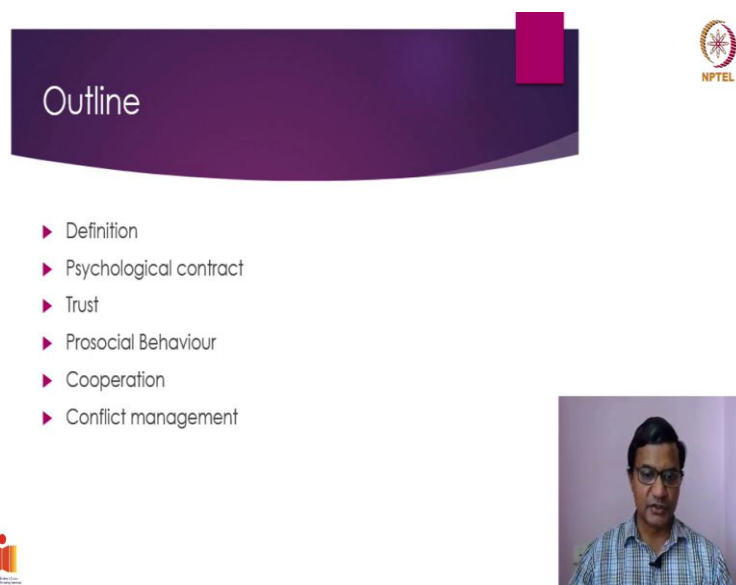


Organizational Behaviour
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Lecture – 32
Interpersonal Behaviour at Work

Warm welcome to this lecture series on Organizational Behaviour. We are in the 8th chapter which is on Interpersonal Behaviour at Workplace. I am Dr. MP Ganesh from IIT, Hyderabad.



The slide features a dark purple header with the word "Outline" in white. To the right of the header is the NPTEL logo. Below the header is a list of topics, each preceded by a red right-pointing triangle:

- ▶ Definition
- ▶ Psychological contract
- ▶ Trust
- ▶ Prosocial Behaviour
- ▶ Cooperation
- ▶ Conflict management

In the bottom right corner of the slide, there is a small video inset showing a man with glasses and a checkered shirt, presumably Dr. MP Ganesh, speaking.

This is the quick outline of the chapter presentation. We will start with defining what is interpersonal behaviour. We will also talk about some concepts related to this like psychological contract, trust, pro-social behaviour, cooperation, and conflict management. We will spend considerable amount of time in the last topic which is conflict management, ok.

Interpersonal behaviour



- ▶ The way people interact with each other.
- ▶ It can range from prosocial behaviour to deviant organizational behaviour.
- ▶ Prosocial behaviour --- Cooperation --- Competition --- Conflict --- Deviant organizational behaviour



If you remember, the entire course was divided into 3 parts, one individual behaviour at workplace. So, factors influence an employee's behaviour in workplace. So, we looked at personality, motivation, perception, learning, attitude, emotions, things like that. So, these are the factors which are related to an individual, an employee which contributes to his or her performance or behaviour in workplace.

Now, we are moving towards the next part which is about interpersonal behaviour. So, interpersonal behaviour means, behaviour between two individuals, how two people behave or more than one person, ok. So, we will talk about concepts or theories related to interaction between more than more than one person.

So, it can be friendship, it can be conflict, it can be cooperation, it can vary from very positive behaviours like pro-social behaviour to very negative behaviours like deviant organizational behaviour. So, in fact, from this chapter couple of other chapters we will also talk about some of the important factors related to interpersonal behaviour.

So, in this chapter we are going to look at only few important factors related to interpersonal behaviour, mostly from cooperation and conflict point of view. There will be other chapters following this in which we will talk about communication, you know other forms of interpersonal behaviour, ok.

So, like I said interpersonal behaviour in workplace can range from positive behaviours which are called pro social behaviours to negative behaviours which are called deviant organizational behaviours.

Psychological contract

- ▶ Perceptions and expectations about the mutual obligations in a relationship.
- ▶ Unwritten expectations and obligations.
- ▶ Types
 - ▶ Transactional contract: primarily economic in focus in a brief and narrowly defined relationship.
 - ▶ Relational contract: with a vast focus in a long-term and widely defined relationship.



