


**Organizational Behaviour**  
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**Lecture - 34**  
**Interpersonal Relationships - Part 3**

Warm welcome to this lecture series on Organizational Behaviour, we are in this chapter on Interpersonal Behaviour at work. This is the 3rd section of the lecture in this chapter.



Outline

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





I will quickly summarise what happened in the previous lectures.



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



## 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.



We defined what is interpersonal behaviour? We also looked at a very important concept called psychological contract. Psychological contracts are nothing but, unwritten expectations or agreement between two parties in a relationship. We also looked at different forms of psychological contract in workplace, namely transactional contract and relational contract.

## Trust



We also looked at trust as an important element in interpersonal 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



## 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 what is trust and different forms of trust. We also looked at how to build trust in relationships? So, if you are an individual in a relationship, how to build trust in this relationship? This is a very important aspect of building relationship. So, this we discussed for some time in the previous lecture.

## Prosocial behaviour



We also looked at prosocial behaviour. Prosocial behaviour means positive social behaviour or behaviours which help society in a positive way.

## Prosocial Behaviour



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



We looked at a very specific framework called organizational citizenship behaviour, which we studied extensively in organizational context. So, we looked at the five dimensions of organizational citizenship behaviour. We also looked at other forms or other ways of looking at prosocial behaviour in workplace, namely extra-role performance, contextual performance and things like that. We also looked at what are the ways in which we can improve prosocial behaviour in workplace?

So, we looked at the problems in using purely money as a motivator to increase prosocial behaviour and also ways like recognition and you know appreciation as ways to improve prosocial behaviour in workplace.

## 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.



We also looked at cooperation, the definition of cooperation and how it is different from competition.

## Role of personal characteristics



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



We also looked at cooperation in the organizational context and why it is very important? And also individual differences in people, which contribute to the way they handle interdependencies in relationship. So, both cooperation and competition, there is interdependency between two individuals, but in cooperation the individuals interpret it as an opportunity to collaborate and win-win together.

But in a competitive situation or in a competitive scenario, the same task interdependence is perceived to be something which leads to competition between two people or in other words people perceive this task interdependency as a win-lose situation. So, the same situation of task same situation of interdependence can lead to either competition or cooperation.

So, one factor which decides whether a person will interpret it interpret a situation as a competitive situation or a cooperative situation is personal characteristics. So, we looked at some of the personal characteristics and also how people can be categorised based on their style of handling interpersonal relationships, ok.

# Conflict Management



So, this is what we saw in the previous lectures. In this particular session, we are going to look at conflict and how to manage conflict. Conflict is a very inherent part of human relationships. So, if there is inter dependency, there is always a risk of conflict and especially when the relationships are close, especially in close relationships, there are high chances conflicts will happen, because in close relationships, there is a need for depending on each other. So, there is a need to trust, there is a need to take that risk.

So, if that risk is too high or if because of some situation, people perceive that interdependency as a competitive situation, it can lead to conflicts. So, conflict you cannot avoid conflict, but you need to understand how to manage conflict effectively.

# Conflict



- ▶ Disagreement between two individuals or parties
- ▶ Reasons:
  - ▶ Individual differences
  - ▶ Incompatible needs
  - ▶ Perceptions
  - ▶ Values
  - ▶ Beliefs are varied
  - ▶ Cultural differences
  - ▶ Job design



So, in very simple terms conflict can be defined as disagreement between two individuals or two parties. So, people do not agree or people do not accept each other's stance. So, it can be between two individuals or it can be between two groups. For example, conflict can happen between two states or two countries, two political parties or two individuals, so, two ideologies.

So, conflict is not necessarily between individuals. Conflicts can happen between groups also. This happens because they disagree on something and many a times there is some level of interdependency like I said earlier. So, there is an expectation or there is a difference in the way people look at the situation. So, that can lead to conflict.

So, why do conflicts happen? Now, conflicts many a times happens because of superficial reasons or reasons which should not lead to conflict; for example, individual differences. So, the basic premise of psychology is each individual is different. So, if each individual is different in terms of the way they look at things, the way they behave, the way they understand the world around them, the way they form attitudes. We assume that this is the only way the world can exist or this is the only way things should be perceived or this is the only truth.

So, this individual differences leads to this kind of a bubble, you know you are a different person from the other person, but we believe we all are similar and everybody should think the way I should think. So, if each one of them think like that, if each one of us feel I am the centre of the universe and whatever I perceive and whatever I understand is correct. And if, we encounter someone who differ from us, it will lead to disagreement, ok.

So, but if you understand the fact that, we all are different and perception is subjective, there is nothing like absolute truth, the friction or disagreement reduces. You know, you understand, what I think is not always correct and the other person might think in some other way. The same thing the other person might perceive it in different way.

