

Chapter 1

Robbins & Judge

Organizational Behavior

14th Edition

Introduction to the Field of Organizational Behavior

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Chapter Learning Objectives

- **After studying this chapter, you should be able to:**
 - Define Organizational Behavior and Organizations
 - Summarize the importance of Organizational Behavior.
 - Understanding the goals of Organizational Behavior.
 - Explain workforce diversity.
 - Distinguish the difference between surface-level diversity and deep-level diversity.
 - Define the key biographical characteristics and describe how they are relevant to Organizational Behavior.
 - Understanding Organizational Behavior implications to managers

Organizational Behavior and Organizations

➤ **Organizational behavior**

- The study of what people think, feel, and do in and around organizations

➤ **Organizations**

- Groups of people who work interdependently toward some purpose

Why Study OB?

- **OB theories help you to make sense of the workplace**
 - Question and rebuild your personal theories for work
 - Important -- much of our time is in organizations
- **OB provides knowledge/tools to work with others**
 - Helps you to get things done
- **OB improves an organization's financial health**

Goals of OB

- **Attempts to explain why individuals and groups behave the way they do within the organizational setting.**
- **Tries to predict how individuals and groups will behave based on internal and external factors.**
- **OB provides managers with tools to assist in the management of individuals' and groups' behaviors so they willingly put forth their best effort to accomplish organizational goals.**

Responding to Globalization



- **Increased foreign assignments**
 - Differing needs and aspirations in workforce

- **Working with people from different cultures**
 - Domestic motivational techniques and managerial styles may not work

Workforce Diversity

- **Organizations are becoming a more heterogeneous mix of people in terms of gender, age, race, and ethnicity,**



Surface-level diversity

- Surface-level diversity represents the characteristics that are **easily observed** such as race, gender, age

Deep-level diversity

- Aspects in human that are more **difficult to see at first glance** such as values, belief, interest, personality and attitude

Surface Level Diversity

Objective and easily obtained personal characteristics.

➤ Age

- Older workers bring experience, judgment, a strong work ethic, and commitment to quality.

➤ Gender

- Differences between men and women can affect job performance.

➤ Race & Ethnicity

- Differences exist in terms of culture

➤ Religion

- May impact the workplace in areas of dress, grooming and scheduling

Deep Level Diversity

More difficult to see at first glance such as values, personality, and attitude

➤ **Value**

- Principles or standards of behavior of someone.

➤ **Personality**

- Characteristics that form individual's character.

➤ **Attitude**

- Way of thinking or feeling about something.

Diversity Implications



“Managers have to shift their philosophy from treating everyone alike to **recognizing differences and responding to those differences in ways that **ensure employee retention and greater productivity** while, at the same time, not discriminating.”**

Implementing Diversity Management Strategies

- **Making everybody more aware and sensitive to the needs of others.**

Attracting, Selecting, Developing, and Retaining the Diverse Employees

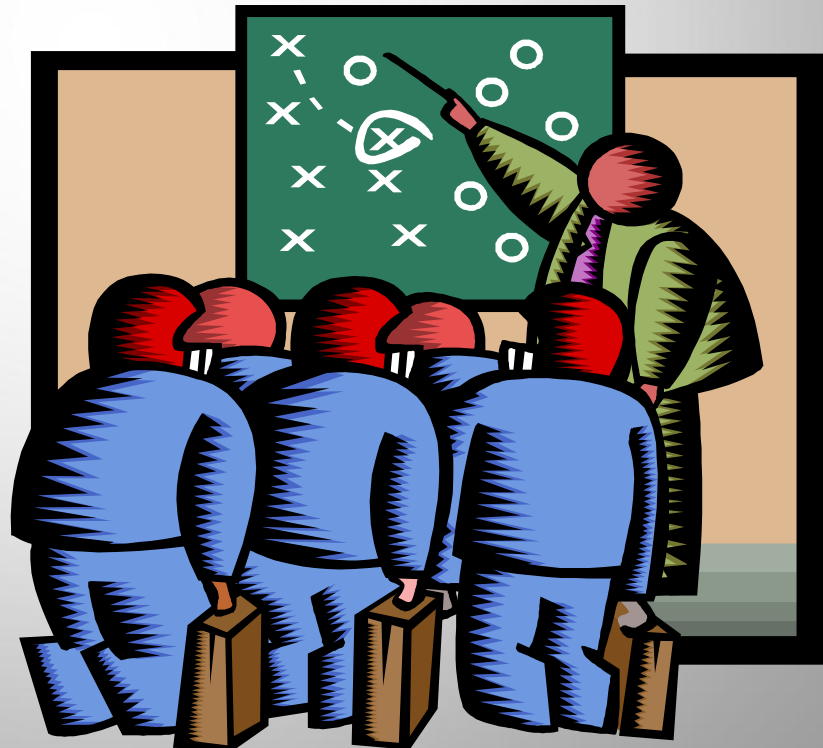
Working with Diversity in Groups

Effective Diversity Programs

Implementing Diversity Management Strategies

– Diversity Management

- Must be an ongoing commitment at all levels of the organization.
- Policies must include multiple perspectives and be long term in their orientation to be effective.



Individual Differences in the Workplace

- **To understand individual differences**
 - Observe and recognize the differences
 - Study relationships among variables that influence individual behavior
- **Work behavior is anything a person does in the work environment**
 - Some behaviors contribute to productivity; others are non- or counter-productive

Implications for Managers

- **OB's goal is to understand and predict human behavior in organizations**
- **OB helps with:**
 - Insights to improve people skills
 - Improving ethical behavior
 - Valuing of workforce diversity
 - Empowering people and creating a positive work environment
 - Creating an ethically healthy work environment

Challenges and Opportunities for OB

- **The workplace is contains a wide mix of cultures, races, ethnic groups, genders and ages**
- **Employees have to learn to cope with rapid change due to global competition**
- **Corporate loyalty has decreased due to corporate downsizing and use of temp workers**
- **Managers can benefit from OB theory and concepts**

Chapter Questions

- 1. What is meant by Organizational Behavior?**
- 2. Why do we need to study Organizational Behavior? Provide THREE reasons.**
- 3. Distinguish between surface level diversity and deep level diversity with the use of examples.**
- 4. In your own words, explain how diversity can positively impact organizations.**