DEDICATION

To my husband, Mike.
PART I  INTRODUCTION
Chapter 1:  Overview and History of Organizational Behavior  . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . .3
Nancy Borkowski, DBA, CPA, FACHE
Overview .............................................. 3
Why Study OB in Health Care?  ................. 4
The Healthcare Industry  ......................... 5
History Of Organizational Behavior ............. 6
Conclusion .......................................... 10
Chapter 2:  Diversity in Health Care  ............ 15
Jean Gordon, RN, DBA
Overview ............................................ 15
Changing US Population  ....................... 16
Implications for the Healthcare Industry ...... 20
Diversity Management  ......................... 28
Chapter 3:  Attitudes and Perceptions .......... 43
Jeffrey Pickens, PhD
Overview ............................................ 43
Attitudes ............................................ 44
Perception .......................................... 52
Conclusion .......................................... 68
Chapter 4:  Workplace Communication .......... 77
Kristina L Guo, PhD and Yesenia Sanchez, MPH
Overview ............................................ 78
Communication Process  ....................... 78
Feedback ............................................ 79
Communication Channels  .................... 83
Barriers to Communication .................... 86
Overcoming Barriers to Improve Communication  ....................... 89
Effective Communication for Knowledge Management ...................... 91
Strategic Communication ............... .93  
Flows of Introrganizational Communication .... .94  
Communication Networks ............... .97  
Informal Communication ..................100  
Cross-Cultural Communication .............102  
Communication with External Stakeholders .103  
Summary ..................................105

PART II UNDERSTANDING INDIVIDUAL BEHAVIORS  
Chapter 5: Content Theories of Motivation  
Nancy Borkowski, DBA, CPA, FACHE  
Overview ..................................113  
Maslow's Hierarchy of Needs ...............114  
Alderfer's ERG Theory ....................118  
Herzberg’s Two-Factor Theory ..............120  
McClelland’s 3-Needs Theory ..............127

Chapter 6: Process Theories of Motivation ............139  
Nancy Borkowski, DBA, CPA, FACHE  
Overview ..................................139  
Expectancy Theory .......................140  
Equity Theory ................................144  
Satisfaction-Performance Theory ..........147  
Goal-Setting Theory .......................149  
Reinforcement Theory ......................151

PART III LEADERSHIP  
Chapter 7: Power and Influence ...............161  
Nancy Borkowski, DBA, CPA, FACHE  
Overview ..................................161  
Sources of Power .........................163  
Other Sources of Power within and  
Organization .............................164  
Developing A Power Base ..................166  
Organizational Politics ....................167

Chapter 8: Behavioral Theories of Leadership ............173  
Robert DeYoung, PhD  
Overview ..................................173
<table>
<thead>
<tr>
<th>Chapter 9:</th>
<th>Contingency Theories of Leadership</th>
<th>187</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Robert DeYoung, PhD</td>
<td></td>
</tr>
<tr>
<td>Overview</td>
<td>....................................</td>
<td>187</td>
</tr>
<tr>
<td>Fiedler's Contingency Theory</td>
<td>188</td>
<td></td>
</tr>
<tr>
<td>Path–Goal Leadership Theory</td>
<td>193</td>
<td></td>
</tr>
<tr>
<td>Tannenbaum and Schmidt’s Continuum of Leadership Behavior</td>
<td>195</td>
<td></td>
</tr>
<tr>
<td>Situational Leadership Model—Hersey and Blanchard</td>
<td>197</td>
<td></td>
</tr>
<tr>
<td>Leader–Member Exchange Theory</td>
<td>199</td>
<td></td>
</tr>
<tr>
<td>Conclusion</td>
<td>....................................</td>
<td>200</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Chapter 10:</th>
<th>Contemporary Leadership Theories</th>
<th>209</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Robert DeYoung, PhD</td>
<td></td>
</tr>
<tr>
<td>Overview</td>
<td>....................................</td>
<td>209</td>
</tr>
<tr>
<td>Transformational vs. Transactional Leadership</td>
<td>210</td>
<td></td>
</tr>
<tr>
<td>Other Transformational Leadership Approaches</td>
<td>214</td>
<td></td>
</tr>
<tr>
<td>The Implications of Transformational Leadership on the Healthcare Industry</td>
<td>214</td>
<td></td>
</tr>
<tr>
<td>The Charismatic Leader</td>
<td>217</td>
<td></td>
</tr>
<tr>
<td>Attribution Theory of Leadership</td>
<td>220</td>
<td></td>
</tr>
<tr>
<td>Visionary Leadership</td>
<td>220</td>
<td></td>
</tr>
<tr>
<td>Servant Leadership</td>
<td>221</td>
<td></td>
</tr>
<tr>
<td>Emotional Intelligence</td>
<td>222</td>
<td></td>
</tr>
<tr>
<td>Conclusion</td>
<td>....................................</td>
<td>224</td>
</tr>
</tbody>
</table>

