**Managerial Skills for Interpersonal Dynamics**
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Lecture No 42
Dyadic Relationship at Workplace

In this session, we will talk a very important relationship at workplace that is superior and subordinate relationship, because we find that interpersonal dynamic, it is the most important is that how you are having your relationship with your superior and simultaneously if you are a superior, how do you can have maintained that relationship with your subordinate.

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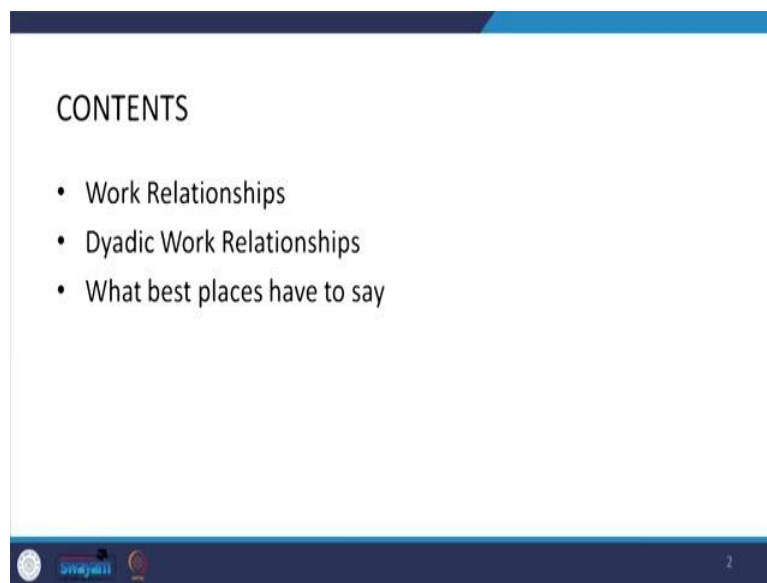
So, here we will talk about the work relationships, Dyadic work relationships and what best places have to say that we will talk about other practices and how they have been doing this particular type of the Dyadic relationship.

So, when we talk about the work relationships, work relationships generally refer to patterns of exchanges between the 2 integrating members of the partners. And therefore Dyadic means that is the between 2 persons, whether individual, groups or the organization, it is between the 2 individuals or between the 2 groups or between the 2 organizations.

So, dyadic relationship can be the between 2 organizations also. Typically directed at the accomplishment of some common objectives or goals, naturally, there will be this relationship will be with the certain professional goals will be their, objectives will be there and to fulfill those objectives then it will be the dyadic relationship is there.

Now, here also I would like to mention that is the there is a terminology that is called the Human Resource Management and when we talk about the human resource management, then in that case, we will talk about the interpersonal relationships. So, interpersonal relationship then industrial relationships.

So, therefore, in that case industrial relations. So, when we talk about the interpersonal relationship and then it can be between the 2 and when we talk about the industrial relations that is between the employee and employee, employer and employer or between the employer and employee and in that case here when we talk about the dyadic relationship so dyadic relationship is having between 2 individuals, so here it is the human resource management, there are 2 aspects, 1 is HRM Human Resource Management aspects.

One is the IR aspects Industrial Relations aspects. So, when we are talking about the Human Relations Management aspects, then we are talking about this dyadic relationship between

the individual groups and the organizations, when we are taking the IR Industrial Relations, then we are talking about between the employee and employee. Similarly, between the employer and employer, or employee and employer.

Now, this dyadic relations swift as we go further you will find it is having also the overlapping from the interpersonal relationship while when we talk about these IR industrial relations, the industrial relations is related to the terms and conditions of the employment, this relationship between the employee and employee, employee and employer and employer and employee, this this is related to the terms and conditions of employment. So, this is totally a professional relationship.

Then we are talking about the work relationship, so in this dyadic relationship, we are talking both the HRM and IR both we are discussing in this particular dyadic relationship is there. So, there will be certain aspects of the interpersonal relationship there will be certain aspects will be of the professional relationship also limited to the terms and conditions of employment.

