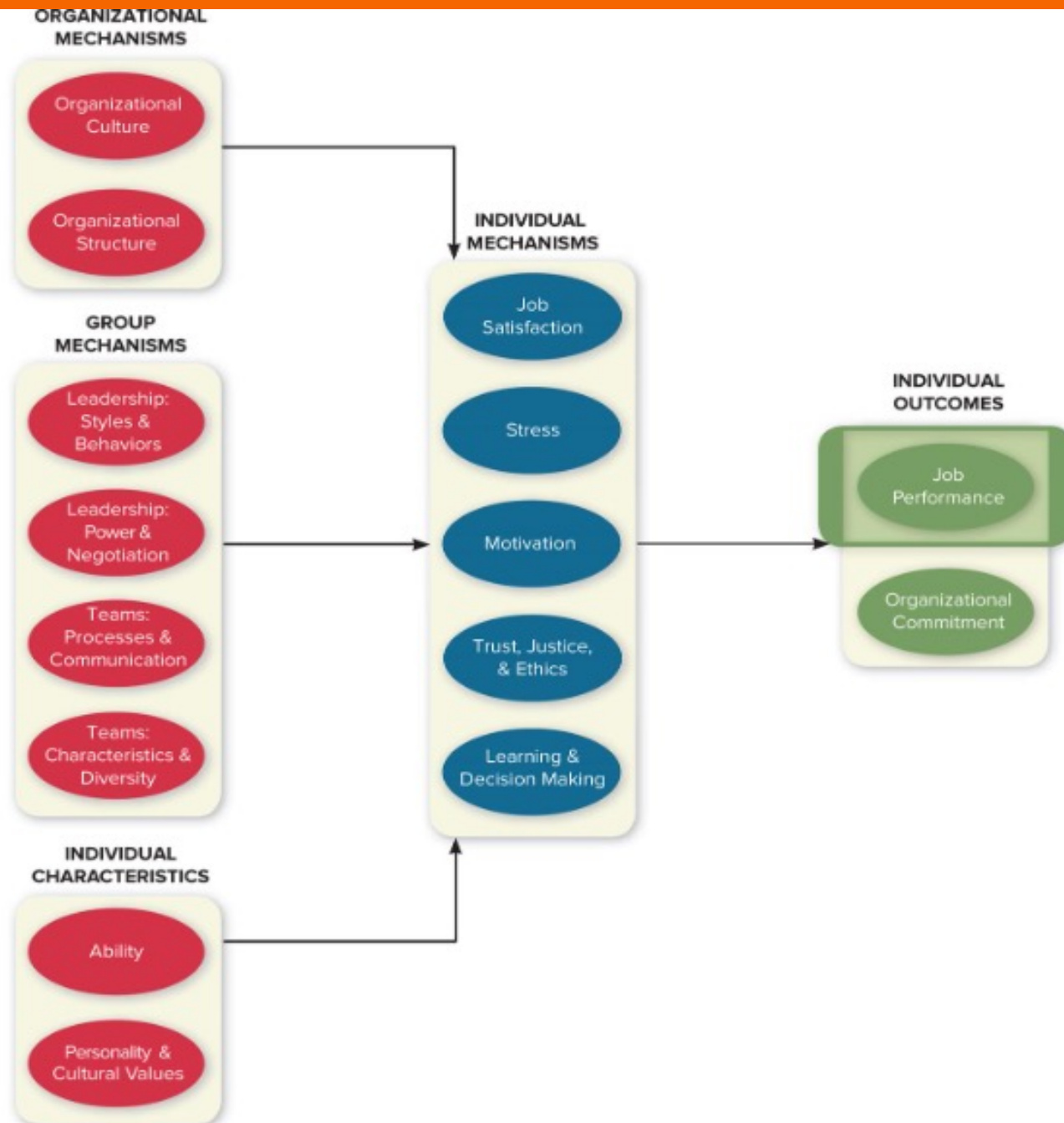




## Chapter 2

# Job Performance



## Back to the Integrative Model of OB



# Class Agenda

Job Performance (at a higher level)

What Does It Mean to Be a “Good Performer?”

- Task performance
- Citizenship behavior
- Counterproductive behavior

Trends Affecting Performance

Performance Appraisal



## Let's think about a “salesperson”

- What might be some criteria used to gauge JP of a salesperson who works for a medical device company?
  - \$\$?
  - Customer satisfaction?
  - Expenditures ?
  - Total \$ amount or number of accounts?

If the salesperson didn't meet the goal,  
is it the employee's fault?  
Or were there some reasonable obstacles?

### How about:

- Whether they assist coworkers?
- If the employee has their subordinates, how about the subordinates' JP?
- Subordinate or team member satisfaction?



So... is Job Performance what people DO?  
or what people ACCOMPLISH?



## 3 Major Approaches to JP

- **Job performance is one thing**
  - For example, “How well did the employee perform in their job?”
  - Poorly – Great
- **Job performance is about the results**
  - For example, “How much XYZ did the employee produce?”
  - None – A lot
- **Job performance is a function of multiple factors**
  - For example, account for the employee’s frequent workplace behaviors, proficient in the task, monetary contribution, relationships with coworkers, voluntarily helps others or stays longer, demonstrates effort, etc.



# Job Performance

The value of the set of employee behaviors that contribute, either positively or negatively, to organizational goal accomplishment over a standard period of time

## Performance ≠ Results

- Not the consequences or results of behavior—the behavior itself AND the results



## Some Advantages to Perf = Behavior view

(i.e., Some *disadvantages* to Perf = Results view)

- Bottom line focus may encourage social undermining (e.g., sabotaging, legitimizing political games) or rule violations
- Some things are out of employees' control (e.g., environmental constraints)
- Results-based management doesn't let you know "how" to improve/fix performance deficits (i.e., how to improve work-related attitudes & behaviors)





# What Does It Mean to Be a “Good Performer?”

3 Categories of behavior relevant to job performance

- Task performance
- Citizenship behavior (OCB)
- Counterproductive behavior (CWB)



# Task Performance 1 of 3

The behaviors directly involved in transforming organizational resources into the goods or services an organization produces (i.e., the behaviors included in one's job description)

Typically, a mix of:

- Routine task performance (e.g., day-to-day)
- Adaptive task performance (e.g., to unpredictable/unusual situation)
- Creative task performance (e.g., novel contribution)



## Task Performance from a Real Job Posting (1): Project Manager (Example)

### **Job Description**

#### **Responsibilities:**

- Developing in-depth knowledge of a technical discipline. Uses prior experience and acquired technical expertise to execute policy/strategy.
- In-depth understanding of key business drivers; uses this understanding to accomplish own work. In-depth understanding of how work of own team integrates with other teams and contributes to the area.
- Uses some level of judgment and has ability to propose different solutions outside of set parameters but with guidance. Uses prior experience and on-the-job training to solve straightforward tasks. Has access to technical skills and analytic thinking required to solve problems. May use multiple internal sources outside of own team to arrive at decisions.
- A job at this level is likely to be an individual contributor with proven interpersonal skills or an early people leader who can hire and develop talent. Provides informal guidance to new team members



## Task Performance from a Real Job Posting (2): Assembly (Example)

### **Job Description**

#### **Responsibilities and Essential Duties:**

- Plans assembly procedures, following specifications and assembly manuals. May also assemble subassemblies for attachment to the final product.
- Removes all quantities of metal to clean parts or to produce close fit between parts. May also inspect paint or finish to ensure quality.
- Aligns components, bolts and screws them together according to torque specifications.
- Installs moving parts, such as shafts, levers or bearings, and works them to test free movement.
- May apply decals, company logos, safety warning notices and other items to the finished product. Also may attach doors, panels and other machine guarding, and details machine before shipping.
- Tests or assists in testing operation of completed product.



# Task Performance 2 of 3

How do we identify relevant behaviors?

