Job Performance
Chapter 2

Agenda

- Questions?
  - Blackboard (let's go through discussion starters)
  - Anything else
- Job performance
  - Task performance
  - Citizenship behavior
  - Counterproductive behavior
- Application
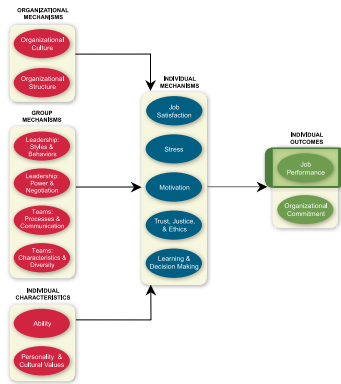 - Tools for managing job performance

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Job Performance
- Chapter 2

First up…What does Job Performance mean to you?

- Being a student
- How does one measure the job performance of a student?
- Let's split you into groups of three
- Come up with a better way to measure a student's job performance.

Job Performance

- How does the book define job performance?
  - Someone read us the definition
  - *Not* the consequences or results of behavior--the behavior *itself*
    - What's good about this distinction?
    - What's bad about this distinction?

Task Performance

- 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
    - Adaptive task performance
    - Creative task performance

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Job Performance

- Although task performance behaviors vary across jobs, all jobs contain two other performance dimensions:
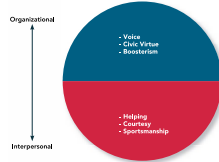 - Citizenship behavior
  - Counterproductive behavior

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Citizenship Behavior

- Academic origin
  - A future professor's account of an experience in a paper mill
    - "…while the man's assistance was not part of his job and gained him no formal credits, he undeniably contributed in a small way to the functioning of the group and, by extension, to the plant and the organization as a whole. By itself, of course, his aid to me might not have been perceptible in any conventional calculus of efficiency, production, or profits. But repeated many times over, by himself and others, over time, the aggregate of such actions must certainly have made that paper mill a more smoothly functioning organization than would have been the case had such actions been rare."

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Citizenship Behavior

- 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

Organizational

- Voice
- Civic Virtue
- Boosterism

- Helping
- Courtesy
- Sportsmanship

Interpersonal

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Counterproductive Behavior

- Employee behaviors that intentionally hinder organizational goal accomplishment

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Political Deviance

1 STRONGLY DISAGREE	2 DISAGREE	3 NEUTRAL	4 AGREE	5 STRONGLY AGREE

1. I have withheld work-related information from a coworker.
2. I have played a practical joke on someone at work.
3. I have purposefully interfered with someone else doing their job.
4. I have started or continued a damaging or harmful rumor at work.
5. I have blamed coworkers for errors that I have made.
6. I have failed to help a coworker.

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Counterproductive Behaviors

- Key questions:
  - Are these all examples of the same general behavior pattern? If you do one, are you likely to do most of the others as well?
  - How does counterproductive behavior relate to task performance and citizenship behavior?

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Counterproductive Behaviors

- Answers:
  - Research using both anonymous self-reports and supervisor ratings tends to find strong correlations between the categories
  - Counterproductive behavior has a strong negative correlation with citizenship behavior, but is only weakly related to task performance

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- Break time
- Begin thinking about assessing the performance of a server (waiter or waitress)

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Recall Task Performance

- 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
    - Adaptive task performance
    - Creative task performance
  - How do we identify relevant behaviors?
  - How do we assess the relevant behaviors?

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Task Performance

- Exercise: *Performance of a Server*
  - Divide a job into 4 major dimensions
  - List 2 key tasks within each of those major dimensions
  - Rate the tasks on frequency and importance
  - Use most frequent and important tasks to define task performance
  - Let's see how you did...O*Net
  - This process is called job analysis...but more on that later...

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Task Performance

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Agenda

- ~~Questions?~~
    - ~~Blackboard~~
    - ~~Anything else?~~
- ~~Job performance~~
    - ~~Task performance~~
    - ~~Citizenship behavior~~
    - ~~Counterproductive behavior~~
- Application
    - Tools for managing job performance

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Application

- What tools do organizations use to manage job performance among employees? I'd like you to elaborate on …
    - Management by Objectives (MBO)
    - 360-degree feedback
    - Social networking systems
    - Behaviorally anchored rating scales (BARS)
    - Forced rankings
- What do you need before you can measure one's performance?
    - Performance varies by job
    - Job description/specification
    - How do you get the description/specification information?
    - Through job analysis (there's that phrase again)

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Different strokes for different folks…
An employee's performance measurement differs from job to job. Some could say Justin Beiber is a better performer than college basketball coach
Does this mean he'd be a good coach for the Mustangs?
What performance criteria would you use for these occupations?

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Adrian…

You be the judge…*Who is the better performer*?

Sample boxing performance measures:

Attributes/traits:
Who's bigger
Who "looks" meaner
Has the most "heart"?
Behaviors
Number of Punches Thrown
Number of Punches Landed
Harder Punches Thrown
Harder Punches Landed
Knockdowns
Results

- Rocky IV Part 1 (1:39)
- Rocky IV Part 2
  - (beginning & 4:48)

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How do we distinguish and rate?

Hint: Job analysis…okay the answer is job analysis…what is it though?

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During a job analysis, where can one find information on a specific job?

- *Incumbent employees*
  - May exaggerate to make themselves appear more valuable
- *Supervisors*
  - Responsible for comparing what the employee should be doing with what he/she actually is doing
- *O*NET* – Occupational Information Network
  - Product of the Labor Department

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Task Performance

- How do we identify relevant behaviors?
  - Job analysis
    - Divide a job into major dimensions
    - List 2 key tasks within each of those major dimensions
    - Rate the tasks on frequency and importance
    - Use most frequent and important tasks to define task performance

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Exercise

1. Break into groups based on the following…
2. Your group will contain "experts" in a particular job
   - General
   - Divide a job into major dimensions
   - List 2 key tasks within each of those major dimensions
   - Rate the tasks on frequency and importance
   - Use most frequent and important tasks to define task performance
3. Other rules:
   - 15-17 minutes in group (or so)
   - Five (or so) minutes to present

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Task Performance

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Agenda

- Questions?
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- Job performance
  - Task performance
  - Citizenship behavior
  - Counterproductive behavior
- Application
  - Tools for managing job performance
  - Exercise

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Next Time

- Organizational Commitment
  - Chapter 3
- Bring book to class
- Read end of chapter "Takeaways" & "Exercise" before each session:
  - Thursday: Chapter 3
  - Friday: Chapter 4

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Last…

- What did you learn about *you* today?

- What did you learn about *someone else* today?

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