INTERPERSONAL COMMUNICATION AND INDIVIDUAL WORK PERFORMANCE OF IT EMPLOYEES

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Abstract

Interpersonal communication not only builds relationships at the workplace but also important characteristics to understand one's potential to perform the assigned job. Further, the present study attempts to study the Information Technology (IT) employee's relationship between interpersonal communication and performance at workplace of the personnels in the managerial positions and the employees work under them. An online survey was conducted to collect data and 101 IT employees responded to the survey. Interpersonal communication is measured by adopting the instrument (Interpersonal Communication Inventory). Job performance of the employees was measured by adopting the scale 'Individual Work Performance Questionnaire (IWPQ)' including task performance, contextual performance, and counterproductive work behaviour. The Counterproductive work behavior of an employee significantly accounted for a negative relationship with the employee's Interpersonal communication by not indulging in the presentism attitude. Employees' behaviour committed towards the organization's principles by contributing to its social and psychological environment predicted by the employee's task performance and Counterproductive behaviour.

Keywords:
Interpersonal Communication, IT Employees, Work Performance, Managerial Communication, Team Communication

1. INTRODUCTION

Interpersonal Communication is termed as Exchange of information between two or more individuals to achieve their personal and social need is performed using verbal and non-verbal communication cues [1]. Amongst all levels of communication– Interpersonal, Intrapersonal, organizational, and macro-social, Interpersonal communication is turned to be more effective because it accomplishes the pertinent response from the receiver [2], [3].

In today's rapidly expanding commercial world and dynamic work environment, Individuals working in organizations to succeed in their profession need to be effective communicators regardless of their position (manager or team member). This is why interpersonal communication has gradually increased in importance in the organizations where human resources are involved. Interpersonal communication among employees has been demonstrated to be a crucial strategy for building a workforce capable of interacting with both internal team members and external stakeholders. Due to the growing need for participation within businesses, managers nowadays develop a wide range of communication abilities, strategies, and attributes to successfully engage the business. Incorporating the participants' involvement in the relationship has become the core of communication studies, because of its nature of emphasizing the act of effectively understanding and sharing another's point of view. As a dynamic, active process, communication is challenging to define since it is constantly evolving [4].

For any individual who wants to be social, one should acquire and master the know-how tactics of Interpersonal communication i.e., adjusting and adapting the communication cues (verbal and non-verbal) during social interactions [5]. Communication bias could be eliminated during Interpersonal communication by addressing the issue in social context [6]. In the present times at any workplace soft skills are more important for a worker than the technical expertise one possesses [7], which helps to work well with their peers and subordinates and achieve their consensus in the global work environment. Competence in the workplace depends on various factors like satisfaction, motivation, and commitment towards the organization an employee has, which results in his/her job performance, in this view it is found that effective communication and the leadership relations of the supervisor were the best predictors of employees outcome [8]. Balanced communication with both understanding and influencing styles of messages from a team leader results in a relationship leadership style that increases trust among the employees [9]. When it comes to employees job satisfaction supervisors play a major role equally with their peers (team members). At the end of the day, the organization expects the outcome i.e latently the performances of their employees, irrespective of the position they hold. In order to boost up the outcome, the employees need to be satisfied with their job and the relations that they have at the workplace. Social interactions and a satisfied working environment at the job place encourages the employees to perform well. Managers need to create a promising and encouraging work environment that results in job satisfaction [10]. Maintaining the professional work environment to the employees satisfaction by the managers is achieved by practicing the soft skills (motivations, recognitions, understanding feelings, understanding situations etc.) effectively i.e., effective Interpersonal communication in considering how others read your words [11].

Interpersonal Communication is the verbal or non-verbal process of exchange of information, ideas and feelings between two or more people. It usually includes face-to-face interaction using voice, facial expressions, body language and gestures. The effectiveness of transferring messages to others is used to assess one's interpersonal communication skills.