Through Job Analysis (3 Major Steps)

- Generate a list of the activities involved in a job.
  - Observations, surveys, interviews, prior data, etc.
- Rate the tasks on frequency and importance.
  - SMEs (Subject Matter Experts)
- Use most frequent and important tasks to define task performance.



# Task Performance 3 of 3

## Exercise: A quick task performance search

Let's do a quick search on job postings (any job of your interest)

- Be prepared to share how your job posting describes task performance



# Citizenship Behavior

(Organizational Citizenship Behavior: OCB)

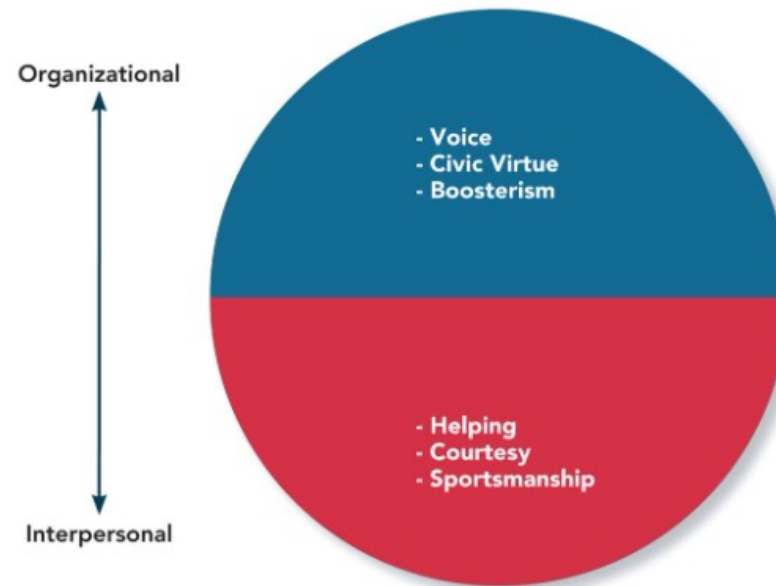
Voluntary employee activities that may or may not be rewarded but that contribute to the organization by improving the overall quality of the setting or context in the workplace.

## Some Major Characteristics:

- Volunteering to do activities that are not formally part of own job (discretionary)
  - Not formally recognized for rewards
  - But promotes effective functioning
  - "The Good Soldiers"
- 
- Any examples?



## Figure 2-2 Types of Citizenship Behaviors



Voluntary activities that may or may not be rewarded but that contribute to the organization by improving the quality of the setting where work occurs





# Citizenship Behaviors Directed at Individuals Within the Organization :OCB - I

## Helping

Assisting new coworkers or those with heavy workloads

## Courtesy

Keeping coworkers informed about matters that are relevant to them

## Sportsmanship

Maintaining a positive attitude with coworkers



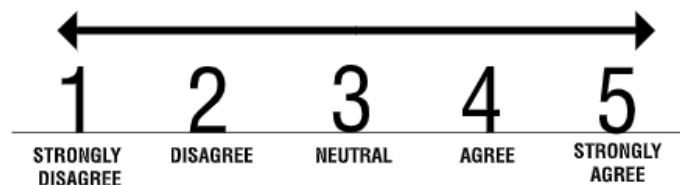
## Helping

| 1                                                                            | 2                      | 3                    | 4                                | 5                 | 6                   | 7                 |
|------------------------------------------------------------------------------|------------------------|----------------------|----------------------------------|-------------------|---------------------|-------------------|
| STRONGLY<br>DISAGREE                                                         | MODERATELY<br>DISAGREE | SLIGHTLY<br>DISAGREE | NEITHER<br>DISAGREE<br>NOR AGREE | SLIGHTLY<br>AGREE | MODERATELY<br>AGREE | STRONGLY<br>AGREE |
| 1. I volunteer to do things for my work group.                               |                        |                      |                                  |                   |                     | _____             |
| 2. I help orient new members of my work group.                               |                        |                      |                                  |                   |                     | _____             |
| 3. I attend functions that help my work group.                               |                        |                      |                                  |                   |                     | _____             |
| 4. I assist others in my group with their work for the benefit of the group. |                        |                      |                                  |                   |                     | _____             |
| 5. I get involved to benefit my work group.                                  |                        |                      |                                  |                   |                     | _____             |
| 6. I help others in this group learn about the work.                         |                        |                      |                                  |                   |                     | _____             |
| 7. I help others in this group with their work responsibilities.             |                        |                      |                                  |                   |                     | _____             |

