

INTERPERSONAL BEHAVIOR: WORKING WITH AND AGAINST OTHERS

- mendeskripsikan dua tipe kontrak psikologis di dalam hubungan kerja dan tipe-tipe kepercayaan yang berkaitan dengan masing-masing pihak
- mendeskripsikan *organizational citizenship behavior* dan cara untuk mendorongnya
- mengidentifikasi cara untuk mendorong kerjasama di tempat kerja
- mendeskripsikan penyebab dan dampak konflik di dalam organisasi
- mendeskripsikan teknik yang dapat digunakan untuk mengatur konflik di dalam organisasi
- mengidentifikasi dua bentuk penyimpangan perilaku organisasional dan bagaimana cara untuk meminimalkannya

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THE DYNAMICS OF INTERPERSONAL RELATIONSHIPS

Psychological Contracts: Our Expectations of Others

Psychological Contract: a person's belief about what is expected of another in a relationship

- Transactional contract
- Relational contract

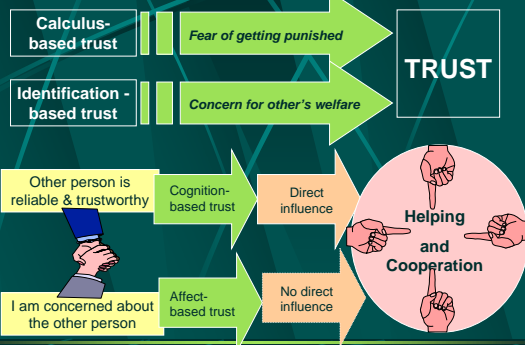
The Importance of Trust in Relationships

Trust: a person's degree of confidence in the words and actions of another

- Two major types of trust:
 - Calculus-based trust – fear of getting punished
 - Identification-based trust – concern for other's welfare

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Trust: Two Basic Types



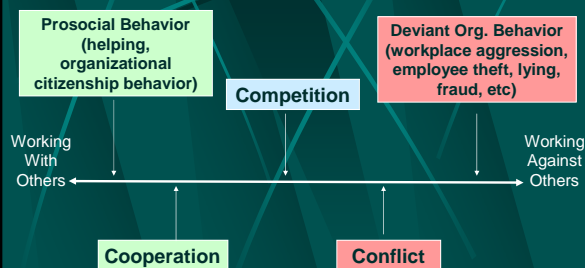
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The Importance of Trust in Relationships

- How does trust develop?
 - Personality variable
 - Reputation
- How to promote trust in working relationships
 - Always meet deadlines
 - Follow through as promised
 - Spend time sharing personal values and goals

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WORKING WITH OR AGAINST OTHERS



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PROSOCIAL BEHAVIOR: HELPING OTHERS

Organizational Citizenship Behavior: Above and Beyond Job Requirements

Prosocial behavior: acts that benefit others

Organizational Citizenship Behavior (OCB) - actions by organization members that exceed the formal requirements of their job -- kepatuhan, loyalitas & partisipasi

- Why does OCB occur?
 - Peoples' beliefs that they are being treated fairly by their organization (especially their immediate supervisors)
- Does OCB really matter?
 - OCB does have important effects on organizational functioning

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ORGANIZATIONAL CITIZENSHIP BEHAVIOR: SPECIFIC FORMS AND EXAMPLES

What forms does OCB take?

- 1. ALTRUSTIC/ HELPING:** tindakan seseorang yg menguntungkan bagi orang lain tanpa meminta imbalan, mis: helping a coworker with a project, volunteering
- 2. CONSCIENTIOUSNESS:** perilaku yg meliputi segala pelaksanaan peran yang melebihi tingkat minimal yang disyaratkan, mis: datang ke tempat kerja dg tepat waktu
- 3. CIVIC VIRTUE:** keterlibatan dalam & menunjukkan perhatian pd kehidupan organisasi, mis: hadir & aktif berpartisipasi dalam pertemuan-pertemuan organisasi
- 4. SPORTSMANSHIP:** kesediaan karyawan untuk mentoleransi kondisi yang jauh dari ideal tanpa mengeluh
- 5. COURTESY:** segala perilaku yg dilakukan dalam membantu orang lain untuk mencegah terjadinya masalah, mis: sopan, mencegah masalah hubungan interpersonal

