

MGT 320

## Organizational Behavior

- A field of study devoted to understanding, explaining, and ultimately improving the attitudes and behavior of individuals and groups in organizations

## Organization Behavior matters?

- **Do OB become more profitable as a result?**
  - The **resource-based view**
    - Argues that rare and inimitable 獨特 resources help firms maintain competitive advantage
    - Good people are the valuable resources
- Example
  - Facebook
  - Apple
    - Products are big decisions = can be imitated

## Why don't organization see OB matters? - The rule of 1/8<sup>th</sup>

- ½ won't believe the connection between how they manage their people and the profits they earn
- ½ will try to make a single change to solve their problem
- ½ will persist 堅持 with their practices long enough to actually derive economic benefits

Dedicated to improving **OB two outcomes**:

- **Job performance**
  - How well does an individual perform the job behaviors?
- **Organizational commitment**
  - How likely is it that the individual will stick around and stay loyal to the company?

## Factors affect OB outcome – Individual Mechanism

- Job satisfaction
  - What employees feel when thinking about their job
- Stress
  - Reflects employees' psychological responses to job demand
- Motivation
  - Energetic forces that drive employees' work effort
- Trust, justice, ethics
  - Employees feel that their company does business with fairness, honesty
- Learning & decision making
  - How employees gain job knowledge

**How do we know things?** – Methods of knowing, who is the best? depends

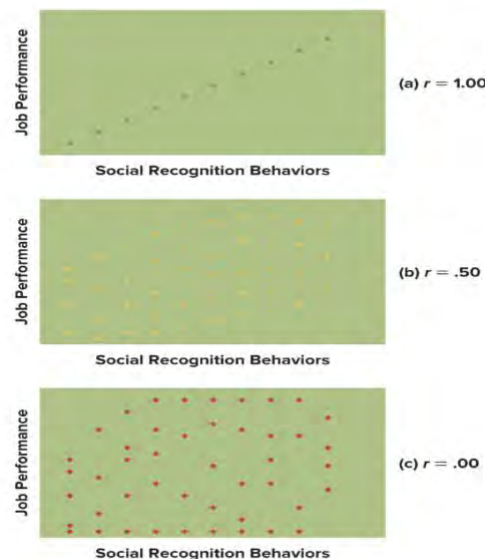
- **Experiences**
  - Belief is consistent with their own experience and observations
- **Intuition 直覺**

- Belief just stand of reasons, self-evident 不言而喻
- **Authority**
  - Belief is that of a respected official, agency, or source that has said it is so
- **Science**
  - Belief has been supported by scientific studies which have replicated the result using a series of samples, setting, and methods

#### How and Why

- Theory -> hypotheses -> Data -> Verification
- **Theory**
  - A collection of assertions (both verbal and symbolic) that specify how and why variables are related, as well as the conditions in which they should (and should not) be related
- **Hypotheses** (testable)
  - Written predictions that specify relationship between variables
  - A testable a supposition or proposed explanation made on the basis of limited evidence as a starting point for further investigation
  - Include specific constructs and their relationships with other constructs
  - Reliability vs. validity
  - Reliability
    - Is the measurement accurate?
  - Validity
    - Am I measuring what I want to be measuring?
- **Data** (scale from large amount of data)
  - **Correlation**
    - Statistical expresses the strength the relationship between 2 variables
    - Positive and negative
    - 0 (no statistical relationship) to 1 (perfect statistical relationship)

**FIGURE 1-4** Three Different Correlation Sizes



- **Correlation does not imply causation** 相關並不意味著因果關係
  - 2 variables are correlated
  - The presumed 推測 cause precedes 先於 the presumed effect in time
  - No alternative explanation exists for the correlation
- **Verification**
  - Use variants of the correlation coefficient to test hypotheses

How else do we **gather data**?

