Job Performance

* Value of the set of employee behaviors that contribute, either positively or negatively, to organizational goal accomplishment.

Task Performance

* Employee behaviors that are directly involved in the transformation of organizational resources into the goods or services that the organization produces.

Routine Task Performance

* Involves well-known responses to demands that occur in a normal, routine, or otherwise predictable way.

Adaptive Task Performance

* Involves employee responses to task demands that are novel, unusual, or unpredictable.

Creative Task Performance

* The degree to which individuals develop ideas or physical outcomes that are both novel and useful.

Job Analysis

* The process by which an organization determines requirements of specific jobs.

Citizenship Behavior

* Voluntary employee activities that may or may not be rewarded but that contribute to the organization by improving the overall quality of the setting in which work takes place.
* On the first test, for the case study, you will have to identify things like this

Counterproductive Behaviors

* Intentional behaviors that hinder organizational goal accomplishment

Interpersonal citizenship behavior

* Benefit coworkers and colleagues and involve assisting, supporting, and developing other organizational members in a way that goes beyond normal job expectations.

Helping

* Assisting coworkers who have heavy workloads, aiding them with personal matters, and showing new employees the ropes when they first arrive on the job.

Courtesy

* Keeping coworkers informed about matters that are relevant to them.

Sportsmanship

* Maintaining a good attitude with coworkers, even when they've done something annoying or when the unit is going through tough times.

Organizational Citizenship Behavior

* Benefit the larger organization by supporting and defending the company, working to improve its operations, and being especially loyal to it.

Voice

* Speaking up and offering constructive suggestions for change.

Civic Virtue

* Participating in the company's operations at a deeper-than-normal level by attending voluntary meetings and functions, reading and keeping up with organizational announcements, and keeping abreast of business news that affects the company.

Boosterish

* Representing the organization in a positive way when out in public, away from the office, and away from work.

Counterproductive Behavior

* Behaviors that intentionally hinder organizational goal accomplishment.

Property Deviance

* behaviors that harms the organization's assets and possessions (theft, sabotage)

Production deviance

* reducing the efficiency of work output (wasting resources, substance abuse)

Political deviance

* behaviors that intentionally disadvantage other individuals rather than the larger organization (gossiping, incivility-rude)

Personal aggression

* hostile verbal and physical actions directed toward other employees (harassment, abuse)

Knowledge Work

* jobs that primarily involve cognitive activity versus physical activity

Service work

* Work that provides nontangible goods to customers through direct electronic, verbal, or physical interaction

Management by Objectives (MBO)

* Bases an employee's evaluations on whether the employee achieves specific performance goals.

Behaviorally anchored rating scales (BARS)

* measure performance by directly assessing job performance behaviors

Uses "critical incidents" (short descriptions) of effective/ineffective behaviors to create a measure that can be used to evaluate employee performance

360-degree feedback

* Involves collecting performance information not just from the supervisor but from anyone else who might have firsthand knowledge about the employee's performance behaviors

Forced ranking

* forces managers to rank all of their people into one of three categories
* top 20, vital 70, bottom 10
* created normalization
* jack welches vitality curve