If we understand that reality, conflict may not happen. It is as simple as that, but many a times we fail to understand this reality or fail to understand this truth. In fact, the only truth is there is no 'one truth' and everybody looks at world in their own way and everybody thinks, that is the only truth. If you understand this many a times conflicts can be resolved.



Second important reason can be incompatible needs. So, I may need something from a particular scenario, but the other person may need something else. For example, you know sharing water resources. So, one state or one country will expect more water because its hydroelectric power depends on that particular river, ok. The other party or other country may want more water, because it has more irrigational area, ok. So, there are incompatible needs, needs does not match. So, it can also need to lead to conflicts.

Perceptions, like I said earlier, each one of us perceive the same thing differently. So, I may insist that I am correct. The other person will insist that he or she is correct. So, this can lead to conflict. There is no common agreement or there is no common understanding of the situation. So, that can lead to conflict conflicts.

Values, values mean what I think as important, the other person may not think the same, ok. I may think hard work is important, but the other person might think, no smart work is important. You know I do not need to spend too many hours in studying this. If I know the important questions which may come in the exam, if I read only that I will get 80 percent or 60 percent, but I will feel no it is not about examination, I need to understand read, hard work.

So, I may not judge the other person based on my value system. I may think, see that the other person is taking shortcut which is wrong, but the other person might think, this person does not know how to work smartly.

So, these differences in what we think is important can lead to problems or conflicts. Beliefs are varied. So, I may believe something to be true, the other person may believe that to be false, ok. I may believe in god, the other person may not believe in god. I may believe in you know existence of karma or you know previous birth, but other person may not believe in that.

So, these differences can also lead to conflicts. Cultural differences, simple things like food habits or life habits or you know value system, value changes because of cultural differences. All those things can lead to conflicts, in terms of perception differences and value differences.

Sometimes in organizational context, the way in which the job it is designed, itself can lead to conflict. If the job design is such a way that, people are forced to compete with

each other, it may lead to competition or the jobs are designed in a way that, the organizational structure leads to power you know power disparity or power one person has more power, another person has less power or one person gets more resources, other person gets less resources, because of the way the jobs are designed. It can lead to conflict.

So, conflicts can be of various reasons, many a times, these reasons can be handled just by understanding, we all are different and our perceptions can vary, ok.



Levels of conflict in organizations

- ▶ Intrapersonal
- ▶ Interpersonal
- ▶ Intra-group
- ▶ Inter-group

NPTEL

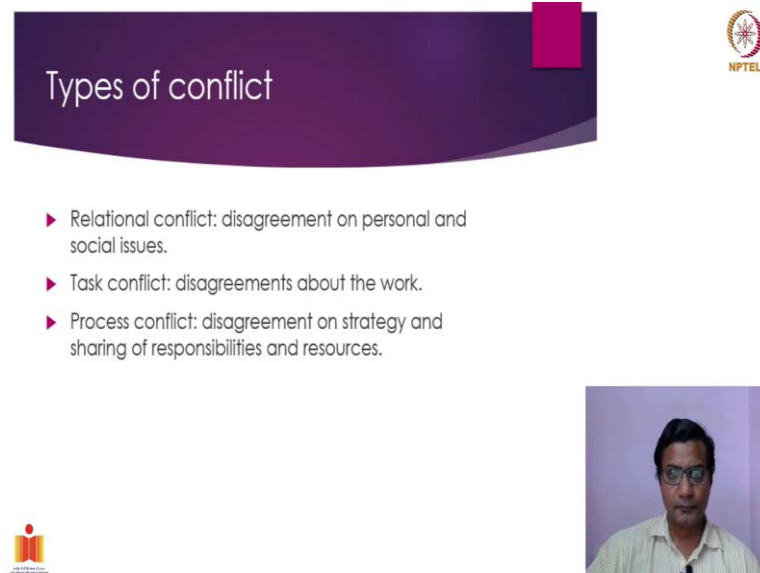


Conflicts are of many types. Like I said earlier conflict is between two people or two groups, but sometimes conflict can happen within individuals also. So, intrapersonal conflict means conflict within an individual, you are fighting with your own self, ok. So, when will we fight within our own self.

If you remember I was talking about cognitive dissonance in attitude chapter. So, cognitive dissonance means two different thought thoughts extremely opposite to each other existing in the same time. So, that can lead to confusion and conflict within us.

So, intrapersonal conflict means these kind of conflicts. Role conflict can also be an intrapersonal conflict. There is a there are conflicting roles, you are a parent at the same time you are also teacher for your child, you are your friend is also your subordinate. So, those kind of situations can lead to conflict within our own self.

