

## Textbook

**Basic principles of developing interpersonal relationships at work** -Can be caused by proxemics, relational balance, interpersonal needs, relational control -Three forms:

- informational: low levels of self-disclosure & trust
- collegial: moderate trust, self-disclosure, emotional support, friendship
- special peer: high emotional support, trust, self-disclosure, intimacy

**Sias & Cahill's transitions in co-worker relationships** -Three transitions:

- acquaintance → friend: caused by environmental factors (same place, small talk)
- friend → close friend: caused by personal/work problems/events (spend time outside work, families)
- close friend → almost best friend: socializing outside work, shared life events/problems (trust, details)

**Positive consequences of workplace relationships**

- formed voluntarily
- let individuals get to know each other outside the workplace
- share workplace experiences
- provide support system
- more connected to the org, the more motivated & loyal the person is to the organization
- coworkers can influence opinions of the workplace

**Negative consequences of workplace relationships**

- Support can be used as a commodity (owing favors)
- Support can be used as information retrieval (not ordinarily available info, not getting anything in return)
- Support can lead to codependency (not taking a promotion because your friend isn't being promoted)
- Giving support may work against the person providing it (feeling obligated to tell others against best self-interest)

### **Romantic Relationships in the Workplace (including John Challenger's Guidelines)**

- Has the potential to turn into sexual harassment
- 1/3 of romantic relationships begin in the workplace
- Can increase teamwork, communication flow, job satisfaction
- Can distract others/interfere with other organizational relationships
- Failed relationships can lead the ppl involved to feel insecure, unmotivated, unproductive, nervous, angry
- Losing workers (quitting to not be around the ex)
- The organization can face legal charges
- John Challenger's Guidelines for companies NOT prohibiting romantic relationships

  1. Clear definitions of what type of relationships are allowed (sub/superior, coworkers, etc)
  2. Definitions of what behaviors are considered appropriate at the workplace (PDAs, phone calls)
  3. Have in place alternative assessment opportunities if the couple involves the superior (unfair advantage)
  4. Managers should meet with couples to be assured that the relationship is consensual, not violating sexual harassment policies; monitor post-breakup couples

**Disengagement Tactics/Relationship Deterioration**

- Work process could halt if individuals feel the need to seek other employment bc they don't feel comfortable
- 5 primary reasons for deterioration

  1. Personality issues (habits/traits become annoying)
  2. Loss of similarities (changing life events, family status)
  3. Conflicting expectations (opinions, reprimands)
  4. Promotions (changes in status, moving through the ranks)
  5. Betrayals (stealing a client, disclosing personal info, not supporting friend's behavior)

## Peer communication

### Information Peer

- Function- information-sharing
- Low levels of trust and self-disclosure
- Talk about work and job-related feedback
- Most co-workers relationships are information peer relationships
- Low levels of cohesion, lower quality information sharing

### Collegial Peer

- functions: career-strategizing, job-related feedback and friendship
- moderate levels of trust and self-disclosure

- information-sharing, plus emotional support, feedback (both personal and job-related), and confirmation
- discussion of personal as well as work related concerns
- high levels of cohesion, higher quality information sharing

### Special Peer

- Functions: confirmation, emotional support, personal and job-related feedback and close friendship; "best friend" at work
- High levels of trust, self-disclosure and self-expression
  - Rarest type of coworker relationship
  - low levels of supervisor consideration

### **How differential treatment affects peer relationships**

- differential treatment creates uncertainty
- employees talk to one another to make sense of the differential treatment
- talk centers on determining the "fairness" of the differential treatment
  - workplace bullying
  - Differential treatment example

### **Managing Differential Treatment**

- Is differential treatment good or bad?
- Managing differential treatment
  - make sure you treat employees fairly
  - explain your decisions

### **Workplace Friendship**

- Power and Influence
  - Co-workers can exert a great deal of influence of how their peers view organizational attitudes, behaviors, and policies (Kirby and Krone, 2002) - Family med leave, paternity leave, flex time, why?
- Social Support
  - Gossip and important organizational information
  - The more connected someone is to others in the organization, the greater the person's loyalty is to the organization
  - can lead to further career development
  - benefits person as well as organization
- Information Processing (p.201)
  - Sharing of workplace experiences and help one another make sense to them
  - can talk to co-workers about organizational phenomena that friends outside the org don't understand or relate to
  - shared experiences provide valuable, social, emotional and task support... reduces turnout and turnover.

### **Outcomes and Consequences**

Employee Adjustment:

- Job satisfaction
- Organization commitment
- Stress
- Workplace Romances
  - Awkward video

### **Factors that promote friendship development**

- personality, demographic and perceived similarity, proximity, shared tasks and projects, socializing, work-related problems, life events

### **Communication in Friendship Development**

-increased frequency, increased breadth of topics, increased intimacy, decreased caution

### **Factors that lead to friendship deterioration**

-betrayal, conflicting expectations, distracting life events, personality conflict, promotion

### **Disengagement Communication Tactics**

-Depersonalization, withdrawal

### **Motivating Employees**

Student Video

-Taylor Winslow

-Perfect as we discuss what motivates employees

### **What is Motivation?**

-What motivates you on a daily basis...

-to go to class?

-to hang out with friends?

-to go to your job?

-The degree to which an individual is personally committed to expending effort in the accomplishment of a specified activity or goal

-Demotivated Employees video

### **Two Types of Incentives**

-Extrinsic

-comes from outside of the individual

-rewards: money and grades, and threat of punishment

-Intrinsic

-exists within the individual vs. external pressure

-pleasure of activity vs. reward

-driven by enjoyment in the task itself

### **Intrinsic Versus Extrinsic Motivators**

-Which do organizations primarily rely on? Intrinsic

-What might differentiate organizational motivation with other "life" motivations?

-Dumb & Dumber

-Returning to the question, which do orgs rely on most... but also what is "socially constructed" to be reasons to be motivated?

### **Two Types of Motivation Theories**

Need theories:

-assume that to motivate someone you must fulfill their needs.

Goal theories:

-assume that people are motivated to achieve specific goals.

### **Need-based Theory: Herzberg's Two-Factor Theory of Motivation**

-satisfaction and dissatisfaction are not the same dimension

-assumes people have two types of needs:

-Hygiene needs

-met by extrinsic rewards ex. Pay, benefits, working conditions

-Motivational needs

-met by intrinsic rewards ex. Personal growth, achievement, enjoyment

-Hygiene needs not met (lack of extrinsic rewards=dissatisfaction)

-Only hygiene needs met= apathetic/"pass-fail" employee (prevent dissatisfaction, but no