Interpersonal communication studies evolved from the middle of the twentieth century (post-world war II) became an important field to explore, caters the skill required for persuasive communication, and also comprises the characteristics of support, development, and management of social and personal life for any individual [12]. Few studies on interpersonal communication had been conducted until the 1960s. Interpersonal communication emerged during this time, as noted by Heath and Bryant starting in 1960 [13], scientists adopted communication as the field's

umbrella word in order to study it as a crucial and distinctive aspect of human behavior. Research on interpersonal communication initially focused on persuasion, social influence, and small group dynamics. The theories involved learning, dissonance, balance, social judgment, and reactance [5]. By the 1970s, social interaction, relational development, and relational control had come to dominate studies. These early theoretical approaches, according to Berger had an impact on the research on interpersonal communication throughout the last two decades. Interpersonal communication today is mostly focused on dyadic communication, communication that includes face-to-face interaction, and communication that results from developing relationships.

Research on interpersonal communication theory mostly focuses on the development, maintenance, and disintegration of relationships. It has long been recognised that the desire to eliminate uncertainty drives interpersonal communication [14].

Early studies in interpersonal communication focused on counseling, therapy, and small-group interaction in connection to families and intimate relationships [15]. Various scales were developed to measure the styles, patterns, characteristics, and competence of communication for individuals.

Understanding the importance of communication at the workplace and its need to explore it with the relevant factor, it is the performance at the workplace which has much scope to investigate. By reason of, the output of any employee in an organization is measured using their performance. Performance at the workplace is a multifaceted notion, and at its most basic level, it may be divided into two parts: the process part, which refers to behavioural interactions, and the desired output part. Here, activity refers to the actions people do to complete a task, whereas result refers to the effects of a person's work behaviour [16]. Evidently, in the workplace, the desired outcome and behavioural involvement are connected [17], but the comprehensive overlap between both the constructs are not evident yet, as the expected outcome is influenced by factors such as motivation and cognitive abilities rather than the behavioral aspect.

Performance in the form of task performance comprises job explicit behaviors which includes fundamental job responsibilities assigned as a part of job description. Task performance requires more cognitive ability and is primarily facilitated through task knowledge (requisite technical knowledge or principles to ensure job performance and having an ability to handle multiple assignments), task skill (application of technical knowledge to accomplish task successfully without much supervision), and task habits (an innate ability to respond to assigned jobs that either facilitate or impede the performance) [18].

Managers' behaviours and their performances are identified by the social cognitive and communication skills, are essential factors in management, and it is measured by the communication competence that substantiates the managerial practices [19]. Administrators in public schools were shown to have higher perceptions of their abilities in the areas of adaptability, social anxiety, self-disclosure, empathy, and listening than those with poor responsiveness (driver and analytical). Managers with a non-responsive social style might have to employ adaptive strategies to make up for their lower competency ratings [20].

It is important to note the connection between managers and employees. Performance is the key in the manager-employee relationship. The manager-employee relationship has a critical impact on performance. So why do companies often neglect to emphasize or provide training to help managers build this important connection?" The best possible working relationship between managers and employees is crucial to creating a successful business and economy [21]. Accord management systems reports [22] that the connection between the availability of quality resources and the success of personnel should be the main concern of the employees who are disengaged, and it is important to study the role of employees and disengagement.

Maximizing employees' outcome and performance depends on knowledge, quick problem solving, swift decision making driven by data. This results in job satisfaction, more appreciated, more likely to stick with the company, and more likely to do work of a higher caliber. Where in the above said factors empowering the employees connects with the communication skill, plays a major role between managers [21]. Job satisfaction facilitates achieving the optimum relationship between managers and employees, and it is crucial to offer a satisfactory environment under the daily hard conditions at the workplace. Providing more opportunities to grow, showing concerns towards employee's well-being, valuing employees feeling, and the significance of two-way communication, are the main factors influencing employee engagement [23].

Employees spend most of their lifetime with their organizations, the relationship between the employees and managers are the most important reflections of societal and economic advancement. Any organization may sustain and prospects to improve employee's turnover through enhancing job satisfaction and productivity, that achieves the company in a profitable setting [24]. Employees associate easily and maintain the relationship with the same level of individuals (peers) in the organizational hierarchy as with their bosses (manager / supervisor) [25]. Career development of an employee at every stage can be related to their psychosocial support and the peer relationships (work relationship or mentoring relationships) one have at the workplace. Kram and Isabella study showed that peer interactions provide significant alternatives to those with traditionally specified mentors [26].

While dealing with the role of interpersonal communication and relationships between employees and managers, it is essential to understand interpersonal need gratification theory and how it applies to professional relationships. Anderson and Martin state that the need gratification theory is a goal-oriented communication perspective that explains why people join relationships [27], people have individual wants for inclusion, control, and affection [28]. Inclusion is the desire to form and maintain a satisfying relationship with another person, whereas affection is concerned with proximity and intimacy. The need for control expresses ideas of dominance and power. Employees are more likely to build relationships and experience pleasure when their needs are satisfied through satisfying communication [29].

Apparently, there are two important aspects of developing relationships at work are significant; Building relationships with superiors; and Building relationships with co-workers. It is also worth mentioning that both factors are tied to the necessity of establishing positive ties with the organization [28]. Harris and

Harris noted that it is critical to create a sense of connection to the workplace that is more than just a wage or benefits plan in order to build good relationships in an organization. Employees yearn for that special sense of togetherness that can only come from an open communication atmosphere, according to the author. Today's technologies, such as electronic mail and groupware communication systems, are effective tools for connecting employees and companies [30]. Further, the authors have identified four primary strategies for forming relationships with employees and earning their commitment:

1. To establish internal listening as a priority;
2. To use multiple internal communication channels;
3. To encourage two-way interaction; and
4. To give feedback in real-time.

Employees perceive their manager as their single most crucial source of contact. As a result, rather than merely receiving instructions, they prefer to communicate with them face to face. As a key means of impressing superiors, the second strategy demands creating a trusting connection and behaving in a trustworthy manner. The third strategy involves assisting your manager in succeeding by presenting both solutions and problems [29]. Building good relationships with co-workers is just as crucial as maintaining positive relationships with superiors at work, because co-workers come into touch more frequently than superiors [31]. Furthermore, work relationships have an impact on both affective and behavioural results [28]. Better, higher, and stronger communication style of managers with their subordinates was related to the manager's performance [32]. Workplace is where one relies on other/s to have a comfortable and peaceful environment. In order to fulfill it in the workplace, communication plays an important key role that facilitates the fulfillment of our job. The more effective we are at communicating, the more likely we are to realize our hopes and dreams [33]. Further, effective communication of a manager contributes to a well-functioning organization as well as a better working environment. Present study attempts to study how interpersonal communication affects employees' level of engagement with the managerial head. Communication is a decisive aspect of today's business life because it plays an important function within systems where the flow of information permits an organization's performance. Communication is undeniably vital in today's corporate world [34].

Any organization functions ultimately to be a leader in the market and as a profitable entity, this directly depends on the human resource management and is proportional to the performance of the employees. Job performance is a phenomenon that varies across the jobs [35], time [36] and to state conclusively it involves the behaviours of the employees that commit to the company's goals [37].

Keeping this in mind and after a careful review of the literature explored in the context of employees, managers, interpersonal communication and relationships, and performance at workplace. Interpersonal communication not only builds relationships at the workplace but also important characteristics to understand one's potential to perform the assigned job. Further, the present study attempts to study the Information Technology (IT) employee's relationship between interpersonal communication and performance at workplace of the personnels in the managerial positions and the employees work under them.

Interpersonal communication inventory tool developed to measure generally the social interactions as a factor for Interpersonal communication. The Interpersonal Communication Inventory (ICI) is applicable generally to social interaction in a wide variety of situations. Effective communication is based on five interpersonal components as mentioned in the Interpersonal communication inventory developed by Bienvenu (1971) asserts that a key component of social interaction is interpersonal communication and its goal is to find communication trends, traits, and styles rather than to evaluate content. The current study examines the relationship between the interpersonal communication skills of IT personnel and their performance outcomes at work.

The objectives of the present study are:

• To identify the Interpersonal communication level of employees working in IT companies.
• To determine the relationship between Interpersonal communication and Work Performance (Task, Contextual, and Counterproductive work behavior) of IT employees at their workplace.

2. METHODOLOGY

An online survey was conducted to collect data and 101 IT employees responded to the survey. Out of which 44 respondents are in the managerial level, and the remaining 57 are working under a manager or in a team. Interpersonal communication is measured by adopting the instrument (Interpersonal Communication Inventory) developed by Bienvenu (1971), which constitutes 40 items including the factors self-concept, listening, clarity of expression, issues coping with angry sentiments, and self-disclosure. Scoring procedure is followed as per the inventory guidelines provided by the instrument. Job performance of the employees was measured by adopting the scale 'Individual Work Performance Questionnaire (IWPQ)' developed by Koopmans [38], which consists of 18 items including task performance, contextual performance, and counterproductive work behaviour. Responses were rated in a five point scale, for task and contextual performance dimensions 1 = seldom to 5 = always; and for counterproductive behaviour dimension 1 = never to 5 = often, as mentioned in the instrument scoring procedure. In addition to the key variables; Interpersonal communication and job performance, the demographic variables collected for the study are gender, age, designation/position, and monthly income. Reliability of the scale adopted was validated with the 101 samples collected using the reliability test (cronbach's alpha), which shows 0.80 for Interpersonal Communication Inventory, and 0.93 for Individual Work Performance Questionnaire.

3. ANALYSIS AND RESULTS

The Table.1 and Fig.1 presented above is to understand the characteristics of the variables and spreadness of the data. The range of the data for Interpersonal Communication and Individual work performances (task performance, contextual performance, counter productive behaviour) from the 101 samples collected are

54 (50-104) and 56 (34-90) respectively. The middle fifty percent of the sample range for Interpersonal Communication and Individual work performances is calculated using Interquartile range i.e, 22 for both the variables. From the above diagram, the length of the box for Interpersonal Communication and Individual

work performances is almost equal and long, indicating more spread and more variability in the data. Female has a larger median at 71 as Interpersonal Communication score, while male's median is 68. With respect to work performances, Male has a larger median at 73, while female's median is 63.

Table.1. Descriptives

Interpersonal Communication	Mean	Median	Mode	SD	Kurt.	Skew.	Range	Min.	Max.	Q1	Q3
Male	71.5	68	63	12.5	-.84	.38	48	51	99	62	81
Female	72.5	71	83	13.3	-.81	.36	54	50	104	61	83
Total	**71.8**	**70**	**62**	**12.7**	**-.84**	**.38**	**54**	**50**	**104**	**61**	**83**
Performance at WorkPlace (Male and Female)	**69.5**	**68**	**90**	**14.1**	**-.84**	**-.10**	**56**	**34**	**90**	**60**	**82**
Male - Task	21	22	25	3.8	-.45	-.72	14	11	25	18	25
Male - Contextual	33	35	40	6	-.64	-.68	22	18	40	29	39
Male - Counterproductive	18	17.5	25	6.3	-1.27	-.26	20	5	25	12.25	24
Male Performance total	**72**	**73**	**90**	**13.5**	**-1.02**	**-.21**	**46**	**44**	**90**	**62**	**85**
Female - Task	19.5	20	25	3.9	.035	-.47	16	9	25	16.5	22.5
Female - Contextual	30	31	40	6.7	-.52	-.28	25	15	40	25.5	35
Female - Counterproductive	14.8	14	15	6	-1.04	.26	19	6	25	9.5	20
Female Performance total	**64.4**	**63**	**60**	**14**	**-.22**	**.18**	**56**	**34**	**90**	**55**	**72**

