetermined. In the case of axiological assumption, values are important in studying the discipline of communication as opposed to objectivity.

Implicit Personality Theory: It argues that we develop a list of associated qualities that we attribute to the individuals with whom we interact. This allows us to make guesses about an individual’s personality based on whatever information we currently have about him. It is about the inward sense of our body, its tension or its well being. Toward a further reflection, we can notice that only its direct sensing do we have meanings to what we say and think. We need to have our ‘feel’ before verbal symbols can have concrete meanings.

Impression Formation Theory says we form impression about others on their qualities and behaviours, the information given about them and the information third parties give about them.

Social Exchange Theory: It talks about rewards of a relationship or the derived outcomes of a relationship. It explains that the outcomes must be greater than or equal to the investment costs of the relationship. Rewards can be love, status information, money, goods, service and the like.

Systemic Coaching: This is a form of individual coaching in arelationship. It is used to identify problems in an evident and immediate way. In another form, they show different possible solutions. It is a very effective tool for conflict resolution in any interpersonal relationship.

Equity Theory: It is a more complex version of the social exchange theory. It explains that people are concerned about equity in their relationships which is the fact that rewards and costs they experience in a relationship should be roughly equal to the rewards and costs experienced by their relationship partners.

Relational Dialectics: It is a concept within the communication theories introduced by Leslie Baxter and Barbera M. Montgomery in 1988. It focuses on the contradictions in relationships. It stems from the concept of the extreme that will sustain the sources of the contrary. This arises when two people of varying differences maintain a dialectics in a relationship. The most dialectics in a relationship are:

1.Openness and Closeness: Both partners expect openness in their communication as to be a dependable one and to also maintain a healthy relationship. However, on the contrary, one of them desires privacy.

* + - 1. Certainty and Uncertainty: Certainty is a bonding factor in a relationship. It is a promise kept to comfort partners in a relationship. However, on the contrary, predictability makes the relationship uncomfortable.
      2. Connectedness and Separateness: It is natural to desire a close and permanent bond in a relationship. However, a partner in the relationship may want to be alone. Too much staying together may result in the loss of an individual’s identity.

Socionics: This projects the idea that a person’s character acts like a set of blocks called psychological functions result in the different ways of producing and accepting information which results in different behaviour patterns and character types.

Minding Relationship Theory: It is the mindfulness theory that projects how closeness in relationships may be maintained and enhanced. It explains why thoughts, feelings, and behaviours of individuals in a relationship should be reciprocal. The five components of ‘minding’ can be:

1. Knowing and being known- each partner should seek to understand themselves and be understood.
2. Making relationship – enhancing attributes for behaviours, that is, giving the benefit of any doubt.
3. Accepting and respecting empathy and social skills.
4. Reciprocity should be maintained.
5. Continuity should exist in ‘minding’ and ‘mindfulness’ should persist.

Attachment Style: according to Bolt (2004) says it is by “both nature- the infant’s inherent need to bond and belong- and nurture parental responsiveness. There are three factors determining the achievement styles. These are care, or safety; commitment and physical closeness. The type of attachment an individual has developed as a child. It has a predictive effect on the type of love relationships one develops as an adult.

# Types of Interpersonal Relationship

There are three major types of interpersonal relationship. They are nonverbal, written and oral interpersonal relationships.

**Non-verbal interpersonal relationship:** This involves communication that is void of words; such as gestures, actions, facial expressions, body language and other aspects of physical appearance. Effective communicators send, receive and interpreted non-verbal messages, the same way, they would oral or written communication.

**Written interpersonal relationship:** Human interpersonal relationship, especially, in an organisational setting, refers to those messages that are

transmitted via writing. Advantages of written communication, E-mail, for instance, is less expensive than long distance phone calls and certainly less than travel expenses, especially when a message needs to be conveyed to a large number of people. It enables efficiency and accuracy. Written communication also allows for reflection.

**Oral communication:** A manager would use oral communication for a variety of things, such as meetings, interviews, and performance reviews, presentations trainings, soliciting and providing feedback to subordinates or when communicating progress to upper management.

# Classification of Interpersonal Relationship

Interpersonal relationship can be classified according to differentspheres of life in which human beings could encounter problems.

These are:

Love or marital relationship

1. Family or kinship relationship
2. Workplace relationship
3. Neighborhood relationship
4. Places of worship relationship.

All these relationships may be regulated by law, custom or mutual agreement, as they form the basis of social groups and the society as a whole.

## SELF-ASSESSMENT EXERCISE

What are the classifications of interpersonal relationship?

# Approaches to Interpersonal Relationship

There are many approaches to interpersonal relationship, and these approaches can be grouped under the following headings.

**1.Indirect approach:** The indirect approach to interpersonal relationship allows the counselee to express self while the counselor only listens with apt attention and intermittently, when necessary, injects words that can elicit more responses on the discourse. The professional counselors that use this approach rely on the tenets of the Client-centered Theory as their counseling skill.

**2.Direct approach:** This is just the opposite of the indirect approach. In this approach, talking is done by the counselor who

uses questions and counseling skills to elicit responses from the counselee about the problem at hand. Here the counselor dictates the pace and alive is the counselee based on what can be made out of the sparing responses gathered from the counselee.

**3.Eclectic approach:** This approach to interpersonal relationship in counseling is not totally an indirect or a direct approach. Rather it finds the two approaches named above with any other suitable one handy during counseling sessions. It thereby relies on chosen skills that suit the counseling session at hand, from all available approaches to resolve the counselor’s conflict

**Self knowledge**

**Introduction**   
  
**This beginner’s guide is about the philosophy of self-knowledge. Philosophers aren’t the only people who think and write about self-knowledge. Psychologists have plenty to say about it, and I will discuss psychological approaches to self-knowledge later in this guide. You can also gain insights about the nature and sources of self-knowledge by reading great literature, such as Proust’s Remembrance of Things Past or Jane Austen’s Emma. In comparison with psychological and literary approaches to self-knowledge, the philosophy of self-knowledge is dry and difficult. One reason is that philosophers have tended to concentrate on relatively trivial self-knowledge, as distinct from what I call ‘substantial’ self-knowledge. In this article**.

a**Self**-**perception** theory posits that people determine their attitudes and preferences by interpreting the meaning of their own behavior. ... Participants incorporated attributes relevant to the actor's behavior into their own **self**-concepts, leading participants to then change their own behaviors.

Self presentation

Self-presentation is the process by which individuals represent themselves to the social world. This process occurs at both conscious and no conscious (automatic) levels and is usually motivated by a desire to please others and/or meet the needs of the self. Self-presentation can be used as a means to manage the impressions others form of one self. Strategic or tactical self-presentation (impression management) occurs when individuals seek to create a desired image or invoke a desired response from others.

## Self-Presentation Definition

Self-presentation refers to how people attempt to present themselves to control or shape how others (called the audience) view them. It involves expressing oneself and behaving in ways that create a desired impression. Self-presentation is part of a broader set of behaviors called impression management. Impression management refers to the controlled presentation of information about all sorts of things, including information about other people or events. Self-presentation refers specifically to information about the self.

**Personal effectiveness** means making use of all the resources (both **personal** and professional) you have at your disposal (i.e. your talents, strengths, skills, energy and time) to enable you to master your life and achieve both work and life goals

**Impression Management**

**Impression management** is a conscious or subconscious process in which people attempt to influence the perceptions of other people about a person, object or event by regulating and controlling information in social interaction.

**Impression Management Techniques**

The management impression means an attempt to control and the atmosphere of the impression from other individuals. This 7 impressions are conformity, excuses, apologise, acclaiming, flattery, favours and association. This technique is always used in daily life or work place and other occasion.

#### Conformity

Conformity means acceptance and consider the action that appropriate in front of other people to make other to enjoy the place, environment, and the other people around. For example, the acer company usually gather the employees to corporate with one another to get all the employees to feel accepted and feeling comfort towards the other employees, the work place and the environment around the work place.

#### Excuses

Excuses refer to the person explanation about the event that made the person do something unacceptable to get their punishment not to severe. For example, the acer employees late to come to the meeting and made an excuses because of the traffic jam that happened. The other example is that the project is not finish because of some equipment is not delivered from the supplier.

#### Apologies

Apologies means to admit the undesirable event with responsibility and followed by to get the pardon from the people related to the world and for the action itself. For example, if the employees do something unnecessary and got scolded from their manager, they always have to say sorry or apologies and listen to the manager advice.

#### Acclaiming

Acclaiming means to greet the public with proud because of the excellence of oneself about the work they done perfectly and got praise from the higher rank person. For example, for the employees that have a good idea and get praised from the leader of the project and the employees will motivate to work harder and better quality.

#### Flattery

Flattery means of an excessive compliment from the other to make the person likeable and over confidence about themselves. For example, if the project of one group is successful the whole group will get a lot of praises and because of that it will have 2 effect, first, the employees will work harder or the employees will become superior from the other in the office.

#### Favours

Favours means to do something nice to someone to get the other acceptance and gain other people approval. For example, the manager ask their employees to report the group have done for the last 2 weeks because of the report the manager going to submit and to be the official report of acer group.

#### Association

Association means to cooperate with other people to enhancing and to protecting each other about the information and the image of the people that are inside association itself. For example, the employees have to corporate to get the best idea with the best quality and the opinion about the other ideas.

**Transactional and Transformational Leadership**

According to James, B. MacGregor,(1978), leadership is devided into 2 types. The first type is Transformational, this type is a leadership that care and concern about their employees. This type of leadership is also have the same goal as their employees because of that the leader is putting the training for the employees first to educate and develop the employees. Second is Transactional, this leadership type is a type where the leader is giving their employees the coercive or reward power for what the employees done or we can say that this kind of leadership is a used of higher rank power to the lower rank. For example, praise, promotion or demotion, and etc.

#### Transformational

This type of leader is the one that prioritise the employee knowledge and the productivities of the employees. This type leader is also provide the education. This type objective is to get a mutual simulation and convert the employees into leader and made the leader become the moral agents. The outcome of this leadership is a positively appropriate behaviour or negatively behaviour. This leadership have 6 factor, first is the leader always motivate the employee or follower to achieve the goals that beyond individual goals or self-achievement. Second is the leader have a good vision about the changes that happened around them to have an emotional bond with the employee. Third is the creating learning opportunities for their employees and have the employees to solve the problem by themselves. Fourth is the leader have the ideas that make the employees follow and accept and also to inspire and provide the resources the employees needed for their work. Fifth is really proactive and always have a new expectations for the employees. And the last one is the leader have to make the employees act exceed the framework by emotional effect or we can say as exchange relations. For example, the manager send one of the potential employees to get an education and become superior in their field to become the example and the leader to educate the other employees to be able to do the educated employees method.

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**Self monitoring**

**Self**-**monitoring** is a personality trait that captures differences in the extent to which people control the image they present to others in social situations. High **self**-monitors are motivated and skilled at altering their behavior to influence the impressions others have of them.

**Definition of Self-Monitoring**

**Self-monitoring**, or the capacity to observe (or measure) and evaluate one's behavior, is an important component of executive functioning in human behavior. **Executive functioning** is part of cognitive processing and includes a person's ability to connect past knowledge with present experiences in a way that allows the individual to plan, organize, strategize, pay attention to details, and manage time.

Self-monitoring allows humans to measure their behavioral outcomes against a set of standards. Small children typically do not have the ability to self-monitor. It develops over time. Consider Jenny, a toddler, who does not have the capacity to monitor her expressive behaviors. She will let her mom know when she is unhappy with a snack choice. Her tears and screams of dissatisfaction are what she knows to do and monitoring her behavior, or the effect it has on others, is not part of her skill set.

On the other hand, when Jenny's mother, Darla, is presented with a food choice that she does not like, she may choose to not eat it, ask for something different, or eat it anyways to be respectful of the person who gave it to her. Typically, screaming and crying will not be Darla's response because she has the ability to monitor her behavioral expression. Jenny's ability to both understand, then internalize others' behavioral expectations is a developmental social milestone that will occur in middle childhood.

