

# [Negative contexts, high-quality relationships are key channels](https://assignbuster.com/negative-contexts-high-quality-relationships-are-key-channels/)

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Negative relationships develop when two people in anorganization maintain some kind of working relationship with each other andwhen one (or both) of those people, for whatever reason, dislikes the other(Labianca and Brass, 2006). The Study of Lucia and Brass(2006) describes negative relationship as a relationship that is enduring, intrinsicto the organization’s workflow and harmful in someway to the participants. These type of relationships leads to job redesigns and avoidance efforts andsuch repercussions for the participantsGiuseppe and Daniel (2015) states that “ employees are amongan organization’s most important resources and coined as most valuable assets”. Hence, it is important to have an effective employee relationship to maintain asatisfying work environment. An effective employee relation containscultivating and creating a productive and motivated workforce. Employeerelations also includes giving scope for employee participation in managementdecisions, communications, policies for improving cooperation and control ofgrievances and minimization of conflicts(Karnataka, 2015).

In work contexts, high-quality relationships arekey channels through which members engage in learning behavior that help theorganization attain its goals. In quality relationships people are able to openup and grasp their own and others’ points of view more fully, enhance theirattentional capacities for detecting organizational signals (weak or strong)and increase their cognitive capacities regarding how to approach activities (Simonette etal., 2008). A recent research by Madsen, Miller and John (2005) shows that readiness fororganizational change is connected to employee’s relationships at work. Theyfurther explain, “ this means that positive feelings, attitudes, and perceptionsof workplace peers, subordinates, and even supervisors may facilitate anenvironment more conducive to individual willingness and openness fororganizational change involvement and supportiveness.”. To workcollaboratively, employees should feel a sense of trust and support, whichwould allow them to communicate openly even about difficult issues that mightbe in contrast to the perspective of the organization or individual supervisor(Payne, 2014).

Literature Review: The topic, workplace relationships has caught interest ofmany researchers in the last decade. There are both positive and negativeaspect of relationships. For example, just as an employee’s friends andacquaintances may help the employee get promoted by providing such things ascritical information, mentoring, and good references, negative relationshipswith others may prevent promotion if these people withhold critical informationor provide bad references. Likewise, positive relationships may facilitateknowledge transfer that improves group or organizational performance (Labianca and Brass, 2006). However, most of the recentresearches focuses mainly on the positive aspect as it conveys benefits thatcreate a greater chance for success. Introduction: This study focuses on the relationships in a workingenvironment and the ethical view of these relationships.

It discusses both positiveand negative aspect of the relationships and the principles behind theserelationships. Abstract: