

Organizational Behavior in Health Care

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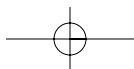
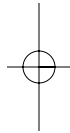
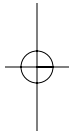
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DEDICATION

To my husband, Mike.



CONTENTS

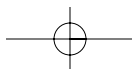
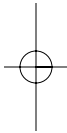
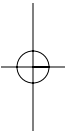
PART I	INTRODUCTION	
Chapter 1:	Overview and History of Organizational Behavior	3
	<i>Nancy Borkowski, DBA, CPA, FACHE</i>	
	Overview	3
	Why Study OB in Health Care?	4
	The Healthcare Industry	5
	History Of Organizational Behavior	6
	Conclusion	10
Chapter 2:	Diversity in Health Care	15
	<i>Jean Gordon, RN, DBA</i>	
	Overview	15
	Changing US Population	16
	Implications for the Healthcare Industry	20
	Diversity Management	28
Chapter 3:	Attitudes and Perceptions	43
	<i>Jeffrey Pickens, PhD</i>	
	Overview	43
	Attitudes	44
	Perception	52
	Conclusion	68
Chapter 4:	Workplace Communication	77
	<i>Kristina L. Guo, PhD and Yesenia Sanchez, MPH</i>	
	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 Intraorganizational 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	
	<i>Nancy Borkowski, DBA, CPA, FACHE</i>	
	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
	<i>Nancy Borkowski, DBA, CPA, FACHE</i>	
	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
	<i>Nancy Borkowski, DBA, CPA, FACHE</i>	
	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
	<i>Robert DeYoung, PhD</i>	
	Overview	173

	Lewin's Behavioral Study	174
	Trait Theory	175
	Ohio State Leadership Studies	177
	University of Michigan Studies	180
	Black and Mouton's Managerial Grid	181
Chapter 9:	Contingency Theories of Leadership	187
	<i>Robert DeYoung, PhD</i>	
	Overview	187
	Fiedler's Contingency Theory	188
	Path–Goal Leadership Theory	193
	Tannenbaum and Schmidt's Continuum of Leadership Behavior	195
	Situational Leadership Model—Hersey and Blanchard	197
	Leader–Member Exchange Theory	199
	Conclusion	200
Chapter 10:	Contemporary Leadership Theories	209
	<i>Robert DeYoung, PhD</i>	
	Overview	209
	Transformational vs. Transactional Leadership	210
	Other Transformational Leadership Approaches	214
	The Implications of Transformational Leadership on the Healthcare Industry	214
	The Charismatic Leader	217
	Attribution Theory of Leadership	220
	Visionary Leadership	220
	Servant Leadership	221
	Emotional Intelligence	222
	Conclusion	224
PART IV	INTRAPERSONAL AND INTERPERSONAL ISSUES	
Chapter 11:	Stress in the Workplace and Stress Management	231
	<i>Nancy Borkowski, DBA, CPA, FACHE</i>	
	Overview	231

	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
	<i>Author?</i>	
	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
	<i>Nancy Borkowski, DBA, CPA, FACHE</i>	
	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
	<i>Judith Bachey, PhD</i>	
	Overview	331
	Types of Groups	332
	Informal or Formal Group Structure	333

	Group Development	336
	Group Decision-Making	337
Chapter 15:	Teams and Team Building	343
	<i>Nancy Borkowski, DBA, CPA, FACHE</i>	
	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
	<i>Lorrie Jones, PhD</i>	
	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	
	<i>Paul D. Maxwell, EdD</i>	
	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



FOREWORD

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 health care 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-

xii ORGANIZATIONAL BEHAVIOR FOR HEALTH CARE

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

P R E F A C E

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 inter-related 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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