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Before understanding interpersonal behaviour, we need to look at a very important concept related to interpersonal behaviour which is psychological contract. So, what is psychological contract? Contract is an agreement between two people or two parties, two entities. Usually, contracts are legal contracts or the contracts which we know are legal contracts.

So, contracts will specify do's and do not's, what are the responsibilities and obligations of the parties involved in the contract, and things like that. And legal contracts are written contracts which are authorized by a legal entity maybe government or judiciary or some other body. So, psychological contract is similar to these contracts. But only difference is psychological contracts are not written down.

So, there is nothing like a written document which says these are the things which are allowed between two parties who interact or these are the responsibilities and obligations. So, many a times in social relationships there is no written contract, but there is an unwritten contract which binds the relationship. So, this is what is psychological contract.

And most of the times psychological contract is perceived. So, like I said it is not written down, but let us say there are two people in a relationship; friendship. Let us say in the context of friendship two people are involved in this friendship. A psychological contract in friendship will mean perception of what can be expected from the other person and what are the obligations which I have towards the other person. For example, I would

expect my friend to be truthful to be loyal to reciprocate you know the help which I give to him or her.

Similarly, my obligations I perceive my obligations are more or less same, you know I will be truthful, I will be loyal, I will reciprocate the help which my friend does to me. So, all those things are perceived. Many a times these perceptions between two parties can have discrepancies. What I mean to say is I may expect my friend to do these kinds of things probably I would expect my friend to also play the role of an advisor.

But my friend may not feel that is an obligation in this relationship, my friend will think no, this person is an adult, so I do not need to advise, he or she may not be willing or you know voluntarily come and advise me. But I may feel, so this person is my friend he has the obligation to advise me during my difficult times.

So, this discrepancy in understanding may sometimes lead to problems in the relationship, because I may expect my friend to come and talk to me when I am in trouble and help me resolve this. But my friend will think no this person is an adult you know he or she will resolve it on his own, so why should I intervene, ok. So, this misperception or this discrepancy in perception in the differences in the way the psychological contract is perceived in friendship may lead to problems in the relationship.

So, many a times this psychological contract is driven by or overpowered by the larger social norms. So, when I say social norms they are the unwritten rules in the society, ok. So, social and cultural norms a particular community in which we live or the particular social group in which we live that group has some unwritten rules. So, these unwritten rules contribute to this psychological contract.

For example, a teacher-student relationship, ok. So, in a teacher-student relationship this unwritten psychological contract is mostly in eastern context. We expect teachers to also play the role of a parent or the idea of guru, means the guru is also a kind of a parent to the student, ok. And the guru or the teacher also is expected to play the role of the mentor and also a coach. So, in some social context the role of a teacher is like very broadly defined. It includes many different roles. But in certain cultures, teacher is seen as or the role of a teacher is defined in very specific responsibilities.

So, let us say in Indian context, so this is what is a is the role of teacher is defined. So, if I am a student or if I am a teacher, if I am in a teacher student relationship, if I am a teacher I would expect these are my responsibilities, and these are the obligations from the student. And it is other way around also.

The student will think or will perceive I can expect these things from the teacher. Similarly, these are the obligations from my side to the teacher. So, the larger cultural factors, the larger cultural norms define the psychological contract in most relationships in in that particular society, ok.

In organizational context, between employee and employer there is a kind of a psychological contract. There is obviously, a legal contract also. You know when you join an organization there are certain rules which bind you, you know written rules which bind you.

And you are also you can also expect certain things from the organization in terms of you know your termination rules related to termination, rules related to you know related to salary and things like that. So, there are written rules, there are there are written contracts in organizational contexts and there are also unwritten rules in terms of organizational context.

So, in organizational scenario, in organizational as a social context, the employee and the employer are bound by certain psychological contract, ok. It is not just about the employer and the employee, in workplace boss and the subordinate or you know colleagues, so everyone, when they interact there is some level of psychological contract which binds their relationship.

