INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT

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    NEED/IMPORTANCE OF THE STUDY

    STATEMENT OF THE PROBLEM

    OBJECTIVES

    HYPOTHESES

    RESEARCH METHODOLOGY

    RESULTS & DISCUSSION

    FINDINGS

    RECOMMENDATIONS/SUGGESTIONS

    CONCLUSIONS

    SCOPE FOR FURTHER RESEARCH

    ACKNOWLEDGMENTS

    REFERENCES

    APPENDIX/ANNEXURE

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CONTRIBUTIONS TO BOOKS
- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

JOURNAL AND OTHER ARTICLES
- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS
- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

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- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Political Weekly, Viewed on January 01, 2012 http://epw.in/user/viewabstract.jsp

A STUDY TO MAXIMIZE INTERPERSONAL EFFECTIVENESS TO OVERCOME GENERATION GAP USING AURA AS A TOOL

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ABSTRACT

Generation gap is the most critical issue of any person's work and family life. Due to generation gap there is increase in conflicts between younger and older, therefore employees are stressed out and lack peace of mind in workplace and family resulting in increased health issues. Also, in an organization, human resource managers find difficulty in understanding generational differences due to lack of awareness and knowledge. Thus, the research study is to identify the ways to increase interpersonal effectiveness in order to overcome generation gap using aura as a tool. Therefore the three research variables are interpersonal effectiveness, generation gap and aura. This is a literature-based paper to arrive at the theoretical framework for the research. The literatures collected were classified under three research variables: interpersonal effectiveness (IE), generation gap (GG) and aura. The literatures collected under interpersonal effectiveness focuses on identifying factors effecting interpersonal effectiveness, concept and constituents of IE, measures involved, and benefits of IE. The literatures collected under generation gap focuses on concept of GG and its measures, and what leads to GG. Similarly, literatures collected under aura focuses on what is aura and, its measures and application. Based on the review, it is observed that Interpersonal effectiveness and productivity are correlated. So, for increase in productivity and organisational growth, there must be increased interpersonal effectiveness. As generation gap is due to deficiency in interpersonal understanding between young and old, which is believed that would be overcome by effective interpersonal effectiveness. Also, since the aura of the person is strongly associated with interpersonal attraction and communication, aura has been considered as a tool, for bridging generation gap by increasing interpersonal effectiveness.

KEYWORDS
interpersonal effectiveness, generation gap.

1. INTRODUCTION

The term 'Interpersonal Effectiveness' is effective relationship with self and others. When there is a lack of interpersonal effectiveness in the work environment there cannot be any favourable outcomes. Only with effective interpersonal relationships there can prevail, a conducive environment for people involved in work, thereby leading to positive results, in terms of performance, productivity and organizational development.

Generation Gap means difference in values and attitudes between one generation and another, especially between younger and older people. For the first time in history, people from four different generations Traditionalists, Baby Boomers, Generation Xers and Millennials are working together in workplace resulting in generational conflict. To fill in the generation gap it requires an intimate understanding of what makes these generations so different and how to integrate them into one unified team for the betterment of the organisation.

Aura or electromagnetic (EM) field commonly called the Ethereal Body is a product of creation of matter by electrofield manifestation through the quantum particles onto the physical plane. Aura can be quantified and tangibly studied in an experimental manner. Indeed, since colors of light are defined by frequency, subtle energies and the bioenergy that emanates from all living things can be quantified as electromagnetic field energy that resonates with different frequencies of light can be measured using 'Aura Video Station'. AVS is an interactive multimedia biofeedback aura imaging computer system.

To overcome generation gap, the most traditional method of increasing positive aura or energy is followed, which increases interpersonal effectiveness. Thus, the research study is to identify how to increase the interpersonal effectiveness in order to overcome generation gap using aura as a tool. Therefore the three research variables are, interpersonal effectiveness, generation gap and aura. This is a literature-based paper to examine the relationship among the variables and arrive at the theoretical framework for the research.

