

Chapter 2: Job Performance

September 9, 2019

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Job Performance

- Includes **individual** behaviors that are within the control of the employees and that contribute to achieving organizational goals (**positive or negative**).
- Places a boundary on which behaviors are (and are not) relevant to job performance

What it means to be a good performer?

- Task Performance
 - Routine (tasks done on routine)
 - Adaptability (jobs that may pop up out of routine)
 - Creative (thinking ahead to find new ideas and solutions)
- Citizenship Behavior
- No Counterproductive Behavior

How to Identify Task Behaviors

- Job Analysis
 - Look at how the task is already done
 - The steps involved
 - Rate the task and sub tasks with level of importance
- Database Approach
 - Look at what the general list of tasks and behaviors are for the job
 - Modify it for your company

Types of Citizenship Behaviors (OCB)

- Doing tasks that are outside what is required to do, may have bonuses or rewards
- Contribute to organization goals
- Discretionary behavior

Examples:

- Helping
- Courtesy
- Civic Duty
- Sportsmanship
- Help Improve work-life
- Boosterism (Active messenger for the organization)

Types of Counterproductive Behaviors (CWB)

- Not desirable, behaviors that intentionally performed to go against company goals.
- If a person does minor CWBs, they are more likely to do major CWBs

Examples:

- Substance Abuse
- Sabotage
- Theft
- Instability
- Harassment and Abuse

Performance Management

- Management by Objectives (MBO)
- Behaviorally anchored rating scales (BARS)
- 360 Feedback
- Forced Ranking

What is it?

- An employee's desire to stay within an organization

Why does it matter?

- Influences whether an employee stays at the organization (is retained) or leaves to pursue another job (turns over)

What happens if commitment is low?

- There are possible withdrawal behaviors

Why do we care about commitment?

- 2/3 Canadians are voluntarily willing to switch jobs
- More risk to companies because competitors may have advantage over you
- Employee may have certain skills



Forms of Commitment

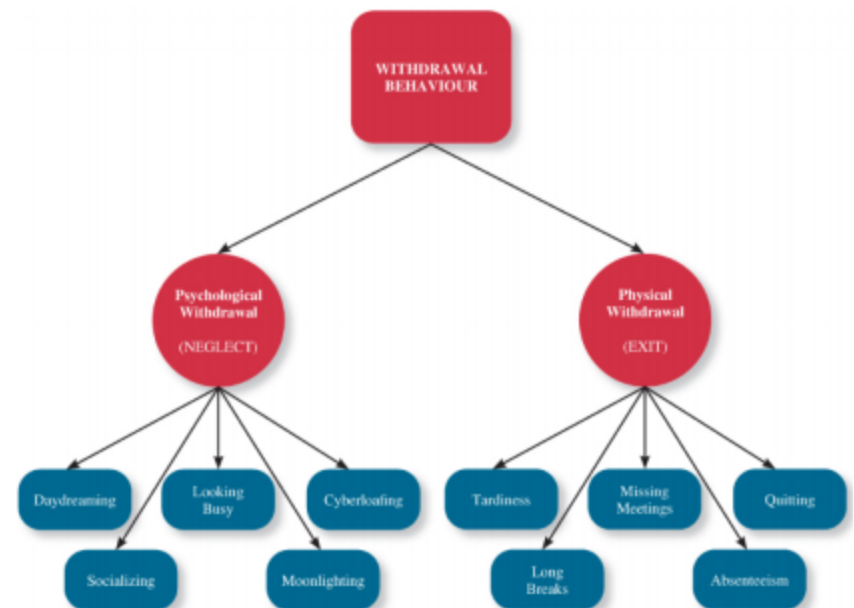
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|------------------------|--------------------------|
| Affective Commitment | emotion based reason |
| Continuance Commitment | cost-based reasons |
| Normative Commitment | obligation based reasons |

Social Network Diagrams

- The Erosion Model
 - Employees with fewer bonds will most likely to quit the organization
- The Social Influence Model
 - Employees who have direct linkages with the leavers will be more likely to leave

Reacting to Negative Events

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|----------|--|
| Positive | <ul style="list-style-type: none"> Voice: <ul style="list-style-type: none"> active, constructive response in which individuals attempt to improve the situation Loyalty: <ul style="list-style-type: none"> passive, constructive response support for the situation while the individual privately hopes for improvement |
| Negative | <ul style="list-style-type: none"> Exit: <ul style="list-style-type: none"> active, destructive response by which an individual ends or restricts organization membership. Known as Physical Withdrawal Neglect: <ul style="list-style-type: none"> passive, destructive response in which interest and effort in the job deadlines. Known as Psychological Withdrawal |



Models of Withdrawal

Goal of each is to explain how each type relates to the other

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|--------------------------|---|
| Independent Forms Model | <ul style="list-style-type: none">• Different behaviors are not related to each other• If one behavior is engaged, other behaviors engaged are not related |
| Compensatory Forms Model | <ul style="list-style-type: none">• Different behaviors are negatively related to each other• If one behavior is engaged, other behaviors are less likely to occur |
| Progression Model | <ul style="list-style-type: none">• If one behavior is engaged, other behaviors are more likely to occur |

Trends that Affect Commitment

- Changing Demographics
 - Diversity in Ethnicity and Age
- Changing Employee-Employer Relationships
 - Psychological Contracts

How can Commitment be Increased

- Perceived organizational support (POS)
Employee must know that the organization is trying to support you
 - Build good employee-employer relationships
 - Have a solid work environment and work-life balance
 - Investment Opportunities
 - Continuous Support