

# GLOSSARY OF ORGANIZATIONAL BEHAVIOUR

## A

**Ability.** Capability possessed by person which makes him or her able to do a job or a certain work.

**Accommodating.** Conflict management style that is low on assertiveness and is high on cooperativeness. It involves a deliberate decision to let the other party's goals get met with little concern or unconcern for yourself.

**Ad hoc committee.** A type of group which is a relatively temporary task group existence of which limits to complete the specific task assigned.

**Adhocracy.** An organizational design which has minimal formalization and order with selectively decentralized decision making at the support staff. This design is a highly informal, organic, rather than mechanistic, configuration in which specialists work in teams.

**Affective commitment.** The degree to which the employee is loyal to the organization owing to the reason that he or she respects and appreciates the organizational vision, mission and strategic goals. It is the extent to which an employee is attached with his or her organization and is interested in staying within it because his or her values are congruent with the organization's dominant value.

**Alderfer's ERG theory.** A needs theory developed by Clayton P. Alderfer in 1972 which focuses on that humans have three basic need categories such as Existence, Relatedness and Growth.

**Anchoring.** A recommendation for achieving success in distributive negotiation under which, final offer is presented by showing the gains received by the other negotiator so that he/she accepts the offer.

**Assertiveness.** One dimension of conflict resolution in the model developed by Thomas meaning the extent to which you want your own concerns satisfied.

**Attitude.** A persistent way of a person's thinking, feeling, and intending to behave toward some object. It shows how one thinks, feels, and tends to behave with regard to people or/and things.

**Attribution approach.** A leadership approach in which within a certain period of time, job performance of subordinates is generally evaluated by their leader who observes his or her followers' job performance and then attempts to ascribe why this behavior (job performance) met, failed to meet or exceeded his or her performance expectations.

**Authority.** The legal right to influence another person. It is the legitimate right of a manager to obey others, give orders, to use resources and to make decisions.

**Autocratic style.** A leadership style in which the leader has low in consideration but high in initiating structure (in the Ohio State University studies).

**Avoiding.** Conflict management style that is low on both assertiveness and

cooperativeness. It involves a deliberate decision not to take any action on a conflict or to stay out of the conflict.

## **B**

**BATNA.** Best Alternative To a Negotiated Agreement. It is the best-case scenario that is available to you if you cannot reach agreement in the negotiation at hand.

**Benchmarking.** A systematic attempt of comparing products, processes and people with those of competitive organizations in order to imitate and improve on them.

**Blocking role.** A type of role that is concerned with preventing the group from achieving its goal. It includes activities of a group member which focus on his or her own wellbeing, often at the expense of other group members, disturbing the group reach its goal.

**Bluffing.** A tactic negotiators play. It is an act of deceiving the other party by making him/her believe that you will do something when indeed you have no intention of doing it.

**Boss-centered leader.** A more autocratic manager who displays leadership behavior toward left of the Tannenbaum and Schmidt's Leadership Continuum.

**Boundaryless organization.** A new organizational design. It is an organization where chain of command is attempted to eliminate, spans of control are made unlimited, and rigid departments are replaced with empowered teams. It is an organization where the traditional boundaries which separated an organization into separate departments are made blurred (rather than having clearly defined roles of managers and non-managers and precise hierarchical systems).

**Brainstorming.** A well-known group structure for the purposes of generating alternatives and forming creative ideas. It involves a free-wheeling, face-to-face meeting where group members are encouraged to speak freely. Members can present their ideas in a casual way without feeling restricted by accepted ways of doing things.

## **C**

**Centralization.** Concentration of decision-making authority at the top of the organizational hierarchy.

**Chain of command.** The formal channel through which authority, responsibility and communications are routed. It involves a series of superior-subordinate relationships starting at the top of the organization with the chief executive officer and progressing down to the lowest level employee.

**Change agent.** The assistant who may be an insider (a very senior manager) or an outsider (a consultant) appointed to facilitate the planned change.

**Changing.** The second step in the planned organizational change introduced by Kurt Lewin. It involves a serious attempt to substitute new attitudes, ideas, values, behaviors, and practices for old ones.

**Charismatic leadership.** The ability based on charisma to influence others to achieve leader's goals. There are three major types or styles of charismatic leadership: envisioning, energizing, and enabling.

**Coercive power.** A type of power that is the ability to punish others.

**Cognitive dissonance.** The tension which occurs within the person when there is a conflict or inconsistency between attitudes and behavior.

**Cognitive intelligence.** The general reasoning ability which refers to a systematic process of arriving at a particular conclusion by thinking carefully about all information that is given or available. It can be divided into specific mental abilities such as non-verbal reasoning, verbal reasoning, numerical reasoning, analytical reasoning, logical diagrams reasoning, symbolic reasoning, inductive reasoning, deductive reasoning, and abstract reasoning.

**Collaborating.** Conflict management style that is high on both assertiveness and cooperativeness. It involves a serious open and thorough discussion of the conflict and arriving at a solution which makes both parties satisfy.

**Collectivism.** The degree to which people in a country prefer to act as members of groups instead of individuals.

**Command group.** A type of formal group of people who are officially linked in the organizational hierarchy. It is a relatively permanent formal group consisting of individuals who directly report to a given manager.

**Committee.** A task group which is a formal group of people who are appointed to perform certain special works or tasks. There are two types of committees: standing committees and ad hoc committees.

**Competency barriers.** Obstructions which occur owing to the reasons that the sender does not possess a good ability to do writing or speaking, and that the receiver does not possess a good ability to do listening or reading.

**Competing.** Conflict management style that is high on assertiveness and is low on cooperativeness. It involves a deliberate decision to be very assertive and uncooperative.

**Complementary transaction.** A transaction involving that the stimulus made by the person from one ego state becomes parallel with the response given by the other from an ego state.

**Compromising.** Conflict management style that is intermediate or average on both assertiveness and cooperativeness. It involves a situation where each party gives up something to reach a solution to the conflict which is acceptable to the both parties.

**Conflict.** A serious disagreement at least between two persons or parties with regard to an important thing in which either persons or parties are interested. It is a dispute, turmoil, fight, struggle or agitation which arises due to a reason or reasons at work needing a resolution.

**Consideration.** A leadership behavior in which leader demonstrates concern with the welfare of subordinates and establishes good relationships with them.

