

Organizational Behaviour
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Lecture - 35
Interpersonal behaviour at work

Outline

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



Warm welcome to this lecture series on Organizational Behaviour. We are in this chapter on Interpersonal behaviour at work. This is going to be the last section of this particular chapter. 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



We defined, what is interpersonal behaviour and also looked at the range of interpersonal behaviours which can occur in work place.

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 also looked at this concept called psychological contract and its importance in organizational context.

Trust



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



We looked at the importance of trust in building interpersonal relationships and also different types of trust and ways to build trust in relationship.

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.



Prosocial behaviour



We looked at the positive social behaviours, which are called as prosocial behaviours.

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 what are the possible prosocial behaviours in work place. We discussed about concept called organizational citizenship behaviour and how to improve such positive work behaviour in organizational context.

Cooperation



We also looked at the another important aspect of interpersonal behaviour in work place which is cooperation and we defined what is cooperation and what is competition and how they differ from each other.

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.



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 looked at the personal qualities of an individual, how they influence, whether they choose to compete or cooperate.

Conflict Management



In the previous lecture we looked at conflict management. The reasons behind why a conflict happens or the reason behind a situation becoming you know conflicting situation.

Conflict



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



We looked at some of the important reasons and many of these reasons are individual differences related reasons, which means, they may not be real reason or a real problem between two people, most of the times it is the way we perceive the other person.

Levels of conflict in organizations



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



We looked at different levels in which conflict can happen. So, conflict can happen within an individual, between individuals, within a group and between a group.

Types of conflict



- ▶ 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.



We also looked at different types of conflict. So, conflict happening because of individual differences. In simple words, I do not like you and you do not like me or I do not like the way you approach something and you do not like the way I approach something.

So, those are relational conflict. Relational conflict many a times can be resolved at the individual level, but if it gets unresolved it may become group level conflicts also, you know it can become conflict between two religious groups or two language groups or between two you know departments and things like that.

So, what can organizations do to avoid relational conflict? We spoke about the importance of diversity management in work place. The other two conflicts are usually conflicts related to the way work is approached or the way people understand how to do a particular task or how to plan to execute a particular task. And many a times this can be resolved, when there are clear cut procedures which are available in the organization, policy documents or manuals.

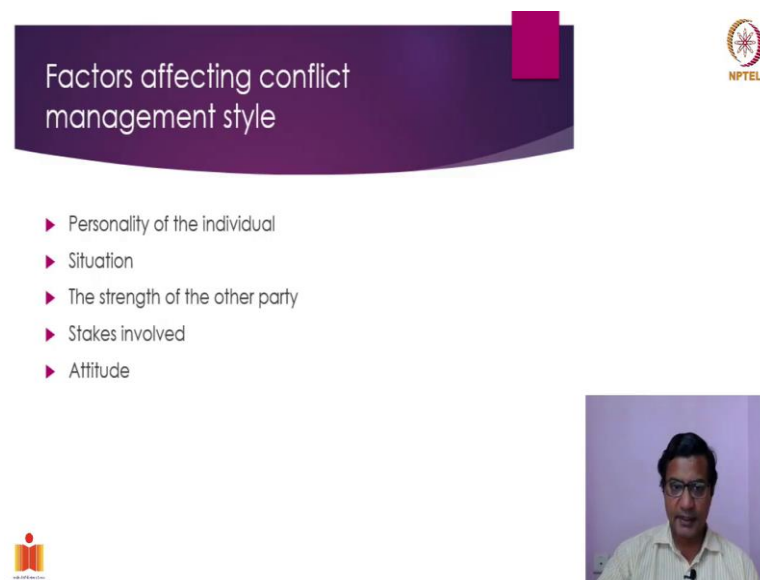
So, all those things will help people resolve differences of opinion in terms of how to do a task and how to plan for a task or how to share resources, because if there are policy documents, it is very easy to get answers from that instead of you know coming or instead of finding answers after you know much deliberation or much argument.

But, the problem with organizations intervening to resolve task and process conflict is some kind of jobs it is not possible to have clear cut manuals written. For example, if the

job involves lot of creativity and innovation or if it involves lot of team work, where, lot of give and take involves. So, you cannot clearly say this is how it has to be done or you cannot clearly say this person has to do this, ok.

And also if there are you know very clear cut manuals written, then people when they strictly follow those manuals, they may not go beyond what is excepted from them. So, all those extra-role performances may be restricted, when there are clear cut manuals of who should do what and how it should do be done.

So, it can kill creativity, but again you know there is always a balance between avoiding conflict and encouraging creativity and team work. So, it is a role of the leader to have a balance approach, where there are guidelines there are manuals, but they do not restrict voluntary behaviour and creative behaviour.



The slide features a dark purple header with the title "Factors affecting conflict management style" in white text. To the right of the header is the NPTEL logo. Below the header is a list of five factors, each preceded by a red triangle bullet point:

- ▶ Personality of the individual
- ▶ Situation
- ▶ The strength of the other party
- ▶ Stakes involved
- ▶ Attitude

In the bottom right corner of the slide, there is a small video inset showing a man with glasses and a light-colored shirt speaking.

So, this is what we saw in the previous lecture. Now, we are going to talk about conflict management. Conflict management means, there is a conflict and how are people managing the conflict or how are people handling the conflict. For example, conflict between two different states in terms of water resource sharing, there is a river. And two states fight to take their share from the river. You know they want to decide who takes more water.

So, this is a conflict situation. There is a situation which will lead to conflict. And how are we resolving this conflict? There is a situation which is a conflicting situation, but it is up to us to adapt a style where we resolve that conflict in a very positive manner. So,

you can either sit and talk with the other person or you can take a defensive stands and fight or you can just keep blind both of you know keep blind towards the situation and not do anything about it.

So, there are different ways in which conflict can be managed, but which way a person takes or a group takes depends on many factors. Why it is important to understand these factors which affect conflict management style is if you how you manage conflict is very important to resolve conflict. So, if you do not and many a times, people adapt a particular conflict management style without even knowing why they are doing it.

So, if you know some people, you know if you know that, this problem can be resolved by talking or negotiating with the other person, it you can resolve it, but you are not doing it because something makes you or something pushes you to take an aggressive stand. Maybe because you feel insecure or one party feels the other party is cheating lack of trust or you know the stakes are very high.

So, those factors can push people to take a certain kind of a conflict management style. And also the kind of style you take or the kind of method you adapt, will decide whether you resolve the conflict or not. So, it's like a chain. So, there are some factors which affect which is method you adapt to resolve conflict and the method you adapt to resolve a conflict decides whether you resolve it properly or not.

So, that is why we need to understand the first link in this chain. The first link can have many factors. The first and foremost important factor is personality of the individual. If you remember we saw in our earlier you know one of the slides in the earlier concept cooperation, there are people with different ways in which or there are people who approach a same situation differently, you can be an equaliser, you can be you know collaborator you can be a competing kind of a person.

So, inherently some people are more aggressive and more competitive than others. Similarly, some people are more cohesive, more collaborative in nature. So, it depends on the nature of the individual also. Similarly, people like, people who are very machiavillainistic in nature, you know they tend to manipulate the other party and that will lead to trust deficiency in conflict management.

So, these kind of people may change the way conflict is resolved. So, that is one personality of the individual. Two, situation in which this conflict happening. For example, if these two parties already have a history of enmity. For example, two countries, they already have problems because of you know earlier reasons, because the way these countries are formed or the way previously the leaders have handled earlier situations.

So, there is a history. So, that history can affect the way new conflicts are resolved. So, you there is a history of mistrust between two parties. So, you do not trust the other party in the new situation also, so, the situation strength of the other party. So, if the other party is very powerful, one party may become defensive.

So, one party will feel, the other party might manipulate us or other way around, you know one party is like very powerful. So, the powerful party may feel it is very easy to squeeze the other person who is not you know powerful, ok. So, the strength of the parties makes a huge difference.

In fact, in ideal situation, both the parties should have equal power. When there is power disparity that can lead to mistrust between two parties. Then there is stakes involved; if you know the stake is very high. Stake means, how much it will affect you.

