Chapter 12 Interpersonal Relations

Relationships at Work

Agenda

- Factors that lead us to become attracted to other individuals and to fall in love with them
- Development of relationships
- Role of romantic relationship in the workforce
- Balancing the work and family relations

Interpersonal Attraction

- Attractive factors:
  - Proximity – we are attracted more to familiar people than to strangers.
  - Attractive characteristics: intelligence, good personality, good looks, talent, and attractive possessions.
  - Similarity or Opposite attract?
Love

- Reinforcement – Affect Model: like and dislike are derived from positive or negative feelings associated with rewarding and punishing events in a relationship.
- The model focuses on similarity of opinions and values. Since agreement from others serves to validate our view of the world, it serves as a powerful reward and produces positive feelings and affects. From this perspective, love is simply a strong degree of liking produced by rewards associated with a relationship.

More about Love

- Exchange versus Communal Relationship:
  - Individual seek a fair balance or exchange of rewards in a relationship. Versus, partners are concerned primarily with satisfying each other’s needs rather than with a fair balancing rewards.
- Liking versus Loving:
  - Loving and liking are somewhat distinct states. Friendships or liking involves primarily posterities evaluations. Love, may involved with other factors
    - Strong need for affiliation or dependency
    - Desired to be helpful
    - A sense of exclusiveness about the other person

Passionate Love

- Walster & Berscheid’s three factor theory of love
  - An appropriate and desirable love object
  - Culturally based beliefs and expectations about love
  - A heightened level of emotional arousal.
- Integrative perspective
  - Liking
  - Infatuation
  - Romantic
  - Companionate
  - Consummation
Romance in the Workforce

- Basic features:
  - 70% of workplace having at least 1 reported romance. Why?
  - Romantic couples in the workplace differed in a number of ways?
  - Factors affecting the decision of office romance
    - Love, ego and job
    - Male-dominated utilitarian relationship vs. Female-dominated utilitarian relationship (Table 12.2)

Romance and Job Performance

- Does romantic relationship interfere with the effective functioning of organization?
  - Negative factors:
    - Preoccupation with one another
    - Gossip, suspicion, and jealousy
    - Romance between different rank may result in the perception of losing creditability and fairness practices
    - Earlier phrases: likely to reduce productivity and job involvement.
    - Later phrase: may increase interest and motivation for work
  - Romance involving people of different status are more likely to negatively affect productivity and morale.
  - Research findings (Table 12.5)

Handling Work Romance

- Most common way of dealing with work romance is do nothing
- Participants should be counseled about the impact of their relationship on the workplace, and steps should be taken to minimize the negative effects.
- They may have to limit their interaction at work, or move to different departments.
Sexual Harassment

- **Sexual harassment**: an unwanted sexual communication or act.

**Categories:**
- Gender harassment
- Seductive behaviors
- Sexual behaviors
- Sexual bribery
- Sexual coercion

Facts of Sexual Harassment

- Women report being harassed ranges from 35 to 90 percent.
- Often more severe when the harasser was a supervisor than was a coworker.
- World wide problem, most severe in cultures where women have little power and status.
- Only 10% of women report to others of the instance.
- Events that have been objectively defined as sexual harassment may not be labeled by those who experience them:
  - Women do not commonly defined harassment behavior as inappropriate.
  - Subjectively redefine it as not harassing to minimize the emotional cost.
  - Personal characteristic (e.g. negativity towards sexual matter.)
- Overall, sexual harassment appears to have very significant consequences for satisfaction, psychological problems and physical health.

Environment and Harassment

- Two features strongly influence the occurrence of sexual harassment in the workplace:
  - Organizational climate
  - Comprise the gender context: male-dominated workplace
- Sexual harassment feature can also be common to job or work group.
  - Ambient sexual harassment
- Dealing with Sexual harassment
  - Most importantly is for top management to make it clear that this type of behavior is not tolerated.
  - Behaviors that constitute sexual harassment should be outlined to all employers and a clear procedure for reporting and dealing with them.
  - See guidelines at P353
Work and Family Relationship

- Dual Career couples
  - Only 11% of all families with stay-at-home moms
  - Men whose wives work tend to have poorer mental and physical health
  - Both husbands and wives show similar stress reactions to work-related problems.
- Issue of obtaining quality day care
- Overcome strategies:
  - Job sharing and Flex time

Work and Family

- Marries versus singles
  - Social support
  - Loneliness
- Single parent
  - About 6% in the workforce
  - Intervention:
    - After school programs
    - Flex time
    - Telecommuting
- Work and Home: the spillover effect

Aggression at Work

- Aggressive behavior includes any behavior that is intended to harm another person.
  - Jealousy
  - Supervisor
- Why? (Table 12.7)
  - Frustration
  - Pressure to enhance productivity
- Processes of engaging in aggressive act:
  - Appraise or evaluate the incident to determine whether aggressive feelings or thoughts are justified
  - Individuals evaluate their options
- Specific factors lead to aggressive actions:
  - Problems with supervisors are most likely to produce violence.
  - High stressful work condition and authoritative supervisor
  - Loss of one’s job
Controlling Violence

- Screening for aggressive tendencies
- Training
- Develop perceptions of justice
- Reducing emotionality
- Producing incompatible responses
- Dealing with the causes of the anger
- Applying person-oriented leadership