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 ---- Competion---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:

- NPTEL
- 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 wont 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



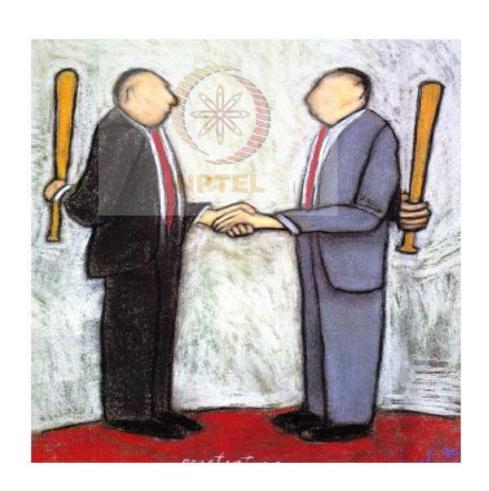
Cooperation Vs Competition

- 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

