

Organizational Behaviour - Interpersonal behaviour at work



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Outline

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



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.



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



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



Prosocial Behaviour

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



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.

Role of personal characteristics

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

Conflict Management



Conflict

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



Levels of conflict in organizations

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



Factors affecting conflict management style

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



Basic conflict handling styles

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



Conflict handling styles