**Contingency approach.** An OB perspective which suggests that solutions to problems depend on elements of the situation.

**Continuance commitment.** The degree to which the employee is loyal to the organization owing to the reason that he or she cannot afford to leave. It is the extent to which an employee is attached with his or her organization and is interested in staying within it because his or her resigning has a huge cost that is unaffordable.

**Continuous reinforcement.** The application of reinforcement for each occurrence of expected or relevant behavior. Each exhibition of the behavior is reinforced.

**Cooperativeness.** One dimension of conflict resolution in the model developed by Thomas meaning the extent to which you want to see other party's concerns satisfied.

**Core values.** Values which are in the dominant culture and which are the primary values that are accepted throughout the organizational.

**Counter power.** Power possessed by a subordinate on whom a superior has to depend on to get much work done.

**Criterion of justice.** Individuals who are similar in terms of responsibilities and contributions should be treated similarly and individuals who are dissimilar in terms of responsibilities and contributions should be treated dissimilarly.

**Criterion of rights.** An action that does not violate the rights of the parties is ethical. A human being has certain fundamental rights which need to be accepted, respected and protected. One right is the right of privacy (right to choose own life style off the job; to deny access to information about private affairs).

**Criterion of utility.** An action that produces the greatest good for the greatest number of people is moral.

**Customer satisfaction.** The extent to which customers of the organization are happy because of meeting their relevant needs and/or wants.

## **D**

**Decentralization.** Distribution of decision-making authority throughout the organizational hierarchy.

**Decoding.** An important step of the communication process in which the receiver does interpreting and trying to make sense of the message. By decoding the message the receiver understands what the sender wants to convey or express.

**Delphi method.** A special kind of expert survey that involves gathering the judgments of experts for use in decision making or predicting a future state of affairs (e.g., employee job vacancies, corporate sales in 5 years). Its purpose is to obtain the most reliable consensus of opinion of a group of experts with regard to the issue.

**Democratic style.** A leadership style in which the leader is high on both consideration and initiating structure (in the Ohio State University studies).

**Departmentalization.** The process of grouping jobs into organizational departments (sections).

**Devil's advocacy.** A technique that induces a constructive conflict in group decision-making process. A proposed plan or solution for the problem given by a person or a group is presented to another person who is supposed to act as the devil's

advocate who will attempt to come up with problems with the proposed plan or solution and suggest reasons why it should not be adopted.

**Dialectical inquiry.** A technique in which two sub groups present two alternative proposals for a problem and final proposal is developed after a debate between the two proposals.

**Distributive justice.** One dimension of organizational justice. It is the degree to which employees perceive outcomes they receive as fair.

**Distributive negotiation.** A type of negotiation in which relevant parties compete over the distribution of a fixed sum of value with the intention of gaining as much as possible. Each of relevant parties attempts to obtain the biggest slice of the pie which is fixed.

**Divisional structure.** An organizational design which has separate autonomous business units, each of which responds to the market in which it operates. This is a moderately decentralized structural configuration divided according to different markets served with existence of horizontal and vertical specialization between divisions and headquarters.

**Dominant culture.** The type of organizational culture that is common to all members of an organization. It is more powerful influencing all the members of the organization; more important requiring all the members to follow; and more noticeable than other subcultures.

**Downward communication.** The flow of messages from superiors to subordinates. It is transmitting of information from top to down or from a higher level to a lower level or levels.

**Dysfunctional conflict.** Conflict which is dysfunctional exists when disagreement and opposition of the relevant parties do not support the achievement of organizational goals and improvement of job and organizational performance.

## E

**Ego state.** One of the three behavioral patterns or psychological positions (parent, adult, and child) by which people interact with each other. Ego states (in the transactional analysis) are not related to the chronological age of a person but they are related with the behavioral aspects of age.

**Electronic brainstorming.** A modified version of brainstorming allowing group members to generate and share ideas through computers.

**Electronic communication.** A form of communication that enables people to use electronic equipment such as computers, telephones and handheld devices to exchange of information from one location to another location or several locations.

**Emotional barriers.** A major type of barriers to communication. Obstructions which occur when the sender or receiver is emotional. They are strong disturbances actuated or incited by having anger, fear, hate etc.

**Emotional intelligence.** A special type of human intelligence by which a person can use his or her emotions effectively. It consists of a set of sub mental abilities which enable a person to perceive, understand and regulate emotions in

himself or herself and in other people.

**Emotional issues.** A general type of conflict issues. Issues which are concerned with negative human feelings between individuals such as anger, fear, resentment, distrust and rejection.

**Employee morale.** Satisfaction of a group of individuals about their jobs.

**Employee-centered behavior.** A leadership behavior in which leader displays a focus on the human needs of subordinates and builds effective work group with high performance goals. Leader support and interaction facilitation are the two underlying dimensions of employee-centered behavior.

**Empowerment.** Sharing legitimate power among the employees concerned within an organization. It involves delegating decision-making power from the top manager to all employees in the organization to a certain extent.

**Enacted value.** A value that is reflected in the way an individual actually behaves.

**Encoding.** In order to achieve a certain purpose, the sender translates his/her ideas, thoughts and feelings etc., into a message through the use of words, pictures, exhibits, numbers etc. This translating is called *Encoding*. This encoding is done in terms of language.

**Entrepreneurial leadership.** A modern perspective on leadership. An entrepreneurial leader is a leader who exhibits characteristics and behaviors of an entrepreneur to a significant extent.

**Equity theory.** A cognitively based motivational theory developed by J.S. Adams according to which employees compare their outcomes and inputs to the outcomes and inputs of others.

**Espoused value.** A value that is said by employees of the organization as a value.

**Ethical culture.** A critical part of the organizational culture that consists of the moral values, beliefs, and rules which are utilized to govern the way employees are supposed to behave when dealing with parties inside and various parties outside the organization and when making decisions individually and collectively.

**Ethics.** Moral beliefs and rules or obligations with regard to right and wrong.

**Evaluation apprehension.** A brainstorming problem where some members of the group have fear or feeling of worry about turning down their ideas through negative criticizing of others and hence those members do not engage in speaking freely.

**Evolutionary change.** A constant attempt to improve and adjust employees, structure, and strategy to accommodate to changes which take place in the environment.