- Archival data
- Qualitative data (interviews, observations, video)
- Lab studies
- Tests

The correlation

- An index of the relationship between two variables
  - Perfect positive
  - Perfect negative

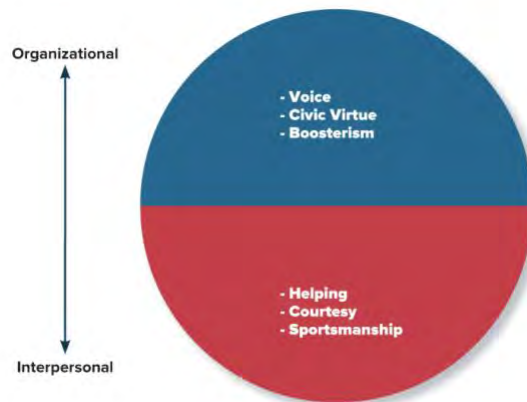
The correlations from multiple studies get averaged together using meta-analysis

- Form the foundation for evidence-based management

### Class 3

- **Job Performance**
  - The value of the set of behaviors that contribute, either positively or negatively to organizational goal accomplishment
  - Only the behavior, not the result
- **3 types of Job Performance**
  - **Task performance**
    - The behaviors directly involved in transforming organizational resources into the goods or services an organization produces (i.e., the behaviors included in one's job description)
    - Typically, a mix of:
      - **Routine task performance** (something u do every day)
        - Putting on seat belt before you drive
      - **Adaptive task performance** (response to an unusual event)
        - Flight land onto the river
      - **Creative task performance** (develop something new novel 新奇 and useful)
    - **How to identify the important behaviors that underlie task behaviors?**
      - **Job analysis**
        - Determines requirements of specific jobs

- Divide a job into major dimensions
  - List at least 2 key tasks within each of those major dimensions
  - Rate the tasks frequency and importance
  - Use most frequent and important tasks to define task performance
  - Dimension: honestly, accountability, revenue or results
  - O net
- **Citizenship Behavior**
    - Voluntary activities that may or may not be rewarded but that contribute to the organization by improving the quality of the setting where work occurs
    - Started by Dennis Rogan while working in a paper mill



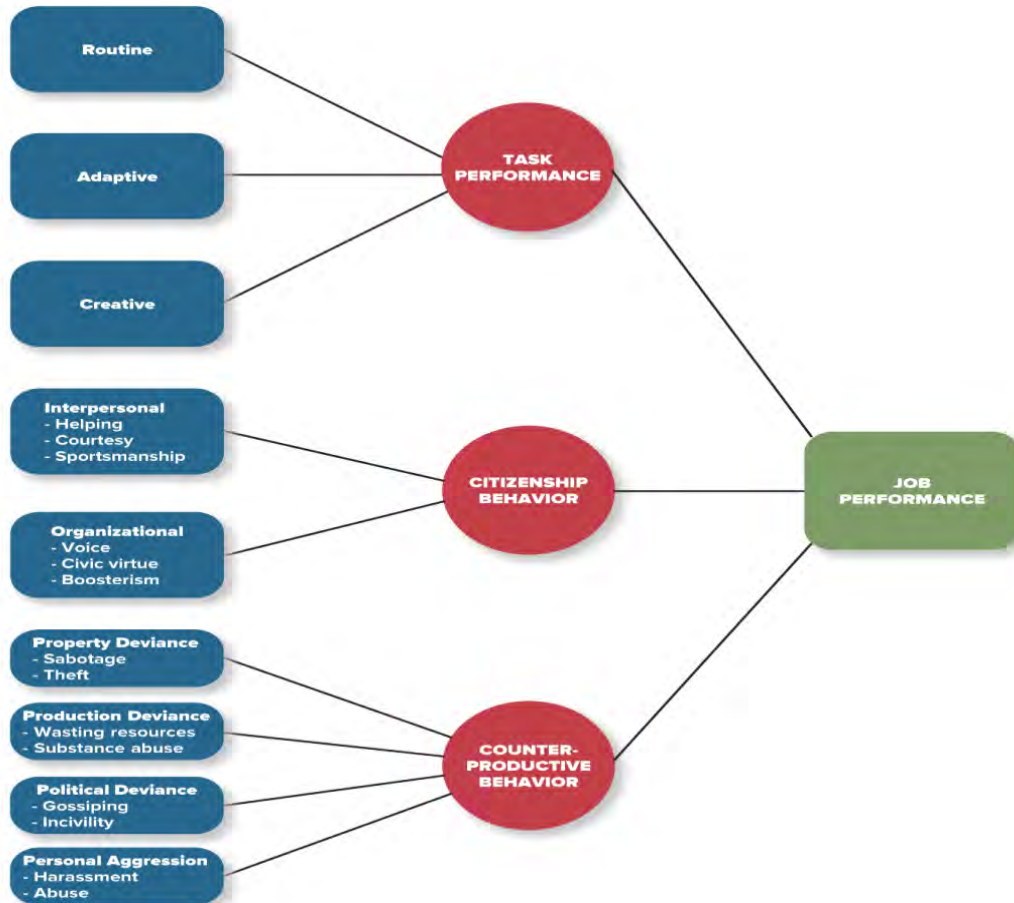
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- **Organizational**
  - Going beyond normal expectation to improve operations of the organization, being loyal to it
  - **Voice**
    - Speaks up to offer constructive suggestions for change
  - **Civic virtue 公民美德**
    - Participation in company operations at a deeper than normal level through voluntary meetings
  - **Boosterism 助推**
    - Positive representing the organization when in public
- **Interpersonal**
  - Going beyond normal job expectations to assist coworkers
  - **Helping**
    - Assisting coworkers who have heavy workloads, aiding them with personal matters, and showing new employees the rope when they just arrive
  - **Courtesy 禮貌**