2. METHODOLOGY

About 80 literatures were collected and classified under three research variables: interpersonal effectiveness (IE), generation gap (GG) and aura. The literatures collected under interpersonal effectiveness focuses on identifying factors effecting interpersonal effectiveness, concept and constituents of IE, measures involved, and benefits of IE. The literatures collected under generation gap focuses on concept of GG and its measures. Similarly, literatures collected under aura focuses on what is aura and, its measures and application. The sources of literatures collected are from ProQuest, EBSCO and ScienceDirect databases. The literatures collected, range from the period 1965-2012.

3. LITERATURE REVIEW

The review of literature is categorised under three variables Interpersonal Effectiveness, Generation Gap and Aura

3.1 REVIEW ON INTERPERSONAL EFFECTIVENESS

Foo (2011) researched on team developing business ideas, how member characteristics and conflict affect member-rated team effectiveness. Randolph-Seng and Norris (2011) theorized about the effects of shared social theories on the quality of group decisions and about certain interactive effects of SSTs and cross-understanding on the quality of group decisions.

Clarke (2010) aimed to identify whether relationships exist between emotional intelligence (EI) and specific teamwork behaviours that are associated with transition, action and interpersonal team processes using the ability model of EI. Emelo (2010) examined e-mentoring's impact on productivity and introduce readers to social learning. Khetarpal (2010) aimed to study the influence of interpersonal communication in creating conducive organisational climate. Taylor (2010) researched on linking personality to interpersonal citizenship behavior through the moderating effect of empathy.

Manning, et al. (2009) aimed to present some further research findings that explore the relationship between influencing behaviour and team role behaviour. He also aimed to present and discuss research into the relationship between influencing behaviour and impact, including gender and seniority differences. O'Rourke (2009) researched to understand self-awareness through a heuristic study of the relationship with self and others.

Bandelli (2008) provided an introduction to a theoretical model of socio-affective competence. Betts (2008) aimed to examine online personal style assessment through style awareness for online interpersonal effectiveness and improved emotional intelligence. Downie, et al. (2008) used an event-contingent daily recording strategy, the Rochester Interaction Record (RIR), to examine the motivational dynamics of interpersonal relations. Manning, et al. (2008) aimed to present findings, and discuss the relevance of those findings, with regard to research undertaken about interpersonal influence in the workplace.

Davies and Kanaki (2006) investigated interpersonal characteristics associated with Belbin's team roles in work groups. Frye, et al. (2006) investigated the relationship between the emotional intelligence of self-directed teams and two dimensions of team interpersonal process - team task orientation and team maintenance function. Peltokorpi (2006) studied the impact of relational diversity and socio-cultural context on interpersonal communication at Nordic subsidiaries in Japan.

Kanov (2005) aimed to explore the nature and significance of interpersonal disconnections in work organizations. Mahoney and Stasson (2005) studied interpersonal and personality dimensions of behaviour using firo-B and the big five. Kunnanatt (2004) researched that a carefully drafted emotional intelligence training program changes both the inside aspects and the outside relationships of participants and cultivates a host of virtues and attributes, including better attitudes, clearer perceptions, and productive affiliations in life. McDowall and Fletcher (2004) examined possible links between elements of perceived procedural justice, global fairness perception and attitudinal measures in a review/development context.

Brok, et al (2002) investigated that increased external societal pressure on schools via developments such as accountability and accreditation, there is a growing need of schools for instruments that provide them with information on the quality of the teaching and learning processes they organize. De Dreu and Van Vianen (2001) revealed that team effectiveness and satisfaction suffer when teams experience relationship conflict - conflict related to interpersonal issues, political norms and values, and personal taste.

Allen-Meyer and Starkeova (1998) explored the meaning of insight as a way to enhance individual and interpersonal effectiveness. According to Yrle & Galle (1993), supervisors are chosen on the basis of their knowledge and their ability to use their knowledge. Rahim, et al. (1992) attempted to provide some guidelines so that organizational members can use the styles of handling interpersonal conflict, they are integrating, obliging, dominating, avoiding and compromising with the superiors, subordinates and peers ethically and effectively. From study and observation Covey (1991) isolated eight discernible characteristics of people who are principle-centered leaders, they are continually learning, they believe in other people, they lead balanced lives, they are service-oriented, they see life as an adventure, they are synergistic, they exercise for self-renewal.

