Job Performance

Learning Goals

▸ What is job performance?
  ◦ Task performance
  ◦ Citizenship behavior
  ◦ Counterproductive behavior

▸ How can organizations identify behaviors that underlie task performance?

▸ How can organizations manage employee performance?

What is Job Performance?

▸ The degree to which employee behaviors contribute to reaching organizational goals.
  ◦ The impact may be either positive or negative

Important aspects of performance

▸ **Task performance**
  ◦ Think of it as what is in your job description

▸ **Citizenship behavior**
  ◦ Voluntary efforts to help reach organization goals that are outside of what you are explicitly supposed to do for your job

▸ **Counterproductive behavior**
  ◦ The negative side of performance – actions that hinder or prevent reaching organizational goals

Task Performance

▸ Routine task performance
  ◦ well-known responses to demands that occur in a normal, routine, or otherwise predictable way.

▸ Adaptive task performance
  ◦ employee responses to task demands that are novel, unusual, or, at the very least, unpredictable.

▸ Creative task performance
  ◦ the degree to which individuals develop ideas or physical outcomes that are both novel and useful.

Job Analysis

▸ Task performance behaviors can be identified by conducting a *job analysis.*

  ◦ A list of the activities involved in a job is generated.

  ◦ Rated by "subject matter experts" on factors such as importance and frequency of the activity.

O*NET OnLine
Occupational Information Network

- O*NET (Occupational Information Network)
  - online database that includes the characteristics of most jobs
  - http://online.onetcenter.org

  - Information needs to be adapted to each organization and connected with the values and strategy.

Citizenship Behavior

- Voluntary activities that contribute to the organization

- Note that this is not the same as simply being nice or altruistic because of its performance focus

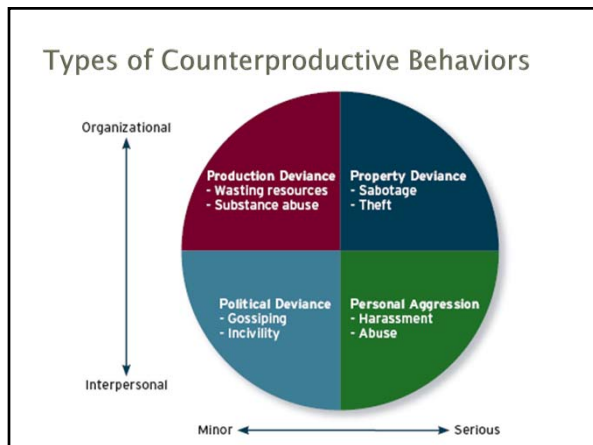- Increasingly referred to as "contextual performance"

Citizenship Behavior

- Interpersonal
  - Behaviors that benefit coworkers and colleagues in a way that goes beyond normal job expectations.

- Organizational
  - Behaviors that benefit the larger organization

The Dark Side….

‣ Counterproductive behaviors are employee behaviors that intentionally hinder organizational goal accomplishment.

Types of Counterproductive Behaviors

Organizational

Production Deviance
- Wasting resources
- Substance abuse

Property Deviance
- Sabotage
- Theft

Political Deviance
- Gossiping
- Incivility

Personal Aggression
- Harassment
- Abuse

Interpersonal

Minor ← → Serious

Performance Management

‣ Management by objectives (MBO)
  ◦ Employee's evaluations based on achieving specific goals.

‣ Behaviorally anchored rating scales (BARS)
  ◦ Surveys that describe behaviors for each rating.

‣ 360 degree feedback
  ◦ Collect performance information about the employee's performance behaviors from multiple sources.

‣ Forced ranking
  ◦ Forces managers to rank all of their people into one of three categories:
    ▪ the top 20 percent (A players)
    ▪ the vital middle 70 percent (B players)
    ▪ the bottom 10 percent (C players).

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