**Expectancy.** A component of Vroom's expectancy theory. It is the belief that the person has the capability to produce what is necessary (the likelihood of being successful).

**Expert power.** A type of power that is the ability to control others due to an expertise (special knowledge and skills acquired from education, training and experience).

**External communication.** The flow of messages between people inside and people outside the organization. It includes messages which are transmitted from employees to stakeholders such as customers, owners, and suppliers and vice versa.

**Extinction.** To weaken and eliminate ultimately an undesired behavior by doing nothing. When nothing (reinforcement or punishment) happens, the undesired behavior may decrease and eventually stop (get eradicated).

## F

**Fayol's bridge.** A concept which states that a chain of command can be "broken" with prior approval (based on material by Donnelly, et al, 1987).

**Femininity.** The extent to which the dominant values in society emphasize relationships among people, concern for others, and the overall quality of life.

**Filtering.** Reporting or presenting positive things but not negative things with regard to a certain object, event or scheme. Purpose of filtering is to create a positive impression about the sender.

**First-impression error.** A perceptual error in which the perceiver tends to form a lasting opinion about a person based on the initial appearance. It is one's tendency to base his or her judgment of a person on his or her earlier impression of that person.

**Force-field analysis.** A technique that is used to identify forces for a given change and forces for status quo.

**Formal group.** A type of group that is established and officially recognized by the organization. An organization forms a formal group to direct its members toward achievement of an organizational goal or goals.

**Formal status.** The rank or prestige a member has owing to his or her official position in the organization.

**Formalization.** The degree to which job expectations, policies, procedures, and rules have been put in written form. It is the extent to which an organization standardizes employees' thoughts and behavior through policies, procedures, rules and other related mechanisms.

**Friendship group.** An informal group composed of individuals who get together to meet some social needs such as affiliation, love and affection. It is a relatively permanent one and is formed owing to the cordial social relationships among its members and enjoyment they get from being together.

**Functional conflict.** Conflict which is functional exists when disagreement and opposition of the relevant parties support the achievement of organizational goals and improvement of job and organizational performance.

## G

**Goal acceptance.** A requirement of motivation by goal setting. It is the extent to which goals are accepted by the employee who is supposed to attain them.

**Goal clarity.** A requirement of motivation by goal setting. It is the degree to which the goal established is clear and specific.

**Goal commitment.** A requirement of motivation by goal setting. It is the degree to which employees invest themselves in achieving goals. It is the degree to which

the employee is attached with and involved in achieving the goals.

**Goal difficulty.** A requirement of motivation by goal setting. It is the extent to which goals are difficult to achieve. Goals must be moderately challenging and stretching, but not too difficult. Being too difficult discourages the employee while being too easy does not give arousal to work hard.

**Goal setting theory.** A prominent theory developed by Locke and Latham (1990) and according to both, many studies show that people who set goals do indeed perform better. Goal setting is a process of determining goals of job performance for employees to attain.

**Good cop, bad cop routine.** A distributive bargaining tactic and it means having two negotiators on behalf of you, one works in a friendly and accommodating manner towards the other party and the second person works in a rough and aggressive manner towards the other party.

**Grapevine.** A type of informal channel which is word-of-mouth communication that spreads information throughout the organization.

**Great man thesis.** Great leaders are not like other people and they possess key traits that set them apart from most of the human beings. It is alternatively called the great person theory.

**Grid OD.** A traditionally used OD technique for changing individuals in an organization. The foundation for Grid OD is the managerial grid, a basic model that describes five managerial styles, developed by Blake and Mouton in 1969.

**Group cohesiveness.** The degree to which group members want to remain as members of the group. It is the degree to which the group is tight.

**Group conformity.** The degree to which individuals agree with the norms of the group.  
**Group dissonance.** The opposite of cohesiveness. It is the degree to which group members do not want to remain as members of the group.

**Group dynamics.** The study of forces which operate within a group in organizational setting: It includes a number of concepts that are useful for explaining how groups function.

**Group polarization.** A potential weakness of group decision making. It is the tendency for group discussion to produce shifts toward more extreme attitudes among members (Nelson and Quick, 1997). Group members bring their strong predispositions (either positive or negative pre-discussion attitudes) about the topic and these pre-discussion attitudes tend to become more stronger (rigid and more extreme) if they are aggressively confronted or challenged.

**Group.** A unit of individuals who have a set of values or norms regulating their behavior and certain goals to accomplish.

**Groupthink.** A possible problem of groups or committees. It is a drawback in which group members avoid critically evaluating ideas in order to minimize conflict and reach a consensus and tend to accept majority opinions regardless of whether or not they are the most appropriate or more appropriate.

## H

**Healthy organizational culture.** An organizational culture that treats employees of the organization as the most important resource (at least one of the most important resources) and attempts to enhance employees well being.

**Herzberg's two factor theory.** A content theory of motivation that offers an explanation that motivation will not occur due to maintenance or hygiene factors. Motivator factors need to be present to motivate employees.

**Hidden agenda.** A non-official plan for the meeting to be held on a particular date starting at a particular time prepared (not really in writing but within the mind) by some members of the group. It relates to their private objectives and emotions.

**Horizontal communication.** The flow of messages within and between work departments. It includes messages which are transmitted from an employee to his/her peers or co-employees at a certain level of the hierarchy.

**Human relations leadership style.** A leadership style in which the leader is high in consideration but low in initiating structure (in the Ohio State University studies).

**Human resource management approach.** An OB perspective which supports employee growth and development.

**Human resource management.** The efficient and effective utilization of human resources to achieve goals of an organization. Its generic purpose is to generate and retain an appropriate and contented human force, which gives the maximum individual contribution to organizational success.

## I

**Idiosyncratic credits.** Peculiar or personal privileges enjoyed by an experienced long-term group member to do some deviances without getting group pressure or rejection.

**Impression management.** The process that is adopted to control the images and perceptions that others form about us. It is the process by which you attempt to control the impression generated by others about you.

**Individual values.** Values held by a particular person.

**Individualism.** The degree to which people in a country prefer to act as individuals instead of group members.

**Inferences.** A major barrier to communication. The act of drawing a conclusion based on facts or indicators refers to as making an inference. Inference involves deriving logical conclusions from premises which are assumed to be true.

**Influence.** The process of affecting the thoughts, behavior, and feelings of another person.

**Informal communication.** Exchange of information between two employees or among several employees unofficially. Informal messages are flown not along the lines of the organizational structure.

**Informal group.** A group that is not established and not officially recognized by the organization. It is a group of individuals who themselves have established it.

**Informal status.** The rank or prestige a member has owing to his or her certain characteristics which are not formally recognized by the organization.

**Information overload.** An excessive loading of information on the part of receiver in communication. Receiver gets an amount of information which he/she is unable to handle due to lack of time and energy.

**Initiating structure.** A leadership behavior in which leader demonstrates concern with the work of subordinates and directs subordinates' work activities toward goal achievement.

**Institutionalization.** A state where an organization becomes a unique entity different from other organizations by establishing a system of its own beliefs, core and other values, and norms.

**Instrumental values.** Modes of behavior one prefers to adopt to achieve terminal values.

**Instrumentality.** A component of Vroom's expectancy theory. It is the belief that the expected reward will actually be given as a result of producing the expected behavior or outcome.

**Integrative negotiation.** A type of negotiation in which relevant parties cooperate to obtain maximum possible benefits by integrating their interests into an agreement. The purpose is to negotiate for shared or mutual gain.

**Interactional justice.** One dimension of organizational justice. It is the degree to which employees perceive the interpersonal treatment received from others as fair.

**Interactionist approach.** An OB perspective which suggests that individual behavior is a function of the continuous interaction between individual and situation.

**Interest group.** An informal group composed of individuals who get together to meet a common interest. One individual may express a common interest to several individuals and invites them to form a group.

**Intergroup development.** An OD intervention designed for the purpose of enhancing effectiveness and efficiency among various work groups in the organization. It is a group-focused technique which is an intergroup level programmer to promote change.

**Intermittent reinforcement.** Occurrences of desired behavior are partially reinforced without reinforcing each correct or desirable behavior.

**Interpersonal communication.** Function of exchanging information at least between two people in the way that creates the right understanding.

**Invisible culture.** A type of culture that is unseen because it is hidden or is rarely discussed. It consists of beliefs, values, and assumptions which are followed nearly automatically by employees of the organization.

## J

**Job enlargement.** To increase the scope of a job by including a new related duty or duties in addition to the current duties and the scope of a job refers to contents of the job or amount and variety of duties.

**Job enrichment.** To increase the depth of a job by expanding authority and responsibility for planning and controlling the job and the depth of a job refers to authority (legitimate right) and responsibilities (obligations) for planning and controlling the job.

**Job essentiality.** The degree to which the job is critical to overall success of the organization.

**Job exclusivity.** The degree of difficulty of replacing the person who expects to resign.

**Job involvement.** The degree of an employee's alienation from his or her job. It includes specific characteristics such as deciding to participate in job; physical involvement in job; major satisfaction coming from job; living, eating and breathing on job; and referring to job in evaluating oneself.

**Job redesign.** An individual-focused OD technique that emphasizes the fit between individual and the demands of the job.

**Job satisfaction.** Feelings about a job or job experiences and feelings derive from an evaluation of the job. It is an attitude which is the degree to which an employee has favorable or positive feelings about his or her job.

**Job values.** Values held by a particular organization or an officer of an organization.

**Job-centered behavior.** A leadership behavior in which leader pays close attention to the work of subordinates; explains subordinates about work policies, procedures, and rules; directs activities toward efficiency; and is mainly interested in improving job performance. Goal emphasis and work facilitation are dimensions of job-centered behavioral.

**Johari Window.** A useful model in relation to interpersonal communication styles presenting four panes or divisions or areas labelling open, blind, hidden, and unknown.

**Jungian theory.** An approach that applies personality theory in organizations focusing on two types population-extroverted and introverted, two types of perception (sensing and intuiting), and two types of judgment (thinking and feeling).

## L

**Labor-management relationship.** Perceived degree of how well labor unions and managers in an organization feel and behave towards each other.

**Laissez-faire.** A leadership style in which the leader is low on both consideration and initiating structure (in the Ohio State University studies).

**Leadership.** Function of influencing a certain group of people individually and collectively by a certain person toward the achievement of certain goals.

**Learning organization.** An organization where employees at every level are

encouraged to acquire, cultivate and apply knowledge that can be used for the purpose of adapting the organization to changes continuously.

**Legitimate power.** A type of power that is the ability to give orders legally and control resources legally.

**Level 5 leadership.** Leading to build enduring greatness by a paradoxical blend of personal humility and professional will. Humility is quality of being modest and professional will is determination to transform the organization from good to great.

**Life position.** The second dimension of transactional analysis.

**Life satisfaction.** Feelings about life experiences and feelings derive from an evaluation of the life. It is an attitude which is the degree to which an employee has favorable or positive feelings about his or her overall life.

**LMX model.** The Leader-Member Exchange (LUX) Model. It is an individualized leadership theory which suggests that a leader forms different relations with different subordinates and these different relations can exert strong effects on subordinates' job satisfaction, commitment and performance.

**Locus of control.** The extent to which an individual believes that his or her actions determine his or her outcomes obtained in life (success, job performance, achievement of a qualification, getting promoted etc.).

## M

**Machiavellianism.** A personality characteristic by which a person focuses on obtaining and using power to further his or her own goals, regardless of the impact on others. It is the degree to which one attempts to achieve his or her goals at the expense of others' wellbeing.

**Machine bureaucracy.** An organizational design which has high specialization and formalization with centralized decision making at the top. This design has an emphasis on the technical staff and standardization of work processes.

**Maintenance role.** A role that is concerned with creating and maintaining the interpersonal relationships within group members. A maintenance role includes supportive and nurturing activities of a group member helping the group members feel good.

**Management by objectives.** An organization-focused OD intervention which is widely used in industry. It deals with determining objectives to be accomplished by the employee within a certain period of time and assessing the degree of success in accomplishing those objectives.

**Management by wandering around.** The term used to describe a manager's literally wandering around his or her organization and talking with people across all lines of authority (Peters and Waterman, 1982; Kinicki and Williams, 2008). Rather than official visits, manager can do unofficial visits to his/her subordinates.

**Masculinity.** The extent to which the dominant values in society emphasize assertiveness and the acquisition of money and things (materialism) while not particularly emphasizing concern for people.

**Maslow's need hierarchy theory.** A content theory of motivation introduced by a

clinical psychologist namely Abraham Maslow in 1943. It theorized that people have five types of needs and they can be arranged in a hierarchy of importance.

**Matrix organizational design.** An organizational design that has a combination of the product and functional forms of Department. It is the organizational structure that results from departmentalization by both function and product.

**McClelland's theory of needs.** A content theory of motivation, sometimes alternatively called achievement motivation. There are three needs which employees can satisfy by working in an organization including need for achievement, need for power and need for affiliation.

**Mechanistic design.** An organizational design that has high rigidity and tends to be inflexible. It is rigid, formalized, specialization, and centralized.

**Media richness.** A major consideration in selecting the message transmission medium. It refers to the amount of information and meaning conveyed through a medium.

**Mintzberg's designs.** Five organizational designs introduced by Henry Mintzberg in 1979. They include the simple structure, the machine bureaucracy, the professional bureaucracy, the division form and the adhocracy.

**Modular organization.** A new organizational design option. It is an organizational that does outsourcing noncore functions to other organizations while performing its core functions.

**Moral leadership.** Ethical leadership that involves in distinguishing right from wrong, doing right, and seeking the justice, honesty, and goodness in the practice of leadership.

**Motivation.** An internal state of a person that leads to a higher degree of willingness to exert the needed effort to perform the job successfully. It is one's enthusiasm to do something seriously because he or she likes and enjoys by doing it or he or she thinks it is very important. Also it is an activity performed by one person to stimulate another to perform successfully a duty or duties of the job to accomplish relevant established objectives.

**MUM effect.** A tendency to avoid communicating bad news to superiors. This effect also involves the reluctance to transmit bad news by passing it to someone else to present it to their relevant superior.

## N

**National culture.** The macro system of values and norms followed by the entire citizens of a country.

**Negative effect.** To emphasize or make negative aspects of oneself, people and the world noticeable. Person has the tendency of experiencing negative moods in a wide range of situations and under different conditions.

**Negative norms.** Norms which affect to avoid or disturb significantly achievement of the organizational goals.

**Negative reinforcement.** The avoidance of unpleasant outcomes. It involves the withdrawal of negative consequences in order to increase the likelihood of repeating the desired work behavior. Desired work behavior is repeated by

avoiding undesirable consequences.

**Negotiation.** Mutual discussion and arrangement of the terms of an agreement. Discussion happens at least between two people and it aims at creating an agreement to settle a certain issue, problem or conflict.

**NGT.** Nominal Group Technique. A structured team decision-making process whereby team members independently and silently generate ideas, then these ideas get solicited by the facilitator, comments and clarifications happen with regard to the solicited ideas, and then team members independently rank or vote on them (clarified ideas). Both identifying ideas and prioritizing them occur.

**Non-complementary transaction.** A transaction that happens when the person who initiates transaction does not get the expected response.

**Non programmed decision.** Unstructured and non-routine decisions which are not based on established policies, procedures and rules.

**Nonverbal communication.** The exchange of information in terms of human body. It occurs when exchange of information is done by using human body-related signals which are outside of the written or spoken words. It involves massages communicated by one's body, including facial expressions, eye contact, and touch. *Kinesics* is the scientific name given for the study of body movement.

**Normative commitment.** The degree to which the employee is loyal to the organization owing to the reason that he or she has pressure from others to stay. It is the extent to which an employee is attached with his or her organization and is interested in staying within it because of his or her employer, superior or peers' pressure to remain.

**Norms.** Generally accepted ways of behaving expected by the group from its members. They are informal standards or requirements that regulate behavior of members of a certain group. Organizational rules are written but group norms are not written. Organizational rules are formal but group norms are informal.

## O

**Objective reality.** The real existence or real nature of things, humans and events. The actual truth.

**Official agenda.** An agenda which is the official plan for the meeting to be held on a particular date starting at a particular time prepared by the committee meeting leader (usually called chairperson) and it relates to the official work of the group.

**Organic design.** An organizational design that has low rigidity and tends to be flexible.

**Organization.** A formal group of two or more people who function in an official structure that was set up purposefully to accomplish a certain common goal or common goals.

**Organizational Behavior.** The systematic study of individuals, groups and organizational processes in an organization in order to improve organizational effectiveness.

**Organizational change.** Any alteration or variation which occurs in an organization with the purpose of enhancing organizational success and its objective is to be better.

**Organizational citizenship behavior.** A state where the employee performs willingly more than what he/she is supposed to perform (according to the job description) for the success of the organization.

**Organizational climate.** One characteristic of organizational culture that is the way employees perceive their organizational environment. It consists of current work environment and atmosphere of an organization.

**Organizational commitment.** The degree to which the employee is loyal to the organization. It is the extent to which an employee is attached with his or her organization and is interested in staying within it.

**Organizational confrontation meeting.** An organization-focused OD technique that brings together all of the managers of an organization meet to confront the issue of whether the organization is effectively meeting its goals (adapting from Jones, 2007).

**Organizational culture.** A particular culture that exists in a certain organization. It is the set of values, beliefs, and norms which are shared by people in a particular organization and which guide and influence organizational members' thinking, feeling, and behavior. An organization has a personality that is its culture.

**Organizational development.** A formal attempt to deal with planned organizational change to bring about improvements within the organization and its employees through the application of knowledge of the behavioral sciences.

**Organizational effectiveness.** The extent to which organizational goals have been accomplished. It involves optimizing outcomes such as productivity, employee presence, employee retention, financial performance, survival and stakeholder satisfaction including owners, employees, suppliers and customers.

**Organizational justice.** The extent to which employees perceive their organization as fair.

**Organizational mirroring.** An OD technique in which a facilitator helps two interdependent groups explore their perceptions and relations in order to improve their work interactions (Jones, 2007).

**Organizational politician.** A person who engages in political behavior in an organization. **Organizational politics.** Actions or activities which people use to achieve power in an organization. Also it includes actions or activities done by a person or a group of persons to achieve personal goals or protect the group collective interest.

**Organizational socialization.** The process that acclimatizes new employees to the organizational culture.

**Organizational structure.** The way in which the institution or enterprise is made or built, formally with its different parts forming a system, and it is the basic framework of arranging works and people to achieve primary goals of the organization.

**Organizational symbolism.** The use of symbols in order to represent organizational culture.

## P

**Perception.** The way a person sees and interprets. Social perception means the process by which a person interprets information about another person. Selective perception occurs when one sees something, he or she sees only a part of the total existing situation, event or thing.

**Perceptual barriers.** A major type of barriers to communication. Obstructions which occur owing to a person's perception that refers to the ways he or she sees and interprets reality.

**Perceptual defense.** A common perceptual error which is the perceiver's tendency to avoid or screen out certain stimuli that are emotionally disturbing or perceptually threatening. It is your tendency of "not" seeing items or characteristics which may disturb or threaten you.

**Personal character.** The totality of persistent moral qualities a person has. It is the degree to which a person has virtues (good habits useful for the person, others and the organization) and vices (bad habits harmful for the person, others and the organization).

**Personal power.** Negative power which is the degree to which the agent (the person who uses the power) uses power for his or her personal gain or self interest.

**Personal quality.** The whole of attributes a person possesses. *Good Personal Quality* is defined as the totality of positive attributes one must possess in order to achieve success and progress of success at work and personal life.

**Personality.** A set of mental and physical qualities of a person and it is how he or she thinks and behaves when adjusting to his or her environment. It is unique and consistent at situations. It defines a person's general nature by distinguishing him or her from others and is having a collection of psychological traits which determine his or her personal preferences and behavior styles.

**Physical barriers.** Obstructions which occur due to the nature of environment in which communication takes place.

**Planned change.** Change that occurs from a deliberate decision to alter the organization. **Political tactics.** Methods that a person uses to engage in political behavior.

**Positive effect.** The tendency of experiencing positive moods in a wide range of situations and under different conditions. One who has this effect has a dominant psychological inclination or persistent mood disposition that is optimistic.

**Positive norms.** Norms which contribute significantly to achievement of the organizational goals.

**Positive reinforcement.** The administration of rewards to acknowledge demonstration of preferred behaviors. It involves administering positive consequences (rewards) to increase the frequency and strength of desired work behavior.

**Power distance.** The extent to which less powerful members of organizations accept the unequal distribution of power; the degree of inequality among the employees of an organization.

**Power.** The potential or the capacity of a certain person or group that can be used to

do influencing that is the act of making an effect on the way others think and behave.

**Powerlessness.** Absence of power or lack of power.

**Practical intelligence.** A person's ability to solve the problems of his or her everyday life successfully. It is your ability to devise effective ways of doing things or getting things done through others.

**Prescriptive norms.** Norms which dictate specific behaviors that each group member must engage in.

**Primary effect.** An alternative term to first-impression error.

**Procedural justice.** One dimension of organizational justice. It is the degree to which employees perceive the procedures used to allocate outcomes as fair.

**Process consultation.** An OD intervention that helps a manager or managers to improve the processes used in a department or organizations. It involves utilization of an outside consultant to assist a client, usually a manager.

**Production blocking.** A brainstorming problem where members are exposed to the inputs of others and hence members are distracted from their own ideas. It occurs that a member cannot think of creating his or her own idea if he or she is listening to ideas being presented by others.

**Professional bureaucracy.** An organizational design which has high specialization and formalization with decentralized decision making at the operating level. This design has an emphasis on the operating core and standardization of skills.

**Programmed decision.** Decisions based on established policies, procedures and rules and may be classified as routine.

**Projection.** The perceiver's tendency to assign his or her own attributes to a person (the target). A person projects or transfers his or her own feelings, motives or features to his or her perception of others.

**Proscriptive norms.** Norms which dictate specific behaviors that each group member must not engage in.

**Puffing.** A tactic negotiators play. A negotiator exaggerates the benefits or purposes of a product in order to make the deal.

**Punishment.** To penalize an employee in order to stop an undesired behavior of that employee. It involves administering negative consequences (penalties) to reduce the likelihood of repeating the undesired work behavior.

**Pygmalion effect.** An alternative term to self-fulfilling prophecy.

## R

**Reference group.** A group to which a person belongs or expects to belong and whose norms the person accepts.

**Referent power.** A type of power that is the ability to control others due to followers' identification with a leader.

**Refreezing.** The first step in the planned organizational change introduced by Kurt Lewin. It is the phase in which employees integrate what has been learned as

the new ways into actual practice. It involves establishing new attitudes, ideas, values, behaviors, and practices as the new status quo.

**Reinforcement theory.** A theory that explains that the behavior of an employee can be modified by the reinforcements given to him or her. Reinforcements are consequences (such as rewards and punishments) which will either strengthen desirable behavior or discourage (or avoid) undesirable behavior.

**Results-oriented approach.** An OB perspective which requires to assess OB Programmer in terms of their efficiency and effectiveness.

**Revolutionary change.** A bold attempt to make a drastic or sudden altering of people, structure and strategy. It may result in a radical shift in ways of producing products, establishing a new structure, or establishing new goals.

**Reward power.** A type of power that is the ability to reward others.

**Role.** A set of behavior patterns to be played when a person occupies a position in an organization or in life.

**RP.** Reservation Price. One's reservation price is the least favorable point at which he or she will accept an agreement. It can be referred to as *walk-away point* or *resistant point*.

## S

**Self leadership.** A possible substitute for leadership. A person who has self-leadership does influencing himself or herself to establish the self-direction and self-motivation needed to perform a task successfully.

**Self-efficacy.** The degree to which one believes that he or she can perform a certain task successfully. One's self-efficacy is the degree of his or her belief about his or her capabilities to perform a duty successfully.

**Self-esteem.** A personality trait that is concerned with the extent to which one has a feeling of self-worth.

**Self-fulfilling prophecy.** The perceiver's tendency to find what he or she had expected in respect of the target (another person or a group of people). It is the situation in which a person's expectations about people affect his or her interaction with them in such a way that his or her expectations are fulfilled.

**Self-managed team.** A team consisting of members who are allowed to make key decisions regarding how their work is done and are held accountable for work outcomes.

**Self-monitoring.** A personality trait that has a great potential to affect behavior of a person at work. It is the tendency of a person to do modifying his or her behavior to the requirements or demands of specific situations so that others will have a good impression about him or her.

**Semantic barriers.** Obstructions owing to matters pertaining to the different meanings of words or other symbols used in communication.

**Simple structure.** An organizational design which has little specialization and formalization, with a single powerful person who is in charge of everything in the

business.

**Social facilitation.** An issue of how the presence of others in a group affects individual performance. It is the tendency for the presence of others sometimes to enhance an individual's performance and at other times to impair it (adapted from Greenberg and Baron, 2007).

**Social identity theory.** A useful theory for you to know that how you identify who you are and how a person identifies how he or she is. It claims that a person identifies himself or herself according to the group to which he or she belongs.

**Social loafing.** An issue of how the presence of others in a group affects individual performance. It is the tendency for each group member to contribute less than he or she would when performing the same task alone (when group members combine their efforts on an additive task).

**Social power.** Positive power that is the degree to which the agent uses power for creating motivation of others or accomplishing organizational/group goals.

**Span of control.** The number of subordinates who directly report to a given manager. It is the number of subordinates who are directly supervised by a certain manager.

**Specialization.** The extent to which the organization's overall work is separated into different jobs (tasks and duties) to be performed by different employees.

**Standing committee.** A relatively permanent task group. The group members have to perform a specific task continuously.

**Status symbols.** Objects such as possessions, office materials, and clothes used by employees in order to display and maintain their status.

**Status.** Relative prestige or rank or social position a member holds in the group. It is the relative rank or worth an individual has within a group.

**Stereotyping.** A common perceptual error which is the perceiver's tendency to ascribe positive or negative characteristics to a person (the target) on the basis of the characteristics of the group to which that person belongs.

**Strategic communication.** A concept related to external communication. It is the practice of presenting strategically important information by top managers about the organization to external parties including the press and shareholders.

**Strategic leadership.** The role of top management in an organization. A strategic leader creates and maintains a superior alignment between the organization and its environment for the purpose of achieving a sustainable competitive advantage which is a superior market place position compared with competitors enabling the organization to gain a higher profit.

**Strong culture.** A type of culture in which core values are seriously held and widely shared by its employees.

**Subculture.** A specific culture that exists in a particular organization. It has beliefs, ideas, art, and way of life of a group of people within an organization which differ from the rest of that organization.

**Subjective reality.** The interpreted or understood existence or seen nature of things, humans and events. The truth perceived by a person.

**Subordinate-centered leader.** A more democratic manager who displays leadership

behavior toward right of the Tannenbaum and Schmidt's Leadership Continuum.

**Substantive issues.** A general type of conflict issues. Issues which are concerned with nonhuman issues such as organizational goals, policies, procedures, rules, budgets, contents of jobs (tasks, duties, responsibilities) and roles.

**Surface agenda.** An alternative term to official agenda.

**Survey feedback.** An organization-focused OD technique that solicits employee attitudes in respect of various aspects of an organization such as the organization's purpose, structure, staffing systems, performance appraisal systems, employee relations systems, rewards systems, support systems, and leadership through the use of a questionnaire.

**Symbols of power.** Emblems of representing power a person has.

**Synergy.** The output of a joined work or activity is greater than the sum of individual works or activities. It means that total productivity of a group is higher than the sum of individual productivity.

**Systems approach.** An OB perspective which treats an organization as a system.

## T

**Tacit knowledge.** 'Tricks of the field or trade' which are learned from experience and is difficult to express.

**Task group.** A formal group of people who are appointed to perform a certain special work or task. It is a formal group consisting of individuals who get together to discuss and propose suggestions or solutions to solve a specific problem or to carry out a special task.

**Task role.** A role that is concerned with getting the group work done. It includes activities done by a group member for helping the group reach its goal.

**Team building.** A group-focused OD designed for the purpose of enhancing a work group's effectiveness. It is an intragroup level programmer to promote change.

**Team.** A special group whose members have complementary competencies and have mutual accountability for successful performance of the collective work.

**Terminal values.** Final targets one desires to achieve in his or her life.

**The ABC model.** A model developed by Rosenberg, Hovland, McGuire, Abelson, and Brehm (1960) showing three components of an attitude. 'A' stands for Affect which is the emotional component of an attitude; 'B' stands for Behavioral intentions; and 'C' stands for Cognition.

**The behavioral approach to leadership.** A theory of leadership which focuses on behaviors or what leaders do which are thought to differentiate successful leaders from unsuccessful leaders. This is a perspective that has an attempt to answer the question-what behaviors should people engage in or what should people do to become successful leaders?

**The big five dimensions.** Most fundamental traits of personality which include conscientiousness, extraversion, agreeableness, emotional stability and openness to experience.

**The contingency approach to leadership.** A theory of leadership which focuses

centrally on situation in which leadership occurs although leadership behavior is still examined. This is a perspective that has an attempt to answer the question-what behaviors or styles should people engage in or follow when situations get different or changed to become successful leaders?

**The EVLN model.** A model which presents four ways (Exist, Voice, Loyalty, and Neglect) in which dissatisfied employees respond.

**The halo effect.** A common perceptual error which is the perceiver's tendency to judge a person (the target) on the basis of a characteristic, trait, or criterion which may be positive or negative without considering other characteristics, traits or criteria.

**The job characteristic model.** An approach to job enrichment developed by Hackman and Oldham in 1976 specifying that five core job dimensions such as skill variety, task identity, task significance, autonomy, and feedback produce three critical psychological states such as experienced meaningfulness of the work, experienced responsibility for outcomes of the work, and knowledge of the actual results of work activities that lead to beneficial outcomes for individuals and the organization such as high intrinsic motivation, high quality work performance, high work satisfaction, low absenteeism and turnover.

**The leadership grid.** A behavioral approach to leadership developed by Blake and Mouton in 1969. It provides a way of assessing leadership styles of managers and then developing them to move towards an ideal behavioral style. The vertical axis represents *concern for people* and the horizontal axis represents *concern for production*.

**The LPC theory of leadership.** Fred Fiedler and his associates developed a contingency model of leadership in 1967 and it is alternatively called.

**The LPC theory of leadership.** LPC stands for Least-Preferred Co-worker. This is a theory of leadership that suggests that leader effectiveness is determined by matching the nature of leader's style with the nature of situation.

**The path-goal theory.** A contingency theory of leadership developed by the contributions made by Martin Evans and Robert House in which the leader outlines the goals to be achieved by followers and clarifies the path to be taken by the followers to achieve those goals and contingent rewards.

**The similar-to-me effect.** A common type of perceptual errors. It is the perceiver's tendency to perceive more favorably a person who is similar to the perceiver than a person who is dissimilar.

**The trait approach to leadership.** A theory of leadership which focuses on qualities or characteristics which are thought to differentiate leaders from non-leaders or successful leaders from unsuccessful leaders. This is a perspective that has an attempt to answer the question-what traits (qualities or characteristics) should people possess to become leaders?

**Theory of "little things".** A theory of job satisfaction introduced by Bruce McAfee and Myron Glassman in 1988 stressing that it is the little things that count on job satisfaction.

**Theory X.** One part of a useful theory developed by Douglas McGregor in 1957 for developing a right attitude within the leader about employees or subordinates. It is the conventional set of managerial assumptions or beliefs about

subordinates. A leader who believes in Theory X will have a pessimistic attitude toward subordinates and therefore he or she is more likely to use a much more authoritarian style of leadership.

**Theory Y.** One part of a useful theory developed by Douglas McGregor in 1957 for developing a right attitude within the leader about employees or subordinates. It is the modern set of managerial assumptions or beliefs about subordinates. A leader who believes in Theory Y will have an optimistic attitude toward subordinates and therefore he or she is more likely to use a much more democratic style of leadership.

**Theory Z.** The Ouchi's Theory. It states that the type **J** culture (the culture of Japanese organizations) and the type **Z** culture (modified American or idealized hybrid of type J culture and type A culture) contribute to the organizations to outperform the organizations with the type **A** culture (the culture of American organizations). Cultural differences among the three types of culture are responsible for explaining the success of type **J** firms and type **Z** firms and difficulties faced by type **A** firms.

**Total quality management.** A comprehensive approach led by top management and supported throughout the organization for the major purpose of achieving continuous quality improvement.

**Toxic organizational culture.** An organizational culture in which people feel that they are not valued.

**Traditional work group.** A formal group consisting of members who are not allowed to make key decisions regarding how their work is done and are not mainly held accountable for work outcomes. Here, the boss has responsibility over decisions and is accountable for work outcomes but the group members themselves have little autonomy.

**Transaction.** When a stimulus (verbal or non-verbal transmission) from one person and a response from another person occur, a transaction occurs.

**Transactional analysis.** A useful technique for minimizing the occurrence of possible dysfunctional conflicts. It is a model of personality and dynamics of self and its relationship to others making a clear and meaningful discussion of behavior of people. It has three ego states such as parent, adult, and child; four life positions such as "I am OK and You are not OK", "I am not OK and You are OK", "I am not OK and Your are not OK", and "I am OK and you are OK"; and three types of transactions such as complementary, crossed, and ulterior.

**Transactional leadership.** Leadership that is needed for stability. Success (achieving current excellent performance standards) necessitates transactional leadership.

**Transformational leadership.** Leadership that is needed for positive change. Progress of success (advancement beyond achieving current excellent performance standards) necessitates transformational leadership.

**Transition management.** An element of the Continuous Change Process Model developed by Moorhead and Griffin in 2009. Management which is concerned with that change needs to be planned, organized, and implemented systematically.

**Type A personality.** A personality trait that involves working competitively under

pressure.

**Type B personality.** A personality trait that involves working calmly without pressure.

## U

**Ulterior transaction.** A type of transaction that always involves more than two ego states and double meaning. When a person engages in an ulterior transaction, he or she gives an adult message to another person on the surface level but on the actual or psychological level he or she gives a hidden message to the other.

**Uncertainty avoidance.** The extent to which people in a society feel threatened by ambiguous situations, and the extent to which they try to avoid these situations by providing greater career stability, establishing more formal rules, rejecting deviant ideas and behavior, and accepting the possibility of absolute truths and the attainment of expertise.

**Unfreezing.** The first step in the planned organizational change introduced by Kurt Lewin. It is the step in which employees in the organization become aware of the need for change. It involves influencing employees to discard old ideas, values, behaviors, and practices by shaking up the equilibrium state that maintains the status quo.

**Unplanned change.** Change that occurs unintentionally, and it is rushed.

**Upward communication.** The flow of messages from subordinates to superiors. It is the organizational formal communication in which a message is transmitted to someone at a higher level. It flows from a lower level to a higher level or levels.

## V

**Valence.** A component of Vroom's expectancy theory. It is the belief that a certain reward is valuable to the relevant person who is to be motivated.

**Values.** What people think as important and appreciate are values. They are broad, general beliefs about some ways of behaving or some end states preferable to the individual. Your values are your conclusions made by you about what is true or not true; or what is right or wrong; or what is important or unimportant; or what is beautiful or unbeautiful.

**VCT.** Value Creation through Trades. When each party in the negotiation obtains something more valuable by giving something else less valuable, value creation through trades occurs. Value creation takes place in cooperative negotiations.

**Verbal communication.** Alternatively called *oral* communication which occurs when exchange of information is done by using words or sounds. It involves verbal messages. A verbal message is a message that consists of words.

**Vertical communication.** The flow of messages up and down the chain of command. It includes messages which are transmitted from top to bottom and from bottom to top of the organizational hierarchy.

**Virtual organization.** A new organizational design option. It is a tentative alliance of two or more organizations for the purpose of creating a specific good or service.

**Virtual team.** A non-physical team that operate across space, time, and organizational boundaries, communicating with each other only through the use of electronic technological aids.

**Visible culture.** A type of culture that is seen because it is open physically or expressed often or is frequently discussed. It is the observable culture consisting of symbols, stories, heroes, etc.

## W

**Weak culture.** A type of culture in which core values are not seriously held and not widely shared by its employees.

**Written communication.** The exchange of information in writing. It occurs when exchange of information is done by using records or written accounts. It involves written messages.

## Z

**Zone of indifference.** The range in which attempts to influence a person will be perceived as legitimate and will be acted on without a great deal of thought (*Barnard, 1938 as in Nelson and Quick, 1997*).

**ZOPA.** Zone of Possible Agreement. A range or area where a deal can take place by satisfying both parties. It is the area or distance between the two reservation prices of the both parties.