FOURTH EDITION

Organizational Behavior in HEALTH CARE

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Cover Image (Title Page, Part Opener, Chapter Opener): © Valex/Shutterstock
Printing and Binding: Sheridan Books

Library of Congress Cataloging-in-Publication Data
Library of Congress Control Number: 2020933339

6048

Printed in the United States of America
24 23 22 21 20 10 9 8 7 6 5 4 3 2 1

Brief Contents

Preface xii
About the Authors xiii

PART I **Introduction** 1

CHAPTER 1 **Overview and History of Organizational Behavior** 3

CHAPTER 2 **Diversity, Equity, and Inclusion in Health Care** 13

CHAPTER 3 **Diversity Management and Cultural Competency in Health Care** 27

CHAPTER 4 **Attitudes and Perceptions** 45

CHAPTER 5 **Workplace Communication** 71

PART II **Understanding Individual Behaviors** 103

CHAPTER 6 **Content Theories of Motivation** 105

CHAPTER 7 **Process Theories of Motivation** 127

CHAPTER 8 **Attribution Theory and Motivation** 145

PART III **Leadership** 161

CHAPTER 9 **Power, Politics, and Influence** 163

CHAPTER 10 **Trait and Behavioral Theories of Leadership** 173

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CHAPTER 11 **Contingency Theories and Situational Models of Leadership** 187

CHAPTER 12 **Contemporary Leadership Theories** 205

PART IV **Intrapersonal and Interpersonal Issues** **227**

CHAPTER 13 **Stress in the Workplace and Stress Management** 229

CHAPTER 14 **Decision Making** 261

CHAPTER 15 **Conflict Management and Negotiation Skills** 275

PART V **Groups and Teams** **297**

CHAPTER 16 **Overview of Group Dynamics** 299

CHAPTER 17 **Groups** 315

CHAPTER 18 **Work Teams and Team Building** 327

PART VI **Managing Organizational Change** **341**

CHAPTER 19 **Organization Development** 343

CHAPTER 20 **Managing Resistance to Change** 361

Index **379**

Contents

Preface xii
About the Authors xiii

PART I **Introduction 1**

CHAPTER 1 **Overview and History of Organizational Behavior 3**

Overview 3
Why Study Organizational Behavior in Health Care? 4
The Health Care Industry 4
History of Organizational Behavior 6
The Hawthorne Studies 7
Theories X and Y 8
Related Disciplines 9
Discussion Questions 10
What Do You Know About Organizational Behavior? 10
Scoring 11
Interpretation 11
References 11

CHAPTER 2 **Diversity, Equity, and Inclusion in Health Care . . . 13**

Overview 13
Diversity, Equity, and Inclusion Defined 14
Changing U.S. Population 16
Race/Ethnicity 17
Age 18
Gender 19
Sexual Orientation, Gender Identity, and Gender Expression 19
Implications for the Health Care Industry 21
Summary 23
Discussion Questions 23
Exercise 2-1 23
Exercise 2-2 23
Exercise 2-3 23
References 24
Other Suggested Readings 25

CHAPTER 3 **Diversity Management and Cultural Competency in Health Care 27**

Diversity Management 28
The Future Workforce 29
Diversity in Health Care Leadership . . . 30
Cultural Competency 33
Summary 41
Discussion Questions 42
Exercise 3-1 42
Exercise 3-2 42
Exercise 3-3 42
References 42

CHAPTER 4 **Attitudes and Perceptions 45**

Overview 45
Attitudes 46
Cognitive Dissonance 47
Formation of Attitudes 48

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Measurement of Attitudes 49
Changing Attitudes 50
Perception 55
Attribution Theory 56
Social Perception 58
Halo Effect 58
Contrast Effects 59
Projection 60
Stereotyping 60
Pygmalion Effect 62
Impression Management 63
Employee Selection 64
Summary 66
Discussion Questions 66
Case Study and Exercises 66
References 68
Other Suggested Readings 70

CHAPTER 5 Workplace Communication 71

Overview 71
Communication Process 72
Feedback 73
The Johari Window 75
Communication Channels 76
Verbal Communication 76
Electronic Communication 78
Nonverbal Communication 80
Barriers to Communication 81
Environmental Barriers 81
Personal Barriers 83
Overcoming Barriers to Improve Communication 84
Effective Communication for Knowledge Management 85
Strategic Communication 87
Flows of Intraorganizational Communication 87
Upward Flow 88
Downward Flow 89
Horizontal Flow 89
Diagonal Flow 89
Communication Networks 89
Informal Communication 93
Cross-Cultural Communication 94
Communicating with External Stakeholders 96
Summary 98
Discussion Questions 99
Case Studies 100
References 101

PART II Understanding Individual Behaviors 103

CHAPTER 6 Content Theories of Motivation 105

Overview 105
Maslow's Hierarchy of Needs Theory 106
Alderfer's ERG Theory 110
Herzberg's Two-Factor Theory 112
Job Design 115
McClelland's Three-Needs Theory . . . 118
Achievement 119
Power 119
Affiliation 120
Summary 121
Discussion Questions 121
Case Studies and Exercises 122
References 126
Other Suggested Readings 126

CHAPTER 7 Process Theories of Motivation 127

Overview 127
Expectancy Theory 127
Equity Theory 130
Satisfaction–Performance Theory . . . 133

Goal-Setting Theory 135
Reinforcement Theory 137
Summary 139
Discussion Questions 139
Case Studies 140
References 144

CHAPTER 8 Attribution Theory and Motivation 145

Overview 145
Attribution Theory 145
Attribution Style 147
Attributions and Motivational States 148
Learned Helplessness 148
Aggression 149
Empowerment 150
Resilience 151
Promoting Motivational Attribution Processes 152
Screening for Resilience 152
Attributional Training 153
Immunization 153
Increasing Psychological Closeness 153
Multiple Raters of Performance 154
Conclusion 154
Discussion Questions 155
Case Studies and Exercise 155
References 158
Other Suggested Reading 159

PART III Leadership 161

CHAPTER 9 Power, Politics, and Influence 163

Overview 163
Sources of Power 164
Other Sources of Power in an Organization 165
Uses of Power 167
Developing a Power Base 167
Organizational Politics 168
Upward Influence 169
Conclusion 170
Discussion Questions 170
Case Studies 170
References 172

CHAPTER 10 Trait and Behavioral Theories of Leadership 173

Overview 173
Trait Theory 174
Lewin's Behavioral Study 176
Ohio State Leadership Studies 177
University of Michigan Studies 178
Blake and Mouton's Leadership Grid 178
Conclusion 180
Discussion Questions 181
Case Study and Exercises 181
Exercise 10-1 182
Exercise 10-2 182
Exercise 10-3 182
Exercise 10-4 182
Exercise 10-5 Leadership Questionnaire 182
References 185

CHAPTER 11 Contingency Theories and Situational Models of Leadership 187

Overview 187
Fiedler's Contingency Theory 188
House's Path–Goal Leadership Theory 190
Tannenbaum and Schmidt's Continuum of Leadership Behavior 193
Hersey and Blanchard's Situational Leadership Model 194

Leader–Member Exchange Theory 196
Conclusion 198
Discussion Questions 199
Exercise 11-1 199
References 203

CHAPTER 12 Contemporary Leadership Theories 205

Overview 206
Transformational Versus Transactional Leadership 206
Transactional Leadership 207
Transformational Leadership. 207
Transformational Leadership: A Contradictory View 208
The Implications of Transformational Leadership for the Health Care Industry 209
Other Contemporary Leadership Approaches 210
The Charismatic Leader 211
Servant Leadership 213
Collaborative Leadership 214
Another Look at Traits and Behavior 215
Big Five Personality Factors 215
Emotional Intelligence 216
Behavioral Competencies 218
Summary 219
Discussion Questions 220
Exercise 12-1 220
Exercise 12-2 Are You a Charismatic Leader? 220
Exercise 12-3 What Is Your EQ? 221
Exercise 12-4 221
Appendix 12-A Traits and Skills of Collaborative Leaders 222
Appendix 12-B Six Key Practices and Necessary Steps for Leaders to Guide Successful Collaborations 222
References 223
Other Suggested Readings 225

PART IV Intrapersonal and Interpersonal Issues 227

CHAPTER 13 Stress in the Workplace and Stress Management 229

Overview 229
Work-Related Stress 233
Workplace Violence 233
Stressors 234
Positive and Negative Stressors 234
Internal or External Stressors/Acute or Chronic 235
Individuals and Stress. 236
Personalities 236
Underrepresented Populations 238
Gender. 239
Beliefs About Stress. 239
Burnout 240
Presenteeism. 241
Causes of Workplace Stress 243
Coping with Stress. 245
Organizational Coping Strategies 246
Joy in Work 247
Job Design 248
Individual Coping Strategies 249
Learned Optimism 250
Stress Management Programs. 252
Summary 254