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FORM OF OCS	EXAMPLES
Altruism	<ul style="list-style-type: none"> Helping a coworker with a project Switching vacation dates with another person Volunteering
Conscientiousness	<ul style="list-style-type: none"> Never missing a day of work Coming to work early if needed Not spending time on personal calls
Civic virtue	<ul style="list-style-type: none"> Attending voluntary meetings and functions Reading memos; keeping up with new information
Sportsmanship	<ul style="list-style-type: none"> Making do without complaint Not finding fault with the organization
Courtesy	<ul style="list-style-type: none"> "Turning the other cheek" to avoid problems Not "blowing up" when provoked

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WHISTLE BLOWING: HELPING THROUGH DISSENT

Whistle Blowing

- the disclosure by employees of illegal, immoral, or illegitimate practices by employers to people or organizations able to take action
- Generally are motivated to correct what they perceive as acts of wrongdoing

How to blow the whistle effectively

- ✓ Document your claims scrupulously
- ✓ Speak to your immediate supervisor first
- ✓ Talk to a lawyer
- ✓ Plan for the worst

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COOPERATION: PROVIDING MUTUAL ASSISTANCE

Cooperation

- Pure Competition Occurs Rarely

Cooperation vs. Competition: A Comparison

When cooperating with one another, people contribute to attaining the same goal that they share. However, when competing against one another, people attempt to attain the same goal, which only one can have

```

graph TD
    subgraph Cooperation
        A[Person A] --- G1[Goal]
        B[Person B] --- G1
    end
    subgraph Competition
        A --- G2[Goal]
        B --- G2
    end
  
```

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Social Dilemma

- a situation in which all parties (e.g. individuals, groups, or organizations) can increase their gains by acting in one way but stand to lose if all (or most) do so
- The parties involved in such situations must deal with **mixed-motives situations** → there are reasons for them to **cooperate** (i.e. avoid negatives outcomes for all) and to **defect** (i.e. to do what is best for themselves regardless of the effect on others)

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Determinants of Cooperation

- **The Reciprocity Principle**
 - the tendency for people to return the kind of treatment they receive from others
- **Personal Orientation**
 - Competitors - do better than others - fokus pada mengalahkan yang lain
 - Individualists - maximize own outcomes
 - Cooperators - maximize the joint outcomes
 - Equalizers — minimize the difference between themselves and others
- **Organizational Reward Systems**
 - Team-based reward

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● Cooperation Across Organizations

- Partnering with suppliers
- Promoting business growth
- Responding to external threats

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CONFLICT:

THE INEVITABLE RESULT OF INCOMPATIBLE INTEREST



Conflict: a process in which one party perceives another has taken (or is about to take) some action that will exert a negative effect on its major interest

Key elements in conflict:

- Opposing interests between individuals or groups
- Recognition of such opposition
- The belief by each side that the other will thwart (or already has thwarted) these interests
- Actions that actually produce such thwarting

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Stages of Conflict

- ◆ **Perceived conflict** → exist when there is a cognitive awareness on the part of at least one group that events have occurred or that conditions exist favorable to creating overt conflict
- ◆ **Felt conflict** → represent an escalation that includes emotional involvement. It is "felt" in the form of anxiety, tension, and/or hostility
- ◆ **Manifest conflict** → is not only perceived and felt, it is acted upon ~ the conflicting groups are actively engaging in conflict behavior ~ there maybe verbal, written even physical attacks → It is far better to deal with conflict at an earlier stage

Generally the earlier conflicts can be resolved, the more likely the aftermath (akibat) will facilitate positive future interactions between the conflicting groups

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ADA TIGA PANDANGAN TENTANG KONFLIK

