

Negative contexts, high-quality relationships are key channels

[Business](#), [Management](#)



Negative relationships develop when two people in an organization maintain some kind of working relationship with each other and when one (or both) of those people, for whatever reason, dislikes the other (Lubianca and Brass, 2006). The study of Lucia and Brass (2006) describes negative relationship as a relationship that is enduring, intrinsic to the organization's workflow and harmful in some way to the participants. These types of relationships lead to job redesigns and avoidance efforts and such repercussions for the participants. Giuseppe and Daniel (2015) states that "employees are among an organization's most important resources and coined as most valuable assets". Hence, it is important to have an effective employee relationship to maintain a satisfying work environment. An effective employee relationship contains cultivating and creating a productive and motivated workforce. Employee relations also includes giving scope for employee participation in management decisions, communications, policies for improving cooperation and control of grievances and minimization of conflicts (Karnataka, 2015).

In work contexts, high-quality relationships are key channels through which members engage in learning behavior that help the organization attain its goals. In quality relationships people are able to open up and grasp their own and others' points of view more fully, enhance their attentional capacities for detecting organizational signals (weak or strong) and increase their cognitive capacities regarding how to approach activities (Simonette et al., 2008). A recent research by Madsen, Miller and John (2005) shows that readiness for organizational change is connected to employee's relationships at work. They further explain, "this means that positive feelings, attitudes, and

perceptions of workplace peers, subordinates, and even supervisors may facilitate an environment more conducive to individual willingness and openness for organizational change involvement and supportiveness.”. To work collaboratively, employees should feel a sense of trust and support, which would allow them to communicate openly even about difficult issues that might be in contrast to the perspective of the organization or individual supervisor (Payne, 2014).

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

It discusses both positive and negative aspect of the relationships and the principles behind these relationships. Abstract: