Organizational behavior

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Again, some theories

- Social perception processes
- Attribution processes
- Socialization to a group
- Personal motivation, goal-setting
- Decision making, especially in groups
Recruitment

- Personal interviews
  - The “standard questions”
  - Biased in favor of the attractive
  - Sometimes behavioral confirmation

- Alternatives
  - Standardized tests of intelligence, personality, and integrity
  - Structured interviews, often of several candidates at one time
Affirmative action

- Three important issues
  - Whether there should be preferences
  - For whom should these apply
  - How should the process unfold

- Greatest acceptance of procedures
  - Perceived as fair and openly determined
  - Applied at the margins once merit has been taken into account
  - Designed to minimize negative self-attributions
Performance appraisals

- Repeated supervisor ratings can show perseverance or contrast effects
- Self-evaluations in the workplace are more positive and less predictive
- Process can be improved by timing, multiple raters
- “Due process” model: adequate notice, fair hearing, evidence basis

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Leadership

- Traits
  - Cognitive ability and inner drive
  - Emotional intelligence

- Situational contingencies
  - Task-oriented vs. relationships-oriented
  - Characteristics of situation and power

- Transactional (working with subordinates)
Transformational leaders

- Motivate followers to transcend their personal needs for a common cause
- Characteristics include
  - Charisma
  - Inspiration: pep talks, increased optimism
  - Intellectual stimulation: encourages re-evaluation of existing assumptions
  - Individualized consideration: personal
Motivation

- Expectancy theory
  - Subjective probabilities of outcomes
  - Value of those outcomes

- Goal-setting theory
  - Specific, achievable, but challenging goals
  - Success then brings reward, satisfaction
To pay or not to pay

- Rewards appear to undermine intrinsic motivation
- The *nature* of the reward
  - If seen as feedback, or even approval, then the result is positive
  - If seen as an attempt to control, the result is decidedly negative
Equity in the workplace

- Behavior will match under- or over-compensation
- Meritocracy, yes, but also relative to others
- Locally: the tremendous problem of salary “compression” or even salary inversion