So, the psychological contract in the workplace can be you know looked at from two perspectives or there are two different types of contract, psychological contract in workplace. The first type is transactional contract. So, transactional contract is more of you know very specific give and take and it is very narrowly defined.

For example, in workplace between the boss and the subordinate the transactional contract can be ok, I defined my performance in this way and we both agreed to the definition of what is good performance. So, if I perform to that level I should get a better performance rating or I should get a better performance evaluation or a reward. So, this

is a very specific transactional contract, where the give and take are very specifically defined, very narrowly defined and both the parties to some extent agreed to it.

In relational contract, the focus is like very long term. It is not just about short-term interaction. It is about long-term interaction and also wide relationship.

So, a broad relationship. What do we mean by long term and broad relationship? So, it is about I expect my boss to be my mentor; I also feel my obligation is not just a subordinate, but also a follower in this leader-member relationship or leader-follower relationship. So, I should support my leader at any cost, at the same time my leader will ensure that I will grow in this organization. So, these are like long term broad definition of a relationship and the contract which binds the relationship.

Sometimes it can be combination of both. So, I may start with a transactional contract towards my employer. Over a period of time I understand this organizational culture encourages long term relationship. So, I may slowly define this relationship as a relational contract. It can happen in other way around also.

You know my value system would say I should establish a long-term relational contract, but the organization does not encourage long term contracts, long term psychological contracts. So, I will learn that you know it does not work like this in this organization. I should define my relationships in terms of transactions, ok. So, my contract will become a transactional contract.



One important aspect of any interpersonal relationship is trust, and there is a very strong connection between psychological contract and trust. So, what is trust? Ok. Because any relationship whether it is a written kind of a contract or an unwritten contract most relationships are bound by trust. So, what is trust?



The slide features a dark purple header with the word "Trust" in white. To the right of the header is the NPTEL logo. Below the header is a list of bullet points:

- ▶ The degree of confidence on others.
- ▶ Depend on positively
- ▶ Trusting involves "risk-taking"
- ▶ Types of trust:
 - ▶ Incentive-based trust (contract, bonus etc)
 - ▶ Trust based on familiarity
 - ▶ Trust based on similarity
 - ▶ Trust based on social networks (social embeddedness)
 - ▶ Swift trust

At the bottom left of the slide is a small icon of an open book. At the bottom right is a small video inset showing a man with glasses and a checkered shirt speaking.

Trust is a confidence which we have on others in the relationship. Let us say there is a friendship between you and another person. You trust your friend, you trust your friend that he or she will help you when you are in trouble, you will trust your friend in terms of maintaining confidentiality. From where does this trust come from? From the psychological contract because this is the psychological contract which binds you and your friend. You would trust your friend in these areas, ok. So, you will have confidence in that particular person.

Trust from a different perspective is also about depending on someone positively. So, trust also means you depend on that person. You depend on the person for maintaining confidentiality, you depend on that person for you know helping you during trouble, you depend on that person for emotional support, ok. So, trust also involves depending on the other person.

Because trust is not based on written contract, because if it is a written contract there is no question of trust, because everything is like clearly written down and it is reinforced or it is governed by a third party like government or legal party judiciary. So, if somebody breaks a legal contract you can go to the court or you can go to that third party

who reinforces that you know contract. So, there is no risk involved, you know you file a case.

But in psychological contract there is no written agreement. So, trust is also about risk taking because you feel that this psychological contract or this unwritten contract is very powerful and the other person will not break it. So, you are taking a risk. And if that person breaks you cannot do anything except you know you will feel sad and you will feel being you know betrayed. Otherwise you cannot do anything. So, in that sense trust is also risk taking.

So, there are different types of trusts, one type of trust is incentive based trust. So, which means you trust someone because there is some level of incentive to it. So, in a relationship especially in organizational context, if you trust someone let us say you know you show trust to you towards your boss, you be loyal towards your boss because you trust that person.

So, there is a reciprocated advantage you know that person will reward you, in terms of bonus or in terms of higher performance evaluation to you all those things, ok. So, there is some incentive in trusting the other person, that is incentive based trust.