So, firstly we will talking about the facilitating adaptation. So, when we are talking our relationship and integral role, so, therefore, in that case, actually what happens that one person is facilitating to the another person and that is the adaptation. So, in this case you will find that we are having the relationship where the cohesive relationship is existing, then there is a relationship with differential access to resources.
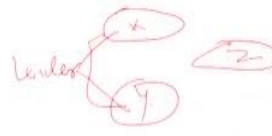
So, for example, we are talking about the manpower resources, then there will be the differential access will be there to these particular resources, there will be the citizenship performance who is a citizen? Citizen is who is having the fundamental rights and fundamental duties and organizational citizenship behavior when we talk about the organizational citizenship behavior, then it will be the organizational citizenship performance it will be there.

So, organizational there will be manual there will be culture there with the constitution of organization, what is allowed, what is to do and what is not allowed and what are the do not's. So, therefore, in that case, it will be the citizenship performance that also we have to see. Effective coordination. So, naturally whenever we are talking about the interpersonal relationship, it becomes very, very important that there is an effective coordination also.

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Here the Dyadic relationship, we will find the first foremost is the leader member exchange, if we refer, the leader member exchange theory of leadership, so, what leader does is for certain period of time, he will have the x group for a particular task and after a certain period of time, he will have the y group and he will keep on changing.

So, therefore, leader may be the same but sometimes he will do the task and do the task with the x, sometimes he may give the task and do the task with the y and he will keep on changing or maybe there can be another group that is z and therefore, leader will be exchanging these x y z. So, that is called the leader member exchange theory. So, there as members they will maybe exchange also and like this.

Second important aspect is that is the employee organization relationship. Now, here I would like to mention about the organization culture, in the organization culture, it becomes very very important, that works of the culture organization is having and when we talk about the openness, confrontation, trust authenticity proactiveness these are the characteristics of the organizational behavior, culture and that have been octopus formula is mentioned by professor Udai Pareek in his book understanding of organizational behavior. So, therefore, in that case, we will find that the culture of the organization and the employee.

It is just like when the daughter-in-law enters into the family and then at that time she is getting her own culture from her parents and then she is entering into the new culture of the husband's family and then naturally, when both the culture are same or similar, then in that case there will be less confrontation. But if the cultures are not matching, then definitely the value system because culture is based on the practices and practices are based on the value system.

So, if the value system is not matching, then in that case, there will be conflicts and the employee turnover will increase. So, therefore in that case that the daughter in law will not be having a long term relationship with that particular family. So, it becomes very, very important that whenever we talk about the employee organizational relationship, organization culture that plays a very-very important role and then in that case we have to see that how the dyadic work relationship depends on the culture from the superior culture of the subordinate.

Another interesting example I will take for mentoring is like in Indian ancient literature, we find the 3, 3 mentors and mentees relationship and that mentors mentee relationship is like Sri Krishna and Arjun, Dronacharya and Eklavya, Chanakya and Chandragupt. So, therefore,

when we talk about the mentor mentee relationship in the mentoring process, and then the Sri Krishna is having the Gita part that is sharing the importance of karma to get the phal, or rewards or results.

So, therefore, in that case at that time we talk about that is the how mentor is sharing the knowledge. In my previous sessions I mentioned that Sri Krishna has told Arjuna that the most powerful type of the power is that is the knowledge power, to gain the knowledge Gyanmev Shakti, so knowledge is power. So, if the mentor Shri Krishna has given the emphasis on karma and therefore, this karma will be based, right karma will be based on the knowledge if you are having the knowledge you are the most powerful person to do that particular task.

And then when you talk about the Arjuna, so, that concentration power of the Arjuna that is making him the successful mentee. Similarly, when we are talking about the Chandra Gupta and Chanakya then we are talking about the traits theories and behavior theories of the leadership. The traits theory says that there are these certain personality traits, which will make a person a leader. So, their mentor will be having this type of the leadership in which he will identify the traits in the mentee. And then if mentee reflects for example, ambition and energy and then he finds it is the mentee is ambitious.

So, his direction for the mentoring process that will buy the mentor and that will be through the process of the identifying the traits and then making the best use of the those traits, the personality traits and then making a successful on the basis of personality traits will be there. So, here many times we talk about the Holland's model also that is a personality job fit model. So, personality job fit model says that is the, there are the 6 steps Holland's model, it talks about there are 6 types of the personalities, one is conventional, one is realistic, one is investigative, one is artistic, one is social and one is enterprising.

So, therefore, when we talk about the trait theories and mentoring, then we are to identify like a conventional it is the finance is there realistic engineering type of jobs are there, research oriented is there, creativity and innovation, artistic type of personality, social means HR oriented jobs and enterprising in entrepreneurship is there. So, therefore, in that case, if the mentor identifies the personality traits and what type of the personality is there and then accordingly giving the job.