**Theory of Self-Monitoring of Expressive Behavior**

Psychologist Dr. Mark Snyder found that self-monitoring serves the following purposes:

* To communicate an emotional state
* To communicate an emotional state that is not necessarily in line with the actual emotional experience
* To conceal an inappropriate emotional state and either display apathy or an appropriate emotional state
* To appear to be experiencing an appropriate emotion when the reality is apathy

**Research on Self-Monitoring**

Researchers have made attempts to understand how individuals self-monitor different channels of expression. For example, Ekman and Friesen (1969, 1972) discovered that psychiatric patients are better able to self-monitor facial expressions, but not body cues. In their study, they found that the nurses were better able to assess the patients' truth-telling through paying close attention to body cues. This is just one example of differences in how people self-monitor.

UNIT II

What is communication?

**Communication** is simply the act of transferring information from one place, person or group to another. Every **communication** involves (at least) one sender, a message and a recipient. ... These include our emotions, the cultural situation, the medium used to communicate, and even our location.

## Types of communication

There are different kinds of information. The two major types are verbal communication and non-verbal communication.

### 1.Verbal communication

Verbal communication is the sharing of information through speech. It includes the information that people hear on radios, televisions, telephones, speeches and interviews.

Effective verbal communication incorporates the use of interpersonal skills. Factors that contribute to the effectiveness of verbal communication are the clarity of voice and perception and listening skills of the recipient.

Verbal communication, if it is conducted in a two-way loop, is usually based on immediate responses. Verbal communication is also influenced by eye contact, gestures and facial expressions. The hearing and understanding skills of recipient help him understand the context of information and develops his responses accordingly. Linguistics and the way of presenting information build the impact of communication on the recipient.

### 2.Non-verbal communication

Written or spoken words are not the only means for sharing a message. When there is no use of words, and the recipient understands what the sender is asking, then it is known as non-verbal communication. Non-verbal communication is conducted through eye contact, postures, gestures, facial expressions, [chronemics](https://www.reference.com/world-view/chronemics-53aee4a75903a003) and [haptics](https://www.immersion.com/).

Visuals are also an excellent way to represent any information. Use of pictures, symbols and graphs can help a person communicate effectively. Even hairstyles and clothing of a person convey information regarding his nature, mood and intentions. People use architectures, and different colours and textures for home and office surfaces to represent their interests and preferences.

### 3.Written communication

Written communication includes the kind of information transfer where the encoding of a message is done in written form. The message may only be written in words, or it may include different symbols, or sometimes even machine codes.

Written communication is influenced by writing and representation skills of an individual. Written message is developed while taking the audience into consideration. Different audiences have different levels of perceptive abilities. Different kinds of messages require different techniques of writing. Like an analytical report is written in a way greatly different to a CV or an essay.

## History of communication

### Development of different Languages

Simple verbal communication has existed since the evolution of languages. History of communication dates back to 3,300 BC when writing was invented and used for the first time, in Iraq.  After that, there was an evolution of different kinds of writing styles. Egyptians developed hieroglyphic writing in 3,100 BC. Similarly, Greeks developed the phonetic style of writing i.e. the writing from left to right. In 1250 BC, the first ever encyclopaedia was written in Syria.

### First postal system

In 900 BC, the first ever [postal system](https://global.britannica.com/topic/postal-system) was established by the Government of China. Later on, other civilisations including Rome, Persia, Syria and Egypt too contributed towards the progress of the postal system. Horses were used as the main carriers in this very early postal system. There were relay stations established where the horses were required to deliver the information.

### Development of writing materials

Previously there was no concept of paper. People used to communicate by writing messages on stones, leaves, bones or horsebacks. Moreover, there were no proper means for wiring. The messages were penned down with coal or other useful tools.

This kind of information exchange was most common in China and Egypt. In 1700 BC, there was some development done to improve the writing surfaces. People made use of the Papyrus rolls and light weight parchments derived from dried reeds. These surfaces were much better as they were easily portable and could retain the colour of writing for a longer period. Otherwise writing on stones, bones and horsebacks was prone to fading in a very less time. Hence, creating difficulty for the people to understand what was exactly written by the sender.

In 776 BC, a new idea was introduced to utilise homing pigeons as carriers of messages, and the technique really worked out well. A written message was tied with the wings of a pigeon, and the pigeon used to deliver it to the intended recipient. It was good as it saved time and pigeons’ travelling time was relatively less. But it was not a reliable way of communication. The message transfer was solely dependent on the well-being of the bird, and if a pigeon was caught up in danger, which was a common occurrence, then the message was wasted.

### Invention of printing

The next advancement towards better communication was the invention of print technology. Printing was first invented by the Chinese in 1500 BC. Also the first ever writing device, the pencil, was invented in 1565.

Printing was first developed to be done by blocks in the 6th century. The first known book published at that time using block printing was the Diamond Sutra of 686. Later in the mid of 15th century, a person named Johannes Gutenberg in Europe invented the press. This revolutionised the communication process, as the printing of books became easier and cheaper. It also laid down the foundation for newspaper printing. Later the idea for printing press started gaining popularity in the other nations as well.

The introduction of newspapers led to increased interest of people in printing and served to advance communication mechanisms.

### Invention of the newspaper

The [printing press](http://www.historyguide.org/intellect/press.html) established by Gutenberg in the 15th century introduced the idea of newspapers, thus newspaper printing was invented. The first ever newspaper that was published was in England in 1641. However, the name ‘newspaper’ was not coined until 1670.

### Communication in the 19th Century

The developments in communication gradually continued to expose people to new and effective ideas and concepts. The beginning of 19th century saw the introduction of several new concepts in the world of communication. It accounts for remarkable inventions including carbon paper and the telegraph. Instead of relay stations, there were developments for laying down the foundation for proper channels that made it possible to communicate across the Atlantic.

By the mid of 19th century, the fax machine was invented. The year 1876 accounts for the incredible invention of the telephone by Alexander Graham Bell. This device was different from the previous inventions as it significantly reduced the time required for conveying information over long distances.

### Communication in the 20th Century

In the 20th century, there was an evolution which led to the discovery of radio and television broadcasting. Communication was transformed to be conducted through electronic means.

In 1960, communication satellites were introduced. Scientists introduced different techniques to create wonders in communication. Echoes and laser technology were invented to revolutionise communication. Bulky telephones transformed into precisely structured mobile phones. Also, the internet and web services became eminent in the late 19th century.

## Communication purposes

Communication serves as a mean for connecting people and places. Communication has expanded to relate to diverse perspectives. It can be used to share different kinds of information in different ways.

### Social communication

It is not necessary to hold a solid reason to communicate with others. With the evolution of the internet, communication has been adopted as a mean to expand one’s social circle. Social communication is purely conducted for one’s entertainment or to develop relationships with others, either in a verbal, written or a non-verbal way. Social communication includes web surfing, internet chatting and mobile texting.

### Formal communication

Formal communication is meant to establish strong business or work relationships. Businesses and organisation use formal communication to communicate more effectively with their intended clients and employees. This includes meetings and interviews. Communication conducted employing coded words is also referred to as formal communication. This includes the coded information conducted between the defence personnel or engineers.

### Notifications

Communication is also used to notify or warn someone. It usually comprises of written circulars and pamphlets that are rotated over the internet or door to door for certain reasons.

### Modern perspectives of communication

The phenomenon of communication has travelled far from the concept of paper and pen. Now, with the evolution of the internet, almost every electronic and digital device has become a means of communication. Besides computers and mobile phones, from fuelling devices on the petrol pump to the radars, all devices have been transformed to share information.

These devices amazingly carry and deliver information over considerable distances and time lapses. The delivery time for sharing information has almost diminished. One can send and receive the information in a blink of an eye.

## Challenges and criticisms of communication

However, the challenges for sharing information over time have majorly been resolved, but still, there are some [barriers that hinder the communication process](https://www.skillsyouneed.com/ips/barriers-communication.html).

### Personal barriers

Communication carried between individuals is greatly influenced by one’s capability of speaking and writing. If the message is not written or spoken well, it may make the message and its meaning ambiguous for the receiver.

The translation of written message can be misconceived as different recipients will interpret a certain message on the basis of their individual perceptions and knowledge.The receiver may face difficulty in understanding the information, and there are high possibilities that he may conceive wrong information. So a message must be written in such a way and with words that the intended recipient can easily understand.

### Systemic barriers

When communication involves electronic and digital means, the machine and network errors can affect the effectiveness of communication. Usually, if there is a problem encountered, there will be an unwanted delay in information.

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# 2.0 OBJECTIVES

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     1. **Meaning of Interpersonal Relationship**

The term interpersonal relationship is explained in different ways by various and many authors, but they all are pointing to the same meaning. Devito (2004) defines interpersonal relationship as communication that takes place between two persons who have established a relationship, the people are in one way or the other connected. Thus, relationship can occur between romantic partners, business associates, doctors and patients, counselors and counselees, and so on, it permeates our lives. Berschield (1999) defines interpersonal relationship as a strong, deep or close association and acquaintance between two or more people that may range from duration to enduring. This association may be based on love, inference or solidarity. The context can vary from family or kinship, friendship, work, clubs, neighborhood and places of worship. Levinger (1983) proposed a relationship model called heterosexual adult romantic relationships but has been applied to other kinds of interpersonal development of a relationship that follows five stages:

1. Acquaintance and acquaintanceship: this is having a personal knowledge or a state of familiarity and having a relationship with a person you know just slightly, that is the situation of not too strong friendship.
2. Buildup: to build up a quality entire relationship, these rules are to be followed.
   1. maintaining regular contact with each other
   2. ensuring that time spent together is meaningful
   3. seeking values agreement or concord and acknowledge each other
   4. showing empathy and experience in interactions
   5. providing chances for mutual progress in different aspects of interpersonal relations.
3. Continuation: for a relationship to grow or continue, some friendship rules should be maintained. Such are:
   1. standing up for a friend in absentia
   2. information and feelings about successes should be shared
      * emotional support should be demonstrated
      * there should be trust and confidence
      * help should be rendered in times of need
      * making each other happy when together is vital
      * do not criticise your friend in public
      * confidences should be kept
   * do not be jealous or negative about other relationships around you
   * respect each other’s privacy.
4. Deterioration: This is the stage in a relationship when the connecting bonds between the partners weaken and there is drifting from each other.
5. Termination: There are five ways to terminate a relationship. They are differentiating; circumscribing, stagnation, avoidance, and termination.

Termination according to Baxter can be incremental or can go through a critical event. Incremental means to slowly drift apart, which unravels itself in steps. It can also be referred to as disengagement. Gottman (1999) proposes the theory of magic ratio for successful marriages. The theory says that for a marriage to be successful couples must have the average ratio of five positive interactions to one negative interaction, as the ratio moves to 1.1, divorce becomes more likely. In addition, Seligman (2011) proposes the concept of active constructive- responding, which stresses the importance of practicing attentive skills.

From the above, interpersonal relationship can be summarily defined as a process involving the nonstop, interrelated thoughts, feelings and behaviours of persons in a relationship or association in which they respect empathy, social skills and active participation.

# Concepts in Interpersonal Relationship

An interpersonal relationship is a strong, deep or close association and acquaintance between two or more people that may range from brief duration to a long enduring relationship. According to Adegoke (2011), it means a process of understanding human relationships with emphasis on social skills, self analysis techniques of effective communication and resolving interpersonal conflicts. Interpersonal Relationship

Attribution Theory: This argues that we attempt to assign motive or cause to the behaviour of another individual. It is a humanistic theory that believes that there is a direct relationship between our behaviour and its causes. From the humanistic outlook of attribution theory, epistemological assumption posits that there are multiple truths or realities as opposed to only the truth. As for the ontological assumption, it states that our human nature is of free will and not predetermined. In the case of axiological assumption, values are important in studying the discipline of communication as opposed to objectivity.