**Average Score: 40**



## Sportsmanship



1. I never complain about “the small stuff.”
2. I voice support for what’s going on in the organization.
3. I focus on maintaining a positive attitude at work.
4. I tend to dwell on what’s going well, not what’s going poorly.
5. I focus on “being a good sport” even when negative things happen.

**Average Score: 18**



# Citizenship Behaviors Directed at the Organization :OCB - O

## Voice

Speaking up and offering constructive suggestions to improve unit or organizational functioning or to address problems

## Civic Virtue

Participating in the company's operations at a deeper-than-normal level

## Boosterism

Representing the organization in a positive way when out of the office



Though typically “not required,” many companies started to explicitly describe OCB as part of job duties

*From the same assembly job posting we saw in previous slides:*

- “Demonstrate the (COMPANY’s) characteristics of caring culture, demonstrating agility, customer focus, and stewardship, and model the associated behaviors.”



Does OCB (or citizenship behavior) mean the same thing from job to job?



What are some “downsides” or “dark sides”  
of citizenship behavior?



# Counterproductive Behavior

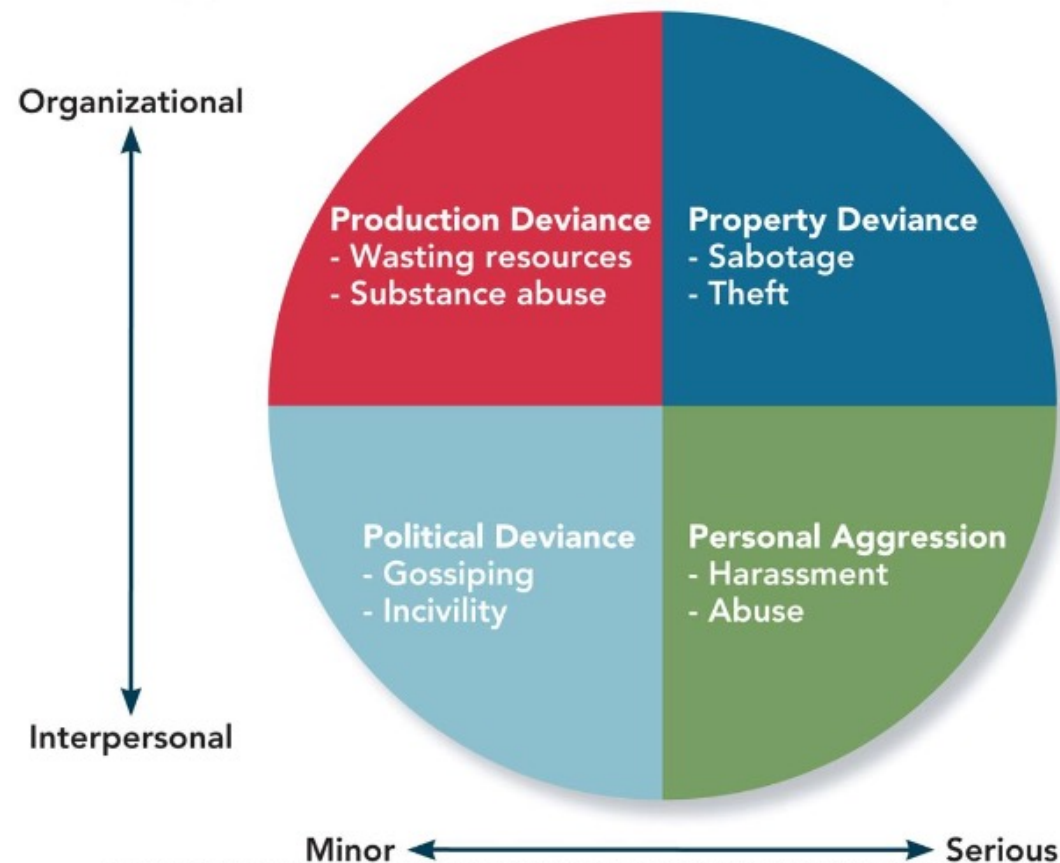
Intentional (not by accident) employee behaviors that hinder organizational goal accomplishment

