CHAPTER 1

THE NATURE AND SCOPE
OF ORGANIZATIONAL BEHAVIOR

The purpose of this chapter is to provide a look into what organizational means, and what it involves or (or its nature). The chapter begins with a definition of organizational behavior (which is very important for alerting you to what this subject is about. We then shift into a discussion of the research methods of organizational behavior, or how information in this field is gathered. We then explain how studying organizational behavior can benefit you, including the enhancement of your interpersonal skills. After that comes a more academic part of the chapter—a brief history of organizational behavior taking you up the present Internet age. The last content part of the chapter is quite applied—how a person develops skills in organizational behavior.

After studying the material in this chapter, you should be able to:

1. Explain what organizational behavior means.
2. Summarize the research methods of organizational behavior.
3. Identify the potential advantages of organizational behavior knowledge.
4. Explain key events in the history of organizational behavior.
5. Understand how a person develops organizational behavior skills.

KEY TERMS AND PHRASES

Organizational behavior

Meta-analysis

Organizational effectiveness

Evidence-based management

Behavioral approach to management

Scientific management

Administrative management

Hawthorne effect

Human relations movement

Contingency approach to management

Positive organizational behavior

New-age workplace

CHAPTER OUTLINE

I. THE MEANING AND RESEARCH METHODS OF ORGANIZATIONAL BEHAVIOR

A. The Meaning of Organizational Behavior

Organizational behavior is the study of human behavior in the workplace, the interaction between people and the organization, and the organization itself.

B. Data Collection and Research Methods in Organizational Behavior

1. *Methods of Data Collection.* Three key methods are surveys, interviews, and direct observation of behavior.
2. *Research Methods*. Four widely used methods are case studies, laboratory experiments, field experiments (or studies) and meta-analysis. The latter is a quantitative review of the literature on a particular subject, and also examines a range of studies for reaching a combined result or best estimate. A lot of OB knowledge is based on meta-analysis.
3. *Quantitative versus Qualitative Research.* Quantitative research involves collecting data, such as survey responses. Qualitative research focuses on gathering impressions such as through an interview.

II.   HOW YOU CAN BENEFIT FROM STUDYING ORGANIZATIONAL BEHAVIOR

A. Interpersonal Skill Development
Interpersonal skills center on the person being rewarding to deal with. Interpersonal skills are often referred to as *soft skills*, whereas *technical skills* are often referred to as *hard skills.*

B. Personal Growth through Insight into Human Behavior
Understanding others often leads to personal fulfillment.

C. Enhancing Organizational and Individual Effectiveness
OB knowledge helps makes organizations more productive and satisfying, and can also make individuals more effective.

D. Sharpening and Refining Common Sense
Studying OB can help you overcome common sense beliefs that are not always true, such as that creativity is a natural talent that cannot be developed.

III.   A BRIEF HISTORY OF ORGANIZATIONAL BEHAVIOR
The history of OB presents many ideas still useful today.

A. The Classical Approach to Management
The classical approach to management encompasses scientific management and administrative management. Scientific management uses scientific methods to increase worker productivity. Administrative management deals more with management and organization structure.

B. The Hawthorne Studies
The Hawthorne studies might be considered the start of organizational behavior as well as the study of human relations. Under study were the impacts of illumination, rest, and fatigue on productivity. A key conclusion reached was the workers reacted positively because management cared about them (the Hawthorne effect).

C. The Human Relations Movement
   The human relations movement was based on the belief that an important link exists among managerial practices, morale and satisfaction, and productivity. The distinction between Theory X and Theory Y was a cornerstone concept. Theory X is a stern and pessimistic assumption about workers that they need to be pushed along. Theory Y is an alternative, and optimistic set of assumptions, such as the fact that most workers want to work hard and be creative.

D. The Contingency Approach
   According to the contingency approach, there is no one best way to manage people or work. You have to look at key factors in the situation (such as the skill level of employees) to figure out a good strategy or tactic.

E. Positive Organizational Behavior
   An emerging movement in organizational behavior is to focus on what is right with people and to focus on their strengths.