For example, water sharing, especial during summers water sharing becomes a very huge crisis, a very huge issue of conflict between two parties, between two states or between two countries. On the other hand, when there is abundance of water there is enough rain, people may not fight for sharing river, sharing water resources. So, what is the stake? If I do not get enough water many people will you know suffer because of drought or you know crops will fail, farmers will suffer.

So, obviously, I will fight for more water, let us say if there was abundance water enough rain I may not even you know worry about whether the other party gives me water or not, ok; so, stakes involve. Attitude, attitude means how do I look at the situation, do I look at it as a win situation or do I look at it as I should win the other party should loose.

Basic conflict handling styles



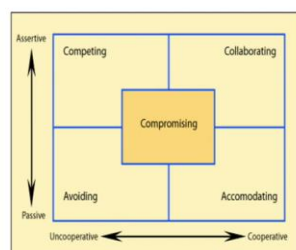
- ▶ Competing
- ▶ Accommodating
- ▶ Collaborating
- ▶ Compromising
- ▶ Avoiding



So, all those factors play an important role. There are also different conflict handling styles. You know the previous slide we spoke about, what are the factors which affect the way you handle conflict. So, the way you handle the conflict is called conflict management style, style in which or the approach you follow to handle a conflict.

There are different approaches, primarily we classify them as five different approaches, competing approach, accommodating approach, collaborating approach, compromising approach, and avoiding approach. So, there is one logic behind this classification. We will look at the logic.

Conflict handling styles



So, the logic is there are two things, one I give importance to me, the other way to look at it is I give less importance to the other person. So, in other words if I give more

importance to me, then it means I should win. If I give more importance to others, it is the other person should win.

So, let us say you do not give importance to you and also you do not give importance to the other person ok, which is the bottom most left quadrant, which is avoiding. So, the there is a conflict, you do not actually think you should win and you also do not worry about whether the other person should win. So, in other words you do not really worry about the problem.

So, you avoid the problem, you avoid the conflict, ok. For example, you are somebody who bought new stationary, your colleague took it for some time. You know you bought a pen or you bought a stapler and your colleague took the stapler from you, and he did not return it back.

And this is not the first time, many situations he has taken stationary from you and he has not returned it back. So, what will you do, you go and ask him or would you keep quiet or would you fight with him, what will you do? If you think it is not very important, you know this is a silly thing, I do not miss those staplers anyway office is giving it for free ok, we get it for free in the office.

Similarly, you do not actually worry about what he is doing, you know that person is not an important person; the problem is a small problem. So, you avoid it, you avoid raising that issue. So, this is avoiding style, but there are some cases people avoid even if the problem is big ok, they will think just leave it you know why to fight ok, this is avoiding style, but what is the problem in avoiding?

May be for small things you can avoid the problem or avoid the conflict, because unnecessarily you do not have to raise an issue. This is like sportsmanship, small inconvenience you do not really need to fight for your rights, but sometimes if the problem is really big you are avoiding it because you are scared what will happen, you are not even confronting it.

For example, in a very close relationship your friend, your friend has done something you do not like, but you do not want to confront it because you feel you know this relationship will break, ok. You are not even you know raising this issue within yourself

also, you are trying to suppress this conflict within you, because you do not like what your close friend has done.

So, these kind of things is also avoiding, but if you avoid like this, it can lead to future problems. You know how many times can you avoid resolving the conflict, you are this is like you know some garbage which you are not disposing; you are like keeping it in a locker room without even clearing it. Beyond the point what will happen? It will start stinking.

So, avoiding for some problems it is ok, but for important problems we should not avoid conflict, you should resolve try to resolve the conflict ok, but many a times people avoid conflict because it is an easiest thing to do, just brush it under the carpet ok, but in long run for important problems you should not do it, because it will you know damage the relationship, it will also damage your self esteem.

The next approach is you think you are important, but other person is not important or you think you should win, the other person should not win, which is competing approach. So, you feel, no I should get you know fair treatment, I should get a better stake or I should get the majority of the resources, I do not care about others, I should win, the other person should loose ok, which is competing approach.

The problem with competing approach is you will gain enemies. So, if you keep winning at the cost of somebody else you know winning, people will start hating you, they will also see you as competitor, if you see somebody else as a competitor, they will also pursue you as a competitor.

