Conflict, Cooperation, Trust, and Deviance

Chapter 11
Learning Objectives

1. Describe three types of psychological contracts and the two basic kinds of trust that play a role in work relationships.

2. Describe organizational citizenship behavior and ways in which it may be encouraged.

3. Identify ways in which cooperation can be promoted in the workplace.
Learning Objectives

4. Describe the causes and effects of conflict in organizations along with techniques that can be used to manage conflict in organizations.

5. Explain why deviant organizational behavior can produce positive as well as negative effects.

6. Describe the major forms of workplace deviance, both constructive and destructive.
Workplace Interpersonal Behavior

- **Prosocial behavior**
- **Competition**
- **Deviant organizational behavior**

**Working With Others** (e.g., Organisational citizenship behaviour, pp.432–434)

**Working Against Others** (e.g., Employee theft, pp.455–456)

- **Cooperation**
- **Conflict**
Psychological Contracts

Transactional Contracts
- Concerned about economic factors

Balanced Contracts
- Primary focus

Relational Contracts
- Concerned about people

Closed-ended and short-term
- Time frame

Open-ended and indefinite

Static, rarely changing
- Stability of relationship

Dynamic, frequently changing

Narrow
- Scope of relationship

Broad and pervasive

Well defined
- Tangibility of terms

Highly subjective
Trust

TRUST

Calculus-Based Trust
Person behaves as promised because he or she fears getting punished for doing otherwise

Identification-Based Trust
Person behaves as promised because he or she has my best interests at heart
Developing and Promoting Trust

- **Developing**
  - Some tend to be more trusting
  - Some develop trustworthy reputations

- **Promoting**
  - Always meet deadlines
  - Follow through as promised
  - Spend time sharing personal values and goals
## Organizational Citizenship Behaviors

<table>
<thead>
<tr>
<th>Form of OCB</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Altruism</td>
<td>• Helping a coworker with a project</td>
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<td></td>
<td>• Switching vacation dates with another person</td>
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<td></td>
<td>• Volunteering</td>
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<td>Conscientiousness</td>
<td>• Never missing a day of work</td>
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<td></td>
<td>• Coming to work early if needed</td>
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<td></td>
<td>• Not spending time on personal calls</td>
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<td>Civic virtue</td>
<td>• Attending voluntary meetings and functions</td>
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<td></td>
<td>• Reading memos; keeping up with new information</td>
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<td>Sportsmanship</td>
<td>• Making do without complaint (“Grin and bear it!”)</td>
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<tr>
<td></td>
<td>• Not finding fault with the organization</td>
</tr>
<tr>
<td>Courtesy</td>
<td>• “Turning the other cheek” to avoid problems</td>
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<tr>
<td></td>
<td>• Not “blowing up” when provoked</td>
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</tbody>
</table>
Cooperation vs. Competition
Individual Cooperation
Determinants

- Reciprocity principle
- Personal orientation
  - Competitors
  - Individualists
  - Cooperators
  - Equalizers
- Organizational reward systems
Cooperation Between Organizations

- Partnering with suppliers
- Research and development partnerships
- Inter-organizational alliances and social dilemmas
Conflict Types

- Substantive
- Affective
- Process
Conflict Causes

- Grudges
- Malevolent attributions
- Destructive criticism
- Distrust
- Scarce resource competition
How to Manage Conflict Effectively

- Agree on a process for making decisions before a conflict arises. This way, when a conflict needs to be addressed, everyone knows how it is going to be handled.

- Make sure everyone knows his or her specific areas of responsibility, authority, and accountability. Clarifying these matters avoids potential conflicts when people either ignore their responsibilities or overstep their authority.

- Recognize conflicts stemming from faulty organizational systems, such as a pay system that rewards one department at the expense of another. In such cases, work to change the system rather than training employees.

- Recognize the emotional reactions to conflict. Conflicts will not go away until people’s hurt feelings are addressed.

- Consider how to avoid problems rather than assign blame for them. Questions such as “Why did you do that?” only make things worse. It is more helpful to ask, “How can we make things better?”

