

## Organizational behaviour

An interdisciplinary field  
dedicated to the study of  
how individuals and groups  
tend to act in organizations.

## Organizational citizenship

Work behaviour that  
goes beyond job  
requirements and  
contributes as needed to  
the organization's success.

## Attitude

A cognitive and  
affective evaluation that  
predisposes a person to  
act in a certain way.

## Job satisfaction

A positive attitude  
toward one's job.

Organizational  
commitment

Loyalty to and heavy  
involvement in one's  
organization.

Cognitive  
dissonance

A condition in which two  
attitudes or a behaviour and  
an attitude conflict.

Perception

The cognitive process  
people use to make sense  
out of the environment by  
selecting, organizing and  
interpreting information.

Perceptual  
selectivity

The process by which  
individuals screen and  
select the various stimuli  
that vie for their attention.

## Perceptual distortions

Errors in perceptual judgement that arise from inaccuracies in any part of the perceptual process.

## Stereotyping

The tendency to assign an individual to a group or broad category and then attribute generalizations about the group to the individual.

## Halo effect

An overall impression of a person or situation based on one characteristic, either favourable or unfavourable.

## Projection

The tendency to see one's own personal traits in other people.

## Perceptual defence

The tendency of perceivers to protect themselves by disregarding ideas, objects or people that are threatening to them.

## Attributions

Judgements about what caused a person's behaviour – either characteristics of the person or of the situation.

## Fundamental attribution error

The tendency to underestimate the influence of external factors on another's behaviour and to overestimate the influence of internal factors.

## Self-serving bias

The tendency to overestimate the contribution of internal factors to one's successes and the contribution of external factors to one's failures.

## Personality

The set of characteristics that underlie a relatively stable pattern of behaviour in response to ideas, objects or people in the environment.

## Big Five personality factors

Dimensions that describe an individual's extroversion, agreeableness, conscientiousness, emotional stability and openness to experience.

## Locus of control

The tendency to place the primary responsibility for one's success or failure either within oneself (internally) or on outside forces (externally).

## Authoritarianism

The belief that power and status differences should exist within the organization.

Machiavellianism

The tendency to direct much of one's behaviour toward the acquisition of power and the manipulation of other people for personal gain.

Myers–Briggs  
Type Indicator  
(MBTI)

Personality test that measures a person's preference for introversion vs. extroversion, sensation vs. intuition, thinking vs. feeling, and judging vs. perceiving.

Person–job fit

The extent to which a person's ability and personality match the requirements of a job.

Learning

A change in behaviour or performance that occurs as the result of experience.

Stress

A physiological and emotional response to stimuli that place physical or psychological demands on an individual.

Type A behaviour

Behaviour pattern characterized by extreme competitiveness, impatience, aggressiveness and devotion to work.

Type B behaviour

Behaviour pattern that lacks Type A characteristics and includes a more balanced, relaxed lifestyle.

Role ambiguity

Uncertainty about what behaviours are expected of a person in a particular role.

Role conflict

Incompatible demands of  
different roles.

Leadership

The ability to influence  
people toward  
the attainment of  
organizational goals.

Humility

Being unpretentious and  
modest rather than arrogant  
and prideful.

Interactive  
leadership

A leadership style  
characterized by values  
such as inclusion,  
collaboration, relationship  
building and caring.



## Traits

Distinguishing personal characteristics, such as intelligence, values and appearance.

## Consideration

A type of behaviour that describes the extent to which the leader is sensitive to subordinates, respects their ideas and feelings, and establishes mutual trust.

## Initiating structure

A type of leader behaviour that describes the extent to which the leader is task oriented and directs subordinate work activities toward goal attainment.

## Leadership grid

A two-dimensional leadership theory that measures the leader's concern for people and for production.

## Contingency approach

A model of leadership that describes the relationship between leadership styles and specific organizational situations.

## Situational theory

A contingency approach to leadership that links the leader's behavioural style with the task readiness of subordinates.

## Path-goal theory

A contingency approach to leadership specifying that the leader's responsibility is to increase subordinates' motivation by clarifying the behaviours necessary for task accomplishment and rewards.

## Substitute

A situational variable that makes a leadership style unnecessary or redundant.

Neutralizer

A situational variable that counteracts a leadership style and prevents the leader from displaying certain behaviours.

Transactional leader

A leader who clarifies subordinates' role and task requirements, initiates structure, provides rewards and displays consideration for subordinates.

Charismatic leader

A leader who has the ability to motivate subordinates to transcend their expected performance.

Vision

An attractive, ideal future that is credible yet not readily attainable.

Transformational  
leader

A leader distinguished  
by a special ability to  
bring about innovation  
and change.

Power

The potential ability to  
influence others' behaviour.