- Sharing important information with coworkers
- **Sportsmanship** 體育精神
  - Maintaining a positive attitude with coworkers through good and bad times
- **Counterproductive Behavior**
  - Employee behaviors that intentionally hinder 阻礙 organizational goal accomplishment
  - Counterproductive behavior has a stronger negative correlation with citizenship behavior, but is only weakly related to task performance



Source: Adapted from S.L. Robinson and R.J. Bennett, "A Typology of Deviant Workplace Behaviors: A Multidimensional Scaling Study," *Academy of Management Journal* 38 (1995), pp. 555–72.

- **Production Deviance** 越軌
  - Intentionally reducing organizational efficiency of work output
- **Property Deviance**
  - Behavior that harm the organization's assets and possessions
- **Political Deviance**
  - Behavior that intentionally disadvantage other individuals
- **Personal Aggression**
  - Hostile verbal and physical actions directed toward other employees



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- Application

#### Class 4

##### Downside of Performance

- Emotional Labor
  - o Act of expressing organizationally desired emotions
    - May lead to anger and resentment
- Self-Regulation
  - o Overcoming impulses or desires
    - Depletes energy levels (blood sugar) and makes it harder to continue to self-regulate
- Moral Licensing
  - o When past actions reduce concerns regarding future moral transgressions
    - Lead to unethical behavior

##### Managing Job Performance

- **Management by Objective (MBO)**
  - o Bases employee evaluations on whether specific performance goals have been met
  - o Goal/results oriented

- Goals must be specific and measurable
- objectives
- **Behaviorally Anchored Rating Scales (BARS)**
  - Uses critical incidents to evaluate an employee's job performance behaviors directly
  - Behaviorally focused
- **Forced Ranking**
  - Managers rank subordinates relative to one another
  - Comparative and may induce competition
  - About 20% of Fortune 500 companies have this system
  - Unfair if forces managers to give bad evaluations
  - Competitive between employees
- **360-Degree Feedback**
  - Uses rating provided from anyone
  - Feedback from multiple stakeholders
  - Biased information if they are friend
- **Social Networking System**
  - Allows feedback from everybody
  - Individuals can also post about their own goals, allowing for more accountability
  - Can be anonymous
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## Class 5

### Feedback

1. Feedback Acceptance
    - Source credibility
    - Feedback rich environment
  2. Desire to Respond
  3. Intended Response
  4. Performance
- Every management work involves feedback

### What makes feedback effective?

- Important
- Specific and descriptive
- Timely
- Honest, based on trust and sincerity
- Balanced between positive and negative
- Focused on controllable behavior or outcomes

- Delivered by a “competent” source

## Organization Commitment

- An employee’s desire to remain a member of an organization
- Stays a member of the organization
- Or leaves to pursue another job



(the higher organizational commitment, the less likely to withdrawal)

### - Affective Commitment

- o A desire on the part of an employee to remain a member of an organization because of an emotional attachment to, or involvement in that organization
- o Want to stay
- o **The Erosion Model**
  - Employees with fewer bonds with coworkers are more likely to quit the organization
  - The only person in the company, no connection
- o **The Social Influence Model**
  - One person leaves, other may follows

### - Continuance Commitment 持續承諾

- o A desire on the part of an employee to remain a member of an organization because of an awareness of the cost associated with leaving
- o Need to stay
- o Influenced by salary and benefits
- o Feel a sense of anxiety with leaving
- o Lack of employment alternatives
- o **Embeddedness** 嵌入性
  - Links
    - Worked for a long time
  - Fit
    - Work utilizes my skills well
  - Sacrifice
    - Sacrifice if left the job

### - Normative Commitment