Implicit Personality Theory: It argues that we develop a list of associated qualities that we attribute to the individuals with whom we interact. This allows us to make guesses about an individual’s personality based on whatever information we currently have about him. It is about the inward sense of our body, its tension or its well being. Toward a further reflection, we can notice that only its direct sensing do we have meanings to what we say and think. We need to have our ‘feel’ before verbal symbols can have concrete meanings.

Impression Formation Theory says we form impression about others on their qualities and behaviours, the information given about them and the information third parties give about them.

Social Exchange Theory: It talks about rewards of a relationship or the derived outcomes of a relationship. It explains that the outcomes must be greater than or equal to the investment costs of the relationship. Rewards can be love, status information, money, goods, service and the like.

Systemic Coaching: This is a form of individual coaching in a relationship. It is used to identify problems in an evident and immediate way. In another form, they show different possible solutions. It is a very effective tool for conflict resolution in any interpersonal relationship.

Equity Theory: It is a more complex version of the social exchange theory. It explains that people are concerned about equity in their relationships which is the fact that rewards and costs they experience in a relationship should be roughly equal to the rewards and costs experienced by their relationship partners.

Relational Dialectics: It is a concept within the communication theories introduced by Leslie Baxter and Barbera M. Montgomery in 1988. It focuses on the contradictions in relationships. It stems from the concept of the extreme that will sustain the sources of the contrary. This arises when two people of varying differences maintain a dialectics in a relationship. The most dialectics in a relationship are:

* + - 1. Openness and Closeness: Both partners expect openness in their communication as to be a dependable one and to also maintain a healthy relationship. However, on the contrary, one of them desires privacy.
      2. Certainty and Uncertainty: Certainty is a bonding factor in a relationship. It is a promise kept to comfort partners in a relationship. However, on the contrary, predictability makes the relationship uncomfortable.
      3. Connectedness and Separateness: It is natural to desire a close and permanent bond in a relationship. However, a partner in the relationship may want to be alone. Too much staying together may result in the loss of an individual’s identity.

Socionics: This projects the idea that a person’s character acts like a set of blocks called psychological functions result in the different ways of producing and accepting information which results in different behaviour patterns and character types.

Minding Relationship Theory: It is the mindfulness theory that projects how closeness in relationships may be maintained and enhanced. It explains why thoughts, feelings, and behaviours of individuals in a relationship should be reciprocal. The five components of ‘minding’ can be:

1. Knowing and being known- each partner should seek to understand themselves and be understood.
2. Making relationship – enhancing attributes for behaviours, that is, giving the benefit of any doubt.
3. Accepting and respecting empathy and social skills.
4. Reciprocity should be maintained.
5. Continuity should exist in ‘minding’ and ‘mindfulness’ should persist.

Attachment Style: according to Bolt (2004) says it is by “both nature- the infant’s inherent need to bond and belong- and nurture parental responsiveness. There are three factors determining the achievement styles. These are care, or safety; commitment and physical closeness. The type of attachment an individual has developed as a child. It has a predictive effect on the type of love relationships one develops as an adult.

# Types of Interpersonal Relationship

There are three major types of interpersonal relationship. They are nonverbal, written and oral interpersonal relationships.

**Non-verbal interpersonal relationship:** This involves communication that is void of words; such as gestures, actions, facial expressions, body language and other aspects of physical appearance. Effective communicators send, receive and interpreted non-verbal messages, the same way, they would oral or written communication.

**Written interpersonal relationship:** Human interpersonal relationship, especially, in an organisational setting, refers to those messages that are

transmitted via writing. Advantages of written communication, E-mail, for instance, is less expensive than long distance phone calls and certainly less than travel expenses, especially when a message needs to be conveyed to a large number of people. It enables efficiency and accuracy. Written communication also allows for reflection.

**Oral communication:** A manager would use oral communication for a variety of things, such as meetings, interviews, and performance reviews, presentations trainings, soliciting and providing feedback to subordinates or when communicating progress to upper management.

# Classification of Interpersonal Relationship

Interpersonal relationship can be classified according to different spheres of life in which human beings could encounter problems.

These are:

1. Love or marital relationship
2. Family or kinship relationship
3. Workplace relationship
4. Neighborhood relationship
5. Places of worship relationship.

All these relationships may be regulated by law, custom or mutual agreement, as they form the basis of social groups and the society as a whole.

## SELF-ASSESSMENT EXERCISE

What are the classifications of interpersonal relationship?

# Approaches to Interpersonal Relationship

There are many approaches to interpersonal relationship, and these approaches can be grouped under the following headings.

**a.Indirect approach:** The indirect approach to interpersonal relationship allows the counselee to express self while the counselor only listens with apt attention and intermittently, when necessary, injects words that can elicit more responses on the discourse. The professional counselors that use this approach rely on the tenets of the Client-centered Theory as their counseling skill.

b.**Direct approach:** This is just the opposite of the indirect

c.approach. In this approach, talking is done by the counselor who

uses questions and counseling skills to elicit responses from the counselee about the problem at hand. Here the counselor dictates the pace and alive is the counselee based on what can be made out of the sparing responses gathered from the counselee.

**Eclectic approach:** This approach to interpersonal relationship in counseling is not totally an indirect or a direct approach. Rather it finds the two approaches named above with any other suitable one handy during counseling sessions. It thereby relies on chosen skills that suit the counseling session at hand, from all available approaches to resolve the counselor’s conflict

# What are the Barriers of Communication?

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## ****What are the Different Barriers to Communication: Semantic Barriers, Psychological Barriers, Personal Barriers and Other Barriers****

### ****What are Barriers of Communication – Semantic Barriers, Psychological Barriers, Organisational Barriers, Personal Barriers and Mechanical Barriers****

**Communication becomes ineffective due to various barriers like:**

1. Semantic barriers,

2. Psychological barriers,

3. Organisational barriers,

4. Personal barriers, and

5. Mechanical barriers.

#### 1. Semantic Barriers:

This denotes barriers of language and symbols and their interpretation. Every language consists of symbols used to transmit meaning from one person to another. Even the Morse code and mathematical symbols are used in a language for communication purpose. The barriers are from the linguistic capability of the individual involved in the communication.

**The following are the different types of semantic barriers:**

**i. Poor Quality of Message:**

When a message is prepared, it must be consistent in all respects like – clarity, precision and usage of appropriate words to express the ‘idea’ to be transmitted. It should be in simple words, easily understood by the receiver. Otherwise it becomes non-specific and the receiver will have a difficulty in following it properly.

**ii. Faulty Transmission:**

When message is received from the superior to the subordinate, the individual receiving it must be able to translate it to different categories of subordinates having the constraints of level of understanding and their IQ. It does require proper interpretation of the message received to help disseminate the information to the subordinates.

**iii. Lack of Clarity:**

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In all the messages, there are certain ideas, which need to be understood correctly. In other words, the meaning between the lines of the message must be well-perceived by the receiver. If it is not, there is every likelihood of the message being misunderstood leading to confusion.

**iv. Technical Language:**

It is often seen that technical language is used by specialist persons i n their communication. This may not be known by a common man. As far as possible, when communicating to common people, it must be in a simple language, common to all. For example, take the case of a doctor, who prescribes medicine to a patient and writes ‘TDS’ (an abbreviation of three times a day). An ordinary patient may not be able to understand this unless it is written in a simple language, or the abbreviation is explained to him.

#### 2. Psychological Barriers:

In interpersonal communication, the psychological state of mind of the sender, as well as that of the receiver makes lot of difference. When an individual is under emotion, his tone overpowers the script of the message. This creates an obstacle in normal communication leading to emotional barriers.

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**Following are psychological barriers:**

**i. Premature Evaluation:**

This premature evaluation is the possible outcome of message before it is transmitted to the receiver. Such an evaluation may prematurely conclude the message may not bring the desired result, thereby he withholds the message. This is an important psychological factor of communication barrier.

**ii. Inadequate Attention:**

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Normally, in a communication this happens at the receiver’s end due to carelessness and not listening properly what the person at the other end is telling. This takes place in fact to face communication or in attending telephones.

**iii. Transmission Losses and Poor Retention:**

When communication passes through various hands and levels in an organisation, the transmission of the message by various persons tends to become inaccurate or corrupt. This happens in written as well as vocal communication. In the latter, the receiver may not retain the message as it was transmitted to him due to poor retention capability, thus leading to confusion at a later stage.

**iv. Undue Stress on Written Message:**

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In an organisation every executive believes that written message, instructions and orders would be better, since the chances of any miscarriage of the message are almost nil. When face to face communication of a message takes place between a superior and subordinate, it not only makes better understanding but is also effective. It does instil confidence in the subordinate in so far as execution of the orders instructions is concerned. No doubt, it is a better medium of communication than the written one.

**v. Lack of Trust in the Sender by the Receiver:**

When a communicator (sender) frequently alters the original communication, the receiver at the other end will normally delay the action warranted by the message. This happens due to uncertain decisions often taken by the sender. Thus, the communication becomes ineffective, for various alterations and additions. This is an example of lack of confidence on the part of the sender.

**vi. Failure to Communicate:**

At times, the superior/manager fails to communicate the desired information/order, etc. This may be the cause of flippant attitude of the sender or his apathy. For instance, the sender’s over confidence that the message has already been conveyed to the people is likely to create confusion and embarrassment.

#### 3. Organisational Barriers:

This depends upon the general organisational policy governing the communication network of the organisation. Such policy might be a written text explaining various aspects of communication, especially the upward, downward and lateral since it is desirable to bring an effective communication flow in the organisation.

**The barrier on this aspect is discussed below:**

**i. Restrictions Imposed by Rules of Organisation:**

Normally, the information is to be passed to higher ups through proper channel. This gets delayed while passing through the hierarchical ladder. Instructions in general for passing messages must be given. Also, specific instructions for handling important messages need to be explained to all in order to avoid delays.

**ii. Status/Hierarchical Positions Restrict the Flow of Communication:**

Status and/or position of an individual make a lot of difference in personal dealings. Superior/subordinate capacity in formal organisation also prevents free flow of communication. This happens especially in case of upward communication. A person from the lower rung in the hierarchy may find it difficult to approach directly the top executive of the organisation.

**iii. Complex Situation of the Organisation:**

Large organisations, where there are a number of levels in managerial posts for communication may get distorted. This takes place due to censoring of the message when transmitted in the upward direction; since people are usually hesitant to inform the superiors about the adverse aspects.

#### 4. Personal Barriers:

**These barriers are those, which occur in communication, according to personal constraints at various levels of organisation such as:**

**i. Attitude of Superiors:**

Attitude of the superiors play as vital role in the communication process; whether it is upward or downward or in any other direction. Therefore, the attitude of superior, either favourable or unfavourable affects the flow of communication, i.e., from superior to subordinate and vice versa.

**ii. Insistence on Following Proper Channel:**

Superiors instruct their subordinates to follow the proper channel, while communicating. They do not want that a subordinate bypasses them and goes direct to the next higher authority. They always want to be in touch with the communication process, so as to help them to know what is happening in their jurisdiction.

During emergency situation, there may be a need to bypass the superior; however, the superior may not like it. He may prevent it and instruct the subordinates to keep him in the picture with whatever information / message being passed to higher up, as and when occasion arises.

**iii. Lack of Confidence in Subordinate:**

It is a general perception that subordinates are not competent enough to advise superiors, since they do not possess the capacity to do so. This apprehension makes the superior to have lack of confidence in subordinates. However, this idea may not be correct, as there are more able subordinates than their superiors in many respects.

**iv. Preoccupation of Superior:**

A superior feels that there is no necessity to communicate him each and every matter, as he is always preoccupied with his own work. Supervisor’s involvement with their subordinate is a major requirement for efficiency, which many superiors ignore due to lack of time as an excuse.

**v. Lack of Awareness:**

Inadequate knowledge about the importance of communication and its usefulness in various ways, at times, the superiors may not give desired attention to it. This may lead to restricted or poor transmission of communication affecting the organisation. This can lead to inefficiency and mismanagement.

**vi. Hesitation to Communicate:**

This happens to be a cause with subordinates not to communicate with their superiors. Subordinates show unwillingness to convey the superior certain information; since such part of information may have an adverse effect on them. Thus, the hesitation to communicate takes place.

#### 5. Mechanical Barriers:

Mechanical barriers are another group of factors putting barriers in the smooth flow of communication.

**They are:**

i. Inadequate arrangements for transmission of message

ii. Poor office layout

iii. Detective procedure and practices

iv. Use of wrong medium.

**i. Inadequate Arrangement for Transmission of Message:**

The arrangements include proper coding and decoding facilities. This is normally carried out through coding machines and trained staff to operate such machines. When important information is sent under different classification, top secret, secret, confidential, etc., adequate care has to be taken in its transmission. It should not be leaked out to unauthorised persons. Safety and security of classified information need to be handled by responsible staff.

**ii. Poor Office Layout:**

A proper information centre is an inescapable necessity to transmit the messages with in the organisation and outside. Therefore, various types of information transmitting through like wireless sets, radio communication system, electronic machines- FAX, e-mail, etc., are required. The infrastructural facilities to accommodate these systems are very essential for effective communication. In their absence there can be various obstacles in the transmission of information.

**iii. Defective Procedures and Practices:**

There must be defined procedures for docketing of incoming and outgoing messages properly maintained in an information centre. Also, proper arrangements to allot priority messages like immediate, most immediate, etc., and their subsequent transmissions, if all these are not looked into, the very purpose of communicating will be defeated.

**iv. Use of Wrong Medium:**

This is another barrier in mechanical communication. It is the responsibility of the sender of the message to select the right medium. For example, let us take despatch of letters from one organisation to another at a distant place.

Whether the letter should go by an ordinary mail of Speed post, Courier, FAX or e-mail, depends on the exigency (urgency) of the action to be taken at the receiving end. This aspect needs to be decided by the sender himself at all times. Thus, the sender must select a proper medium of communication.

### ****What are Barriers of Communication – 4 Major Barriers: Semantic Barriers, Psychological Barriers, Organisational Barriers and Personal Barriers****

**It can be broadly grouped as:**

i. Semantic barriers,

ii. Psychological barriers,

iii. Organisational barriers and

iv. Personal barriers.

#### i. Semantic Barriers:

Semantics is the study of right choice of words. The semantic network of sender may be different from that of the receiver and therefore, the message may not be understood as intended.

The word ‘profits’ has different meaning — pre-tax profits or post-tax profits, fixed amount of profit or rate of return.

(a) Symbols with different meanings – A word can have different meaning in different contexts. Wrong perception leads to communication problems.

(b) Badly expressed message – It may happen on account of omission of needed words, inadequate vocabulary, usage of wrong words, etc.

(c) Unclarified assumptions – Certain assumptions of the communication are subject to different interpretations.

(d) Technical Jargon – Sometimes people may not understand the actual meaning of technical jargon or language used by specialists.

(e) Faulty translations – Sometimes mistakes may creep in if translator who is not proficient in both English and Hindi is involved in translating the communication.

(f) Body language and gesture decoding – Communication may be wrongly perceived if there is no match between what is said and what is expressed in body movements.

#### ii. Psychological/Emotional barriers:

Communication will be disrupted if state of mind of both sender and receiver of communication is not in an ideal position.

(a) Premature evaluation – If a person has pre-conceived notions against the communication, then he will evaluate the meaning of message before the sender completes his message.

(b) Loss by transmission and poor retention – Successive transmission of the message results in inaccurate information. Usually people cannot retain the information for long time if they are inattentive or not interested.

(c) Lack of attention – Non-listening of message due to pre-occupied mind of the receiver acts as a major psychological barrier.

#### iii. Organisational Barriers:

**These are:**

(a) Organisational policy – Effectiveness of communication may be hampered if organisational policy is not supportive to free flow of communications.

(b) Status – A status conscious manager may not allow his subordinates to express their feelings freely.

(c) Rules and regulations – Rigid rules and cumbersome procedures may be a hurdle to communication.

(d) Complexity in organisation structure – Communication gets delayed and distorted if there are number of managerial levels in an organisation.

(e) Organisational facilities – Communications may be hampered if facilities for smooth, clear and timely communications are not provided.

#### iv. Personal Barriers:

**These are:**

(a) Fear of challenge to authority – A superior may withhold or suppress communication if he thinks that a particular communication may adversely affect his authority.

(b) Lack of confidence of superior on his subordinates – Superiors may not seek advice or opinions of their subordinates if they do not have confidence on the competency of their subordinates.

(c) Unwillingness to communicate – If subordinates perceive that it may adversely affect their interests, then they may not be prepared to communicate with their superiors.

(d) Lack of proper incentives – Subordinates may not take initiative to communicate if there is no motivation or incentive for communication.

**Measures which can be used to overcome the barriers of communication are:**

(a) Clarify the ideas before communication – Before communicating to employees, a manager should make an analysis of the subject matter/problem. The purpose of communication must be very clear.

(b) Consult others before communicating – A manager while making plan for communication should encourage participation of subordinates which will ensure their support and cooperation.

(c) Communicate according to the needs of receiver – First of all, the understanding level of employees should be considered and then adjustments be made in communication by the manager.

(d) Be aware of languages, tone and content of message – Language, tone and content of message should be so adjusted according to the situation that it is easily understood by the receiver and stimulates them.

(e) Convey things of help and value to listeners – To get good response from the subordinates, it should be ensured that the message relates to their interests.

(f) Ensure feedback – For success of communication, response of the listeners should be encouraged by the manager.

(g) Communicate for present as well as future – For communication to be successful, managers should incorporate existing commitments as well as future goals of the organisation.

(h) Follow up communication – Sometimes it is difficult to implement instructions in totality by the subordinates. To overcome this, regular follow up should be done by managers.

(i) Be a good listener – Lot of problems can be solved due to attentive listening quality of the manager.

### ****What are Barriers of Communication – 3 Important Barriers: Physical Barriers, Psychological Barriers and Semantic Barriers****

Managers frequently cite that communication breakdown is one of their most important problems. However, communication problems are often symptoms of more deeply rooted problems. For example, poor planning may be the cause of uncertainty about the direction of the firm.

Similarly, a poorly designed organisation structure may not clearly communicate organisational relationships. Vague performance standards may leave managers uncertain about what is expected of them. Thus, the perceptive manager will look for the causes of communication problems instead of just dealing with the symptoms. Barriers can exist in the sender, in the transmission of the message, in the receiver, or in the feedback.

**Specific communication barriers are discussed here:**

1. Limitation of the receiver’s capacity

2. Distraction

3. Intrusion of unconscious or partly-conscious mechanism

4. Confused presentation and

5. Absence of communication facilities.

**Three Broad Categories of Barriers to Communication:**

1. Physical Barriers

2. Psychological Barriers:

3. Semantics  Barriers.

#### 1. Physical Barriers:

i. Distance – When two persons are at a distance apart, one cannot hear other’s voice clearly. The poor person in Chennai and poor person in New-york will not contact each other through telephone with the fear of telephone bill.

ii. Lack of time – If the superior is very much busy, then he will not have time to meet subordinates due to lack of time.

iii. Noise – Too much noise will make men not able to hear the news.

iv. External disruptions – High Temperature and high humidity make men uneasy and so they may not be in a good mood to get information.

v. Organisational blocks – Two persons in different organisation cannot contact each other whenever they want.

#### 2. Psychological Barriers:

i. It arises from differences in position in the organisational hierarchy.

ii. In upward communication, subordinate may hesitate to tell his superior unfavorable news, because he fears it may affect his relationship with his superior.

iii. Prejudices and biased- A worker cannot convince the biased supervisor.

iv. Premature evaluation

v. Difference existing between mind speeds and speaking speed

vi. Absence of mind

vii. Status blocks

viii. Intentional blocks, and

ix. Fear.

#### 3. Semantic Barriers:

Words and symbols seldom have a single meaning. Words can be conveniently interpreted by the listener or reader. Symbols usually have a variety of meanings. We have to choose one meaning from among the many. Faulty expressions and faulty listening are also considered as semantic barriers.

We can see the following example for understanding the semantic barriers. Rama and Seetha saw the pet animals when they were playing in the park. In this sentence, there is a confusion. Who played in the ground? Whether Rama and Seetha played or Animals played? This type of confusion will be the barrier for communication. This type of barriers (confusion in word usage) should be avoided.

### ****What are Barriers of Communication – Top 10 Barriers: Organisational Barriers, Status Barriers, Perceptual Barriers, Specialization, Pressure of Time and a Few Others****

There are many communication barriers which tend to distort the messages that pass between sender and receiver. It leads to misunderstanding and conflict among the organisational members.

**The following are major barriers of communication:**

**(i) Organisational Barriers:**

The organisation hierarchy has a significant influence on the ability of the members of the organisation to communicate efficiently and with ease. The information received from top may not reach the bottom in the same shape.

Sometimes the managers divert the information meant for one person or group to another and also color the information. If there are no effective prescribed medium to communicate with each other’s then there is a chance of barriers to effective communication.

**(ii) Status Barriers:**

The status of an organisational member is determined by the position he holds in the organisation. A middle level manager may worry so much about his senior and pay minimum attention to his subordinate’s thoughts. A sense of inferiority complex in the mind of the subordinate does not allow him to seek clarification from the superior.

**H. Kelly discovered few effects of status upon communication as follows:**

(a) Low status and high status member – The low status members communicate more irrelevant information than high status members.

(b) High status persons appear to be restrained from communicating criticism, negative attitudes about their own job those of lower status.

(c) Communication with high status persons – The trend to serve as a substitute for upward locomotion on the part of low status persons who have, little or no possibility of real upward locomotion. The organisational interaction and communication are thus influenced by the status and the role expectations.

(d) Poor Supervision – when a supervisor suspects his subordinates or acts as a self-appointed censor or listens his subordinates with close minds, the communication is blocked.

**(iii) Perceptual Barriers:**

One of the most common sources of communication barrier is individual perception. A person receiving a message may interpret it in the light of his own background and ability because there is a mutual distrust of misunderstanding between the sender and the receiver of the message. On the other hand, if there is openness in relationship, everything that is communicated will be readily believed.

**(iv) Filtering of Information:**

The any attempt to alter and colour information to present a more favorable impression is called filtering. The subordinates pass on only that information to their supervisors which will project them in a favorable light which the superior wants to hear. This distortion of communication becomes more sever when an employee is due for promotion or wage increase.

**(v) Specialisation:**

It tends to separate people even when they work side by side. Different functions special interests and job jargon can make people feel that they line indifferent worlds. The sectional interest and departmental loyalty prevent employees from looking at organisational problems in a broader perspective and prevent them from listening to other’s point of view.

**(vi) Pressure of Time:**

The managers particularly those at higher work under great pressure of time and they cannot afford to interact and communicate frequently with their subordinates. Such time pressure can create communication problem between them.

**(vii) Unclarified Assumption:**

The information contained in message is generally backed by certain assumptions. The sender may have been clear about the assumptions but unless they are shared with the receiver, there is likely to be a case of incomplete communication, leading to different interpretations. Hence it is necessary for the communicator, to clarify the assumptions underlying his message.

**(viii) Semantic Barriers:**

Semantic refers to the relationship of signs to their reference. It is the study of meaning in language. The words usually have a variety of meanings and the sender and the receiver have to choose one meaning from among many. The Oxford English Dictionary show an average of over 25 different meanings for each of the 500 most frequently used words in the English language. When two individuals attach different meanings to a word, a breakdown in communication can occur. The use of jargon can also create a barrier to communication.

The Pictures are visual aids worth thousand words. An organisation uses extensive use of picture like blueprints, charts, maps, and films. A viewer may come to know the whole story when he sees themes. Sometimes picture may create confusion in the mind of an observer.

**(ix) Mechanical Barriers:**

Mechanical barriers include – (a) inadequate arrangement for transmission of news, facts and figures, (b) Poor office layout (c) defective procedures and practices, and (d) the use of wrong media lead to poor communication. They all vitiate the message in several ways. It may result in message.

**(x) Inattention:**

Sometime the persons do not pay adequate attention to the message. They do not listen the spoken words attentively. The communication has no impact on those who are unwilling to listen. Inattention arises due to lack of interest, over stimulation and time pressure.

**Communication is a Two-Way Traffic:**

The organisation is effective when its communication machinery is effective. It is very important to understand the nature and behavior of the people on the one hand and to implement the policies and objectives of the organisation on the other hand in order to achieve the goal of the organisation.

Two-way traffic means that the effective communication system provides the liberty to both parties management and worker to convey their ideas, facts, opinions and thoughts etc., to other party.

The communication process should not provide the manager a privilege to communicate the orders and directions to the workers to get the work done as it is revealed by classical theory of organisation behavior named as Theory ‘X’ by McGregor but the workers must also be given a right to approach the management and convey their feelings like complaints, grievances, opinions, suggestions as far these are concerned with the organisation.

This two way traffic will be advantageous to both. Sometimes one party had a bad image of the communicator and he may carry the version of the message according to the image of the communicator in the mind of recipient. This image can be erased through proper communication from the other side.

Thus, the establishment of two-way traffic will improve the morale of the workers on the one hand because they have their say in the management and it will improve the working of the organisation on the other hand. It is very essential to two- way communication, i.e., down ward from the management to workers and upward from the workers to the management. In this way, we can say that the management is composed of two- way traffic communication.

**Deception detection**

 refers to the investigative practices used to determine a person's truthfulness and credibility. This is largely determined through the consideration of certain behavioral and physiological cues as well as larger contextual and situational information.

**Non**-**verbal leakage**

 is a form of **non**-**verbal** behavior that occurs when a person verbalizes one thing, but their body language indicates another, common forms of which include facial movements and hand-to-face gestures.

UNIT III

ATTITUTE AND ATTITUTE CHANGE

An attitude is a positive; negative or mixed evaluation of an object that is expressed at some level of intensity. It is an expression of a favorable or unfavorable evaluation of a person, place, thing or event. These are fundamental determinants of our perceptions of, and actions toward all aspects of our social environment. Attitudes involve a complex organization of evaluative beliefs, feelings, and tendencies toward certain actions.

How much we like or dislike something determines our behavior towards that thing.

We tend to approach, seek out or be associated with things we like; we avoid, shun or reject things we do not like.

Some examples of attitudes are- he has a positive attitude about the changes, she is friendly and has a good attitude, he was showing some attitude during practice today, so the coach benched him, I like my friends that means I am expressing my attitudes towards my friends, etc.

## Definition of Attitude

Attitude is the manner, disposition, feeling and position with regard to a person or thing, tendency or orientation especially in the mind.

According to Gordon Allport, “An attitude is a mental and neural state of readiness, organized through experience, exerting a directive or dynamic influence upon the individual’s response to all objects and situations with which it is related.”

Frank Freeman said, “An attitude is a dispositional readiness to respond to certain institutions, persons or objects in a consistent manner which has been learned and has become one’s typical mode of response.”

Thurstone said, “An attitude denotes the sum total of man’s inclinations and feelings, prejudice or bias, preconceived notions, ideas, fears, threats, and other any specific topic.”

Anastasi defined attitude as, “A tendency to react favorably or unfavorably towards a designated class of stimuli, such as a national or racial group, a custom or an institution.”

According to N.L. Munn, “Attitudes are learned predispositions towards aspects of our environment. They may be positively or negatively directed towards certain people, service or institution.”

## Characteristics of Attitude

Attitude can be described as a tendency to react positively or negatively to a person or circumstances.

Thus the two main elements of attitude are this tendency or predisposition and the direction of this predisposition.

It has been defined as a mental state of readiness; organize to through experience which exerts a directive or dynamic influence on the responses.

These can also be explicit and implicit.

Explicit attitudes are those that we are consciously aware of and that clearly influence our behaviors and beliefs. Implicit attitudes are unconscious, but still, have an effect on our beliefs and behaviors.

As said by psychologists Thomas which imposes limits as a level attitude trend is positive and negative, associated with the object of psychology.

Object psychology here include symbols, words, slogans, people, institutions, ideas and so on.

Characteristics of Attitude are;

1. Attitudes are the complex combination of things we tend to call personality, beliefs, values, behaviors, and motivations.
2. It can fall anywhere along a continuum from very favorable to very unfavorable.
3. All people, irrespective of their status or intelligence, hold attitudes.
4. An attitude exists in every person’s mind. It helps to define our identity, guide our actions, and influence how we judge people.
5. Although the feeling and belief components of attitude are internal to a person, we can view a person’s attitude from his or her resulting behavior.
6. Attitude helps us define how we see situations, as well as define how we behave toward the situation or object.
7. It provides us with internal cognitions or beliefs and thoughts about people and objects.
8. It can also be explicit and implicit. Explicit attitude is those that we are consciously aware of an implicit attitude is unconscious, but still, have an effect on our behaviors.
9. Attitudes cause us to behave in a particular way toward an object or person.
10. An attitude is a summary of a person’s past experience; thus, an attitude is grounded in direct experience predicts future behavior more accurately.
11. It includes certain aspects of the personality as interests, appreciation and social conduct.
12. It indicates the sum total of a man’s inclinations and feelings.
13. An attitude is a point of view, substantiated or otherwise, true or false which one holds towards an idea, object or person.
14. It has aspects such as direction, intensity, generality or specificity.
15. It refers to one’s readiness for doing Work.
16. It may be positive or negative and may be affected by age, position, and education.

Attitude may be defined as a feeling or disposition to favor or to be against objects, persons, and situations.

It is a well-defined object of reference. It may be defined as ‘an enduring predisposition or readiness to react or behave in a particular manner to a given object or situation, idea, material or person’.

It describes and evaluates the action with respect to an object or a situation, with each belief having a cognitive effect and behavioral components.

Each of these beliefs is a predisposition that results in some preferential response towards the object or the situation.

Actually, it is frequently used in describing people and explaining their behavior.

For example:-

“I like her attitude”, “He has a good attitude” etc. Actually, it is characterized by the tendency to feel and behave in a particular way toward some object.

## Components of Attitude

Attitudes are simply expressions of much we like or dislike various things. Attitudes represent our evaluations, preferences or rejections based on the information we receive.

[**3 components of attitude are (1) Cognitive Component, (2) Affective Component and (3) Behavioral Component**](https://www.iedunote.com/components-of-attitudes).

## Factors Influencing Attitudes

By attitudes, we mean the beliefs, feelings, and action tendencies of an individual or group of individuals towards objects, ideas, and people.

Attitudes involve some knowledge of a situation.

However, the essential aspect, of the attitude is found in the fact that some characteristic feeling or emotion is experienced and, as we would accordingly expect, some definite tendency to action is associated.

Subjectively, then, the important factor is the feeling or emotion.

There are a number of different factors that can influence how and why attitudes form. These are-

* Social Factors.
* Direct Instruction.
* Family.
* Prejudices.
* Personal Experience.
* Media.
* Educational and Religious Institutions.
* Physical Factors.
* Economic Status and Occupations.

Learn more about [**factors influencing attitudes**](https://www.iedunote.com/factors-influencing-attitude).

## Types of Attitudes

Attitude is something that lies between emotions and thought processing. It may be positive or negative.

[**In organizational behavior; 3 types of attitudes are**](https://www.iedunote.com/types-of-attitudes);

1. Job Satisfaction,
2. Job Involvement, and
3. Organizational Commitment.

Functions of Attitudes

The most important function of an attitude can only be ascertained by considering it in relation to the person who holds it and the environment in which they operate.

[**Daniel Katz outlines 4 functions of attitude areas**](https://www.iedunote.com/functions-of-attitude):

1. Adjustment Function.
2. Ego-Defensive Function.
3. Value-Expressive Function.
4. Knowledge Function.

## Barriers to Change Attitudes

Employees’ attitudes can be changed and sometimes it is in the best interests of management to try to do so.

For example, if employees believe that their employer does not look after their welfare, the management should try to change employees’ attitude and help to develop a more positive attitude towards them.

However, the process of changing the attitude is not always easy.

Actually, the barriers are the limits which prevent the organization from achieving its predetermined goals.

So every organization should be aware of these and should take corrective actions.

Barriers to Change Attitudes are;

* Prior Commitment.
* Insufficient Information.
* Balance and Consistency.
* Lack of Resources.
* Improper Reward System.
* Resistance to Change.

### Prior Commitment

When people feel a commitment towards a particular course of action that has already been agreed upon and thus it becomes difficult for them to change or accept the new ways of functioning.

### Insufficient Information

It also acts as a major barrier to change attitudes. Sometimes people do not see a reason why they should change their attitude due to unavailability of adequate information.

Sometimes people do not see a reason why they should change their attitude due to unavailability of adequate information.

### Balance and Consistency

Another obstacle to a change of attitude is the attitude theory of balance and consistency.

That is human beings prefer their attitudes about people and things to be in line with their behaviors towards each other and objects.

### Lack of Resources

If plans become excessively ambitious, they can sometimes be obstructed by the lack of resources on the part of a company or organization.

So, in this case, if the organization wants to change the attitude of the employees towards the new plan, sometimes it becomes impossible for the lack of resources to achieve this.

### Improper Reward System

Sometimes, an improper reward system acts as a barrier to change attitude.

If an organization places too much emphasis on short-term performance and results, managers may ignore longer-term issues as they set goals and formulate plans to achieve higher profits in the short term.

If this reward system is introduced in the organization, then the employees are not motivated to change their attitude.

### Resistance to Change

Another barrier is resistance to change.

Basically, change is a continuous process within and outside the organization to achieve the set goal.

When the authority changes a plan of the organization the employees have to change themselves.

But some of them do not like this. If their attitude regarding the change of plan cannot be changed, the organization will not be successful.

## Ways of Changing Attitudes

Attitude can be changed if we differentiate negative attitude from a positive attitude.

A positive attitude can bring positive change in life, It is difficult to change attitudes but with some effort, it can be done.

The individual from a culturally deprived environment who holds an array of hostile attitudes may change often he is given opportunities for education.

A person from a privileged subculture, who has always held to a democratic attitude, may become negative towards some group because of one unfortunate experience.

Well established attitudes tend to be resistant to change, but others may be more amenable to change.

Attitudes can be changed b a variety of ways.

### Ways of Changing Attitude

* New information will help to change attitudes.
* Negative attitudes are mainly formed owing to insufficient information.
* Attitudes may change through direct experience.
* Another way in which attitudes can be changed is by resolving discrepancies between attitudes and behavior.
* Change of attitude can come through the persuasion of friends or peers.
* Attitudes may change through legislation.
* Since a person’s attitudes are anchored in his membership group and reference groups, one way to change the attitude is to modify one or the other.
* Fear can change attitude. If low levels of fear are used, people often ignore them.
* Changing the attitude differs with reference to the situation also.

## Workplace and Attitudes

Taking this a step further, we can assemble some ideas of how these three components can impact the workplace.

The challenge in the workplace is that now these components are tied to work functions, policy, procedures and organizational structure, as well as the people and individuals present in the organization.

For example, we could have thoughts or beliefs (cognitive) about managers in general, and those thoughts or beliefs could manifest themselves is not trusting a manager (effective), and thus we would never want to develop a close relationship with a manager (behavioral).

It is important to make the point here that these are attitudes – and yes, they can be wrong. Just because we have an attitude that does not mean it is correct. It is just how we feel about a person or situation.

Obviously not every manager is trustworthy, but if we let our negative attitudes dictate how we view and react to managers, we will never be able to see if some are really good people and can be trusted.

Certainly having a good relationship based on trust with the manager is a great thing to have in the workplace.

## Attitude Surveys

The concept of an “attitude” comes from Social psychology.

The term “attitude” is defined as “a psychological tendency that is expressed by evaluating a particular entity with some degree of favor or disfavor”

It provides an understanding of how the employee perceives the organization and workgroups.

The preceding review indicates that knowledge of employee attitudes can be helpful to managers in attempting to predict employee behavior.

The most popular method is through the use of attitude surveys.

Often an [**essential component of organizational training and development**](https://www.iedunote.com/training), Employee Attitude surveys provide a picture of the organization’s needs.

These surveys often contain a series of multiple-choice items grouped along one or more dimensions of the organization.

The surveys of this type provide an understanding of how the employee perceives the organization.

Employee attitude surveys measure the employee’s opinions on most of the aspects of a workplace including:

* Overall satisfaction.
* Management/employee relations.
* Corporate culture.
* Career development.
* Compensation.
* Benefits.
* Recognition and rewards.
* Working conditions.
* Training.
* Staffing levels.
* Safety concerns.
* Policies and procedures.

Organizations are increasingly interested in retaining right talents while targeting for new talents; measuring employees attitude provides an indication of how successful the organization is in fostering a conducive environment which nurtures great attitude among employee’s towards their job and company.

The usual measures of employee attitude involve an employee attitude survey with a set of statements or scale.

The employee is asked to evaluate each statement in terms of their perception of the performance of the organization being measured.

AVOIDING

## ****What are pitfalls in project management?****

Pitfalls definition is quite clear. They are any things or processes that hinder your project from successful accomplishment. They have different nature, but according to some common features these problematic points can be united into groups.

So, what are they?

### ****1. Poor communication****

Number 1 point in any project. I would say even more – communication is the driving force in great majority of situations that happen in the world. It is very important to have a constant talk with each member. Thus a manager gets ongoing feedback, updates colleagues and simply shows that he is not a boss with tough management style, but a leader who can discuss even yesterdays’ TV-show.

#### ****Ways to improve****

Choose proper channels of communication. If you create a chat in a messenger, make sure everyone involved is presented there. Or if you need to have instant communication, do not write emails as it is time consuming and ineffective for quick conversation.

Do not forget about conversation face to face. Hold meetings on a regular basis and choose the right way to speak to your colleagues.

### ****2. Lack of trust and delegation****

A manager should remember that a project is not only about him. It is his team that also performs tons of tasks. It shouldn’t sound surprising but everyone involved in a project is responsible for it. So it’s better not to take all tasks for yourself with minimal level of delegation. Such a management manner says only one thing – a manager doesn’t trust his colleagues.

#### ****Ways to improve****

To avoid this pitfall in project management, a manager can delegate tasks to people who will do their best to accomplish them. Moreover, trust and delegation has a psychological impact on participants. They boost morale and everyone feels like a part of a team and not just gears in a complicated device.

Listen to your people and consider their opinion.

### ****3. Unclear roles, responsibilities and deliverables****

To be aware where everything goes, everyone has to know roles and responsibilities as well as what is expected at the end of a project. It is necessary to have everything clarified from the very beginning. Thus teams get more organized and self-managed.

#### ****Ways to improve****

Hold a meeting at the very beginning where all expectations and overall course will be set. Put all critical information down in a [project scope statement](https://blog.ganttpro.com/en/project-scope-management-with-all-techniques-and-examples/). You are free to refer to this document at any project stage when there is a need to clarify things and not to let everything go in the wrong direction.

### ****4. A poorly created project plan****

Pitfalls of planning in management also include a project plan, or, more precisely, a poorly created one.

What is a [project plan](https://blog.ganttpro.com/en/how-to-create-a-project-plan-step-by-step/)? It is a **formal** document where all decisions with project scope and other relevant information are included. A skillfully prepared plan answers all questions about a project, therefore, its preparation requires deep knowledge and skills from a manager. But in the end it avoids from unnecessary pitfalls.

#### ****Ways to improve****

Do not even try to manage projects without a made up in advance plan. Be aware that it should answer the following questions: why?, what?, who? and when?

If something goes wrong, it may lead to pitfalls and [project scope creep](https://blog.ganttpro.com/en/project-management-scope-creep-with-real-examples/) that implies uncontrolled changes and growth of initially planned scope.

### ****5. Lack of breaking down projects into smaller tasks****

Projects are usually huge and long-term. You will probably agree that with an intangible task that is supposed to be finished in a few months, it is difficult to bestir yourself to work. It is the psychological moment that inheres in human beings.

#### ****Way to improve****

To avoid these pitfalls in project management, divide all work into pieces with clear short-term time limits, clear objectives and tools to perform them. Thus you create atmosphere where team members feel comfortable about manageable tasks and time limits. A task that takes only a week sounds better that a 3-months project, doesn’t it?

### ****6. Weak resource management****

Resources also make up projects. They have different nature. Some of them are material like equipment. Some of them refer to labor force that consists of all team members. Other resources are based on costs.

#### ****Ways to improve****

What concerns labor force, it is pretty easy to avoid one of the common pitfalls in project management. Make sure you custom your working days in advance and in details. Consider all working days, days-off and vacations. Remember, [resource management](https://ganttpro.com/project-resource-management-software/) is as important as any other activity in a project. There is no insignificant detail in it.

Also, make sure all resources are allocated according to their abilities. Reallocate them if needed.

### ****7. No attention to people management****

Project scope, costs, deliverables, deadlines… too many managers stuck in them thus creating environment for other project pitfalls. They simply forget about people who actually do all the work. Proper team management leads to better communication and understanding within a project. And vice versa, lack of people management leads to wrong task fulfilment and missed deadlines.

#### ****Way to improve****

Actually, this point is similar to the first one where communication was described. Speak to your colleagues, remind everyone how his or her role is important for successful project fulfilment without project management pitfalls. Hold meetings with team participants for everyone to get a clear picture, and for stakeholders to provide better [project stakeholder management](https://blog.ganttpro.com/en/key-principles-in-project-stakeholder-management/).

### ****8. Inappropriate risk management****

It may sound surprising to someone or even daunting, but risks will occur, no matter how perfectly everything looked like at the beginning. Risks are one of the pitfalls in project management that are highly likely to happen at any stage. But what a manager can do is to apply one of the [10 project management skills](https://blog.ganttpro.com/en/all-basic-and-essential-skills-for-project-managers/) of every successful manager, foresee them and be prepared for them.

#### ****Ways to improve****

Do your best and calculate as many risks as possible from the very beginning. Share your ideas with your team members, report them all results of your calculations and prepare them for each situation, even the worst one. The more they know about risks and ways how to conduct themselves, the better it is for the whole project.

### ****9. Faked or not realistic deadlines****

This is a point all about psychology. Bosses and managers usually set faked deadlines with almost unrealistic time limits that will be followed by real ones. Here is what they think: it is hard to meet a faked deadline, but my team members think that this is a real one what will make them to do their best to complete tasks. After that, realizing that there is still some time gap before a real one, they are definitely supposed to finish them in time.

#### ****Ways to improve****

Give up the practice of setting faked deadlines. It is a slippery slope. Once colleagues notice that a manager adheres to the practice of setting faked deadlines, they may once and for all stop to believe a manager. It is a tricky project pitfall that every leader should avoid.

### ****10. Not using or using inefficient project management tool****

A project manager without a special tool is like a hunter without a gun. It is almost impossible to remember and manage everything, especially in mutiple projects environment.

# Attitude-Behavior Consistency

## Attitude-Behavior Consistency Definition

The study of attitude-behavior consistency concerns the degree to which people’s attitudes (opinions) predict their behavior (actions). Attitude-behavior consistency exists when there is a strong relation between opinions and actions. For example, a person with a positive attitude toward protecting the environment who recycles paper and bottles shows high attitude-behavior consistency. The study of attitude-behavior consistency is important because much of the usefulness of the attitude concept is derived from the idea that people’s opinions help guide their actions.

## Attitude-Behavior Consistency Background

Common sense would dictate that attitudes should predict behavior. It seems sensible to predict that a student who strongly supports saving endangered animals will make an annual donation to the World Wildlife Fund. However, is the link between attitudes and behavior this simple?

To answer this question, it is helpful to consider some early research on this topic. Initial research on attitude-behavior consistency was conducted in the early 1930s. At this time, a college professor named Richard LaPiere was traveling across America with a young Chinese couple. At the time, there was widespread anti-Asian prejudice in America. As a result of this prejudice, LaPiere was concerned whether he and his traveling companions would be refused service in hotels and restaurants. Much to his surprise, only once (in over 250 establishments) were they not served. A few months after the completion of the journey, LaPiere sent a letter to each of the visited establishments and asked whether they would serve Chinese visitors. Of the establishments that replied, only one indicated that it would serve such a customer. While there are a number of problems with LaPiere’s study (for instance, there is no guarantee that the person who answered the letter was the same person who served LaPiere and his friends), the study was taken as evidence that that people’s behavior might not necessarily follow from their attitudes.

By the late 1960s, a number of experiments had examined the relation between attitudes and behavior. In 1969, Allan Wicker reviewed the findings of these studies. He reached a rather sobering conclusion: Attitudes were a relatively poor predictor of behavior. Wicker’s conclusion contributed to a “crisis of confidence” in social psychology and led a number of researchers to question the usefulness of the attitude concept. It was argued that, if attitudes do not guide actions, then the construct is of limited value.

UNIT IV

**What isTerritoriality** ?

It is a term associated with nonverbal communication that refers to how people use space (territory) to communicate ownership or occupancy of areas and possessions. The anthropological concept branches from the observations of animal ownership behaviors

**What is crowd?**

The **crowd** is a large [group of people](https://en.wikipedia.org/wiki/Group_(sociology)) that are gathered or considered together. A crowd may be definable through a common purpose or set of emotions, such as at a [political rally](https://en.wikipedia.org/wiki/Demonstration_(people)), a [sports event](https://en.wikipedia.org/wiki/Sport), or during [looting](https://en.wikipedia.org/wiki/Looting) (this is known as a psychological crowd), or may simply be made up of many people going about their business in a busy area. The term "the crowd" may sometimes refer to the lower orders of people in general..

# How Does Your Personal Environment Impact Your Wellbeing?

[**Personal Environment Home**](https://www.takingcharge.csh.umn.edu/personal-environment)

[Create a healing home](https://www.takingcharge.csh.umn.edu/how-you-can-create-healing-environment-home)

[Healing work spaces](https://www.takingcharge.csh.umn.edu/home-away-from-home-work)

[Impact of your personal environment](https://www.takingcharge.csh.umn.edu/enhance-your-wellbeing/environment/your-personal-environment/how-does-your-personal-environment-impa)

[More resources](https://www.takingcharge.csh.umn.edu/find-out-more-personal-environments)

Your home and work environment can:

1. **Influence your mood**.  For example, research studies reveal that rooms with bright light, both natural and artificial, can improve depression and anxiety.
2. **Impact your behavior and motivation to act**. For example, a messy hall with shoes, bags, and other stuff may invite you to drop what you are carrying right there, whereas a clean entry and adequate storage will encourage you to take the time to put the item away.
3. **Facilitate or discourage interactions** in your family and with guests. For example, an inviting space with comfortable chairs can encourage people to sit and chat.
4. **Create or reduce stress**, which impacts not only your emotional, but also physical health, including your longevity!

UNIT V

QUALITY WORK LIFE

**Quality of Work Life: it’s Meaning and Definition!**

The present era is an era of knowledge workers and the society in which we are living has come, to be known as knowledge society. The intellectual pursuits have taken precedence over the physical efforts.

Some knowledge workers work for more than 60 hours a week. As a result of this, their personal hobbies and interests clash with their work. Life is a bundle that contains all the strands together and hence the need to balance work life with other related issues.’

One must have both love and work in one’s life to make it healthy. Gone are the days when the priority of employees used to be for physical and material needs. With the increasing shift of the economy towards knowledge economy, the meaning and quality of work life has undergone a drastic change.

#### Meaning:

Quality of work life (QWL) refers to the favourableness or unfavourableness of a job environment for the people working in an organisation. The period of scientific management which focused solely on specialisation and efficiency, has undergone a revolutionary change.

The traditional management (like scientific management) gave inadequate attention to human values. In the present scenario, needs and aspirations of the employees are changing. Employers are now redesigning jobs for better QWL.

#### Definition:

The QWL as strategy of Human Resource Management has assumed increasing interest and importance. Many other terms have come to be used interchangeably with QWL such as ‘humanisations of work’ ‘quality of working life, ‘industrial democracy’ and ‘participative work’.

There are divergent views as to the exact meaning of QWL.

**A few definitions given by eminent authors on QWL are given below:**

1. “QWL is a process of work organisations which enable its members at all levels to actively; participate in shaping the organizations environment, methods and outcomes. This value based process is aimed towards meeting the twin goals of enhanced effectiveness of organisations and improved quality of life at work for employees. ”:

—The American Society of Training and Development

2. “QWL is a way of thinking about people, work and organisations, its distinctive elements are (i) a concern about the impact of work on people as well as on organisational effectiveness, and (ii) the idea of participation in organisational problem-solving and decision making. ” —Nadler and Lawler

3. “The overriding purpose of QWL is to change the climate at work so that the human-technological-organisational interface leads to a better quality of work life.”

-Luthans

4. “QWL is based on a general approach and an organisation approach. The general approach includes all those factors affecting the physical, social, economic, psychological and cultural well-being of workers, while the organisational approach refers to the redesign and operation of organisations in accordance with the value of democratic society. ”

—Beinum

From the definitions given above, it can be concluded that QWL is concerned with taking care of the higher-order needs of employees in addition to their basic needs. The overall climate of work place is adjusted in such a way that it produces more humanized jobs.

QWL is viewed as that umbrella under which employees feel fully satisfied with the working environment and extend their wholehearted co­operation and support to the management to improve productivity and work environment.

# What are the Causes of Stress Among Working Women?HEALTH & WELLBEING

By looking for mental health support from a professional to deal with such issues, all women can confidently access further mental health support and address their problems, making them more manageable in the process.

For many women, the average working day routinely involves some form of stressful situation. Some women find these commonplace occurrences an unfortunate feature of the job, which they must deal with as and when they appear.

Worryingly, however, is the growing trend of stress among working women which is beginning to affect them physically and mentally in the workplace. This has resulted in more women seeking mental health support to combat such pressures.

##### **OUTSIDE RESPONSIBILITIES**

It’s no secret that in many households, women are still responsible for dealing with all domestic and family responsibilities. From looking after the home to sorting out childcare arrangements, when women combine the work they do outside of the workplace with the role they perform inside of it, it’s little wonder they can quickly feel overwhelmed when at work.

Though it’s often playfully referred to as multi-tasking, the reality here is that women are finding that outside pressures mount up and escalate, eating into their working day. This then places them under continued stress in the workplace as they struggle to balance it all and separate home life and work life.

##### **THE PAY GAP**

Though an issue for many years, recent events in the wider world have made the gender pay gap an even hotter topic right now. The knock-on effect of this in the workplace has seen women expressing concern and beginning to ask questions about their own pay compared to that of their male colleagues who perform the same roles.

Finances are an ongoing cause of concern for much stress among working women, especially when factoring in childcare payments. So, having to fight their corner continually and pose such questions, which is often difficult for some to do, causes tension in the workplace and leaves many women feeling stressed as a result.

##### **SCALING THE LADDER**

Whether because of family responsibilities, or a lack of influential colleagues, employers or even friends and family members, a large proportion of women report a low job rate satisfaction in the workplace.

Though it shouldn’t in any way play a part in a woman’s career progression, undoubtedly, some women feel that having children or taking time out to tend to family issues places them at an instant disadvantage in the workplace.

Some employers, unfortunately, create a workplace environment whereby a woman’s role is diminished, and she isn’t readily put up for promotion. This leaves her unable to climb the ladder, feeling she’ll never be satisfied in her current role.

##### **COMPETITIVENESS IN THE WORKPLACE**

Those women who find themselves having to compete against their colleagues on a regular basis for a potential promotion can also find the stresses of the workplace concerning.

Though many employees [experience an element of competitiveness](https://www.womensnetwork.com.au/managing-conflict-in-the-workplace-how-women-do-it/) when applying for specific roles, it is a lot [more stressful for women](https://www.huffingtonpost.com/caroline-turner/masculine-and-feminine-st_b_6633896.html) who feel they must prove more when applying for these roles.

This is particularly true of not just mothers in the workplace but also those women who feel in their prime and looking to extend their careers but are routinely overlooked in favour of male figures or even younger female colleagues.

##### **FURTHER HELP FOR WOMEN AND STRESS AT WORK**

It’s important for all women finding the workplace a stressful environment, to talk to someone about it early on. This way such issues can be addressed before they have any chance to escalate.

Unfortunately, some feel unable to discuss their concerns with their employers or colleagues for fear of perhaps being ridiculed or treated differently at work, with the worst-case scenario of losing their job because of their feelings.

By looking for [mental health support from a professional](https://www.openminds.org.au/morayfield) to deal with such issues, all women can confidently access further mental health support and address their problems, making them more manageable in the process.

Feeling overwhelmed? Stressed about work, a family illness or election season? It turns out that worry and anxiety can have an impact on your wallet.

"Stress leads consumers to favor saving money," says Kristina Durante, an associate professor of marketing at Rutgers Business School who researches the effect of hormones and consumer behavior. Although stressed consumers want to save, when faced with a spending decision, stressed consumers will pay for necessities they think will help restore control rather than splurge on non-necessities.

In a study published in the Journal of Marketing Research in October, Durante and Juliano Laran at University of Miami find that stress leads consumers to save money in general but spend strategically on products they believe are essential.

In several experiments, Durante and Laran created stressful situations for participants, including leading them to believe they would give presentations in front of judges and directing others to write about a stressful time in their lives. Faced with the stress alone, most say they wanted to save more money.

Durante says the body reacts to stressful challenges with an increase in the hormone cortisol, which leads us to focus our attention toward the threat so that we can attempt to overcome it or alleviate it. "People lock down and enter survival mode and protect resources as a means to ensure survival," she says.

When researchers tasked stressed participants with making a decision about how to spend up to $250 -- one group on everyday products and necessary household goods, the other on non-necessities including entertainment goods -- the group buying items deemed necessary spent more money. Neither group spent all of the $250.

In another experiment, researchers restored a sense of control for one group before asking them about spending money by having them write about an instance in their life where their actions led to a good outcome. That group spent more money on purchases.

"What we found was for those with momentary levels of acute stress who then go and make a decision about how to spend their money, they want to save their money," Durante says. "But for those who were stressed out and then had their sense of control restored, we found they were more willing to spend their money."

The roots of the stress matter. People who said they were stressed about a current job situation, for example, were less likely to spend money on clothes, while others stressed about starting a new job were more likely to spend money on new clothes because they perceived the purchases as helping alleviate new-job stress."What people feel is a necessity shifts depending on what kind of stress they have," Durante says.

Having some control versus no control seems to affect the buying decisions people make when they are stressed, she says. "You can have situations where stress and a high level of control can improve your performance, like it does for elite athletes. But if you have a high level of stress and a low level of control, that's when our cognitive efforts can get impaired and we want to save."

The implications for marketers are many, Durante says. When there are unpredictable situations -- extreme weather, elections -- consumers may be more open to products that are framed as necessities or those that can restore control, she says.

For consumers, the findings can help people be aware of how they react when they are stressed and making buying decisions.

"When humans are stressed, we still have to go out and about," Durante says. "We have a lot of consumers out there who are stressed and are faced with decisions about what to purchase."

Stress is unavoidable in life, yet research on how stressful situations affect how people make spending decisions as levels of the stress hormone cortisol are rising is limited and the findings mixed, Durante says. This research, she notes, is a start.

"Not a lot of research has been done on stress and spending," Durante says. "It's so nuanced because different people respond in different ways." The researchers are in the midst of a follow-up study on how consumers engage with products during a stressful time.

## Improving your Life

There are certain ways that you can positivity influence the quality of your life. Increasing things like income is much more obvious to people than say increasing their happiness, health, or vitality. Money seems cut and dry. You either have more of it or you don’t. It’s easy to quantify.

But how about the rest of it?

Health, happiness, vitality, and leisure are also important aspects to the quality of life. How do you go about improving those?

**Through the promotion and adherence to a certain set of positive habits.**

### Good Habits Increase the Quality of your Life

If you want to improve the quality of your life, you must do so using good habits. You have to eliminate bad habits and form good habits. Easier said than done, right?

In a new book that I’m just putting the final touches on now, I talk about what it takes to transform your life through something that I’ve coined “Habit Shifts.” These are small disruptive and integrative behaviors to existing routines that helps to boost the quality of your life in the long term.

Good habits help to foster an increased level of happiness, vitality, health, income, and leisure. It just won’t happen overnight. Here are the top habits to help improve the quality of your life across these 5 spectrums:

## Happiness Habits

When it comes to our overall level of happiness, there are 5 top habits that you can institute on a daily basis to boost your overall level of joy and content.

### Smile, even when stressed

The effects of smiling on stress have been well-documented. Smiling helps to send a strong impulse to the mind, which then alters your neurochemistry. [Studies have shown](http://www.medicalnewstoday.com/articles/248433.php) that people who were told to hold a genuine Duchenne smile on their faces had lower heart rates after stressful activities.

If you can’t force yourself to smile, put a pencil in your mouth and the natural curvature of your mouth will help you to engage s standard smile. Try this for 15 to 20 minutes per day. You’ll be surprised, even if you feel depressed, on just how much this elevate your mood.

### #2 – Daily gratitude

Spend 15 to 30 minutes every single day listing off what you have to be grateful for. Even if you feel like you have nothing to be grateful for, search for something. Maybe you’re in a financial hole, but at least you have the intellect in your mind and the ability to walk, talk, and reason. If you search, you can always find something to be grateful for.

Oftentimes, when we think about it, we dwell on things that we’re unhappy about. Until we lose something that we took for granted, such as a person, health, freedom, job, or anything else, we don’t realize just how good we had it. But you can change that. Thank the universe every single day for all that you have every single day. Put it out there in the world. Make it a habit.

### #3 – Connect and spread love

One sure fire habit to develop that will boost overall happiness is the act of connecting and spreading love. Give someone a hug or let someone hug you. Pick up the phone and tell someone that you appreciate them, or simply listen to what someone has to say. You’ll be surprised and just how satisfying it will be to take an interest in someone else’s life.

This takes one phone call or in-person meeting per day. It can be with someone that you already spend your time with. Tell them how much you appreciate them. Show them love and kindness; pour it from your heart. What you put out into the world, you receive back 10-fold. Make this a habit and you will live a much happier life.

### #4 – Meditate

This doesn’t have to be a religious experience. Simply practicing the art of meditation will boost your overall happiness, decrease stress, lower blood pressure, and ease anxieties. One [recent study](http://archinte.jamanetwork.com/article.aspx?articleid=1809754), published in JAMA’s Internal Medicine states just that: mindfulness meditation will ease the psychological stresses associated with depression, anxiety, and pain.

All it takes is 15 minutes of mindful meditation to achieve this habit. Sit quietly and be present. Don’t think about the past or the future. Don’t dwell on things or worry, just be in the moment. Sit silently with  your eyes closed and listen to the sounds around you. Feel the air moving in and out of your lungs, the warmth of the sun on your shoulders, the coolness of the breeze moving across the room, and so on. Just be present. That’s all it takes.

### #5 – Daily Learning

On a daily basis, learning is critical for our happiness, but it also affects other spectrums of our life’s quality as well. It allows us to grow, mature, and gain experiential knowledge of the world. It allows us to put life into perspective, and ultimately achieve our dreams by laying the groundwork for our personal and professional lives.

Find a newspaper, magazine, video tutorial, blog, or anything else that you enjoy using as a learning resource. Learn every single day and spend 15 to 30 minutes doing this. You don’t have to commit to huge blocks of time. As long as you do a little bit every single day, but you do it every single day, over time, this habit will help you to be a much happier and well-rounded person.

## Health Habits

These are daily health habits as opposed to yearly health habits such as visiting the doctor or dentist. You should institute at least these top 5 health habits each and every single day.

### #1 – Eat breakfast

You’ve heard it before: breakfast is the most important meal of the day. And it’s no lie. Studies have shown that women who skipped breakfast at least once a week were at a higher risk of developing Type II Diabetes. By eating breakfast, studies have also shown that men had lower incidences of heart disease.

The benefits are even far greater for eating breakfast every single day, and stretch into an increase in memory and weight loss, and a lowering of LDL (bad cholesterol). Your body needs a healthy, balanced, and nutritional breakfast to help it operate optimally throughout the day. Don’t rob it of that.

### #2 – 10,000 steps

Maybe you can’t exercise every single day. But you can most certainly ensure that you walk at least 10,000 steps. Walking 10,000 steps has extraordinary health benefits. Too often, we don’t walk even close to 10,000 steps. In fact, studies have suggested that waking 10,000 steps per day not only helps with weight loss, but that it also helps to decrease your risk of heart disease and diabetes.

If you don’t presently do much walking, then this might pose some difficulty for you. However, there are hacks here. You can change up your routine, for example, if you presently drive everywhere, by walking a longer distance to and from your car. You might find this cumbersome at first, but you will build the habit up slowly over time. Do what it takes to hit your 10,000 steps per day goal.

### #3 – 64 ounces of water

Everyone knows the health benefits of water. Human adult bodies consist of up to 60% water, the brain and heart consist of 73% water, and the lungs consist of approximately 83% water.  But, too often, we don’t take in enough water. We generally tend to get our water intake from sugary sodas, coffees, and other unhealthy drinks.

The general rule of thumb is to drink at least 8 8-ounce glasses of water, which is 64 ounces. But, if you want to get more technical and follow more scientific guidelines, the Institute of Medicine determined that men should be 3 liters (13 cups) and women should be getting 2.2 liter (9 cups)

### #4 – Vitamins & minerals

There are so many health benefits to ensuring that you get the proper vitamins and minerals every single day, that they’re too long to list. Ensure that you’re taking at least one daily supplement to receive the essential vitamins and minerals that your body needs every single day. These are necessarily for all types of optimal mind & body functioning.

Oftentimes, we don’t get the necessary vitamins and minerals simply from the food and drink that we consume. Considering that most people consume a predominately unhealthy variety of food & drink, this is no big surprise. Make this a must-have health habit for you and find an excellent once-a-day supplement that you can take to satisfy your daily needs.

### #5 – Brush & floss teeth

Brushing & flossing might not seem like a must-have health habit, but it is. There are so many health benefits associated with brushing and flossing every single day. They help to stave off gum disease, which, if left untreated, can result in even more serious illnesses such as heart disease, erectile dysfunction in men, and delayed conception in women.

Other side effects of gum disease are dementia and arthritis, and that patients experiencing gum disease also have problems with memory loss, joint inflammation, and rheumatoid arthritis. Furthermore,

## Vitality Habits

The amount of energy that you have in a given day has a lot to do with your habits. People with poor habits tend to have a lack in energy and vitality. Habits effect not only your physical state-of-being, but also your mental state-of-mind.

### #1 – Time Management

People who [effectively manage their time](http://www.wanderlustworker.com/how-to-effectively-manage-your-time/) have an increased amount of energy and vitality. Managing your time demands daily attention and a pursuit of the important over the urgent. This means delineating your tasks so that you’re pursuing those all-important long-term goals and not simply reacting to the urgent matters that come up in your day.

Time management can be achieved by creating lists and building tasks for the day based on their order of important and urgency. This also involves the elimination of bad habits such as procrastination, over-watching television, over-surfing the internet, and so on.

### #2 – Get at least 7 Hours of Sleep

Getting at least 7 hours of sleep each night is critical to your vitality. So many important functions take place in the mind and body when we sleep. It’s our body’s chance to rest, unwind, and recharge. While we’re consciously out, so to speak, our unconscious mind and body are busy at work restoring, recharging, and re-energizing.

Most people suffer from sleep deficiency, which has an overall effect on mood, energy, health, and mental well-being. Multiple studies have suggested that not only doe sleep help to improve things like memory, but it also helps to boost the longevity of life, increase awareness, and spur creativity.

### #3 – Eat Green foods

In order for the body to survive, it must maintain a pH level of 7.365, which is slightly alkaline on the scale. When we ingest foods, the body breaks them down and uses their foundational inorganic components for the basis of its energy. That can either be acidic in nature (i.e. sugar, coffee, etc.) or alkaline in nature (i.e. fruits, vegetables, and so on).

To meet this necessity for an alkaline demand by the body, we must ingest foods that are alkaline in nature. The best kinds of foods are green foods – foods that are organic in nature such as root vegetables, fruits, lemons, peppers, and so on. Too much acid can lead to coma or death, and in less extreme cases, other illnesses.

### #4 – Exercise

Exercising at least 20 minutes each day can have enormous health benefits. Most people don’t make exercise a habit, and in turn, suffer from a lack of vitality. The body needs to move and you need to break a sweat, for it to be considered exercise. And, while walking 10,000 steps each day increases your overall health, it’s not the same as exercising.

Find a simple exercise regimen and stick to it. Regardless of what kind of exercise you do, simply do something. Whether it’s light jogging, weights, yoga, or some other lightly-strenuous activity, merely getting started will help to build the habit. Don’t expect to go from zero to hero overnight. Building this habit takes time. Start small and build slowly over time.

### #5 – Inspirational Input

One of the best ways to add vitality to your life is through daily inspiration. What’s your inspiration? What inspires and motivates you to push towards your dreams? Give yourself the added boost needed by seeking out some form of information, whatever it may be.

One of the best ways to achieve this is through imagery. Pictures are most certainly worth a thousand words, and by hanging those photos somewhere you’ll see daily, you can help to inspire and motivate you towards your dreams. We all get a little bit frustrated time to time, but if you spend 15 to 20 minutes each on inspirational input, you’ll see enormous results.

## Income Habits

Whether you want to make a thousand dollars more a month, or a million, developing good income habits help to drive us towards those goals. Check out the 5 most popular income habits you need to implement on a daily basis.

### #1 – Set & Review Goals

[Setting and reviewing goals](http://www.wanderlustworker.com/setting-s-m-a-r-t-e-r-goals-7-steps-to-achieving-any-goal/) on a daily basis is important to achieving your income goals. This is one of the best habits that you can have towards the pursuit of your monetary goals. S.M.A.R.T.E.R. goal setting involves setting (S) specific, (M) meaningful, (A) achievable, (R) relevant, (T) time-bound goals that are (E) evaluated, and (R) re-evaluated per time.

Develop a system for setting goals and ensure that you engage in goal setting every single day. Pursue the goals that are important to you, and ensure that you build checklists to help you accomplish what you want over time.

### #2 – Save 20% of your income

Oftentimes, it takes adhering to a strict schedule of saving over a long period to get ahead. This money isn’t just for emergencies; it’s moment-of-opportunity cash. It’s money that needs to be used when the right opportunity for investment presents itself. At least 20% of your income should be saved, in order to build up your funds for investment opportunities.

Your savings should be automated. Setup a savings account to automatically deduct the funds from your personal account every single time you get paid. Ensure that the money goes out before you can even get used to seeing it in your checking account and make sure that you can’t touch it in your savings account.

### #3 – Track & audit expenses

Many people can tell you their income right off the bat. They know just how much money they make since it generally tends to be fixed. But, most people can’t tell you how much they spent in a certain category of expense last month. Close enough attention isn’t paid to money that’s going out, just money that’s coming in.

Tracking & auditing expenses should be something done on a daily basis. Whether you use a notepad or a digital spreadsheet, it’s important to know every penny going out the door. Small leaks sink big ships. $5 per-day latte habits equate to $1825 spent on coffee a year. $20 lunches out every single day equates to $7300 a year. Track and audit all of your expenses.

### #4 – Education

Education is one of the most important income habits that you can harbor. Without education, advancement over time in career and income becomes incredibly difficult. And, education must be instituted on a daily basis, and not something that happens once or twice a year. Spend at least 30 minutes each day with education in your career or towards investments.

If you’re not subscribed to a newsletter, magazine, or newspaper in your intended field, then this is the time to do so. Whether you read it online or in print, subscribe to something that can help to advance your career. If you want to educate yourself in investments, even better. Spend each day learning just a little bit, and over time, you’ll see tremendous results.

### #5 – Daily budgeting

Create and stick to a budget, and follow it religiously. This should allow you to save and invest your money over time. If you don’t stick to a budget, it’s much harder to get ahead and accomplish your income goals. Knowing just how much money you can or can’t spend every day will help you to get ahead.

Take your monthly budget and divide it into a daily budget. Cut expenses where you can and put as much money as possible towards your savings. Time will pass by quickly so ensure that you’re putting your money where it counts.

## Leisure Habits

What you do in your spare time has a significant impact on the quality of your life. There are 5 habits that you can institute when you do happen to have time to yourself, which willonsiderably improve your life.

### 1 – Get organized

“Clean house, clean mind.” Spend a few minutes of your leisure time organizing your surroundings. Take 5 minutes to clean up your desk, declutter, or simply to throw things away. You’ll be surprised at how much your quality of life will increase when you get organized.

But, getting organized isn’t just about cleaning and decluttering. Getting organized also has much to do with developing habits that will help to shape and mold the direction of your life. Know where you’re going and ensure that you have a certain sense of clarity. Focus, envision, and get organized.

### 2 – Contribution

Most people take their leisure time to themselves. However, to increase the quality of your life, developing the leisure habit of contributing will help to make an enormous difference. By contributing, you’re sending a clear message to your unconscious mind that there’s more than enough for your to go around, both of your time and your money.

And, even if you don’t have extra money to contribute, contribute your time. There are others out there that are in dire straits and need help in any form, and giving your time is one of the best gifts that you can give. Spend some time every day seeking out ways that you can contribute.

### 3 – Socialize & network

Boost the quality of your life by socializing and networking. It’s been said that 79% of rich people spend 5 hours or more networking, whereas the poor spend 16% of their time doing so. But, networking doesn’t have to be just solely for business. take an interest in other peoples’ lives and you’ll be surprised just how much it will come back to you.

### 4 – Do one thing you’re afraid of

Do one thing that you’re afraid of every single day. Take your leisure time to the next level by developing this habit. What are you afraid to do? Why are you afraid to do it. Too often, we can’t get ahead because of how scared we are of something. Fear and anxiety seem to be crippling to us. Overcome your fears and force yourself to do just one thing you’re afraid of doing.

### 5 – Do one thing you’ve been putting off

Do one thing that you’ve been putting off every single day. This is a tremendous way to overcome procrastination and build the leisure habit of moving your life forward. Create a list of all the things that you’ve been putting off. Then, commit to spending just 15 minutes each day doing one of those things. Even if you can’t complete it, make sure that you spend 15 minutes doing it.