Mezoff (1982) explained that the effectiveness of human relations training (HRT) can be increased by recognizing the differential effectiveness of various kinds of training with different types of participants. Watson (1982) presented a specific communication methodology for the study of organizational behavior at the level of the interpersonal relationship. Getter, et al. (1981) developed Interpersonal Problem Solving Assessment Technique guided by Rotter's Social Learning Theory, problem-solving and assertiveness research, a semi-structured free response format designed to assess components of interpersonal effectiveness. Hill and Baron (1976) conducted an experimental investigation of interpersonal openness and communication effectiveness.

INFERENCE

The above review indicates that interpersonal effectiveness plays an important role in increased productivity, conducive organizational climate, employee development, improved emotional intelligence, and individual and team performance through quality group decisions. There are various measures and techniques to increase and assess the interpersonal effectiveness for the betterment of individual and organization. The few measures are e-mentoring, emotional intelligence, motivational dynamics, interpersonal openness and socio-affective competence. The techniques for assessment are interpersonal problem solving assessment technique, FIRO-B, big five, and event-contingent daily recording strategy.

3.2 REVIEW ON GENERATION GAP

Srinivasan (2012) researched those organisations the world over in today's rapid growth context is faced with the challenge of understanding a multi-generational workforce and devising policies and processes to build collaboration between them. According to Beekman (2011), for the first time in history, people from four different generations Traditionalists, Baby Boomers, Generation Xers and Millennials are working shoulder to shoulder in workplace. Despite these differences, everyone is working together toward a common goal-the success of your business. To fill in the generation gap it requires an intimate understanding of what makes these generations so different and how to bring every one together as a unified team.

Geise (2011) stated that people of various cultures and generation process, retain information in different ways, making effective communication a challenge. And when you are training workers to be safe on the job, effective communication is key. Townsend (2011) explained, according to a recent report produced by Millennial, today's younger generation will bring change to the workplace by continuing to shake up how we communicate, consume media, browse the Web and make products.

According to Binder and Reeves (2010), loyalty is a critical element of organizational success. Loyalty activities in the healthcare arena, however, are spottier. The more patients who return to recommend and become champions for a hospital, the more fiscally healthy the organization. Elmore (2010) expressed that it is the problem of distinct generations-the Baby Boomers, Gen X and Gen Y-working together and often colliding as their paths cross. Individuals with different values, different ideas, different ways of getting things done and different ways of communicating in the workplace have always existed.

Gesell (2010), in an article quoted that in American organization today there is a diverse group of workers with differences in attitude affecting everything from recruiting, building teams, dealing with change, motivating, managing, maintaining and increasing productivity. Anonymous (2009), in an article stated that a national survey of American white workers found that while technology is widely embraced among working professionals, significant gaps exist among generations regarding its use and application in the workplace.

Ott, et al (2008) reported that a recent Gallup Panel survey asked a targeted sample of job seekers - Generation Y (ages 18 to 31), Generation X (ages 32 to 42), and Baby Boomer (ages 43 to 61) generational parameters - are looking for the same attributes and characteristics of potential organizations and jobs regardless of what generational definition they fall into. According to Sulewski (2008), in an article have given pointers, which can help Generation Y and their veteran coworkers achieve, a smooth transition. Anonymous (2007), stated that Generation Y, Echo Boomers or Milliennials, there is a growing movement of new brand entrepreneurs and they would be lost without the web.

According to Deal (2007), the generation gap proves that in reality, the generation gap does not exist. According to Wagner (2007), today's workers come from one of the four generations – each characterized by different values based on an individual's experiences growing up. In an article (Giancola, 2006), according to generational consultants, today's conflict often will occur in the workplace, where, for the first time in our history, we have four diverse generations being asked to work together. Anonymous (2005) stated there are steps that CPA firms can take to ease the differences between the various generations that work in a firm to enhance productivity.

Wood (2005) stated that in many organisations, multiple generations are arguing together besides working together that resulted in a level of generational conflict. Hui-Chun & Miller (2003) researched to identify differences in work characteristics between Baby Boomers and Xers in a non-western context, in manufacturing industry in Taiwan and compare results with the results achieved from similar western studies. Selix (2002) stated companies have studied everything from gender differences to ethnicity to Myers Briggs profiles.