So, when superior, he identifies a personality trait in his subordinates and then understand that this particular task can be done by a particular person in a most efficient and effective way because his personality is matching with this particular jobs. So, therefore, in that case, it will be always there. That is we are finding that is the personality job fit is making the concept a more effective mentoring is there.

So, when we are talking about the Chanakya and Changradupta, so, therefore, in that case Chanakya and Chandragupta so therefore in that case Chanakya has identified the traits observed the traits to be a king by a leader by demonstrated by Chandragupta in a game and therefore, he has chosen him as his mentee and then he has taken care of.

Nowadays we are having the entrance examination and examination these traits are identified and many times it is the mathematical, many a time alphanumeric, many times in the psychological tests and then we find out that yes this person will be suitable for this particular job or not. And then we are giving him that specialization. So, therefore, in that case it will be identified, that if the personality traits then there will be mentoring identified by mentor, giving the relevant job then definitely in that case, and he will be doing his best and the interpersonal relationship between the mentor and mentee and that will be successful.

The third is the Dronacharya and Eklavya is there. So when Eklavya his approach to the Dronacharya and Dronacharya said that he is Rajguru and he cannot teach him. So, then in that case, he has learned from the distance and therefore, in that case, we find that is the focus, concentration and practice by the Eklavya, it makes him the very effective Archer.

So, therefore, in that case, we find it is the mentoring and interpersonal relationship later depends on from the mentor side also, mentor is required to be the expert in that particular and the mentees focus on that is the he should match that particular job task specialization. And then can we develop it? Yes, it can be developed also.

So, it is not the hereditary only, but it is environmental and situation also the attribute of personality and therefore, we can develop that personality and if the mentor, that the superior is playing the role of a mentor, then definitely he will be able to develop those personality traits to do the job the high productivity, efficiency and effectiveness.

So, if this step of the relationship is developed at the workplace, then mentor mentee relationship and mentoring is done successful. And so, then definitely, it will have a very good relationship at the workplace, but here the limitation is that the mentor should have that

much of time and he should have that much of focus. Similarly, the mentee should have the ability and capability to perform that particular task and when these all are matching, then they will be a wonderful relationship between the mentor and mentee and then they will be having the same.

Then next aspects in the dyadic relationship is that is a social network and in the social network we will find that the person who is a having strong social network, then he is able to demonstrate his capabilities and his capabilities are known in the society. So, if somebody is within the room only, and then he is, he is very strong in his skills, but if it is not demonstrated outside how people will come to know and therefore, you to go out and make the socialization and let the people know that is how talented you are.

And therefore, in that case, that social network also develop a relationship in like in many organizations, you will find that is practices are there, there are the practices for the social clubs socializations, cultural activities, why? It is just to develop the network and know to each other and making the stress free workplace. So therefore, this social network will be also important.

Then there is a relationship science networks and that I will also talk further and positive connections and relationship at work definitely in that case, the employer will be giving his best. If employees is stress free at the workplace and the employer is also taking care of the employer, then in that case, there will be a positive connection and it is it will not be the work it will be pleasure to do the task and therefore, they will be creativity, innovativeness, employee involvement, employee loyalty.

And all these creative and innovative ideas will come and then definitely it will affect the overall performance of the organization and therefore, it is not artificially that you are maintaining the relationship with your subordinates. It is by will you are maintaining the relationship with your subordinates. It is not that he is in the position to give the rewards that is why you are into the relationship. No, no, it is because you are having the best out of that what you can do and you are doing for your organization.

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LEADER – MEMBER EXCHANGE

- Affect
- Loyalty
- Contribution Facets
- Professional Respect

Source :- Dienesch and Liden   (1986)

EMPLOYEE – ORGANIZATION RELATIONSHIPS

1. Psychological Contract
2. Obligations and Entitlements
3. Nature of Exchange

So, in this case, we will talk about that effect and loyalties and contribution facets are there and professional respect will be develop when there is a leader remember exchange is there. Employee organizational relationships the psychological contract, which I have already discussed in the previous session also. So, now there is a step the 2 dimensions that is obligations and entitlements and nature of the exchange. So, obligations and entitlements will be about it is how employee is having the obligation obliged towards each other and therefore, in that case that is making the employee relationship and nature of the exchange also.
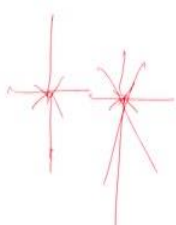
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So, any contractual reciprocal relationship is based on the perceive obligations and tell them what they derive from an employment relationship is there and incentives are inducements in return for inputs are contributions on the part of the employee, lack of the perceivedt balance is there.