Task Performance

Contextual Performance

Individual Work Performance

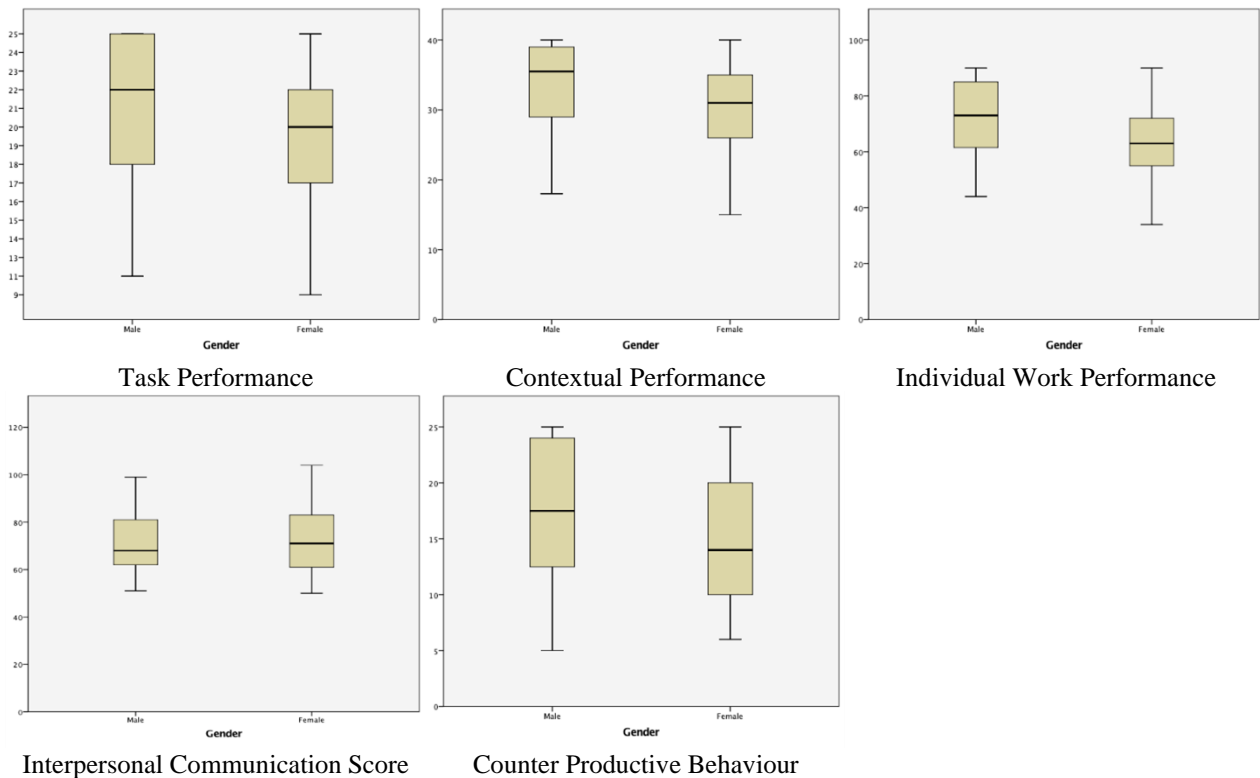Interpersonal Communication Score

Counter Productive Behaviour

Fig.1. Boxplot for key variables (Task Performance, Contextual Performance, Counter Productive Behaviour, Individual Work Performance, Interpersonal Communication)

Table.2. T-test Gender Vs Key variables

		N	Mean	SD	t	Sig.
Interpersonal Communication	Male	68	71.50	12.537	.385	.701
	Female	33	72.55	13.349		
Task Performance (a)	Male	68	21.18	3.809	2.032	.045
	Female	33	19.52	3.946		
Contextual Performance (b)	Male	68	33.35	6.051	2.474	.015
	Female	33	30.06	6.713		
Counter Productive Behaviour (c)	Male	68	17.49	6.352	2.013	.047

	Female	33	14.82	6.018		
Individual Work Performance (a+b+c)	Male	68	72.01	13.539	2.619	.010
	Female	33	64.39	14.084		

Table.3. t-test Position Vs Key variables

		N	Mean	SD	t	Sig.
Interpersonal Communication	Non-Managerial	44	72.34	13.362	.344	.731
	Managerial	57	71.46	12.364		
Task Performance (a)	Non-Managerial	44	21.36	3.692	1.661	.100
	Managerial	57	20.07	4.017		
Contextual Performance (b)	Non-Managerial	44	34.14	5.655	2.627	.010
	Managerial	57	30.84	6.670		
Counter Productive Behaviour (c)	Non-Managerial	44	17.95	6.111	1.891	.062
	Managerial	57	15.58	6.372		
Individual Work Performance (a+b+c)	Non-Managerial	44	73.45	13.441	2.524	.013
	Managerial	57	66.49	13.981		

Table.4. Regression analysis among key variables

Dependent Variables	R	R square	Adjusted R square	F	Sig.
Interpersonal Communication	.651	.424	.394	13.986	.000
Task Performance	.864	.746	.733	55.948	.000
Contextual Performace	.877	.769	.757	63.410	.000
Counter Productive behaviour	.745	.554	.531	23.634	.000