F. The Internet and Social Media Era
   The Internet and social media impact many aspects of dealing with people including coaching and motivating them with electronic messages. Artificial intelligence (AI) is used to make more effective use of social media and also in managerial decision making.

IV. **SKILL DEVELOPMENT IN ORGANIZATIONAL BEHAVIOR**
   The learning model for skill development proceeds as follows:

   1. Conceptual information and behavioral guidelines.
   2. Conceptual information and examples.
   3. Experiential exercises.
   4. Feedback on skill utilization or performance from others.

V. **A FRAMEWORK FOR STUDYING ORGANIZATIONAL BEHAVIOR**
   The three levels of study in organizational behavior are (a) individual level, (b) groups and interpersonal relations level, and, (c) organizational system and the global environment level. Figure 1-2 of the text shows you how these three levels are related, and indicates which chapters are included for each level.

REVIEW QUESTIONS

Matching

A. Organizational behavior	____1. Better performance when management cares about workers.
B. Meta-analysis	____2. Emphasizes capabilities of people
C. Interpersonal skill development	____3. Do experiential exercises
D. Behavioral approach to management	____4. Interviews quite useful for this approach
E. Hawthorne studies	____5. Combines many studies statistically.
F. Contingency approach to management	____6. Study conducted in the workplace
G. Positive organizational behavior	____7. Necessary of getting along well with people.
H. Method of developing skill in organizational behavior	____8 Study of human behavior in the workplace.
I. Evidence-based management	____9. Involves a lot of digitalization of work and collaboration.
J. Independent variable	____10. Focuses on attention to worker needs
K. Qualitative research	____11. Takes into account productivity and satisfaction of interested parties
L. Organizational effectiveness	____12. Benefit from studying organizational behavior.
M. Field experiment	____13. Check out the research before making a decision
N. Soft skills	____14. What is being modified to see if it makes a difference in your study
O. New-age workplace	____15. Derived from the study of leadership styles

Multiple Choice

____ 1. Managerial work is now
   a. performed exclusively by top-level managers.
   b. performed by workers at all organizational levels.
   c. usually outsourced to a smaller company.
   d. usually done mostly over the Internet.

____ 2. Organizational behavior studies human behavior mostly
   a.   in the laboratory
   b. with respect to the largest organizations
   c.   with respect to organizations in trouble.
   d. in the workplace.

_____ 3. Interviews are well suited to
a. uncovering explanations of why something happened.
b. collecting quantitative data.
c. collecting data by untrained researchers.
d. reducing research costs.

_____4. Wanda is a participant observer for a research project, so she
a. joins a work group to make observations about them.
b. sends out a survey over the Internet.
c. pays people to answer her research questions.
d. hacks into people's e-mail accounts.

_____ 5. Carlos wants to conduct a quantitative study in organizational behavior, so he will most likely rely on
a. participant observation.
b. naturalistic observation.
c. survey questionnaires.
d. case studies.

_____6. Qualitative research is well suited to
a. exploring ideas.
b. execution of ideas.
c. meta-analysis.
d. statistical analysis.

_____7. You are going to study the impact of parental leave on job satisfaction. An important moderator variable for you would probably be
a. the age of the employees surveyed.
b. whether the survey is take in the office or online.
c. the percentage of orphans among the employees.
d.   retirement package offered employees.

_____8. Organizational behavior deals mostly with the _____ of how managers and professionals conduct their work.
a. details
b. strategic picture
c. content
d. process

_____ 9. An example of an interpersonal skill would be
a. analyzing data about employee turnover
b. developing webpages for a social media site.
c. motivating others effectively.
d. conducting a meta-analysis.

_____10. A person with good interpersonal skills is often considered to be
a. rewarding to deal with.
b. kind of nerdy
c. loaded with hard skills.
d. a specialist in organizational behavior.

_____11. Julia has really good soft skills, so she probably
a. has a low-paying job.
b. works well with other people.
c. works well with pottery.
d. works well with foreign currency.