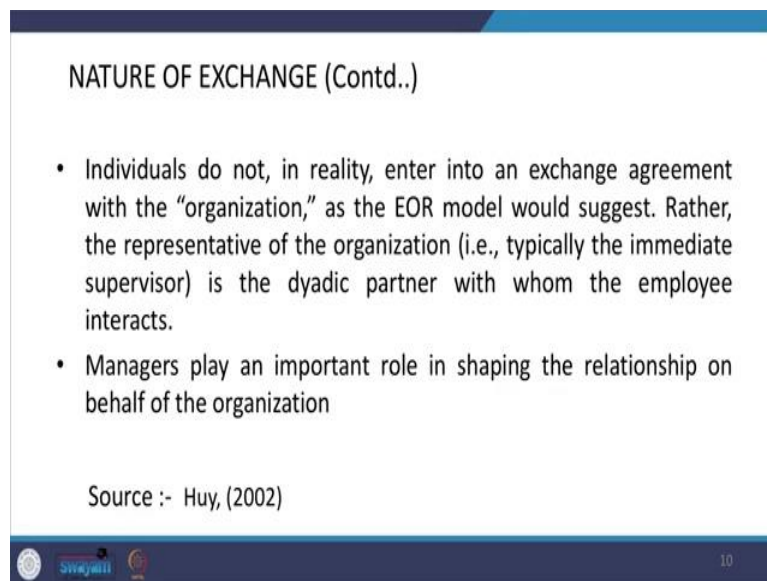(Refer Slide Time: 20:05)

Now, this is very important, that is the nature of the exchange which I was talking earlier, relationship that is what sort of the relationship you are having and it is give and take, it is you know, after this I will also take a session on the emotional negotiation. So, there is a reciprocity, it is how you are able to maintain the emotional balance of each other and therefore, employer and employee relationship that will depend on that is reciprocity.

So, when there are these much emotions investment is there or the efforts are there by the subordinate. So, similarly, there should be there more or less equal reciprocity from the employer, but if it is not like this then in that case it is possible that there is more investment of emotions and labor and efforts by the subordinates, but the superior is having this much only.

So, therefore, in that case, if this small investment is there by the employer then in that case it will not be the right investment and therefore, there will be no reciprocity, the formula of reciprocity where it is more or less it is equal and then in that case, but here it is one is having less efforts an investment of the emotions as compared to other than definitely it will not be the right structure. So, what is important? Important is, it should be the equal. So, when there is an equal reciprocity, then we will find that the relationship is strong then actual exchange is there.

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NATURE OF EXCHANGE (Contd..)

- Individuals do not, in reality, enter into an exchange agreement with the "organization," as the EOR model would suggest. Rather, the representative of the organization (i.e., typically the immediate supervisor) is the dyadic partner with whom the employee interacts.
- Managers play an important role in shaping the relationship on behalf of the organization

Source :- Huy, (2002)

THE ROLE OF RECIPROCITY

- "Immediacy of Returns" (e.g., the timing between the initial good or service offered and the repayment)
- "Equivalence of Returns" (e.g., reflecting the similarity in value of the exchange)
- "Interest" (e.g., reflecting the nature of the member's involvement)

Source :- Sparrowe and Liden (1997)

So, whatever we were taught theoretically the practically if there is the nature of exchange is proper, then definitely it will be the direct partner with whom the employees are interacting. Now role of reciprocity, it is the immediacy of returns timing between the initial good or service offer and the repayment, justice delayed is justice denied.

So, therefore, in that case, it becomes very, very important that there is initial good or service offered is there. Equivalents of returns are there an equivalence of returns reflecting the similarity in value of the exchange and therefore, it has to be the equivalence, then the interest is there that is reflecting the nature of members involvement and therefore, if the subordinate is really interested, then definitely he will be having that sort of the relationship at the workplace.