Discussion Questions 254
References 256
Other Suggested Readings 258

CHAPTER 14 Decision Making. 261

Overview 261
Rational Approach 262
Bounded Rationality Model 262
Intuition 264
Heuristics or Biases Approach. 264
Escalation of Commitment and Framing Heuristics. 266
Decision-Style Model 268
Vroom-Yetton Decision-Making Model. 269
Conclusion 272
Discussion Questions 272
Exercise 14-1 272
Exercise 14-2 272
Exercise 14-3 272
References 272
Other Suggested Readings 273

CHAPTER 15 Conflict Management and Negotiation Skills 275

Overview 275
Types of Conflict. 276
Levels of Conflict 277
Intrapersonal Conflict. 278
Interpersonal Conflict. 279
Intragroup Conflict. 279
Intergroup Conflict. 280
Interorganizational Conflict 281
Conflict Management 282
Conflict Negotiation Models. 284
Distributive Model. 284
Integrative Model. 285
Interactive Model. 287
Benefits of Skilled Conflict Resolution and Negotiation 288
Conclusion 288
Discussion Questions 289
Case Studies. 289
References 294
Other Suggested Readings 296

PART V Groups and Teams 297

CHAPTER 16 Overview of Group Dynamics 299

Overview 299
What Is a Group? 300
Group Interaction. 300
Why Do People Join Groups? 301
Roles of Group Members. 302
Group Norms 304
Cohesiveness 307
Size of the Group 307
Social Loafing. 307
Experience of Success. 308
Group Status. 308
Outside Threats to the Group. 308
Conformity 309
Groupthink 309
Conclusion 311
Discussion Questions 312
Exercise 16-1 313
Exercise 16-2 313
Be the Best We Can Be Team Norms 313
Exercise 16-3 313
References 313

CHAPTER 17 Groups 315

Overview 315
Types of Groups 315
Primary Groups 316
Secondary Groups 316
Reference Groups 316
Informal or Formal Group Structure 317
Informal Groups 317
Formal Groups 318
Group Development 320
Group Decision Making 320
Rational Decision-Making Processes 321
Brainstorming 322
Nominal Group Technique 323
The Delphi Technique 323
Irrational Decision-Making Processes 323
The "Garbage Can" Decision-Making Process 323
Conclusion 325
Discussion Questions 325
Exercise 17-1 325
Exercise 17-2 325
References 325

CHAPTER 18 Work Teams and Team Building 327

Overview 327
Teams and Teaming 328
Types of Teams 330
Virtual Teams 331
Building Team Performance 331
Common Characteristics of Successful Teams 335
Barriers to Effective Teamwork 337
Conclusion 338
Discussion Questions 339
Exercise 18-1 339
Exercise 18-2 339
Exercise 18-3 339
References 340
Other Suggested Readings 340

PART VI Managing Organizational Change 341

CHAPTER 19 Organization Development 343

Overview 343
Organization Development 344
The Organization Development Professional 346
Action Research 348
Steps in the Organization Development Process 348
Entering and Contracting 349
Diagnosis 350
Planning and Implementing Change 351
Evaluating and Institutionalizing Change 352
Organization Development Interventions 353
Appreciative Inquiry 354
Conclusion 355
Discussion Questions 355
References 359

CHAPTER 20 Managing Resistance to Change 361

Overview 361
Drivers of Change 362
Resistance to Change 363
Individuals' Barriers to Change 363
Discomfort with Uncertainty 364
Perceived Negative Effects on Interests . . . 365

Perceived Breach of Psychological Contract 365
Lack of Clarity as to What Is Expected 365
Excessive Change 365
Lewin's Change Model. 366
Transformation of Health Care Organizations 369
Summary 370
Discussion Questions 371
Case Study 371
References 378
Other Suggested Readings 378

Index 379

Preface

In the first edition of this book, Chapter 1 stated that "the U.S. health care industry has grown and changed dramatically over the past twenty-five years." That was an understatement! Since that time, the industry has experienced some of the most dynamic changes that health care managers have seen. In the coming years, more system-wide changes will occur as we continue our push forward to achieve patient-centered, value-based health care. Health care managers are quickly learning that what worked in the past might not work in the future. This was the compelling reason to write an organizational behavior book specifically for health care managers who are on the front lines every day, motivating and leading others in a constantly changing, complex environment. This is not an easy task, as we know firsthand!