Table.5. The unstandardised and standardised regression coefficients for the variables

Criterion variable	Predictor variables	B	SE B	β	t	Sig.
Interpersonal Communication	Task Performance	.306	.503	.094	.608	.545
	Contextual Performace	.376	.319	.190	1.179	.241
	Counter Productive behaviour	-1.483	.179	-.737	-8.307	.000
	Position	-2.660	2.112	-.104	-1.259	.211
	Gender	-.519	2.214	-.019	-.234	.815
Task Performance	Interpersonal Communication	.013	.021	.041	.608	.545
	Contextual Performace	.518	.038	.851	13.540	.000
	Counter Productive behaviour	.038	.048	.061	.797	.427
	Position	.512	.430	.065	1.190	.237
	Gender	.008	.451	.001	.017	.987
Contextual Performace	Interpersonal Communication	.038	.033	.076	1.179	.241
	Task Performance	1.272	.094	.774	13.540	.000
	Counter Productive behaviour	.163	.073	.161	2.236	.028
	Position	-1.116	.670	-.086	-1.666	.099
	Gender	-.514	.705	-.038	-.729	.468
Counter Productive behaviour	Interpersonal Communication	-.284	.034	-.058	-8.307	.000
	Task Performance	.175	.220	.108	.797	.427
	Contextual Performace	.306	.137	.311	2.236	.028
	Position	-1.223	.923	-.096	-1.325	.188
	Gender	-.775	.966	-.058	-.802	.424

In order to find, is there any difference between male and female employees towards Interpersonal Communication, Task Performance, Contextual Performance, and Counter Productive Behaviour, t-test is performed. From the table 2 it is inferred that Indivudal work performance (t=2.619, p=.010), (Task (t=2.032, p=.045), Contextual performance (t=2.474, p=.015), Counter Productive behoviour (t=2.013, p=.047)) has a significant difference among gender (male and female). With respect to Interpersonal Communcation (t=.385, p=.701), there is no significant difference between males and females. Further, it is observed that with respect to significantly differing variables work performance towards gender of the respondents the mean values of Task performance (male = 21.18(M), female = 19.52(M)), Contextual performance (male = 33.35(M), female = 30.06(M)), Counterproductive behaviour (male = 17.49(M), female = 14.82(M)), and overall performance (male = 72.01(M), female = 64.39(M)). Hence, it is inferred that male employees perform better than female employees in IT organisations.

In order to find, Is there any difference between managerial and non-managerial position of employees towards Interpersonal

Communication, Task Performance, Contextual Performance, and Counterproductive Behaviour, t-test is performed. From table 3 it is inferred that Individual work performance (t=2.524, p=.013), Contextual performance (t=2.627, p=.010), has a significant difference among the employees position (managerial and non-managerial). With respect to Interpersonal Communication (t=.344, p=.731), and specific to Task performance (t=1.661, p=.100), and Counterproductive behaviour (t=1.891, p=.062) of Individual Work Performance there is no significant difference between managerial and non-managerial position of employees. Further, it is observed that with respect to significantly differing variables contextual performance and overall performance towards position of the respondents the mean values of Contextual performance (non-managerial = 34.14(M), managerial = 30.84(M)), and overall performance (non-managerial = 73.45(M), managerial = 66.49(M)). Hence, it is inferred that employees in non-managerial positions perform better than managerial position employees in IT organizations.

In order to identify a model to predict the key variables Interpersonal Communication, Task performance, Contextual performance, and Counterproductive behaviour, four individual Multiple linear regression analysis was performed using standard method in regression with fixing one key variable as criterion variable and remaining variables as predictor variables vice-versa. In addition to the predictor variables for each set gender and position of the employees were included as the predictor variables. The model summary for the multiple linear regression analysis was presented below.

The key variables, Interpersonal Communication, Task performance, Contextual Performance, Counter Productive Behaviour, and other variables position (managerial or non-managerial) and gender were subjected to regression analysis to identify a model for prediction presented in table 5 and table 6. Individual regression analysis was performed by keeping all the key variables as criterion variables and rest as predictor variables.

In the first equation for predicting Interpersonal Communication, those variables (Task performance, Contextual Performance, Counter Productive Behaviour, gender, position) that were significantly correlated with the criterion variable, Interpersonal Communication, were entered as predictors into a multiple regression using the standard method. A significant model emerged: $F(5,95) = 13.986$, p<.001. The model explains 39% of the variance in Interpersonal Communication (adjusted R^2 = .394). Table gives information about regression coefficients for the predictor variables entered into the model. Counterproductive behaviour was a significant predictor, with a negative relationship to Interpersonal Communication. Task performance, Contextual Performance, gender, and position were not significant predictors.

In the second equation for predicting Task Performance, those variables (Interpersonal Communication, Contextual Performance, Counter Productive Behaviour, gender, position) that were significantly correlated with the criterion variable, Task Performance, were entered as predictors into a multiple regression using the standard method. A significant model emerged: $F(5,95) = 55.948$, p<.001. The model explains 73% of the variance in Task Performance (adjusted R^2 = .733). Table gives information about regression coefficients for the predictor variables entered into the model. Contextual Performance was a significant predictor, with a positive relationship to Task Performance. Interpersonal Communication, Counterproductive behaviour, Contextual Performance, gender, and position were not significant predictors.

In the third equation for predicting Contextual Performance, those variables (Interpersonal Communication, Task Performance, Counter Productive Behaviour, gender, position) that were significantly correlated with the criterion variable, Contextual Performance, were entered as predictors into a multiple regression using the standard method. A significant model emerged: $F(5,95) = 63.410$, p<.001. The model explains 76% of the variance in Task Performance (adjusted R^2 = .757). Table gives information about regression coefficients for the predictor variables entered into the model. Task Performance and Counterproductive behaviour were significant predictors, with a positive relationship to Contextual Performance. Interpersonal Communication, gender, and position were not significant predictors.

In the fourth equation for predicting Counterproductive Behaviour, those variables (Interpersonal Communication, Task Performance, Contextual Performance, gender, position) that were significantly correlated with the criterion variable, Counterproductive behaviour, were entered as predictors into a multiple regression using the standard method. A significant model emerged: $F(5,95) = 23.634$, p<.001. The model explains 53% of the variance in Task Performance (adjusted R^2 = .531). Table gives information about regression coefficients for the predictor variables entered into the model. Interpersonal Communication and Contextual Performance were significant predictors, with a positive relationship to Counter Productive behaviour. Task performance, gender, and position were not significant predictors.

4. DISCUSSION AND CONCLUSION

Among the responses from IT employees towards their Interpersonal Communication, nearly fifty percent of the employees were found to be relatively low in Interpersonal communication when compared to the other employees. Ninety percent of the employees' individual work performance is above moderate level, and forty five percent were performing at high level out of that ninety percent. The career growth of individuals and the growth of the company in the market depends on the performance of their employees. It is essential for an Information Technology IT firm expecting the employees performance (i.e outcome) regardless of any other skills an employee possesses. It is obvious that the employees who focus on their performance find it hard to engage them with other activities such as socializing with their peers, maintaining interpersonal relationships among hierarchical systems, and so on. It is felt that the voluntary behaviour of an employee towards engaging in such activities is not going to help them in any advancement in their line of work, rather to have only official communication. Maybe the reason the task performance and contextual performance did not account for the prediction of employees' Interpersonal Communication. The Counterproductive work behavior of an employee significantly accounted for a negative relationship with the employee's Interpersonal communication by not indulging in the presentism attitude.

As mentioned earlier, the IT employees focus on their individual tasks and completing them efficiently and effectively

goes together with the organization goals and objectives proactively. An IT employee who contributes to the organization's growth by considering the social and psychological environment of the company performs their tasks individually. Employees' behaviour committed towards the organization's principles by contributing to its social and psychological environment predicted by the employees task performance and Counterproductive behaviour. The behaviour harming the well-being of the organization decreases with increase in the Interpersonal Communication of the employees and it is predicted that, the employees Interpersonal communication and commitment towards the organization's achievement accounts for the Counterproductive behaviour negative and positive respectively.

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