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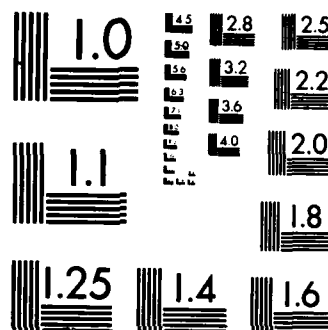
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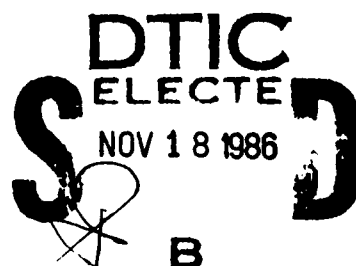
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FACILITATING WORK EFFECTIVENESS

Benjamin Schneider  
F. David Schoorman

Final Report  
October 30, 1986



The work summarized in this Report was partially supported by the Group Research Programs, Psychological Sciences Division, Office of Naval Research under Contract No. N00014-83-K-0551, NR 270-958, Benjamin Schneider and F. David Schoorman, Principal Investigators.

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## REPORT DOCUMENTATION PAGE

|                                                                                                                                                                                                                                    |       |                                              |                                                                                                                                                                               |                                                                                                                                |                                  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| 1a. REPORT SECURITY CLASSIFICATION<br>Unclassified                                                                                                                                                                                 |       |                                              | 1b. RESTRICTIVE MARKINGS                                                                                                                                                      |                                                                                                                                |                                  |
| 2a. SECURITY CLASSIFICATION AUTHORITY                                                                                                                                                                                              |       |                                              | 3. DISTRIBUTION / AVAILABILITY OF REPORT<br>"Approved for Public release; distribution unlimited."                                                                            |                                                                                                                                |                                  |
| 2b. DECLASSIFICATION / DOWNGRADING SCHEDULE                                                                                                                                                                                        |       |                                              |                                                                                                                                                                               |                                                                                                                                |                                  |
| 4. PERFORMING ORGANIZATION REPORT NUMBER(S)<br>ONR TR 86-1                                                                                                                                                                         |       |                                              | 5. MONITORING ORGANIZATION REPORT NUMBER(S)                                                                                                                                   |                                                                                                                                |                                  |
| 6a. NAME OF PERFORMING ORGANIZATION<br>Dept. of Psychology<br>University of Maryland                                                                                                                                               |       | 6b. OFFICE SYMBOL<br>(If applicable)         |                                                                                                                                                                               | 7a. NAME OF MONITORING ORGANIZATION<br>Group Research Programs<br>Office of Naval Research (Code 1142)<br>800 North Quincy St. |                                  |
| 6c. ADDRESS (City, State, and ZIP Code)<br>College Park, MD 20742                                                                                                                                                                  |       |                                              | 7b. ADDRESS (City, State, and ZIP Code)<br>Arlington, VA 22217-5000                                                                                                           |                                                                                                                                |                                  |
| 8a. NAME OF FUNDING / SPONSORING ORGANIZATION                                                                                                                                                                                      |       | 8b. OFFICE SYMBOL<br>(If applicable)         |                                                                                                                                                                               | 9. PROCUREMENT INSTRUMENT IDENTIFICATION NUMBER<br>N00014-83-K-0551                                                            |                                  |
| 8c. ADDRESS (City, State, and ZIP Code)                                                                                                                                                                                            |       |                                              | 10. SOURCE OF FUNDING NUMBERS                                                                                                                                                 |                                                                                                                                |                                  |
|                                                                                                                                                                                                                                    |       |                                              | PROGRAM<br>ELEMENT NO.<br>61153N                                                                                                                                              | PROJECT<br>NO.                                                                                                                 | TASK<br>NO.                      |
|                                                                                                                                                                                                                                    |       |                                              | WORK UNIT<br>ACCESSION NO<br>NR 270-958                                                                                                                                       |                                                                                                                                |                                  |
| 11. TITLE (Include Security Classification)<br>FACILITATING WORK EFFECTIVENESS                                                                                                                                                     |       |                                              |                                                                                                                                                                               |                                                                                                                                |                                  |
| 12. PERSONAL AUTHOR(S)<br>Benjamin Schneider and F. David Schoorman                                                                                                                                                                |       |                                              |                                                                                                                                                                               |                                                                                                                                |                                  |
| 13a. TYPE OF REPORT<br>Final                                                                                                                                                                                                       |       | 13b. TIME COVERED<br>FROM 10/1/83 TO 9/30/86 |                                                                                                                                                                               | 14. DATE OF REPORT (Year, Month, Day)<br>30 October 1986                                                                       |                                  |
| 15. PAGE COUNT                                                                                                                                                                                                                     |       |                                              |                                                                                                                                                                               |                                                                                                                                |                                  |
| 16. SUPPLEMENTARY NOTATION                                                                                                                                                                                                         |       |                                              |                                                                                                                                                                               |                                                                                                                                |                                  |
| 17. COSATI CODES                                                                                                                                                                                                                   |       |                                              | 18. SUBJECT TERMS (Continue on reverse if necessary and identify by block number)                                                                                             |                                                                                                                                |                                  |
| FIELD                                                                                                                                                                                                                              | GROUP | SUB-GROUP                                    | Organizational Effectiveness; Situational Inhibitors;<br>Constraints; Levels of Analysis; Aggregation; Organizational<br>Climate; Productivity Impediments; Work Facilitation |                                                                                                                                |                                  |
| 05                                                                                                                                                                                                                                 | 10    |                                              |                                                                                                                                                                               |                                                                                                                                |                                  |
| 19. ABSTRACT (Continue on reverse if necessary and identify by block number)                                                                                                                                                       |       |                                              |                                                                                                                                                                               |                                                                                                                                |                                  |
| This Final Report contains summaries of work carried out with the support of this Contract. Three Technical Reports are summarized as are eight papers that were presented at a Conference on Work Facilitation held in June 1985. |       |                                              |                                                                                                                                                                               |                                                                                                                                |                                  |
| 20. DISTRIBUTION / AVAILABILITY OF ABSTRACT<br><input checked="" type="checkbox"/> UNCLASSIFIED/UNLIMITED <input type="checkbox"/> SAME AS RPT <input type="checkbox"/> DTIC USERS                                                 |       |                                              | 21. ABSTRACT SECURITY CLASSIFICATION<br>Unclassified                                                                                                                          |                                                                                                                                |                                  |
| 22a. NAME OF RESPONSIBLE INDIVIDUAL<br>James T. Lester                                                                                                                                                                             |       |                                              | 22b. TELEPHONE (Include Area Code)<br>202-696-4503                                                                                                                            |                                                                                                                                | 22c. OFFICE SYMBOL<br>ONR 1142GP |

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F. David Schoorman

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## Facilitating Work Effectiveness

This Final Report contains summaries of work carried out under the referenced ONR Contract. Three Technical Reports were published related to work effectiveness and a conference on Facilitating Work Effectiveness was held. Summaries of the Technical Reports and summaries of the papers presented at the Conference follow.

### Technical Reports

1. Mitchell, T. M., & Schneider, B. (1984). Work and Career Considerations in Understanding Employee Turnover Intentions and Turnover: Development of the Turnover Diagnostic.

Two studies were reported in which some correlates of turnover intentions and turnover behavior were investigated. In Study 1, a criterion-keying technique (against turnover intentions) was used to select 31 items from a pool of 90 items pertaining to employees' (N = 911 from 14 organizations) perceptions of organization-wide, job, task, and career conditions. Principal components analysis of the 31 items yielded 5 dimensions correlated with turnover intentions ( $R = .55$ ): Supervision, Work Inhibition, Organizational Status, Career Facilitation, and Skill Utilization. In Study 2, the measure, with the addition of two new scales (Coworkers, Reward Orientation), was used to predict turnover behavior ( $R = .26$ ) among employees (N =

381) of a retail organization. The addition of job satisfaction and turnover intentions to the scales increased the predictability of turnover in study 2 to  $R = .35$ . The use and potential of the criterion keying methodology as well as some methodological problems associated with doing turnover research were discussed.