The problem with many people perceiving you as a competitor is, in work place you cannot have many competitors, you should also have collaborators, and you should if you want collaborators, you should collaborate with people. So, you should look for win-win approach, but sometimes competing is difficult to avoid, because if you clearly know you are right the other person is wrong, you clearly know you deserve more than the other person, because other person is not contributing.

You know other person has no right to claim the stake and you have every right to claim the stake, then you can compete and situation is where you have to assert your authority,

you know you need to show that, no I am right and you are wrong, I mean it can be real also I mean it really also in reality also you are right and they are wrong.

In those situations, it is important to compete, but on the other hand, if you keep competing with everyone, you will have more enemies in your work place. Other way around of it is accommodating where you let the other person to win and you lose, you will let other person take more stakes, you let the other person take more resources and you give away your rights and resources.

When will we do it when the other is person very powerful, you know if it is your boss, boss is always right, you know you cannot keep arguing with him or her. So, in those situations we do that, but again it is not right to do it in long run, because if you keep let the other person win, they will take advantage of your humbleness ok, they will take advantage they will think you are a weak person.

So, they will keep exploiting you, they will keep manipulating you. They will think you are a soft target. So, again you should not do it in all situations like competing, if you keep competing also, you should not do it in all situations, you should do it in some situations you are right. Similarly, accommodating also you should not keep doing it in all situations; you should do it in situations where it is appropriate.

You know for example, some situations it is to let it go, let the other person win because in longer run in a very holistic way losing at that situation is better. So, this is like losing the war to win the battle, you momentarily loose. So, that the in a larger frame of things in the larger scheme of things you win in long run.

So, you should be very wise to use this accommodating, you know when to loose and let the other person win. So, that you have advantage in future. So, you have to do it very wisely accommodating. The other approach ideal approach is collaborating which is both the parties win.

So, you try to find out a solution where both of us get the right stakes or both of us get you know what they want, but many a times we feel if one person wins, the other person should loose, ok. Is it true in any competition one person wins and other person loses or any competition or conflict one person is right and one person is wrong? no not necessarily.

You know may be both people are right, both the parties are right, both the parties you know are appropriate in the way they handle that problem ok, but the only thing is you do not understand or you do not look at the problem from the other person's perspective.

So, if you start looking at things from other person's point of view, then you will have more chances that collaboration will happen. You may think I am willing to collaborate, but the other person is not willing to collaborate. What should I do? See, unless and until we go with an open arm; others will not come and help you. So, two three times even if they exploit you, if they understand no this person genuinely wants everybody to win may be there is a chance that, they will also collaborate in long run.

So, if you take collaborative approach the other person does not take that approach it becomes accommodating, you know you are willing to help, but the other person is not willing to help, they manipulate you. So, it becomes accommodating, but over a period of time if you keep doing it people understand it is not helping, you know this person is genuinely interested in all of us to win.

So, they will also collaborate. In fact, in games theory win-win, you know if both party wins or if the both parties comes up with this approach of collaborating, everybody will benefit ok, but usually people see it as win-lose situation, one person loses and one person wins, but the sum is 0, there is that is called zero sum game, which means one person winning, one person loosing, the total is you know both cancels out and there is 0, but in collaborating both people wins, the sum is positive.