Govitvatana (2001) described that generation gaps in perspectives, attitudes, and behaviors are nothing new, but they can be difficult to reconcile in the workplace. Poskaitis (1999) described that inside most businesses today, there is an illusive tension raging between management and staff that can slow company's growth and retention to a slow grind. Sforza and Thomas (1997) stated that age matters when choosing the right recognition award. Longenecker, et al. (1989), investigated that insider-trading scandals seemed to involve young professionals more than older workers. Booher (1968) stated that business community at large is not really communicating with the present generation who are interested in a peaceful, civilized world and basic improvement in the values men live by.

INFERENCE

The review on generation gap indicates that generational gap conflict is mainly due to lack of understanding between the young and the old, and through effective strategies, devising polices and procedures help to fill in this generation gap. Bridging the generation gap leads to diversity conscious and harassment-

free workplace, enhance productivity, strengthen work relationship between and among employees, productive staff and retain customers. There were also explanations from authors that in reality generation gap do not exist, since there are more similarities than differences.

3.3 REVIEW ON AURA

Seeman (2010) described that a balanced view recognizes the benefits of personal observation and the scientific method. Parra (2008) explained aura vision has a long tradition in the religious, occult, and psychical research literatures. Perceptual illusions, afterimages, and contrast effects have been offered as scientific explanations for aura reports. According to anonymous (2002), aura or electromagnetic (EM) field commonly called the Ethereal Body is a product of creation of matter by electrofield manifestation through the quantum particles onto the physical plane.

Smith (2002) says, if there is one single concept that helps to explain much about human interpersonal communication, it is the concept that humanity has an inherent connection with its environment, the basis of which is human consciousness itself, something that is now quantifiable, at least on a theoretical basis. Lang (2001) conducted the human aura research experiment. The goal of this experiment was to measure the degree to which each student could observe an aura, and to determine the degree of consistency between what each viewer observed.

Murstein and Hadjolian (1977) believed that fingertip auras (Kirlian Effect) might be associated with interpersonal attraction; four hypotheses were advanced to test this assertion. Tart (1972) discussed primarily the methodological problems of trying to study the human aura and defined the aura in a very minimal way, as simply a something that is perceived by human beings, and is perceived as a something that surrounds a person.
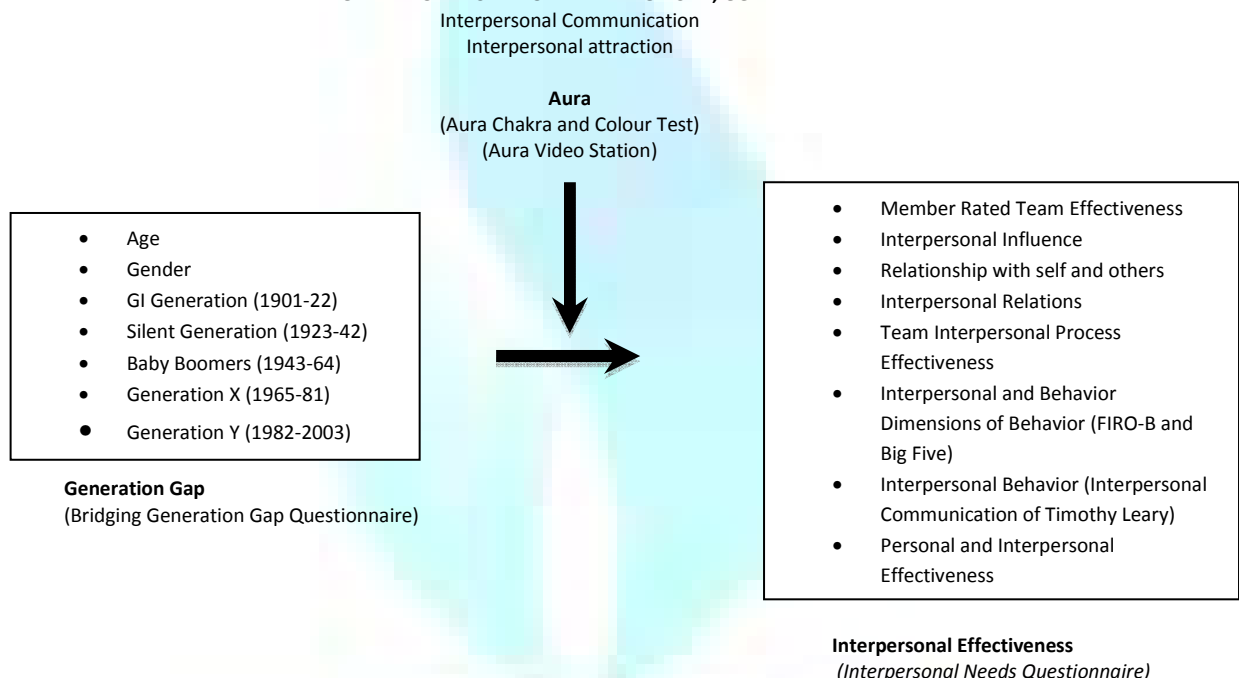
INFERENCE