There is some, in some context we trust people based on familiarity. You know someone for many years, our neighbours, you know we know that family they are our family friends and you know that family for 20 years, so we trust them. For example, you know they will have our house key, one copy of the house key with our neighbours, we give one copy of the house key with our neighbours because we trust them. Why we trust them? We know them for many years. So, trust based on familiarity.

There is also trust based on similarity. So, many a times we trust people who look similar to us or who are who whom we think are similar to us. For example, you know when we travel in a in public transport like train or aeroplane, if somebody speaks our language, we tend to share our you know we tend to talk to them, is not it.

We tend to maybe in within a short conversation we tend to share more information about us. Let us say you are in a foreign country and suddenly you meet someone a stranger who is from your own you know state who speaks the same language, who is

similar to you in terms of language, we tend to trust them and talk to them as if they are our friends, ok. So, trust based on similarity.

Trust based on social networks, which means the other person also belongs to the same social network or to the same social group which you belong to. For example, your friends friend or someone who studied in the same college as yours. Let us say I am an IIT student and I meet someone from the same IIT, but from a different batch, I tend to trust that person, ok. So, this is trust based on social network.

There is another trust which is called swift trust, which means quick trust. Quick trust happens when we feel this person has some credibility. For example, if somebody is a doctor, if somebody has studied in a very reputed institute or if somebody is a police officer or if somebody is a teacher from a very reputed institute, professor from a very reputed institute, we tend to trust them.

For example, if somebody is from Harvard. So, we believe that this person will have capabilities, so we are willing to trust them. Let us say a doctor from a very reputed medical college, whatever they say we will trust them, ok. So, these are different ways in which trust is established in a relationship.



The slide features a purple header with the title "Building trust" and the NPTEL logo in the top right corner. Below the header is a list of four bullet points:

- ▶ Becoming trustworthy involves effort
- ▶ Being trusted is a power and responsibility
- ▶ Trustworthiness is a virtue and building trust is a skill.
- ▶ If you don't trust yourself others won't trust you.

In the bottom right corner, there is a small video thumbnail showing a man with glasses and a beard speaking.

So, how to build trust in a relationship? Because trust is a very powerful binding force. When somebody trusts you or when you trust someone we go to a very extreme level of committing ourselves to the relationship. So, if you trust your, like I said if you trust your

neighbour you are willing to give the house key to the neighbour, you completely or blindly trust them and you are willing to do whatever possible within your limits.

So, how to build trust in relationship? Especially in leader leadership, building trust between you and your subordinates or between you and your followers is very crucial. So, how to build trust? Trust becoming trustworthy involves lot of effort. People do not trust you immediately.

You have to prove yourself over a period of time, only then people will trust you, it takes a lot of effort. And it is very easy to break the trust also. You know when you may take many years to build trust, but in one instance where you failed people may lose trust on you. So, it takes lot of effort.

Two, if somebody if you become trustworthy, it is a huge power, you know you can control people's life. For example, great leaders you know whatever they say their followers will blindly listen because you know they trust you, and you have build that trust over a period of time. So, being trustworthy is a huge power. At the same time, it is a responsibility, if someone trusts you are responsible for their well-being. You know you are responsible for keeping that trust intact.

Trustworthiness is a virtue, which means being a trustworthy person is a good quality, it does not come by training. You know you have to build that trustworthiness over a period of time. But the same time if you know certain skills you can manipulate people and get their trust. You know this is like Machiavellianism, if you remember in one of those chapters we spoke about Machiavellianism's villain-like personality. For, those people are able to manipulate others trust and build trust easily.

But in real sense being trustworthy is a good quality which comes through your upbringing or you know your training. And very importantly if you do not trust yourself others will not trust you.

So, if you do not have self-confidence, if you do not have self-esteem, others will not trust you because your body language will show it, ok. So, you need to trust you trust yourself that you are capable, you are you have leadership qualities only then others will trust you, ok.

So, I will stop here. In the next lecture, in the same chapter, we will talk about talk more about trust and other areas of interpersonal relationships. Till then take care. See you in the next lecture.