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MENTORING

- The mentoring process is a dyadic exchange/process relationship through which the mentor and the protégé exchange information, knowledge, support, and resources (Young & Perrewé, 2000).
- Ferris, Perrewé, and Buckley (2009) outlined a number of important dyadic relationship dimensions that typify effective mentoring relationships:
  - Parenting
  - Trust
  - Commitment
  - Loyalty
  - Accountability

Now, here it is very good paper I would like to mention that is Ferris, Perrewe, Buckley in 2009 outlined a number of important dyadic relationship dimensions that typify effective mentoring relationships for example the parenting attitude. We know that there is a different ego, there are the parent ego, adult ego, child ego, little Professor ego and adopted child ego. So, in that case when we are having the parenting ego and then in the parenting ego what we do?

We take care. So, person will be the caring so, in the relationship between the superior and subordinate, if superior is having the parenting ego that is a caring ego, definitely in that case this will be effective damage is there. The trust I have discussed the trust in detail also that how trust and forgiveness that creates the happiness and therefore, you will find that trust is becoming impartment. Employee loyalty and commitment that will also increase as we talk and the accountability that will be high accountability will be there.
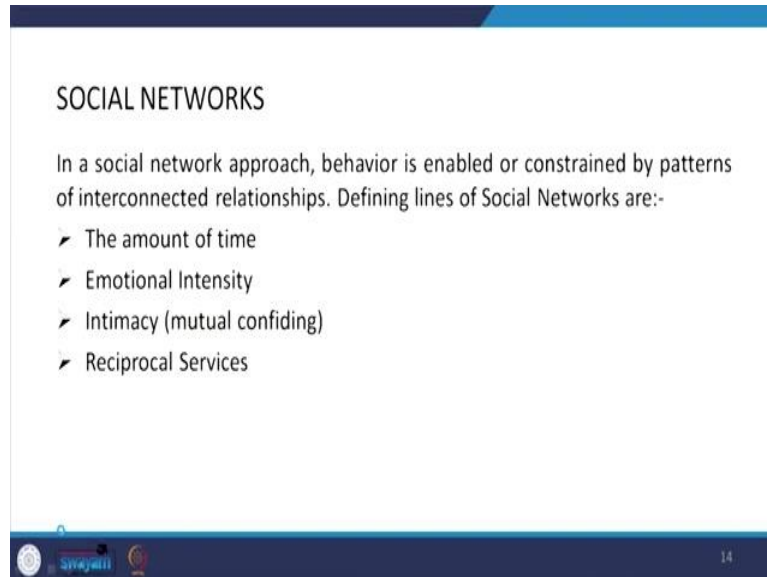
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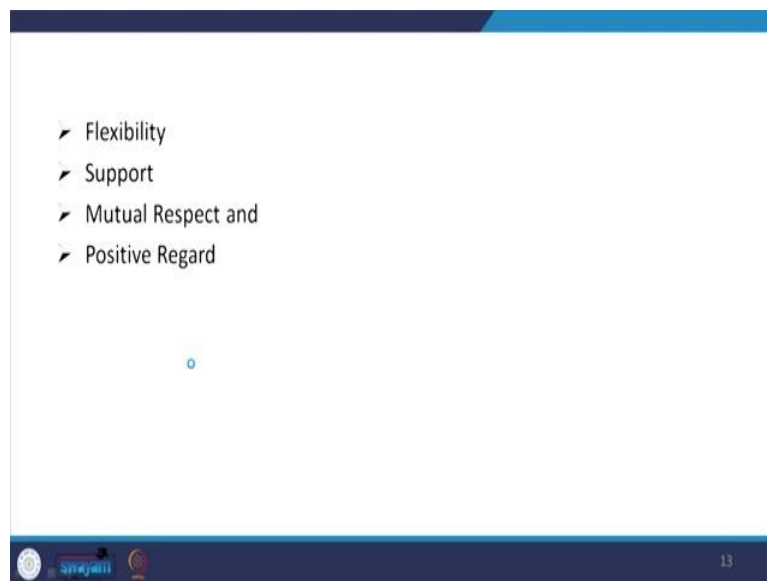
Now, when we talk about the flexibility, so, that adoptability I have discussed and adaptability and flexibility that is the key feature into the dyadic relationship between the superior subordinate relationships. Support is required high support is there by the employee, mutual respect and positive regard.

So, therefore, these dimensions all these dimensions, parenting, trust, commitment, loyalty, accountability, flexibility, respect and regard all these will be having a very strong relationship, then whenever we are talking about the indirect interpersonal relationship is there and as a result, there will be mutual respect between the superior and subordinate.