The purpose of this book is to provide health care managers and other professionals with an in-depth analysis of the theories and concepts of organizational behavior while embracing the uniqueness and complexity of the industry. Although health care is similar to other industries, it is also very different. As the nation's largest industry, health care employs more than 16 million people in numerous interrelated and interdependent segments.

Using an applied focus, this book provides a clear and concise overview of the essential topics in organizational behavior from the health care manager's perspective. It is our goal to give you a greater understanding of why and how people and groups behave as they do in the workplace. With this knowledge, you will be able to predict and effectively influence the behavior of the people you lead. Please let me know if we accomplish our goal! You can reach us at nborkows@uab.edu or kameese@uab.edu.

We have tried to ensure that we referenced all the individuals whose work contributed to the development of this book. However, if by chance we failed to give credit to someone along the way, please contact us so that we can make the necessary correction.

At this time, we wish to thank our families for their patience, understanding, and support over the years. Finally, we wish to thank the many wonderful and caring people employed throughout the health care industry with whom we have had and will continue to have the opportunity to work with. Our lives continue to be blessed by these dedicated individuals!

Thank you for purchasing (and reading) our book. We welcome your comments and suggestions, and we wish you the best on your health care management and leadership journey.

With personal regards,

Nancy Borkowski, DBA, FACHE, FHFMA
Katherine A. Meese, PhD

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About the Authors

Nancy Borkowski, DBA, FACHE, FHFMA, is Professor in the Department of Health Services Administration at the University of Alabama at Birmingham. She received her DBA with specializations in health services administration and accounting from Nova Southeastern University. Dr. Borkowski has over 25 years' experience in the health care industry and is a two-time past recipient of the American College of Healthcare Executives' (ACHE) Southern Florida Senior Career Healthcare Executive Award, which recognizes individuals who have made significant contributions to the advancement of health management excellence.

A nationally recognized author, Dr. Borkowski is also board certified in health management and is a Fellow of both the American College of Healthcare Executives and the Healthcare Financial Management Association. The first edition of her book, *Organizational Behavior in Health Care,* referred to as "one of the most significant advances in the field of health services administration," was honored with the *American Journal of Nursing*'s 2005 Book of the Year Award for nursing leadership and management. Dr. Borkowski is the author of three textbooks that are widely used in graduate and undergraduate health administration and nursing programs both nationally and internationally.

Dr. Borkowski's work has been published in the *Journal of Ambulatory Care Management*, *Leadership in Health Services*, *Group & Organization Management*, *Organizational Behavior and Human Decision Processes*, *Health Care Management Review*, *Journal of Health Administration Education*, *Journal of Health and Human Services Administration*, *International Journal of Public Administration*, and various other journals.

Her teaching interests are leadership, organizational behavior, and strategic management. Dr. Borkowski is a past recipient of the ACHE's Excellence in Teaching Award, which is given to faculty who engage in furthering academic excellence and the professional development of health management students.

Over the past three decades, Dr. Borkowski has served in various leadership roles for the Association of University Programs in Health Administration, Academy of Management's Health Care Management Division, the American College of Healthcare Executives' Southern Florida Regent's Advisory Council, the South Florida Healthcare Executive Forum, the Alabama Healthcare Executive Forum, and various other health-related organizations. In 2013, Dr. Borkowski received the Jessie Trice Hero Award for her leadership and commitment to improving the lives of underserved and minority populations. She has also been honored with the Exemplary Service Award from the American College of Healthcare Executives (2012) and the Frederick T. Muncie Gold Award from the Healthcare Financial Management Association (2017).

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Services Administration with a specialization in strategic management from the University of Alabama at Birmingham in 2019. Dr. Meese has seven years of industry experience, encompassing work in ten countries on four continents, including management positions for a large academic medical center. Her work has been published in *Anesthesia & Analgesia, Health Services Management Research, Journal of Health Administration Education*, and various other journals. Her research interests are in wellness, burnout, quality and safety, and delivery models that enhance organizational learning.