Influence

The effect a person's  
actions have on the  
attitudes, values, beliefs, or  
behaviour of others.

Legitimate power

Power that stems from a  
formal management position  
in an organization and the  
authority granted to it.

## Reward power

Power that results from the authority to bestow rewards on other people.

## Coercive power

Power that stems from the authority to punish or recommend punishment.

## Expert power

Power that stems from special knowledge of or skill in the tasks performed by subordinates.

## Referent power

Power that results from characteristics that command subordinates' identification with, respect and admiration for, and desire to emulate the leader.

## Servant leader

A leader who works to fulfil subordinates' needs and goals as well as to achieve the organization's larger mission.

## Moral leadership

Distinguishing right from wrong and choosing to do right in the practice of leadership.

## Courage

The ability to step forward through fear and act on one's values and conscience.

## Motivation

The arousal, direction, and persistence of behaviour.

Intrinsic reward

The satisfaction  
received in the process  
of performing an action.

Extrinsic reward

A reward given  
by another person.

Content theories

A group of theories that  
emphasize the needs that  
motivate people.

Hierarchy of  
needs theory

A content theory that  
proposes that people  
are motivated by five  
categories of needs –  
physiological, safety,  
belongingness, esteem and  
self- actualization – that  
exist in a hierarchical order.

## ERG theory

A modification of the needs hierarchy theory that proposes three categories of needs: existence, relatedness and growth.

## Frustration— regression principle

The idea that failure to meet a high-order need may cause a regression to an already satisfied lower-order need.

## Hygiene factors

Factors that involve the presence or absence of job dissatisfiers, including working conditions, pay, company policies and interpersonal relationships.

## Motivators

Factors that influence job satisfaction based on fulfilment of high-level needs such as achievement, recognition, responsibility and opportunity for growth.



## Process theories

A group of theories that explain how employees select behaviours with which to meet their needs and determine whether their choices were successful.

## Equity theory

A process theory that focuses on individuals' perceptions of how fairly they are treated relative to others.

## Equity

A situation that exists when the ratio of one person's outcomes to inputs equals that of another's.

## Expectancy theory

A process theory that proposes that motivation depends on individuals' expectations about their ability to perform tasks and receive desired rewards.

E→P expectancy

Expectancy that putting effort into a given task will lead to high performance.

P→O expectancy

Expectancy that successful performance of a task will lead to the desired outcome.

Valence

The value or attraction an individual has for an outcome.

Goal-setting theory

A motivation theory in which specific, challenging goals increase motivation and performance when the goals are accepted by subordinates and these subordinates receive feedback to indicate their progress toward goal achievement.

## Reinforcement theory

A motivation theory based on the relationship between a given behaviour and its consequences.

## Behaviour modification

The set of techniques by which reinforcement theory is used to modify human behaviour.

## Law of effect

The assumption that positively reinforced behaviour tends to be repeated, and unreinforced or negatively reinforced behaviour tends to be inhibited.

## Reinforcement

Anything that causes a given behaviour to be repeated or inhibited.

## Schedule of reinforcement

The frequency with which and intervals over which reinforcement occurs.

## Continuous reinforcement schedule

A schedule in which every occurrence of the desired behaviour is reinforced.

## Partial reinforcement schedule

A schedule in which only some occurrences of the desired behaviour are reinforced.

## Job design

The application of motivational theories to the structure of work for improving productivity and satisfaction.

## Job simplification

A job design whose purpose is to improve task efficiency by reducing the number of tasks a single person must do.

## Job rotation

A job design that systematically moves employees from one job to another to provide them with variety and stimulation.

## Job enlargement

A job design that combines a series of tasks into one new, broader job to give employees variety and challenge.

## Job enrichment

A job design that incorporates achievement, recognition and other high- level motivators into the work.

Work redesign

The altering of jobs to increase both the quality of employees' work experience and their productivity.

Job characteristics model

A model of job design that comprises core job dimensions, critical psychological states and employee growth-need strength.

Empowerment

The delegation of power and authority to subordinates.

Strategic conversation

Dialogue across boundaries and hierarchical levels about the team or organization's vision, critical strategic themes and the values that help achieve important goals.

Communication

The process by which information is exchanged and understood by two or more people, usually with the intent to motivate or influence behaviour.

Encode

To select symbols with which to compose a message.

Message

The tangible formulation of an idea to be sent to a receiver.

Channel

The carrier of a communication.

Decode

To translate the symbols used in a message for the purpose of interpreting its meaning.

Feedback

A response by the receiver to the sender's communication.

Channel richness

The amount of information that can be transmitted during a communication episode.

Instant messaging  
(IM)

Electronic communication that allows users to see who is connected to a network and share information instantly.



Communication  
apprehension

An individual's level of fear or anxiety associated with interpersonal communications.

