

Organizational Behavior

Part1: Introduction to Organizational Behavior

Chapter1:organizational behavior overview

Organizational behavior (OB) is a field of study devoted to understanding, explaining, and ultimately improving the attitudes and behaviors of individuals and groups in organizations.

OB source:

- 1.Industrial and organizational psychology
2. Social psychology
3. Sociology
4. Anthropology
5. Economics

Integrative model of organizational behavior

1.Individual outcomes:

Job performance;Organizational commitment

2.Individual mechanisms:

Job satisfaction; stress; motivation; trust,justice and ethics;

Learning and decision making

Individual characteristics:

Personality; cultural values; ability

Group mechanisms:

Teams; leaderships

OB 在讲什么?(图 p.7)

Building a conceptual argument 进行概念性论证

Resource-based view

- ◆ Financial(revenue,equity)resources
- ◆ Physical(buildings,machines,technology)resources
- ◆ Other resources(knowledge,decision-making,ability,culture)

What makes a resource valuable?(图 p.11)

Rare: resources,people

Inimitable:

- 1.history-----a collective pool of experience,wisdom,and knowledge that benefits the organization.
- 2.Numerous small decisions-----people make many small decisions day-in and day-out,week-in and week-out.
- 3.Socially complex resources-----culture,trust,reputation.

Rule of one-eight

Three different correlation sizes (p.15)

How do we know OB?(p.15)

- ◆ Method of Experience---people hold firmly to some belief because it is consistent with their own experience and observations.
- ◆ Method of Intuition---people hold firmly to some belief because it “just stands to reason”--it seems obvious or self-evident.
- ◆ Method of Authority---people hold firmly to some belief because

some respected official, agency or source has said it is so.

- ◆ Method of Science---people accept some belief because scientific studies have tended to replicate that result using a series of samples settings and methods.

Meta-analysis(p.17)

霍桑试验:

古典管理理论、科学理论（照明条件不影响工作效率）PPT

Chapter 2:Performance and Commitment

Job performance is defined as the value of the set of employee behaviors that contribute, either positively or negatively to organizational accomplishment.

Organizational commitment is defined as the desire on the part of an employee to remain a member of the organization.

Task performance includes employee behaviors that are directly involved in the transformation of organizational resources into the goods or services that the organization produces.

- 1) **Routine task performance**: involves well-known responses to demands that occur in a normal, routine, or otherwise predictable way.
- 2) **Adaptive task performance**: involves employee responses to task demands that are novel, unusual, or at the very least, unpredictable.

Behaviors involved in adaptability (p.27)

Citizenship behavior is defined as voluntary employee activities that may or may not be rewarded but that contribute that may or may not be rewarded but that contribute to the organization by improving the overall quality of the setting in which work takes place.(p.30)

1) Interpersonal citizenship behavior: helping; courtesy 礼貌;sportsmanship.

2) Organizational citizenship behavior: voice; civic virtue 公民性关系;boosterism.

Counterproductive behavior is defined as employee behaviors that intentionally hinder organizational goal accomplishment.

1) Property deviance: sabotage 破坏;theft 偷窃

2) Production deviance: wasting resources;substance abuse

3) Political deviance: gossiping;incivility 粗鲁

4) Personal aggression: harassment; abuse(p.32)

Withdrawal behavior, defined as a set of actions that employees perform to avoid the work situation-behaviors that may eventually culminate in quitting the organization.

Describe the three types of organizational commitment

① **Affective commitment**, defined as a desire to remain a member of an organization due to an emotional attachment to, and involvement with, that organization.(you stay because you want to)

② **Continuance commitment**, defined as a desire to remain a member of an organization because of an awareness of the costs associated with leaving it.(you stay because you need to)

③ **Normative commitment**, defined as a desire to remain a member of an organization due to a feeling of obligation.(you stay because you ought to)

④ **Focus of commitment**, we use it to refer to the various people, places, and things that can inspire a desire to remain a member of an organization.(p.35)

Four types of employees(p.39)

1) **Stars** possess high commitment and high performance and are held up as role models for other employees. Stars likely respond to negative events with voice because they have the desire to improve the status quo and the stars in a given unit, and you can probably think about your current or past job experiences and identify the employees who would fit that description.

2) **Citizens** possess high commitment and low task performance but perform many of the voluntary “extra-role” activities that are needed to make the organization function smoothly. Citizens are likely to respond to negative events with loyalty because they may not have the credibility needed to inspire change but possess the desire to remain a member of the organization.