2. Schneider, B. (1985). Organizational behavior. Annual Review of Psychology, 36, 573-611.

A review of contemporary theory and research in Organizational Behavior (OB) was presented. The review emphasized the 1983 journal literature in OB interpreted within historical trends in the field. There were three major foci for the review: (a) a focus on individual attributes (motivation, job attitudes including job satisfaction and organizational commitment, stress, and turnover), (b) a focus on group and organizational characteristics (intergroup theory and teams, leadership, organizational climate and culture) and (c) a focus on productivity. A methodological and conceptual theme, level of analysis, was emphasized throughout. It was concluded that OB is alive and well and living on many levels.

3. Schneider, B., & Bowen, D. E. (1985). Employee and customer perceptions of service in banks: Replication and extension. Journal of Applied Psychology, 70, 423-433.

Survey data from 142 employees and 968 customers from 28 branches of a bank were analyzed with the following results:

(a) Moderate support was found for previous work on correlates of role stress for boundary role employees (Parkington & Schneider, 1979), and good support was found for relationships between branch employees' and branch customers' service perceptions and attitudes (Schneider, Parkington, & Buxton, 1980); (b) some significant relationships were reported between branch employees' perceptions of organizational human resources practices and branch customers' attitudes about service; and (c) employee attitudes and customer attitudes were related to their own and one another's turnover intentions. Results were discussed from the perspective of promoting an integration of consumer and organizational behavior in the service sector.

#### Conference Papers

1. Guzzo, R. A., & Jones, B. (In Press). The nature of facilitators and inhibitors of effective task performance. In F. D. Schoorman and B. Schneider (Eds.), Facilitating work effectiveness. Lexington, MA: Lexington Books.

First, this paper reviewed what is meant by the term "effectiveness," both at the individual and group levels of analysis. Then the range of effectiveness at both levels was segmented into minimally acceptable performance and maximally attainable performance. This distinction served

to introduce the difference between inhibitors (with a focus on situational constraints that keep performance low) and facilitators (which emphasize situational conditions that push performance towards levels of maximum effectiveness). Literatures on individual and group inhibitors and facilitators were reviewed and it was concluded that facilitators and inhibitors are independent, both conceptually and practically, rather than opposite ends of a single continuum. Finally, two major sources of inhibition and facilitation were identified--motivational and informational--and examples of how these sources behave were presented.

2. Kaplan, R. E. (In Press). The warp and woof of the general manager's job. In F. D. Schoorman and B. Schneider, Facilitating work effectiveness. Lexington, MA: Lexington Books.

This article emphasized the strategic nature of organizations, i.e., how, and whether, organizations position themselves so they can operate effectively. The premise of the article is that general managers, by their actions, inhibit or facilitate this positioning. Two superordinate facets of the general managers' job were identified: constants (facets of the job that are true for all GMs) and variants (facets of the job that vary from one situation to another and affect how the constants are carried out). Some examples of constants: to operate strategically and tactically and to think

multidimensionally. Some examples of variants that affect how managers behave: the type of business, lines of authority, and the GM him or herself. The argument was made that variants affect not only the style of the constants but also how important it is for the GM to attend to particular constants. Further, the conclusion reached was that different configurations of behavior may be equally effective in the same setting as a function of not only GM attributes but of the attributes of the people surrounding the GM.

3. Kerr, S. (In Press). Some characteristics and consequences of organizational reward. In F. D. Schoorman and B. Schneider (Eds.), Facilitating work effectiveness. Lexington, MA: Lexington Books.

This presentation suggested that rather than facilitating goal-oriented organizational behavior, the rewards dispensed by many organizations actually serve as inhibitors of such behavior. A method for collecting, organizing, and interpreting data to reveal how organizations use rewards in dysfunctional ways was presented. The method requires specific data regarding the following issues: What rewards are available in the setting, for what behaviors are the rewards given, and who controls the distribution of rewards. Conclusions from more than 35 diagnoses were presented. The main conclusion was that organizations often do not get the employee behavior their leaders claim they want, but they invariably get the

behaviors that employees believe are rewarded. Numerous examples of how organizations do this were presented.