- Conflicts will not go away by making believe they don’t exist; doing so will only make them worse. Avoid the temptation not to speak to the other party and discuss your misunderstandings thoroughly.
Managing Conflict Through Negotiation

Win–Win Solutions

- Avoid making unreasonable offers
- Seek the common ground
- Broaden the scope of issues considered
- Uncover the “real” issues
Managing Conflict Through Negotiation

Alternative Dispute Resolution

- Mediation

- Arbitration
  - Binding
  - Voluntary
  - Conventional
  - Final offer
Mediation vs. Arbitration

Mediation
(Recommend terms of agreement between disputing parties)

Disputing Party “A”

Conflict

Disputing Party “B”

Arbitration
(Impose terms of agreement between disputing parties)
Organizational Deviance

**Organizational Deviance**

Norms of Organization Violated

\[ \text{Norms of Society} \]

- Followed
- Violated

**Constructive Organizational Deviance**

**Destructive Organizational Deviance**
<table>
<thead>
<tr>
<th>Whistle-Blower</th>
<th>Incident</th>
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<tbody>
<tr>
<td>Coleen Rowley</td>
<td>This special agent wrote a letter to the FBI director (with copies to two key members of Congress) about the bureau’s failure to take action that could have prevented the terrorist attacks of September 11, 2001.</td>
</tr>
<tr>
<td>Sherron Watkins</td>
<td>In 2001, she notified the press about her letter to her boss at Enron identifying the company’s fictitious accounting practices.</td>
</tr>
<tr>
<td>Paul van Buitenen</td>
<td>Went public in 1999 with claims of fraud and corruption within the European Commission.</td>
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<tr>
<td>An unnamed U.S. Customs inspector</td>
<td>Alerted Congress of security problems at the Miami airport in 1995 after management took no action.</td>
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<tr>
<td>Tonya Atchinson</td>
<td>This former internal auditor at Columbia-HCA Healthcare Corp. charged the company with illegal Medicare billing.</td>
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<tr>
<td>Daniel Shannon</td>
<td>An in-house attorney for Intelligent Electronics protested the company’s alleged misuse of marketing funds from computer manufacturers.</td>
</tr>
<tr>
<td>Robert Young</td>
<td>This agent for Prudential Insurance Co. in New Jersey accused company agents of encouraging customers to needlessly sell some policies and buy more expensive ones, boosting their commissions.</td>
</tr>
<tr>
<td>Bill Bush</td>
<td>This manager at the National Aeronautics and Space Administration (NASA) went public with the administration’s policy of discouraging the promotion of employees older than 54 years of age.</td>
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</tbody>
</table>
Cyber Loafing

Using company’s e-mail and/or Internet facilities for personal use
Workplace Aggression Types

- Expressions of hostility
- Obstructionism
- Overt aggression
Workplace Aggression

Causes

- Perceived unfairness
- High trait anger
- Positive attitude toward revenge
- Past experience with aggression
- Express anger overtly
# Workplace Bullying

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant Critic</td>
<td>Uses insulting and belittling comments, engages in name-calling</td>
</tr>
<tr>
<td></td>
<td>Constantly harangues the victim about his or her incompetence</td>
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<tr>
<td></td>
<td>Makes aggressive eye contact</td>
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<tr>
<td>Two-Headed Snake</td>
<td>Denies victims the resources needed to work</td>
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<tr>
<td></td>
<td>Demands that coworkers provide damning evidence against the</td>
</tr>
<tr>
<td></td>
<td>victim</td>
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<tr>
<td></td>
<td>Assigns meaningless work as punishment</td>
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<tr>
<td>Gatekeeper</td>
<td>Isolates the victim; ignoring him or her with “the silent</td>
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<td></td>
<td>treatment”</td>
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<tr>
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<td>Deliberately cuts the target out of the communication loop but</td>
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<td></td>
<td>expects the victim to have the missing information</td>
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<tr>
<td>Screaming Mimi</td>
<td>Yells, screams, and curses</td>
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<tr>
<td></td>
<td>Makes loud, angry outbursts and tantrums</td>
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<tr>
<td></td>
<td>Intimidates by slamming things and throwing objects</td>
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</tbody>
</table>
Managing Workplace Aggression

- Establish clear norms against abusive treatment of employees and enforcement of procedures
- Train managers in interpersonal skills
- Conduct periodic employee satisfaction and commitment assessments
Employee Theft

- **Causes**
  - See co-workers doing it
  - Not stealing goes against group norms

- **Reducing**
  - Involve employees in theft policy creation
  - Communicate stealing costs
  - Treat employees fairly
  - Be a good role model
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