Interpersonal conflict is conflict between two people. Intra-group conflict means conflict within a group. For example, let us say there is a team, the team members may fight within each other. So, that is intra-group conflict. Inter-group conflict means conflict between two groups, like I said conflict between two states, two countries, two sports team and things like that.



The slide features a purple header with the title "Types of conflict" in white. To the right of the header is the NPTEL logo. Below the header, there is a bulleted list of three types of conflict. At the bottom left of the slide is a small logo of an open book, and at the bottom right is a small portrait of a man with glasses and a light-colored shirt.

- ▶ Relational conflict: disagreement on personal and social issues.
- ▶ Task conflict: disagreements about the work.
- ▶ Process conflict: disagreement on strategy and sharing of responsibilities and resources.

So, in organizational context, all these forms of conflicts can exist. So, within an organization individual may be confused about what is right? What is wrong? You know conflicting ideas and that can lead to cognitive dissonance. Also the same person will have conflict with the other person in the department. Two departments can fight, even within the department there can be fight. So, conflicts can happen at all levels within the organization.

So, in terms of conflicts, the earlier slide spoke about different levels. You know conflicts existing at different groups, different individuals. So, in this slide we are going to talk about types of conflict, in terms of nature of conflict it can vary. So, what do we mean by that? What causes conflict ok?

So, relational conflict is in terms of disagreement on a personal or a social level. For example, I may like a political leader, but my friend may not like that person, he may disagree with that political ideology or I may like a particular food, the other person may not like it. I may look at a particular behaviour as a bad behaviour, but another person will look at it as a normal behaviour.

So, these are relational conflict. In workplace it can happen because of bias or prejudice or stereotyping or maybe even because of true reasons, people are different in nature. So, they do not understand each other that can lead to conflict, that is relational conflict. Task conflict means disagreement about work, it is not about I do not like you, you do not like me. So, that is relational conflict I do not like you, you do not like me or I do not like the way you think, you do not like the way I understand things, that is relational conflict.

Task conflict means disagreement about the work. How to achieve the goal? So, there is a particular project, one person may think no we need to approach it like this, another person may say no we need to start with another approach. So, understanding of how to do things may vary. So, that can lead to task conflict.

Process conflict is disagreement in terms of planning or sharing responsibilities. So, which is similar to task conflict, in task conflict people do not disagree to how to do that or what is the work? Process conflict is disagreement in terms of planning, execution. You know who should share more responsibilities or who should have more resources? All those you know differences in terms of ideas. So, this can lead to process conflict.

So, relational conflict many a times can be resolved at the individual level. When people understand that you know these differences are superficial, these differences tend to exist individual differences, then they can resolve relational conflict. Task conflict and process conflict many a times can be resolved by organizational intervention.

When I say organizational intervention, how will you avoid task conflict? One way organizations can help is have clear cut prescriptions in terms of how to fulfil a task or what is the task, definition of the task?

So, everything if everything is formally written down, people may not have disagreements, you know there is a manual, you can refer it and you know ok, this is the way we have to do this and this is the goal, ok. Similarly, process documents, many organizations have standards in terms of processes. You know everything is like clearly written down process manual.

So, if you have clear cut process manual, there is a yardstick to measure what is right? What is wrong? Which method one should adapt? So, if there is a confusion you can go

there and look at it and get answers for your questions in terms of how to do it and disagreements may not exist.

Like I said relational conflict is individual level, sometimes it can be group level also. To it can lead individual differences slowly becomes group differences and people tend to take you know sides in terms of their regional people with the same regional background, language background or maybe caste background, gender background, religious background. So, slowly these relational conflict can become group conflicts also.

So, how to avoid that? You know one way organizations can intervene is make people understand these individual differences are superficial and also create a culture where people are tolerant to other cultures or other value systems, like I said earlier in one of the chapters, diversity management.

Create an environment where people are with different opinions, different cultures, different value systems. It is not just about with, you know they should also embrace, they should also experiment in understanding others you know cultures, values, perceptions and things like that.

So, like in India, Unity in diversity, India is also a country where there are so many languages, so many religions, so many you know ethnic backgrounds, but instead of in spite of all these differences, we try to appreciate those differences. In fact, when organizations use this diversity as a positive mechanism, it will help organizations become more creative.

So, what I mean to say is there are differences between people, in terms of the cultural background and social background. If you do not handle those differences well, it can lead to conflict, but let us say if you handle those differences well.

If you know really manage it well, make people understand these differences will exist and you need to like you know understand the beauty of the other culture and other value system, it can lead to creative work environment. These organizations which are diverse in terms of peoples background are more innovative and creative; provided we manage them well.

So, I will stop here, because in the next section we will talk about managing the conflict and you know ways in which we can approach conflict.

Till then take care. We will see in the next lecture.