- **PANDANGAN TRADISIONAL:** Keyakinan bhw semua konflik harus dihindari
- **PANDANGAN RELASI MANUSIA:** Keyakinan bahwa konflik adalah suatu hasil yang natural & tidak dapat dihindari dalam suatu kelompok/organisasi
- **PANDANGAN INTERAKSIONIS:** Keyakinan bhw konflik tidak hanya kekuatan positif dalam suatu kel. atau org., tetapi sangat diperlukan bg suatu kel. utk berknerja scr efektif

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● Causes of Conflict

- Perceptual distortion
- Grudges
- Distrust
- Competition over scare resources
- Destructive criticism



● Consequences of Conflict: Both Negative and Positive

- Negative consequence of conflict
- Positive consequence of conflict

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THE EFFECTS OF CONFLICT: DEFINITELY A MIXED BAG

Positive and Negative Effects of Conflict: A Summary



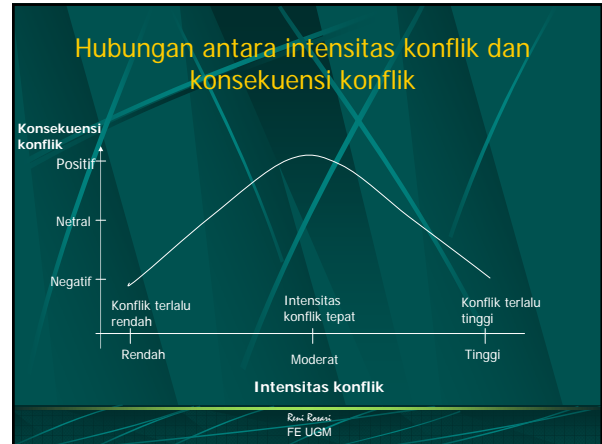
Positive effects
<ul style="list-style-type: none">• Brings into the open problems that have been ignored previously• Motivates people to understand each other's positions• Encourages new ideas, facilitating innovation and change• May improve decision quality by forcing people to challenge their assumptions• Enhances organizational commitment
Negative effects
<ul style="list-style-type: none">• May cause negative emotions & stress• Reduces communication required for coordination• Causes a shift from participative to authoritarian styles• May produce negative stereotyping• Emphasizes loyalty to one group

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2 macam akibat konflik

- **Konflik fungsional:** konflik yg menimbulkan akibat positif
 - Meningkatkan kreatifitas, semangat kerja, pengambilan kpsn akan lebih baik, berusaha utk mencari pendekatan baru, memperjelas pandangan msg-msg individu
- **Konflik disfungsional/destruktif:** konflik yg menimbulkan akibat negatif
 - Menimbulkan kecemasan pd diri individu, meningkatkan ketegangan dlm berhub.dg individu lain, menimbulkan rasa tdk percaya dan curiga, individu cenderung hanya memperhatikan kbthan pribadi, adanya penolakan dlm bekerjasama

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Conflict and Organizational Performance

Relationship between intergroup conflict and organizational performance

	LEVEL OF INTERGROUP CONFLICT	PROBABLE IMPACT ON ORGANIZATION	ORGANIZATION CHARACTERIZED BY	LEVEL OF ORGANIZATIONAL PERFORMANCE
SITUATION I	Low or none	Dysfunctional	<ul style="list-style-type: none"> • Slow adaptation to environmental changes • Few changes • Little stimulation of ideas • Apathy • Stagnation 	Low
SITUATION II	Optimal	Functional	<ul style="list-style-type: none"> • Positive movement toward goals • Innovation and change • Search for problem solutions • Creativity and quick adaptation to environmental changes 	High
SITUATION III	High	Dysfunctional	<ul style="list-style-type: none"> • Disruption • Interference with activities • Coordination difficult • Chaos 	Low

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JENIS-JENIS KONFLIK

- individu, antar individu, antara individu & kel., antar kel., dalam organisasi yang sama, antar organisasi

