





**Organizational Behaviour**  
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**Lecture - 33**  
**Interpersonal Behaviour at Work**

Warm welcome to this lecture series on Organizational Behaviour. We are in this chapter on Interpersonal Behaviour at Workplace. I am Dr. M. P. Ganesh from IIT, Hyderabad. This is the 2nd lecture in this chapter. I will quickly summarize what happened in the previous lecture.



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



So, we defined what is interpersonal behaviour.

## 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



So, interpersonal behaviour is interaction between more than one people or it is interaction between a people to people, or person to person. In very simple words, we can define it as the way people interact with each other. In workplace interpersonal behaviour is a very important dimension which has to be understood, because the interpersonal dynamics within the organization influences the way people cooperate and work together. In workplace, it can range from positive work behaviour to negative work behaviour.

So, the positive work behaviour are called as prosocial behaviour. Prosocial means positive social behaviour. Deviant behaviour or deviant organizational behaviours are behaviours which are harmful for the organization and also for others in the organization. So, in this particular chapter, we are going to look at a whole range of these behaviours, starting from prosocial behaviour to negative behaviours ok.

## 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.



So, before we start we spoke about psychological contract, and the importance of understanding psychological contract. So, psychological contract in simple words are unwritten contract between two people. So, it is the perception of an individual about what are his or her responsibilities in that particular relationship, and what are his or her obligations in that particular relationship. We also looked at in work context, psychological contract can be of two types – transactional contract and relational contract.

## Trust



We also looked at trust as a very important concept in inter personal relationship.

## Trust



- ▶ 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



Trust is the degree of confidence on others, to what extent you have confidence on the other person. So, trust also means there is some level of dependence on the other person on whom you are placing the trust.

Since trust is based on psychological contract, it is unwritten. So, there is always a risk. Since you are depending on someone positively without any evidence, without any formal contract, it always involves certain level of risk. We also looked at different types of trust.

## Building trust



- ▶ 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.



We also looked at how to build trust within an organization, or how to build trust between two people. So, one important aspect of building trust if you have to be trustworthy, one important aspect of it is it will take lot of time. Two – if you want to

create trust on you among others, you need to trust yourself. So, people who are high in self-esteem and self-confidence, it is relatively easy for them to make others trust them.

Prosocial behaviour



So, this is where we stopped in the previous class. So, this particular lecture, we will talk about prosocial behaviour. So, what is prosocial behaviour? Prosocial behaviour means positive social behaviour. So, what are positive social behaviours? Behaviours which help the society, or behaviours which help in the smooth running of a particular social group which is called prosocial behaviour. In very simple words, prosocial behaviour can be as simple as helping others in your society or in your social group.

In organizational context, it can be helping behaviour, it can be you know tolerating trouble, minor trouble in the social group and all those things. In fact, prosocial behaviour is found among many animal species which live in groups. So, in fact, any social group if it has to survive it need to have members who shows positive social behaviour.

So, if members do not show; do not show positive social behaviour in a group, the group slowly will start you know it will get it will have a negative impact. So, the group will dissemble. The group will stop to exist at some point if members do not show positive behaviour towards one another.

There are lot of research on positive social behaviour in animals among animal groups, especially primates, monkeys, ants, and also among human beings. In fact, prosocial behaviour is a very in important topic in social psychology, because without prosocial

behaviour a social group cannot exist. In workplace context also, prosocial behaviour is considered to be a very important behaviour which is, which has to be nurtured among members of the organization ok.



The slide features a dark purple header with the title 'Prosocial Behaviour' in white. To the right of the header is the NPTEL logo. Below the header is a bulleted list of topics:

- ▶ Organizational citizenship behaviour
- ▶ Going beyond your formal job description
- ▶ Social lubricant of the organization
- ▶ Dimensions
  - ▶ Altruism
  - ▶ Conscientiousness
  - ▶ Civic virtue
  - ▶ Sportsmanship
  - ▶ Courtesy

At the bottom left is a small logo of an open book, and at the bottom right is a video inset showing a man with glasses and a red shirt speaking.

Prosocial behaviour is studied under many names in organizational context. There are lot of research done on prosocial behaviour in organizational context. One important terminology or one important, one important name which is given to prosocial behaviour or in one way in which prosocial behaviour is understood in organizational context is organizational citizenship behaviour.

So, organizational citizenship behaviour means behaviours the citizens of the organizations exhibit which help the organization, or people who feel that they are citizens of a particular organization they exhibit these behaviours. When people feel they belong to that organization, they feel that they are one, all the members of the organization are one, they tend to exhibit these behaviours.