_____12. Phil works as the manager of a frozen custard restaurant. He displays soft skills when he
a. encourages a custard clerk to work a little faster.
b. prepares the custard before the restaurant opens
c. deposits the day's receipts into the bank.
d. conducts an Internet search for new custard ideas.

_____13. An authority cited in the text claims that being able to understand others
a. encourages being unethical.
b. is a key hard skill.
c. leads to personal fulfillment.
d. is an invasion of privacy.

_____ 14. An authority cited in the text claims that people work harder when they
a. are threatened with being fired if they perform poorly.
b. are depressed and anxious.
c. are encouraged by peer pressure from teammates.
d. have less control over their work.

_____15. An executive coach cited in the text claims that giving recognition to good performers
a. interferes with the flow of their work.
b. inflates their ego too much.
c. is wasted praise.
d. will often help them become superstars.

_____16. If you have good common sense, studying organizational behavior
a. is likely to confuse your thinking about human behavior.
b. convert you into an evidence-based manager or professional.
c. can help you sharpen your common sense.
d. quadruple your effectiveness.

_____17. Al, a middle manager, uses evidence-based management when he
   a.   checks out the relevant research before making a decision.
   b.   uses feedback from other employees before praising a subordinate.
   c.   uses feedback from other employees before criticizing a subordinate.
   d.   documents why he should be given a salary increase.

_____18. The behavioral approach to management emphasizes
   a.   paying attention to the needs of workers.
   b.   bribing workers to get good results.
   c.   the application of the scientific method to boosting worker productivity.
   d.   replacing common sense with administrative management.

_____19. An application of scientific management to the workers who make pizzas would be to
   a.   congratulate and hug the most rapid pizza makers.
   b.   insult and humiliate the slowest pizza makers.
   c.   conduct an online survey of the best way to make pizzas.
   d.   apply the most efficient methods to making pizzas.

_____ 20. A major impact the Internet has had on the behavior of people in organizations is that
   a.   how people communicate has changed.
   b.   interpersonal skills have become less important.
   c.   teamwork and loyalty have surged.
   d.   the need for managerial work has greatly diminished.

_____ 21.   A key characteristic of the new-age workplace is a
   a.   heavier reliance on decision making by executives.
   b.   more extensive use of cubicles and private offices.
   c.   heavy emphasis on collaboration.
   d.   increase in decision making by individuals.

_____22. One of the recommended ways of developing your skill in organizational behavior is to
   a.   say, "I am really great" at least five times per day.
   b.   get feedback on your skill utilization.
   c.   joke about people with poorer interpersonal skills than you.
   d.   ignore conceptual knowledge and behavioral guidelines.

_____23.   A recommended approach to developing your organizational behavior skills is
   a.   skip the conceptual information and get right to the skill.
   b.   ignore feedback because it is usually confusing.
   c.   practice the skill mostly in the classroom or in a laboratory.
   d.   frequent practice of the skill in question.

____24. Two levels of organizational behavior are the individual and the group. The third level is the
    a. organizational system and global environment.
    b. meta-analytic.
    c. hypothetical and theoretical.
    d. inter-organizational.

____ 25. A key implication about improving individual and organizational effectiveness to be drawn from an introduction to organizational behavior is
    a. overcome individual differences among people.
    b. get around the importance of soft skills.
    c. capitalize on strengths of people.
    d. patch up the weaknesses of people.

True/False

____ 1. As organizations have become more specialized, fewer people today are required to perform managerial work.

____ 2. The major goals of organizational behavior are to explain, predict, and control behavior.

____ 3. Survey questionnaires are a key method of collecting data in organizational behavior research.

____ 4. Laura is conducting a study to investigate the impact of napping on worker productivity. Her dependent variable is napping.

____ 5. Organizational behavior researcher Ricardo is studying how customer service workers react to rude treatment by customers. He becomes a participant observer when he spends eight hours at a one location of the worlds' largest discount retailer during a heavy shopping day, and makes observations of interaction between customers and cashiers.