## PART IV INTRAPERSONAL AND INTERPERSONAL ISSUES

<table>
<thead>
<tr>
<th>Chapter 11:</th>
<th>Stress in the Workplace and Stress Management</th>
<th>231</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Nancy Borkowski, DBA, CPA, FACHE</td>
<td></td>
</tr>
<tr>
<td>Overview</td>
<td>....................................</td>
<td>231</td>
</tr>
</tbody>
</table>
Work Related Stress ...........................................234
Stressors .........................................................236
Individuals and Stress .......................................240
Burnout .........................................................245
Causes of Workplace Stress ..................................247
Coping with Stress ............................................250
Summary .........................................................261

Chapter 12: Conflict Management, Decision-Making and Negotiation Skills ..............271

Author?
Overview .........................................................271
Types of Conflict ..............................................273
Levels of Conflict .............................................275
Conflict Management ..........................................281
Decision-Making Models ......................................285
Escalation of Commitment and Framing
Heuristic .........................................................292
Conflict Negotiations Models ................................295

PART V GROUPS AND TEAMS
Chapter 13: Overview of Group Dynamics .........................311
Nancy Borkowski, DBA, CPA, FACHE ...................
Overview .........................................................311
What Is a Group? ...............................................312
Why Do People Join Groups? ...............................313
Roles of Group Members .....................................315
Group Norms ....................................................318
Cohesiveness ....................................................321
Conformity .......................................................323
Groupthink .......................................................324
Summary .........................................................327

Chapter 14: Groups ..............................................331
Judith Bachey, PhD
Overview .........................................................331
Types of Groups ...............................................332
Informal or Formal Group Structure ......................333
### Table of Contents

Group Development .......................... 336
Group Decision-Making ..................... 337

Chapter 15: Teams and Team Building ........ 343
*Nancy Borkowski, DBA, CPA, FACHE*
Overview ........................................ 343
Teams ............................................. 344
Types of Teams ................................. 347
Virtual Teams .................................... 348
Building Team Performance .................. 349
Barriers to Effective Teamwork .............. 353
Common Characteristics to Successful Teams . 354

PART VI MANAGING ORGANIZATIONAL CHANGE

Chapter 16: Organization Development ........ 361
*Lorrie Jones, PhD*
Overview ........................................ 361
Organizational Development ................. 362
The OD Professional ........................... 365
Action Research .................................. 368
Steps in the OD Process ....................... 368
OD Interventions ............................... 374
Summary ......................................... 376

Chapter 17: Resistance to Change and Change Management
*Paul D. Maxwell, EdD*
Overview ........................................ 379
Drivers of Change ............................... 380
Resistance of Change .......................... 382
Lewin’s Change Model ......................... 384
Implementing and Monitoring the Change Process ................. 386
The Costs and Benefits of Organizational Change .................. 390
Summary ......................................... 391

Index ............................................. 413
While there are several textbooks which address the joint topics of organizational behavior and organization theory (i.e., organizational studies) in the healthcare industry, there is no single textbook that focuses exclusively on organizational behavior. This is the market niche that Professor Borkowski's book very-ably fills. This book is highly-recommended for organizational behavior courses in healthcare offered in both graduate and undergraduate programs in health administration, nursing, public health, and health professions. It is very-comprehensive, very-readable, and very-applied.

An understanding of individuals' behavior and group dynamics is a critical part of the present and future success of healthcare executives. These executives need to be able to diagnose and understand the root causes of behavioral workplace problems such as poor communication, lack of employer motivation, poor performance, high turnover, conflict, and stress. With this background, they will be better able to predict and influence the behavior of staff members to achieve organizational success through increased job satisfaction and productivity.

This book has a number of strengths. First, it is extremely comprehensive. All of the topics one might expect to find in such a book (and more) are found in this book. Second, the book has a very applied focus so that students or practitioners are offered many applications and examples in each chapter that illustrate the concepts and bring them down to a very practical level.

Among the topics covered are individual perceptions and attitudes, diversity, communication, motivation, leadership, power, stress, conflict, conflict management, negotiations, group dynamics, team building, and managing organizational change. In addition to the usual and expected learning objectives, summaries, and case studies, other types of applied activities such as self-assessment exercises or evaluation instruments are also provided. These are intended as ways for the reader to gain a deeper understanding of how organizational behavior theories are successfully applied in the healthcare industry.

This book draws deeply on current research articles and case studies published in a wide variety of healthcare management journals. This helps the reader to understand the relevance of the theory and empirical research to the types of problems and challenges currently facing today's healthcare executives.