Superior will be having high respect for the subordinate and subordinate will be equally having the high request for his superior.

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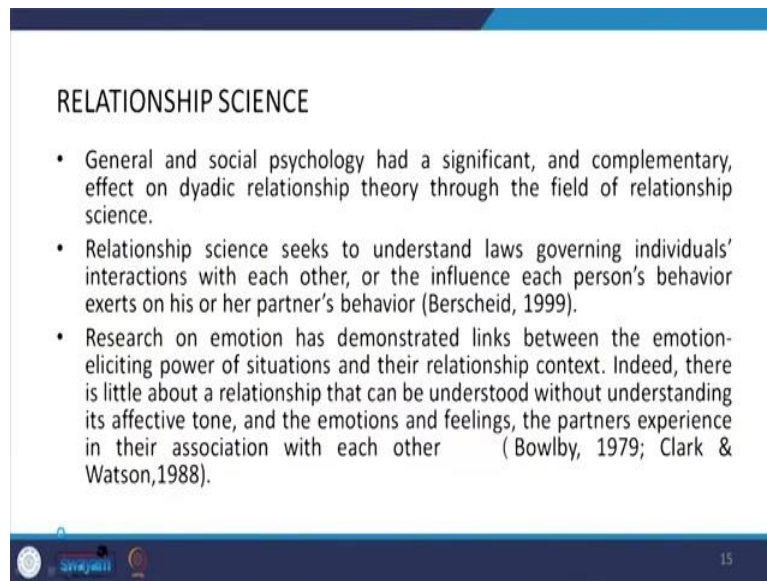Now, in a social network approach behavior is enabled or constant by the patterns of interconnected relationships, defining lines of social networks are the amount of time how much time do you spend in the socialization process, emotional intensity because that the interaction between the superior and subordinate that requires a strong emotional input.

So, the intensity should be filled by other side that is the yes in this relationship there is the equal emotional intensity, then there will be the intimacy, mutual confronting and whenever there is a mutual confiding relationship then definitely it will having the strong earlier and reciprocal services, reciprocity, I have already discussed.

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Then finally we talk about the relationship science, the general in social psychology had a significant and complementarily effect on dyadic relationship theory through the field of relationship science, relationship science seek to understand laws governing. So, therefore, organizational laws which are the organizations law. Individual's interactions with each other that is the yes we are having the interaction or the influence each person's behavior exerts on his or her partner's behavior.

And therefore, in that case, we will find that is there is an influence of each person's behavior and whenever, when the superior will be held, an environment will be created and on basis of that environment, he will be having that particular similar behavior will be slowly and slowly adopted by the subordinate. Because the culture flows from top to bottom, so, therefore, in that case it will be very-very important that whenever we are talking about the superior's behavior so, that superior's behavior will create a culture.

So, always the seniors how to take care that is they have to learn themselves the culture when they were junior and then the same culture that they have to transfer to their subordinates. And therefore, we are talking about the good culture and practices an organizational practices with each other on the influence each person's behavior and not like that, that if your superior was the bullying type of superior, egoistic superior and that culture you are then you are transferring the same culture to your subordinate, it is not like this I am talk about the positive culture.

So, therefore, the influence of positive culture is personal behavior exert on his or her partner's behavior. So, therefore, we have to understand that we are influencing and to others by our behavior knowingly or unknowingly, the way we behave, suppose, I become a short temper, then definitely on small small issues, I will be scolding my subordinate and if it is, so, he will also lose his temperament and what I have done the anger, anger has been transferred from one person to another person. So, but that is not good, it is not a healthy sign for an organisation.

And research on emotion has demonstrated links between the emotion eliciting power of situations and their relationship context. Indeed, there is little about a relationship that can be understood without understanding its effective tone and emotions and feelings, the partners experience in the association with each other, when you spend a long time because everything which glitters is not gold. So, therefore, in that case, when you spend some time, then you realize the nature of the another person and then you understand to each other.