____ 6. Organizational behavior researcher Margot conducts a field experiment when she visits a mine to investigate if music played in the mine has an impact on worker morale and productivity.

____ 7. Meta-analysis is a way of carefully controlling a laboratory study to reach an accurate conclusion about the impact of the independent variable.

____ 8. You are conducting a study to investigate the impact of sexual harassment on the stress level of victims. An important moderator variable in you study might be whether the person observed is male or female.

____ 9. Conducting a meta-analysis requires using quantitative research.

_____10. Qualitative research is useful for exploring ideas.

_____ 11. Interpersonal skill is second behind technical skill as a reason for individuals falling off-track (derailing) in their career.

_____12. Studying organizational behavior often offers the advantage of gaining personal fulfillment from understanding others.

_____ 13. Understanding organizational behavior can contribute to organizational effectiveness because it reveals factors that could be hindering effective performance.

_____14. Small-business owner Sasha is using evidence-based management when she first looks at the research evidence about older workers having better attendance and lower turnover than younger workers before making hiring decisions.

_____15. An application of scientific management would be boosting the productivity of baristas who work for Starbucks by reducing the number of steps it takes to produce beverages and serve food.

_____16. The field of study called administrative management found considerable value in the bureaucratic form of organization.

_____17. The Hawthorne studies extended and reinforced the scientific management movement.

_____18. You know you are experiencing the Hawthorne effect when you work harder just because management thought enough of you to re-furnish your work area.

_____19. According to the findings of the Hawthorne studies, economic incentives were much more influential in encouraging productivity than previously believed.

_____20. According to the contingency approach to management there is one best way to manage people, and the manager should search for that approach.

_____21. The positive organizational behavior movement emphasizes identifying the weaknesses of employees, and then converting those weaknesses into strengths.

_____22. A practical example of using positive organizational behavior would be to strengthen the self-efficacy of a subordinate or team member.

_____23. The most frequent use of the Internet and social media in organizations is to look for unacceptable posts of current employees and job candidates.

_____24. Business analyst Penelope performs best when collaborating with coworkers so she would be a good fit for the new-age workplace.

_____25. An experiential exercise for the development of organizational behavior skills refers basically to getting part-time job experience.

Fill in the Blanks

1. Organizational behavior is the study of _____ _____ in the workplace.

2. An advantage of interviews is that a skilled interviewer can probe for _____ _____.

3. _____ _____ refer to researchers placing themselves in the work environment to collect much information about the phenomena under study.

4. _____ _____ attempt to apply the experimental method to real-life situations.

5. A _____ - _____ is a quantitative or statistical review of the literature on a particular subject.

6. _____ _____ involves the researcher interacting with the source of the data, such as talking to workers.

7. Difficulty with interpersonal skills is a major reason behind _____ _____.

8. _____ _____ is the extent to which an organization is productive and satisfies the demands of interested parties.

9. Much of organizational behavior deals with _____ - _____ management practices.

10. _____ -_____ management uses research evidence to help make management decisions.

11. The history of organizational behavior is rooted in the _____ _____ to management.

12. One of the four principles of scientific management is that each worker should be selected using _____ _____ of personnel selection.

13. The _____ _____ is the tendency of people to behave differently when they receive attention because they respond to the demands of the situation.

14. The movement toward focusing on strengths rather than weaknesses of people stems from _____ _____.

15. The _____ _____ refers to human-friendly spaces that accommodate both the digitalization of work and an emphasis on collaboration.

THOUGHT STOPPERS AND ESSAY QUESTIONS

1. Why do you think that organizational behavior has become a required course in most programs of business, management, information systems, and related fields?

2. Suppose that you and a few friends received a $3 million grant to study the effects of mobile devices on worker productivity. Explain the research methods you might use to accomplish your purpose.

3. Explain why relying on common sense alone in dealing with people might have some limitations.

4. Prepare a 200-word history of organizational behavior.

5. Explain how a person might develop an organizational behavior skill, such as listening more carefully to people.

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