Professor Borkowski is particularly well-suited to write this book since she combines her academic qualifications with an extensive and successful background as a healthcare executive. She has held executive po-
sitions in physician practice management and managed care and is a past recipient of the ACHE Southern Florida Senior Career Healthcare Executive Award. Since joining the faculty at St. Thomas University, she has continued to consult with and serve on many boards of healthcare organizations. In sum, Professor Borkowski has utilized all of her background and produced a unique and outstanding contribution to the field of healthcare administration.

Myron D. Fottler, PhD
University of Central Florida
The US healthcare industry has grown and changed dramatically over the past 25 years. Besides being the nation's largest industry, employing over 13 million people, it is also the most complex with its numerous interrelated and interdependent segments. Decisions made, unlike other industries, may result in life or death. However, the healthcare industry is also very similar to other industries. Healthcare managers and administrators still need to deal with issues such as motivating staff, managing conflict, team-building, etc. However, healthcare managers need to deal with these issues within a very diverse population. Employees in health systems range from low skilled workers to highly trained professionals. In addition, healthcare managers need to “manage” individuals who are not employed by the system but control 80% of the resources used!

Although there are many excellent organizational behavior textbooks in print, written by scholars more qualified than I, they do not embrace the uniqueness and complexity of the healthcare industry. As such, I was compelled to write this book to assist those who are on the frontline everyday—healthcare managers who must motivate and lead others in a constantly changing environment. This is not an easy task, which I know firsthand. Before joining the academic world, I held senior executive positions for various healthcare organizations ranging from full-risk affiliated providers (managed care) to physician practices. My last venture before joining St. Thomas University in 1997 was owning and operating, with a physician partner, primary care health clinics.

My purpose for writing this book was to introduce graduate students and professionals to the behavioral science literature relevant to the study of individual and group behavior, specifically in healthcare organizational settings. Organizational behavior is a subject matter I consider fascinating and very important to a healthcare manager’s success. Using an applied focus, this book provides a clear and concise overview of the essential topics in organizational behavior from the healthcare manager’s perspective. The book focuses on the many aspects of organizational behavior, such as individuals’ perceptions and attitudes, diversity, communication, motivation, leadership, power, stress, conflict management, negotiation models, group dynamics, team building, and managing organization change. Each chapter contains learning objectives, summaries, case studies or other types of activities, such as self-assessment exercises or evaluation instruments, which are intended as ways to help you gain a deeper understanding of how organizational behavior theories are successfully applied within the healthcare industry.
It is my goal that after you have read this book, you will gain a greater understanding of how and why people and groups behave the way they do in the workplace. This greater understanding will allow you to better predict and thus effectively influence the behavior of those you lead. Please let me know if I accomplished my goal! You can reach me at nborkows@stu.edu.

I know that both graduate students and healthcare professionals are busy individuals. As such, I wrote this book without fluff. I did not want to waste your time or mine. I have tried to keep the information flowing. I have presented each concept or theory once. My style is not to say it, then put in an exhibit, then re-explain it by describing what was presented in the exhibit, etc. As one reviewer said, “I had to stay focused, otherwise I missed an entire concept!” You will notice that I have used a few case studies more than once throughout the book. The reason is that in most situations, there is more than one problem! For example, the case study Scott Dilemma demonstrates at least four or five organizational behavior issues. This short case addresses conflict, stress, cognitive dissonance, and power. My point is that managers should assume when interacting with staff that only one issue is being presented. What you may be dealing with is one symptom of multiple problems!

This was my first (and hopefully not last) attempt writing a book. Although it was a lengthy and complex process, it was a task I enjoyed (now that it is over and I have time to reflect). I tried to ensure that I referenced all the individuals whose works contributed to the development of this book. However, if by chance, I failed to give credit to someone along the way, please contact me so I may make the necessary correction.

At this time I wish to acknowledge individuals who, without their efforts and support, I would not have been able to complete this book. First, I wish to thank my colleagues and contributors: Jean Gordon, Jeff Pickens, Bob DeYoung, Judy Bachay, Lorrie Jones, Paul Maxwell, Kristan Guo and Yesenia Sanchez. Second, I want to thank my friend and colleague, Bob Amann, who gave me direction and support and never said no to my pleas for assistance even though I know they caused him great inconvenience. Third, I wish to re-acknowledge Jean Gordon who consistently displays what it means to be a good friend. As always, I am so very thankful and appreciative for my husband and children, who over the years have given up so much so I could accomplish my goals. Finally, I wish to thank the many incredible people employed throughout the healthcare industry with whom I have had and continue to have the opportunity to work. My life has been truly blessed because of these individuals!

Thank you for purchasing (and reading) my book. I welcome your comments and suggestions.

With personal regards,
Nancy Borkowski, DBA, CPA, FACHE
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