1. Interpersonal (person-oriented) to Organizational (organization-oriented)
2. Minor – Serious





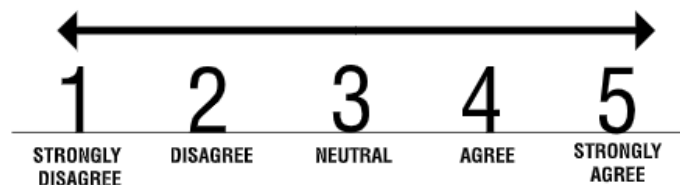
**Figure 2-3**  
**Types of Counterproductive Behavior**



Adapted from S.L. Robinson and R.J. Bennett, "A Typology of Deviant Workplace Behaviors: A Multidimensional Scaling Study," *Academy of Management Journal* 38 (1995), pp. 555–72



## Political Deviance



1. I have, at times, undermined a coworker.
2. I have, at times, blamed a coworker for something that I did.
3. I sometimes gossip about colleagues at work.
4. I sometimes distract my coworkers when they're trying to get things done.
5. I enjoy playing "pranks" on others at work.
6. I have, at times, kept colleagues "in the dark" about things they needed to know.

**Average Score: 12**



## Okay, CWB sounds bad, but what does evidence suggest?

1. People who engage in one CWB are also likely to engage in another CWB
2. CWB can be contagious (especially when people with more power do it..)
3. Sometimes, the best task performers turnout to be the CWB performers!