METODA-METODA PENGELOLAAN KONFLIK

1. **STIMULASI KONFLIK:** Penempatan orang luar ke dalam kelompok; penyusunan kembali organisasi; penawaran bonus, insentif & penghargaan untuk mendorong persaingan; pemilihan manajer-manajer yang tepat; perlakuan yang berbeda dr biasanya
2. **PENGURANGAN KONFLIK:** via "cooling down", mengganti tujuan yang menimbulkan persaingan, mempersatukan kedua kelompok untuk menghadapi "musuh" atau ancaman yang sama

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3. PENYELESAIAN KONFLIK:

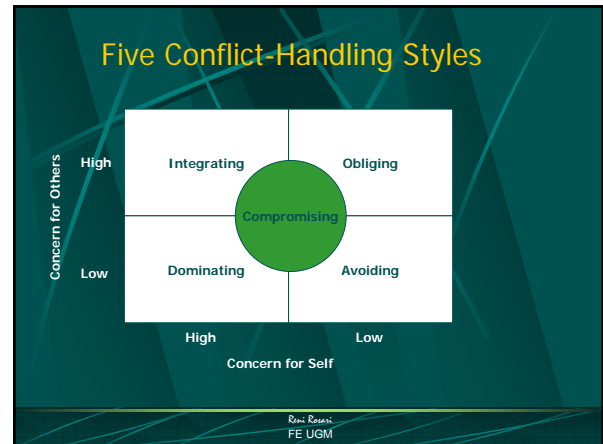
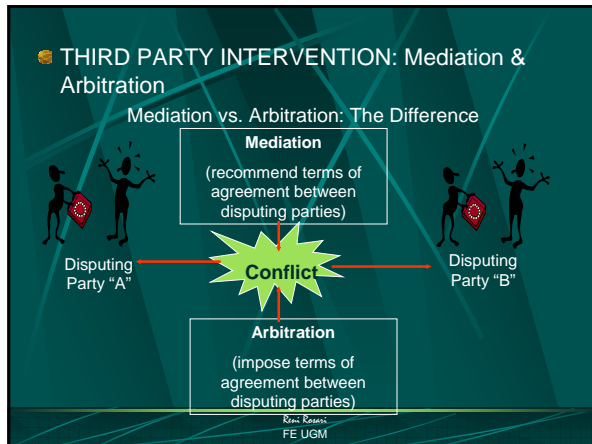
- a. **DOMINASI & PENEKANAN:** kekerasan (penekanan otokratik), penenangan (*smoothing*), penghindaran (*avoidance*), aturan mayoritas (*majority rules*)
- b. **KOMPROMI:** pemisahan, arbitrase, kembali ke peraturan yang berlaku, penyuaian (*bribing*)
- c. **PEMECAHAN MASALAH INTEGRATIF:**
 - Konsensus
 - Konfrontasi
 - Penggunaan tujuan yang lebih tinggi (*superordante goals*)

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MANAGING ORGANIZATIONAL CONFLICT

- Negotiating Win-Win Solutions
- Alternative Dispute Resolution
 - Mediation
 - Arbitration
 - Binding arbitration
 - Voluntary arbitration
 - Conventional arbitration
 - Final-offer arbitration
 - ADR today

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RESPON DOMINASI

- Usaha yg digunakan utk memuaskan kbthan diri sendiri
- Dilakukan dg cara:
 - Menggunakan otoritas yg dipunyai
 - Ancaman scr fisik
 - Manipulasi
 - Tdk memperhatikan hak-hak org lain

TEPAT DIGUNAKAN APABILA:

- Perlu diambil keputusan dg cepat
- Isu sgt penting
- Menghadapi org yg hanya mengambil keuntungan dr peristiwa tsb

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KOMPROMI

- Usaha utk memuaskan kedua belah pihak
- Kedua belah pihak mengorbankan bbrp kepentingan yg dipunyai agr tjd titik temu
- Ada kecenderungan msh menyisakan permasalahan yg kemungkinan potensial utk menimbulkan konflik lagi

TEPAT DIGUNAKAN APABILA:

- Ingin mencapai pemecahan masalah sementara
- Tujuan yg akan dicapai penting ttp tdk perlu menimbulkan gejolak
- Masih membutuhkan dukungan utk bertindak lbh lanjut

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AKOMODASI

- Berusaha mengutamakan kepentingan orang lain dg mengorbankan kepentingan pribadi
- Ada posisi kalah
- Ada kecenderungan utk lbh mengutamakan harmonisasi hubungan
- Ada kemungkinan phk yg satu akan memanfaatkan pihak yg lain

TEPAT DIGUNAKAN APABILA

- Mengetahui dirinya salah
- Utk menunjukkan rasa tg jwb
- Isunya lbh penting drpd kepentingan pribadi
- Utk meminimalkan kekalahan yg lbh besar

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KOLABORASI

- Dilakukan dg tujuan utk memenuhi kebutuhan kedua belah pihak
- Darahkan pd pemecahan masalah
- Kegiatan lbh difokuskan pd mencari solusi atas konflik yg tjd
- Akan muncul win-win solution

TEPAT DIGUNAKAN APABILA:

- Ingin mencapai solusi yg terintegrasi dan memuaskan keua belah pihak
- Utk meningkatkan komitmen dg cara pengambilan kptsn berdsr pd konsensus
- Ingin mengetahui dan memahami phk lain yg mempunyai perspektif berbeda

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MENGHINDAR

- Menyampaikan kebutuhan kedua belah pihak dg cara menunda penyelesaian atau menganggap seolah-olah tdk ada masalah
- Biasanya dilakukan olh individu yg scr emosional tdk siap dlm menghadapi konfrontasi
- Akan menimbulkan frustrasi pd pihak lain

TEPAT DIGUNAKAN APABILA:

- Tdk ada kemungkinan utk memuaskan kedua belah pihak
- Membutuhkan wkt utk berpikir lebih jernih
- Membutuhkan wkt utk mendptkan informasi yg lbh lengkap
- Ada kemungkinan org lain bs menangani konflik scr lbh baik

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STRATEGI NEGOSIASI INTEGRATIF

- Menetapkan tujuan yg lebih tinggi
- Memisahkan antara orang dan masalah
- Lebih difokuskan pd kepentingan, bukan pd posisi
- Memunculkan pilihan-pilihan yg menguntungkan kedua belah pihak
- Menggunakan kriteria yg objektif

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KEGAGALAN MENANGANI KONFLIK

- Kurangnya pemahaman sumber konflik
- Kurang menguasai cara-cara menyelesaikan konflik
- Kurang percaya diri akan kemampuannya dlm menyelesaikan konflik
- Kurang mampu mengelola ketegangan dan kondisi emosi diri
- Kurang berani melakukan konfrontasi

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DEVIANT ORGANIZATIONAL BEHAVIOR


Deviant OB: actions by employees that intentionally violate the existing norms of their group, organization, or society and that result in negative consequences for coworkers or the organization

- **Varieties of Deviant Behavior**
 - Production deviance – target: organization, seriousness: minor
 - Leaving early, Taking long breaks, Cyberloafing
 - Political deviance – target: person, seriousness: minor
 - Showing favoritism, gossiping about others, incivility
 - Property deviance – target: organization, seriousness: major
 - Stealing company property, lying about hours worked, damaging equipment
 - Personal aggression – target: person, seriousness: major
 - Bullying, stealing from coworkers, abusing another person physically or verbally

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Workplace Aggression: Physical or Verbal Abuse and Bullying

- Who engages in workplace aggression
 - High trait anger
 - Positive attitude toward revenge
 - Past experience with aggression
- Workplace bullying
- Tips for avoiding workplace aggression
 - Establish clear disciplinary procedures
 - Treat people with dignity and respect
 - Train managers in ways to recognize and avoid aggression



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Employee Theft

- Why do employees steal?
 - the answer depends on who you ask
 - Experts in industrial security → because they are given opportunities to do so
 - Criminologists → because of the various financial pressures and vice-based pressure that employees experience
 - Clinical psychologists → because of the tendency for people to rationalize whatever they are doing as being correct – psychopaths
- Tips for reducing employee theft
 - Involve employees in the creation of a theft policy
 - Communicate the cost of stealing
 - Treat people fairly
 - Be a good role model

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