Non-verbal  
communication

A communication transmitted through actions and behaviours rather than through words.

Listening

The skill of receiving messages to accurately grasp facts and feelings to interpret the genuine meaning.

Formal  
communication  
channel

A communication channel that flows within the chain of command or task responsibility defined by the organization.

## Downward communication

Messages sent from  
top management down  
to subordinates.

## Upward communication

Messages transmitted  
from the lower to the  
higher levels in the  
organization's hierarch

## Horizontal communication

The lateral or diagonal  
exchange of messages  
among peers or co-workers.

## Centralized network

A team communication  
structure in which team  
members communicate  
through a single individual  
to solve problems or  
make decisions.

## Decentralized network

A team communication structure in which team members freely communicate with one another and arrive at decisions together.

## Personal communication channels

Communication channels that exist outside the formally authorized channels and do not adhere to the organization's hierarchy of authority.

## Personal networking

The acquisition and cultivation of personal relationships that cross departmental, hierarchical and even organizational boundaries.

## Grapevine

An informal, person-to-person communication network of employees that is not officially sanctioned by the organization.

Managementby  
wandering around  
(MBWA)

A communication  
technique in which  
managers interact directly  
with workers to exchange  
information.

Open  
communication

Sharing all types of  
information throughout the  
company, across functional  
and hierarchical levels.

Dialogue

A group communication  
process aimed at  
creating a culture based  
on collaboration, fluidity,  
trust and commitment  
to shared goals.

Semantics

The meaning of words and  
the way they are used.

## Team

A unit of two or more people who interact and coordinate their work to accomplish a specific goal.

## Formal team

A team created by the organization as part of the formal organization structure.

## Vertical team

A formal team composed of a manager and his or her subordinates in the organization's formal chain of command.

## Horizontal team

A formal team composed of employees from about the same hierarchical level but from different areas of expertise.

## Committee

A long-lasting, sometimes permanent team in the organization structure created to deal with tasks that recur regularly.

## Special-purpose team

A team created outside the formal organization to undertake a project of special importance or creativity.

## Problem-solving team

Typically five to 12 hourly employees from the same department who meet to discuss ways of improving quality, efficiency, and the work environment.

## Self-directed team

A team consisting of five to 20 multi-skilled workers who rotate jobs to produce an entire product or service, often supervised by an elected member.

## Virtual team

A team made up of members who are geographically or organizationally dispersed, rarely meet face to face and do their work using advanced information technologies.

## Global team

A work team made up of members of different nationalities whose activities span multiple countries; may operate as a virtual team or meet face-to-face.

## Free rider

A person who benefits from team membership but does not make a proportionate contribution to the team's work.

## Task specialist role

A role in which the individual devotes personal time and energy to helping the team accomplish its task.

## Socioemotional role

A role in which the individual provides support for team members' emotional needs and social unity.

## Dual role

A role in which the individual both contributes to the team's task and supports members' emotional needs.

## Non-participator role

A role in which the individual contributes little to either the task or members' socioemotional needs.

## Forming

The stage of team development characterized by orientation and acquaintance.



## Storming

The stage of team development in which individual personalities and roles, and resulting conflicts, emerge.

## Norming

The stage of team development in which conflicts developed during the storming stage are resolved and team harmony and unity emerge.

## Performing

The stage of team development in which members focus on problem solving and accomplishing the team's assigned task.

## Adjourning

The stage of team development in which members prepare for the team's disbandment.

## Team cohesiveness

The extent to which team members are attracted to the team and motivated to remain in it.

## Team norm

A standard of conduct that is shared by team members and guides their behaviour.

## Conflict

Antagonistic interaction in which one party attempts to thwart the intentions or goals of another.

## Groupthink

The tendency for people to be so committed to a cohesive team that they are reluctant to express contrary opinions.

Superordinate  
goal

A goal that cannot be  
reached by a single party.

Mediation

The process of using a third  
party to settle a dispute.

Negotiation

A conflict management  
strategy whereby people  
engage in give-and-take  
discussions and consider  
various alternatives to  
reach a joint decision that is  
acceptable to both parties.

Integrative  
negotiation

A collaborative approach  
to negotiation that is based  
on a win-win assumption,  
whereby the parties want  
to come up with a creative  
solution that benefits both  
sides of the conflict.

## Distributive negotiation

A competitive and adversarial negotiation approach in which each party strives to get as much as it can, usually at the expense of the other party.

## Bargaining zone

The range between one party's minimum reservation point (the point beyond which the party is willing to accept a deal) and the other party's maximum reservation point

## BATNA

The 'best alternative to a negotiated agreement'; a previously determined choice of what a party will do if an acceptable agreement cannot be reached through negotiation.

## Social facilitation

The tendency for the presence of others to influence an individual's motivation and performance.