Organizational citizenship behaviours are also called under another taxonomy called extra-role behaviours. So, extra-role behaviours are behaviours which an employee shows or performs which is not prescribed within the job description. So, if, so like I said earlier work performance or work behaviour can be clearly prescribed by job description, but there are some behaviours which may not fall under this job description or formal job requirement.

So, these behaviours are called extra role behaviours beyond your role. And these extra role behaviours are positive in nature, and they help the organization become a very positive work environment.

They are also called as social lubricant of the organization. Like for a machinery, if you want a machine to run smoothly, you need lubrication you need certain you know lubricants to smoothen the process; otherwise there will be friction you know if there is friction it will bring down the efficiency of that particular machine. So, lubricants play important role in improving the efficiency and also effectiveness of the machinery.

Similarly, organizational citizenship behaviours or these prosocial behaviours in workplace, they are very important to increase the smooth running of the organization or to nurture the efficiency or effectiveness of the organization. So, these behaviours because they are not will not come under the boundaries of job description, it is very difficult to evaluate them. You know if it is prescribed in job description, you can clearly set targets, or if you can clearly set criteria to say somebody is performing well or somebody is not performing up to the mark.

But because extra role behaviours are unwritten behaviours, unwritten performances, it is very difficult to say this person has performed well or this person has performed not performed up to the mark. And also another problem in measuring extra role performance is you cannot reward them. You know if you remember in one of those earlier chapters, we spoke about rewarding certain behaviours, voluntary behaviours.

So, what will happen if you reward voluntary behaviours? In fact, we spoke about this in money as a motivator you know if you reward voluntary behaviours like this, it is like behaviours like helping behaviour in workplace, those behaviours will reduce or the rate in which people exhibit this these behaviours will come down, because they feel somebody is quantifying my noble behaviour, somebody is quantifying or paying price to my good character.

So, it many of these behaviours are better not to be rewarded using monetary rewards, you can reward them by other ways. You know you can reward them by appreciation, you can reward them by you know recognition and all those things. So, these behaviours are very you know difficult to capture or measure or to reward formally. So, many a

times these things are rewarded through non-material or non-monetary rewards. In fact, these behaviours are also called as contextual performance.

So, contextual performance means behaviours which will not directly influence your production in an organization, but as a context. Context means it will improve the work culture, it will improve the climate of the organization, it will make people happy and things like that, which will indirectly influence the way people perform in an organization.

So, these are some of the things about prosocial behaviour. So, organizational citizenship behaviour can be of different behaviours. There are many behaviours which come under organizational citizenship behaviour. In fact, the authors or the researchers Organ and Dennis, they studied these behaviours in workplace. They come up with five different types of citizenship behaviours in workplace.

The first one is altruism. Altruism means helping behaviour. You are helping someone without expecting anything in return. So, in fact, altruism as a concept is very popular in social psychology. Altruism means helping, but in a very strict sense helping without expecting anything in return.

The second behaviour is conscientiousness which means following the rules even if nobody is observing you. So, many a times you know you we organizations feel that we need to have monitoring mechanisms to ensure people follow rules. For example, all these CCTV cameras or all these records which ensure that rules are clearly followed will not help in long run, because you cannot keep monitoring rule compliance 24x7.

And also 24x7 monitoring rule compliance means you are not trusting your employees. So, if you do not trust your employees, your employees will not trust you.

So, what will help us in long run when employees or members of a social group feel that they have to be responsible, they have to follow the rules not because somebody else is observing. We have to follow rules, because it is good for the society.

For example, traffic rules, it is not like you know only when there is a signal and a CCTV camera we have to follow the traffic rules. We have to follow the traffic rules



because if we do not follow the traffic rules it may cause inconvenience for you and as well as for others ok.

So, members who feel or members who are matured enough to understand this, and they also understand that they also have responsibility. It is not like somebody has responsibility in following rules, I do not have ok. So, if they feel all of us have responsibility especially as an individual I have to contribute. So, if people feel like that they will be very internally motivated to follow the rules without any external monitoring. So, these behaviours are called conscientiousness behaviours.

The third behaviour third set of behaviours in organizational citizenship behaviour is civic virtue. Civic virtue means treating common resources with responsibility in simple words common resources means things which do not belong to any one particular individual in the group, it belongs to everyone.

For example, in societies things like public transport – bus, or train, or public tap, or you know road or park public spaces. So, all those things are common resources. It, belongs to everyone nobody owns them.

