

Job Performance

- Two elements of job performance:
 - **Results-based**
 - Objective measures of outcomes
 - Ex. Comcast's focus on the % of retained customers
 - **Pros:** easy to assess, objective/comparable
 - **Cons:** Don't capture much "beyond the bottom line", not always controllable, no focus on improvement / no "why"
 - **Behaviour**
 - Specific behaviour employees engage in
 - E.g. how a comcast CSR treats a customer
- Employee behaviour that contribute either positively or negatively to the accomplishment of organizational goals
- Task performance: behaviours that are involved in the transformation of resources into goods or services
 - "What you are hired to do in a job, your specific set of obligations"
 - Included in a job description
 - Routine, adaptive, and creative
- Task Performance – Three Substitutes
 - Routine
 - Adaptive
 - Creative
- Citizen Behaviours
 - Voluntary behaviours
 - Contribute to achieving organizational goals
 - Can be interpersonal or organizational
 - Citizen behaviours – subtypes
 - Helping
 - Courtesy
 - Sportsmanship
 - Voice
 - Civic virtue
 - Boosterism: representing the organization positively to the outside world
- Counter-productive behaviours
 - Intentional*** (voluntary) behaviours***
 - Hinder the achievement of organizational goals
 - Can be interpersonal or organizational
- Counter-productive behaviours – subtypes
 - Use pie chart on page 33 to study
 - Production Deviance, ex wasting resources, substance abuse

- Property Damage, ex sabotage, theft
- Political Deviance, ex gossiping, incivility
- Personal Aggression, ex harassment, abuse