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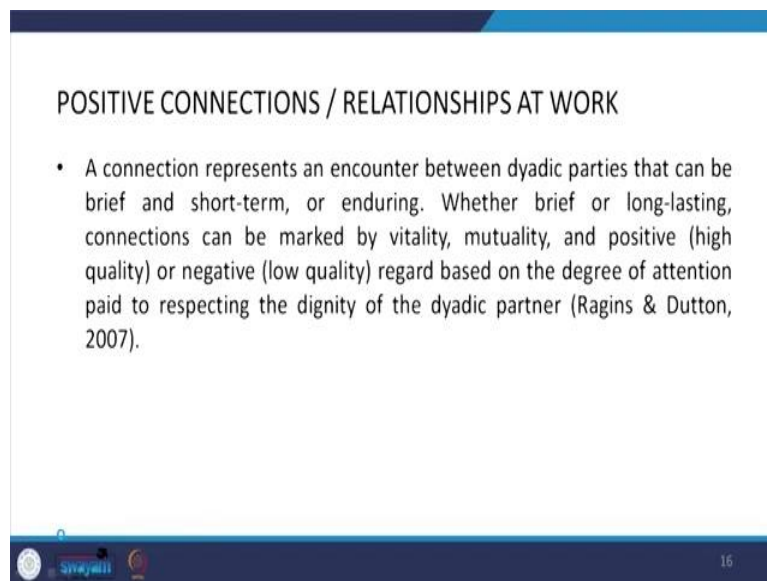
The positive connections and relationship at work connection and encounter between dyadic parties that can be brief and short term or enduring, whether the brief or long lasting connections can be marked by the vitality, mutuality and positive high quality or negative low quality regard based on the degree of attention paid to respecting the dignity of the dyadic partner which I have already discussed.

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So, what we talk about we talk about developing high quality connections at work has significant implications for the achievement of both individual and organizational outcomes. So, these type of dyadic relationship at workplace definitely it will be helpful for the individual also and for the organization also, the first and foremost example is of the mutual benefit. So, whenever we are talking about the mutual benefit, it is not only the one side is getting the benefit, if the boss is taking care superior is taking care of his subordinate and then definitely in the reciprocity as I mentioned, the subordinate will also take care.

So, therefore, the first and foremost, the understanding is required an interpersonal relationship is that is a mutual benefit and if there will be no mutual benefit, believe me, it will not be continue or long lasting relationship. So, therefore, unless and until if it is one sided the one sided relationship will not go for long. Second is that it is not only the superior influence the subordinate's behavior, even the subordinate influences the superiors behavior and therefore, the mutual influence that will be also affecting.

Third is the mutual expectations, this I will also refer in th my further session on the expectations that is how mutual expectations they are offering the interpersonal relationship and when you are having the high quality connections at work, then definitely both individually and organizations that will have the mutual understanding and better is understanding when higher is the productivity that is understood.

Now, I will take the last slide and with the 2 examples, I will end my this session that what Best Places to Work have to say, for example, Google who is ranked one the best place, the internet search company that is heavily betting on mobile internet uses online video growth and small and medium businesses has strict abhorrence towards those who look upon hierarchy as a sign of success and work in silos and are complacent.

So, therefore, more socialization that has been preferred by the Google, so even that the business, business is into the internet and the online relationship right but the emphasis is given to the employees at the workplace, that they have to work together. And it is not appreciated that the people are working in silos. No, that is their mutual understanding, mutual respect, working together, team effectiveness those values have been encouraged in the Google.

And therefore, in that case, it has been seen as a sign of success. So, as a sign of success that will be only when you are having good relationship, it is not up on that you are talking about the hierarchy somebody senior somebody is Junior. So, that type of the culture is not there and therefore, it is required to develop a sign of success with the perception of equality.

The another example before I finish I would like to take Intel rank 2 like any other firm, the company has its litmus test to ensure it has the best pick, so naturally everybody want to acquire the talent. However, a job interview with Intel is not about knowing a product, but making sure if you are a right fit at Intel one of the tenets strictly followed is that a new hire does not feel isolated.

And therefore, in that case, here also you will find that is what I have talked earlier in the dyadic relationship that is a socialization process, reciprocity, mutual benefits, mutual understanding all that is taken care into Intel and they talk about new hire that he should not feel isolated rather he should start very soon a feeling as a member of the family.

So, dear friends when we talk about the dyadic relationship, it depends on both in the superior and subordinates also, it is very important for the growth of the self and growth of the organization and then therefore, we have to respect mutual respect to each other regards and then also we have to ensure that is our reciprocity is perfect in context of the emotions and performance. This is all about the dyadic relationship.

So, I will end session here. Thank you. Thank you very much.