So, civic virtue means treating those common resources responsibly. For example, in a day-to-day life not throwing waste here and there, just putting it in a dustbin, and also not damaging public property, conserving public resources – you know if there is a tap which is overflowing or leaking in public area, a public tap, you should ensure that somebody or somebody repairs it or you should repair it if you know how to do it.

You know you should make it proper conserving resource resources. So, civic virtue is that. In organizational context, it might be like you know let us say A/c is on, but nobody is in that room. So, you go and switch off the A/c, or if somebody has forgotten to close the tap, you close the tap ok. So, this is civic virtue.

Sportsmanship is; there is a minor inconvenience in the organization and you do not make fuss out of it, you know take things in a very sportive manner. Or if there are inconveniences, do not make a big deal about them.

Or if you can resolve it resolve it, or if you want to complain somewhere you complain it, but do not make a big fuss out of it. So, those kind of behaviours are sportsmanship

behaviours. For example, if there is like a long queue for food in the canteen, some people crib a lot, but some people they do not crib, they take it sportively, so that is sportsmanship.

Courtesy is being respectful towards others. So, being kind to others in the social group treating others with respect all those things ok, even if they do not belong to even if they belong to lower level in the organization, showing respect to others. So, in fact, all these five behaviours are very important because these behaviours help organizations have cordial relationship between its members.

So, how to nurture these behaviours? One you cannot directly reward them, but you can use recognition non-monetary rewards like recognition or you know appreciation and things like that. Another long term way in which you can encourage this in organization is when the organizations are fair and just. If you remember you know in the one of the previous chapters on motivation, we looked at fairness and equity or justice climate.

The importance of justice climate is when people feel they are treated fairly you know the organization treats them with respect, the organization treats them with fairness, then they will feel they belong to the organization. Once people feel they belong to the organization, they will take responsibility to their behaviour, and also go beyond what is expected from their roles ok.

The slide features a purple header with the word "Cooperation" in white. Below the header is a photograph of two giant pandas on a tree branch, one appearing to assist the other. To the right of the photo is a small inset video frame showing a man with glasses and a red shirt. In the top right corner is the NPTEL logo, and in the bottom left corner is a logo for an educational institution.

So, like I said altruism or prosocial behaviours are very important in encouraging helping behaviour in the organization. They, they act as social lubricants. One important way in

which prosocial behaviours help organization is they nurture cooperation ok. So, prosocial behaviours are without expecting anything you do something. The next level of interpersonal behaviour at workplace is cooperation.



**Cooperation Vs Competition**

- ▶ Cooperation: Two parties working together towards shared goals for mutual benefit.
- ▶ Competition: each party seek to maximize its own gains, often at the expense of others.
- ▶ Mixed motive situations: situation in which both competition and cooperation prevail.



So, what is cooperation? Cooperation means helping each other. So, unlike altruism, in altruism, you help someone without expecting anything in return. But in cooperation people help each other keeping in mind that the other person will also help, or they help others because there is some level of interdependency. Interdependency means I depend on the other person, and the other person depends on me to fulfil a task ok.

So, cooperation happens when people understand that they are interdependent, they have to work together because they need to achieve the common goal. So, for that they need to help each other ok. So, helping each other in order to achieve a mutual goal or in order to get benefited mutually because they share a goal ok. So, this is what is cooperation.

There is another extreme end of cooperation or the opposite of cooperation is competition ok. So, in cooperation people come together, they see they depend on each other, and then they want to get mutually benefited, and then they help each other that is cooperation. In competition also people come together ok. They come together they understand that they are interdependent.

You know if I have to win that person has to help me or that person has to do something. My, winning depends on that person ok. So, I need to compete with them. So, that is where cooperation and competition differ. Both in cooperation competition there is an

interdependency you know people depend on each other, but in competition people or the parties in that situation take a competing approach which means if I have to win the other person has to lose.

But cooperation is if the other person wins, I will also win; or we both can win together that is cooperation. If you understand we both can win together then they will help each other. But in competition when people see no if I have to win the other person has to lose ok, or you know the resources are limited. So, if I have to take more, the other person has to take less. If that is the case, competition will happen.