4. Moeller, A., Schneider, B., Schoorman, F. D., & Berney, E. (In Press). Development, reliability and validity of the Work Facilitation Diagnostic: Operationalization of the Katz and Kahn subsystem model of unit effectiveness. In F. D. Schoorman and B. Schneider (Eds.), Facilitating work effectiveness. Lexington, MA: Lexington Books.

This paper summarized the development of a methodology for diagnosing inhibitors and facilitators of unit effectiveness. Two methods of assessing unit facilitators and inhibitors, aggregating individual responses and a group consensus process, were contrasted. Both methods yielded similarly reliable data and both methods correlated equivalently with criterion data (student evaluations of teacher effectiveness in one study of university departments and unit sales productivity data in a telemarketing firm). Finally, various analyses of interrater agreement suggested that individuals in work units tend to agree when they rate the presence of facilitators and inhibitors of unit effectiveness.

5. Moses, J. L., & Lyness, K. S. (In Press). Individual and organizational responses to ambiguity. In F. D. Schoorman and B. Schneider (Eds.), Facilitating work effectiveness. Lexington, MA: Lexington Books.

This paper presented the argument that the issue of ambiguity in the work place--how comfortable people are with it and how able they are to deal with it--will be a major determinant of organizational effectiveness in the future. A framework for understanding styles of coping with ambiguity was proposed. The framework identified four styles of coping (adaptive, stylized, unconcerned, and overwhelmed) but only one style, adaptive, was hypothesized to be effective in all situations. The results of research presented were based on 40 interviews with managers from a variety of organizations. Implications of these data for selection, development, decision-making, and organizational change were noted.

6. Peters, L. H., & O'Connor, E. J. (In Press). Measuring work obstacles: Procedures, issues, and implications. In F. D. Schoorman and B. Schneider (Eds.), Facilitating work effectiveness. Lexington, MA: Lexington Books.

This paper examined various issues involved in the measurement of situational conditions which inhibit work performance. Specifically, attention was focused on those aspects of research conducted by Peters and O'Connor aimed at developing meaningful measurement tools. The first two parts of the paper summarized their approach to the task of identifying what to assess and how to assess it. The third part of the paper focused on the development of evidence concerning the validity of measures of situational

inhibitors. In this section, some speculations were presented about organizational conditions which might influence the perception and impact of situational inhibitors themselves, and therefore which might moderate attempts to interpret evidence concerning the validity of measures of those situational constraints.

7. Roberts, K. H., & Sloane, S. B. (In Press). An aggregation problem and organizational effectiveness. In F. D. Schoorman and B. Schneider (Eds.), Facilitating work effectiveness. Lexington, MA: Lexington Books.

The focus of this paper was on an infrequently discussed variant of the aggregation problem, the problem of specifying conceptual linkages among components of organizations, both within and across levels of analysis. First, a brief review of more common aggregation problems was presented (e.g., aggregation over measurements, aggregation in data analysis, aggregation over samples). Then the linkages aggregation problem was discussed. Here particular emphasis was given to the hierarchical nature of organizations and the difficulty of studying linkages (e.g., unit interdependence) in such hierarchies to understand a whole organization. It was noted that the levels of subunit interdependence required by some organizations is so high that they fail if interdependence is not maximal. As an example, observations of the nuclear aircraft carrier U.S.S. Carl Vinson were described using Perrow's (1984) normal accidents construct. The observations yielded insight into

interdependence and the nature of highly complex systems by focusing on the simultaneous nature of linkages in decision-making, authority, information, and communication. Finally, thoughts on the kinds of methodologies required for describing hierarchically structured complex organizations were offered.

8. Schoorman, F. D., & Schneider, B. (In Press). Grappling with work facilitation: An evolving approach to understanding unit effectiveness. In F. D. Schoorman and B. Schneider (Eds.), Facilitating work effectiveness. Lexington, MA: Lexington Books.

An overview of the evolution of an approach to understanding work facilitation was presented. The approach moved from a literature review of facilitators and inhibitors, to interviewing workers, to conceptualization. The conceptual model adapted for the effort was based on the subsystems model of Katz and Kahn (1978). A summary of the application of the Katz and Kahn model in three different organizations was presented. Particular emphasis was placed on issues of survey design and survey data collection as well as the unit of analysis problem.

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