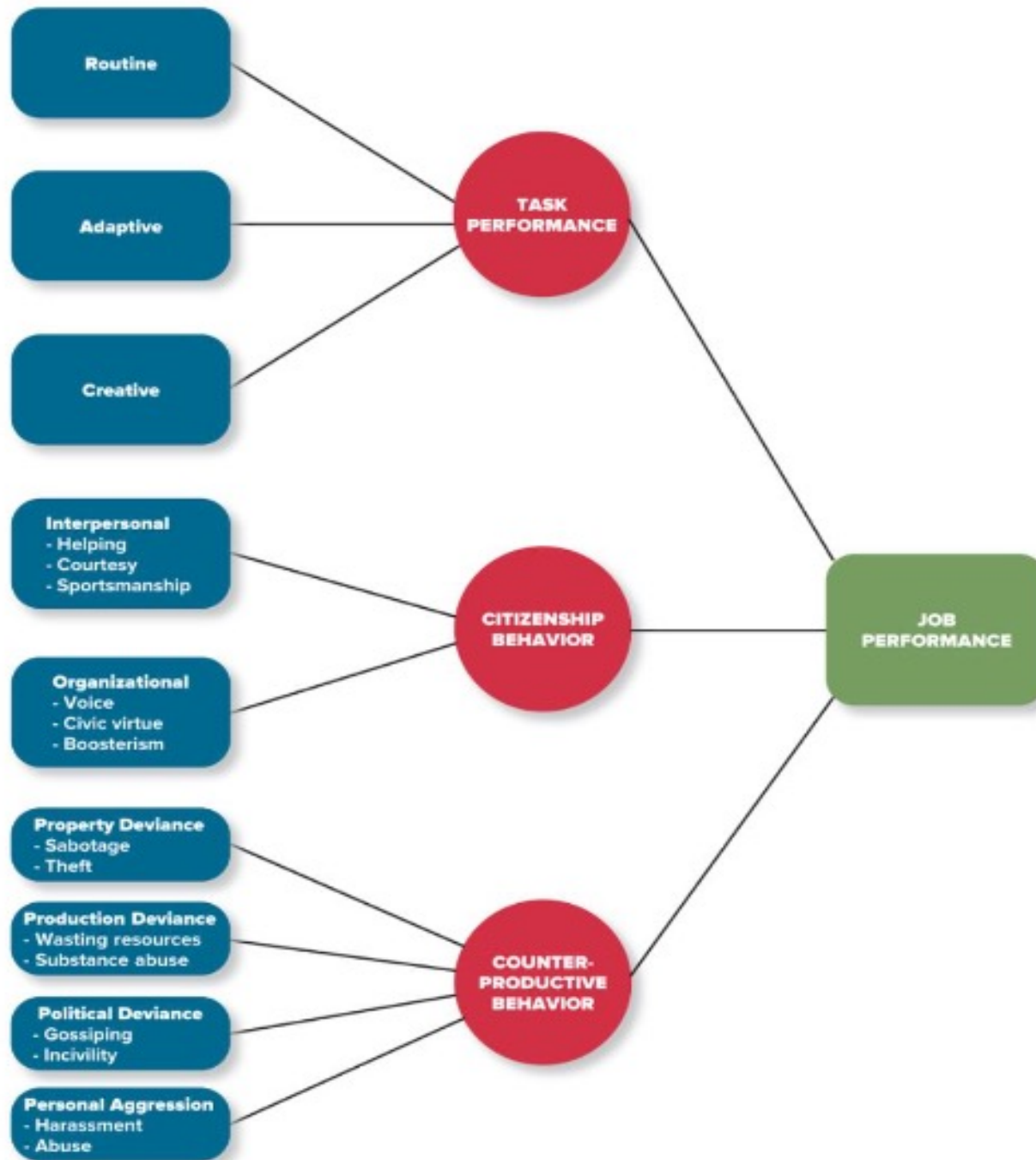


Are all CWBs negative/bad?



## Correlations: Task Performance, OCB, CWB

- Task Performance and OCB tend to be positively correlated
- Task Performance and CWB tend to be 'only weakly' negatively correlated
- OCB and CWB are strongly negatively correlated



To wrap up



## Trends Affecting Performance

### Knowledge work

- Cognitive emphasis
- Fluid, dynamic in nature
- More advanced tools and technology
- Ultimately.... higher expectations!

### Service work

- Providing intangible goods to customers
- Requires direct interaction with customers
- Emphasizes need for high levels of citizenship behavior and low levels of counterproductive behavior

Any other societal/economic trends that affect employees' performance?



# Performance Appraisal 1 of 3

## 1. Behaviorally Anchored Rating Scales (BARS)

- Based on "critical incidents"
- Choices may range from:
  - *Low (1) to High (9)*
  - *Unacceptable (1) to Excellent (7)*
  - *Or in other forms*





## BARS example

| Rating        | Behavioral Anchors                                                                                                                                                                                                                                                                                                                                                                  |
|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| [7] Excellent | <ul style="list-style-type: none"><li>• Develops a comprehensive project plan, documents it well, obtains required approval, and distributes the plan to all concerned.</li></ul>                                                                                                                                                                                                   |
| [6] Very Good | <ul style="list-style-type: none"><li>• Plans, communicates, and observes milestones; states week by week where the project stands relative to plans. Maintains up-to-date charts of project accomplishment and backlogs and uses these to optimize any schedule modifications.</li><li>• Experiences occasional minor operational problems but communicates effectively.</li></ul> |
| [5] Good      | <ul style="list-style-type: none"><li>• Lays out all the parts of a job and schedules each part to beat schedule; will allow for slack.</li><li>• Satisfies customer's time constraints; time and cost overruns occur infrequently.</li></ul>                                                                                                                                       |
| [4] Average   | <ul style="list-style-type: none"><li>• Makes a list of due dates and revises them as the project progresses, usually adding unforeseen events; investigates frequent customer complaints.</li><li>• May have a sound plan but does not keep track of milestones; does not report slippages in schedule or other problems as they occur.</li></ul>                                  |