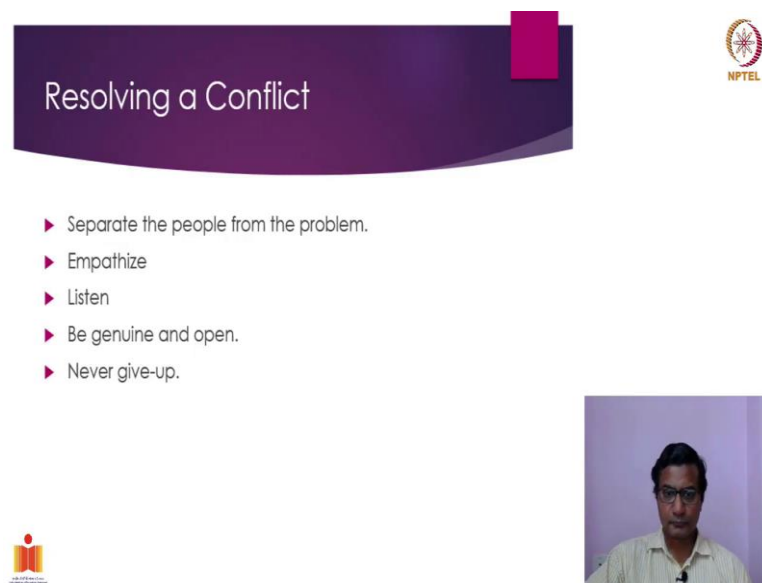
In competing, everybody competes, everybody fights, everybody loses, but for collaborating you need to have patience, you need to have an open approach, you need to trust, there is high level of risk involved, you should be willing to take that risk and you should be creative enough to find a solution where everybody can win. So, it is a very difficult state to achieve, but if you achieve that state it, will benefit everybody in the organization it is a very ideal state.

There is another style which is compromising. Compromising means, you come you give half and I will give half ok, it sounds good, but the problem with you know both people compromising is both of them are unhappy. So, both of them feel that they have lost something.

So, it is not collaborating, compromising is I win half and you win half or I lose half and you lose half. So, which is like both of us have lost something, ok. So, many a times what happens is people when they want to collaborate, they may not be able to find innovative solutions.

So, that both party wins, they end up being compromising, ok. Compromising is ok, it is better than avoiding or competing in the long run, but beyond a point compromising will create dissatisfaction among all the parties who are in the conflict. So, ideally collaboration is the best, if it is not possible at least compromise and also each of these styles are appropriate depending on the situation it is not like one style is always best. Collaborating is always best, but reaching it is difficult.

Among other styles you need to adopt a certain style depending on the situation, you know depending on how much time you have how much resources, who is right, the maturity level of the participants in the conflict all those factors matter.



The slide features a dark purple header with the title "Resolving a Conflict" in white. To the right of the header is the NPTEL logo. Below the header is a list of five bullet points, each preceded by a red triangle. 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 speaking.

Resolving a Conflict

- ▶ Separate the people from the problem.
- ▶ Empathize
- ▶ Listen
- ▶ Be genuine and open.
- ▶ Never give-up.

So, very simple way to sum up, how to resolve conflict, you know I am not using any technical terms very simple understanding of how to resolve conflict first. When there is a conflicting situation try to make a do not make try not to make it as a relational conflict, do not take it to a personal level, if there is a problem between two parties understand why there is a problem?

If it is because of personal issues like, perception differences or prejudice, try to resolve it by sitting and talking. If there is a real problem in terms of resource sharing or you

know task related conflict, you need to find solutions, you should not mix personal biases into organizational conflict to empathize, empathize means when there is conflict try to understand the problem from the other persons point of view, that person might be wrong, but you see why this person is adamant.

You try to understand, why this person is like keep insisting he is right when; obviously, this person is wrong. So, try to empathize, empathize means put yourself in their shoes, look at the problem from their point of view.

The third important strategy we can use to resolve conflict is listening. So, instead of jumping into conclusion and starting to compete, ask that person what is the problem or ask that person why they are doing this or ask that person what do they feel about this problem, listen to them and being genuinely open, when there is a conflict in organizational context try to be open tell them, see this is what it is this is what I feel and this is what this is how we can resolve the problem and finally, never give up.

Anyway if there is a conflict try not to avoid it, if you avoid a conflict at some point, it will become big and it becomes too difficult to handle. So, these are some of the simple techniques, simple ways in which you can resolve a conflict.



Honest differences are often a healthy
sign of progress

-Mahatma Gandhi



Many of us feel conflict is bad, it is not necessarily bad ok. Honest differences are good, you know it is to have differences of opinion differences of priorities, but tolerance is what matters ok. So, like India we are a diverse country, but we can coexist if we

understand these differences are not competing in nature, but we can embrace those differences and move ahead and proceed.

So, it is always better to have conflict rather than a false sense of peace. So, I will stop here, this is the end of the chapter. In the next chapter, we will talk about communication as a process communication as an interpersonal process. Till then take care. We will meet in the next lecture.