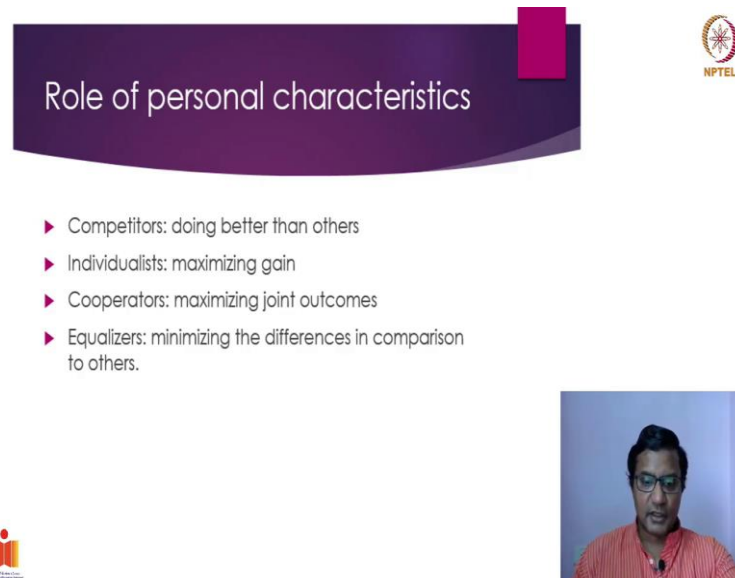
Let us say in cooperation there is dependency for resource, let us say there is a resource. We understand that we both depend on this resource. So, instead of fighting for the resource, let us come together and find out a solution where we can optimally use this resource, so that both of us get benefited ok. So, that is the difference in between competition and cooperation.

So, interdependency is common in both the situations, both in cooperation and competition. But interdependency how you go forward from that is many a times the choice people make in that particular situation ok. And also this interdependency can be of different forms. Interdependency in terms of resources, interdependency in terms of process, interdependency in terms of you know common resources which are available. So, many interdependencies can happen.

There are also some situations where mixed motives can also happen which means same situation part of it you can cooperate, part of it you can compete. For example, let us say two states in India, they are interdependent in terms of water sharing; there is a river which flows between two states. So, these two states depend on each other because they need to share the common resource which is the river ok.




So, both of them what they can do, they can ensure that the catchment area has widened you know they you both the states they can you know build, they can build dams smaller dams or they can you know make plant more trees, so that more rain happens in that area. So, they can cooperate in doing that. At the same time, they will also compete you know compete in terms of who gets more water from the dams ok.

So, similarly technology sharing between two organizations, for example, some organizations cooperate in certain areas, but certain areas they compete. For example, Samsung company and Apple they cooperate in certain technologies; in certain technologies they compete. So, it is possible to have both the situations in the same scenario also, same context also.



Role of personal characteristics

- ▶ Competitors: doing better than others
- ▶ Individualists: maximizing gain
- ▶ Cooperators: maximizing joint outcomes
- ▶ Equalizers: minimizing the differences in comparison to others.



So, like I said many, many situations whether people cooperate or compete depends on their perception, you know it is also about their personal qualities. Some people, they look always look at situations as competing situations; some people look at situations as let us see first whether we can cooperate ok. So, it also depends on individual differences.

So, based on individual differences, we can classify people into four categories the first category is competitors. So, these people always see situations where there is interdependency as competing situations. You know I have to do better than others, or I have to win and if I have to win others has to lose. So, those people are competitors.

Individualists are similar to competitors, but they do not see you know winning or losing, they do not see the situation as winning and losing they see the situation as I need to get more you know I need to increase my gain. So, increasing my gain does not mean that others should lose. Sometimes in fact increasing your gain means you need to help others, you need to be you need to partner with others.

So, individualists they tend to differ or use different strategies depending on whether that situation requires competition or collaboration. If they want to compete, they will compete; if they want to collaborate, they will collaborate, but their aim is to maximize their gain.

The third category is co-operators opposite of competitors. They always look for an opportunity to cooperate you know the first step they do in any situation any social interaction is how can we maximize benefits for everyone, win-win situation you know. I can also win they can also win. So, those kind of people are called co-operators.

Equalizers are always you know they want to they will compare themselves with others similar to competitors ok. They will compare themselves with others, but the for them the objective is to minimize the difference, so which means not maximizing gain which is to make the other person come to their level or increasing your output, so that difference between you and others is less.

So, this is like either you pull the other person down, so that the difference is less or you increase your performance, so that you become close to others who are at the top. So, this kind of people are called equalizers ok.

## Conflict Management



So, I will stop here, because in the next concept we are going to talk about an interesting concept called competition which is opposite of cooperation. Till then take care, we will meet in the next lecture.