## BARS example cont.

| Rating            | Behavioral Anchors                                                                                                                                                                                                                      |
|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| [3] Below Average | <ul style="list-style-type: none"><li>Plans are poorly defined; unrealistic time schedules are common.</li><li>Cannot plan more than a day or two ahead; has no concept of a realistic project due date.</li></ul>                      |
| [2] Very Poor     | <ul style="list-style-type: none"><li>Has no plan or schedule of work segments to be performed.</li><li>Does little or no planning for project assignments.</li></ul>                                                                   |
| [1] Unacceptable  | <ul style="list-style-type: none"><li>Seldom, if ever, completes project because of lack of planning and does not seem to care.</li><li>Fails consistently due to lack of planning and does not inquire about how to improve.</li></ul> |



# Performance Appraisal 2 of 3

## 2. 360-degree feedback

- Collect the target employee's performance information from multiple individuals (e.g., coworkers, subordinates, supervisor, customers, etc.), hoping for "balanced & comprehensive" performance evaluation
- Do you see any *problems*?
- For feedback purpose, great – for evaluation purpose, may not be.

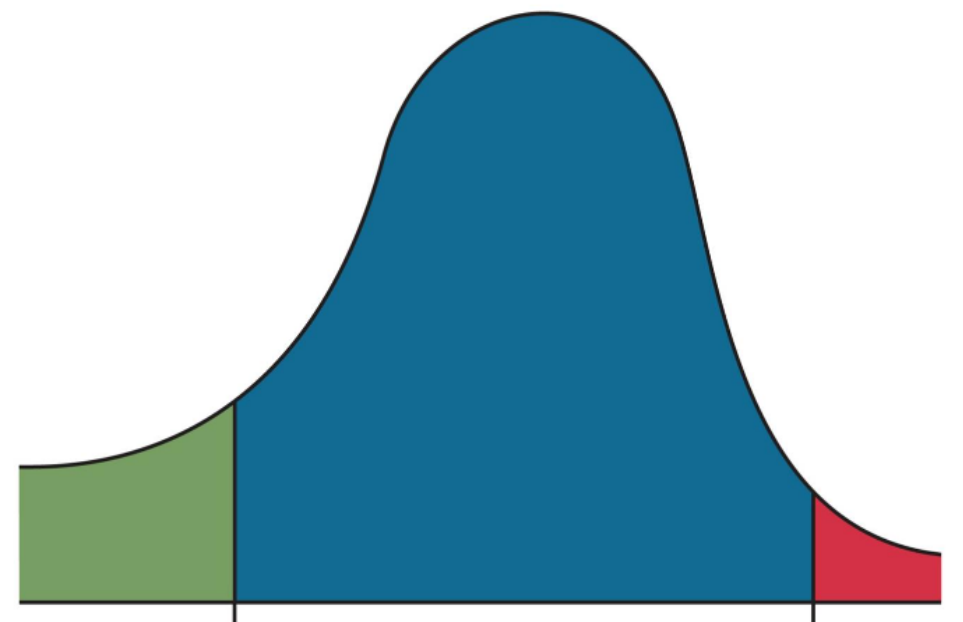


# Performance Appraisal 3 of 3

Do you see any problems?

## 3. Forced Ranking

- Rank employees by placing them in one of the following three categories:
  - 20% (A players)
  - 70% (B players)
  - 10% (C players)



"Top 20"

"The Vital 70"

"Bottom 10"

From Jack by Jack Welch with John A. Byrne. Copyright © 2001 by the John F. Welch Jr. Foundation

Jack Welch's Vitality Curve