3) **Lone wolves** possess low levels of organizational commitment but high levels of task performance and are motivated to achieve work goals for themselves, not necessarily for their company. They are likely to respond to negative events with exit. Although their performance would give them the credibility needed to inspire change, their lack of attachment prevents them from using that credibility constructively. Instead, they rely on their performance levels to make them marketable to their next employer.

4) **Apathetics** possess low levels of both organizational commitment and task performance and merely exert the minimum level of effort needed to keep their jobs. Apathetics should respond to negative events with neglect because they lack the performance needed to be marketable and the commitment needed to engage in acts of citizenship.

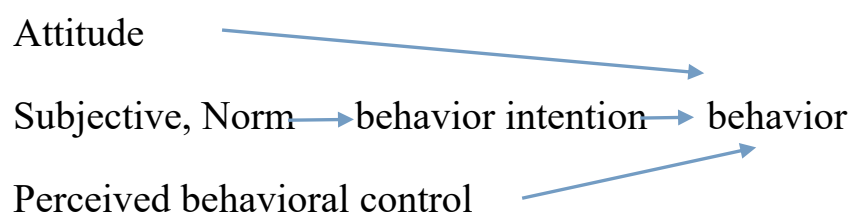
心理契约：个人的付出与期望，组织对个人期望的回报

非书面契约：主观认知，不确定、动态、双向、共生。

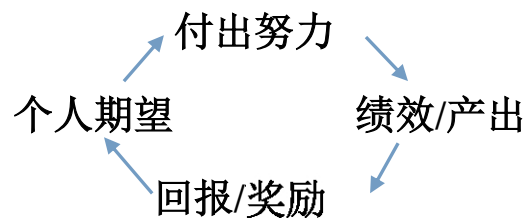
个人条件，报酬---->工作满意

环境，人际关系--->不满意--->离职倾向，外在机会--->离职

Theory of planned behavior



Social Exchange Theory



为何会造成员工 withdrawal? (P.41)

- ◆ Individual characteristics
- ◆ Group mechanisms
- ◆ Organizational mechanisms

What's satisfaction?

- ◆ A pleasant feeling that you get when you receive something you want, or when you have done something you wanted to do.
- ◆ The act of fulfilling a need or wish.

德西效应：当外在报酬与内在报酬兼得时，工作动机不会因而增强，反而会减弱。

How important is satisfaction?

- ◆ Job satisfaction does influence job performance.

It is moderately correlated with task performance. Satisfied employees do a better job of fulfilling the duties described in their job descriptions.

- ◆ Job satisfaction is correlated moderately with citizenship behavior. Satisfied employees engage in more frequent “extra mile” behaviors to help their coworkers and their organization.

◆ Job satisfaction influences organizational commitment.

Job satisfaction is strongly correlated with affective commitment, so satisfied employees are more likely to want to stay with the organization.

Chaper3 Job Satisfaction

Job satisfaction: one of several individual mechanisms that directly affects job performance and organizational commitment. **Defined** as a pleasurable emotional state resulting from the appraisal of one's job or job experiences.(how you feel about your job, what you think about your job.)

Value are those things that people consciously or subconsciously want to seek or attain.

Value-Percept Theory(价值认知理论)

Dissatisfaction=(Vwant - Vhave)*(Vimportant)

Overall job satisfaction(p.57)

Job characteristics theory: describes the central characteristics of intrinsically satisfying jobs, attempts to answer this question.(p.61)

Moods are states of feeling that are often mild in intensity, last for an extended period of time, and are not explicitly directed at or caused by anything.

Emotions are states of feeling that are often intense, last for only a few minutes, and are clearly directed at (and caused by) someone or

some circumstance.

Emotional labor, the need to manage emotions to complete job duties successfully.

Emotional contagion shows that one person can “catch” or “be infected by” the emotions of another person.

Chapter 4 Stress

Stress is defined as a psychological response to demands for which there is something at stake and coping with those demands taxes or exceeds a person's capacity or resources.

Stressors (p.79)

Hindrance stressors

① Role conflict, which refers to conflicting expectations that other people may have of us.

② Role ambiguity refers to the lack of information regarding what needs to be done in a role, as well as unpredictability regarding the consequences of performance in that role.

③ Role overload occurs when the number of demanding roles a person holds is so high that the person simply cannot perform some or all of the roles very effectively.

④ Daily hassle 日常困扰, reflects the relatively minor day-to-day demands that get in the way of accomplishing the things that we really want to accomplish.

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