From the above review on aura, few authors have emphasised on balanced research orientation, methodological and logical complexities in the study of human aura. They have also concluded that through the results obtained from aura research experiments, there is some degree of consistency in some factors yet a highly subjective variation in other factors. The few techniques used to measure the aura vision experience were betts vividness of imagery scale (visual and tactile), barrett's hallucinations questionnaire (visual and tactile) and the creative experiences questionnaire (measuring fantasy proneness). Researches also proves that aura is strongly associated with interpersonal attraction and communication.

4. THEORETICAL FRAMEWORK

Based on the previous researches, it can be observed that aura has a linkage with generation gap and interpersonal effectiveness, and the same is depicted below:

FIG. 1: THEORETICAL MODEL LINKING AURA, GG AND IE

Interpersonal Communication
Interpersonal attraction

Aura
(Aura Chakra and Colour Test)
(Aura Video Station)

- Age
- Gender
- GI Generation (1901-22)
- Silent Generation (1923-42)
- Baby Boomers (1943-64)
- Generation X (1965-81)
- Generation Y (1982-2003)

Generation Gap
(Bridging Generation Gap Questionnaire)

- Member Rated Team Effectiveness
- Interpersonal Influence
- Relationship with self and others
- Interpersonal Relations
- Team Interpersonal Process Effectiveness
- Interpersonal and Behavior Dimensions of Behavior (FIRO-B and Big Five)
- Interpersonal Behavior (Interpersonal Communication of Timothy Leary)
- Personal and Interpersonal Effectiveness

Interpersonal Effectiveness
(Interpersonal Needs Questionnaire)

5. IMPLICATIONS

The outcome of the study helps to strengthen HR of the organisation as follows:

5.1 INDUSTRY

This research helps to understand the generation gap conflicts among the employees using aura as a tool to increase the productive work efficiency of the employees through training modules, which improves the interpersonal effectiveness. The Training Module will be a 5-day programme and its details are given below,

1. Pre-evaluation using Questionnaire
2. Lecture cum demonstration on Generation Gap conflicts and Positive Aura awareness
3. Aura Video Station report and discussion with the employees on Aura report
4. Workshop on Energy Meditation, Reiki Shower etc.
5. Post-evaluation with questionnaire and AuraVS

The outcome of this research also helps to develop modules for enhancing the academic and research capabilities of students and teachers:

5.2 ACADEMIC

- To empower the physical and mental strength of the students
- To create a cordial atmosphere between teacher and students in schools, colleges and other institutions

5.3 RESEARCH

- To develop an awareness of the concept Aura and take the research to a new level of understanding

6. CONCLUSION

Based on the review, it is observed that interpersonal effectiveness is relatively proportional to productivity. So for increase in productivity and organisational growth there must be increased interpersonal effectiveness. As generation gap is due to deficiency in interpersonal understanding between young and old which is believed that would be overcome by effective interpersonal effectiveness. Also, since the aura of the person is strongly associated with interpersonal attraction and communication, aura has been considered as a tool for bridging generation gap by increasing interpersonal effectiveness.

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