

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

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*