

CHAPTER 1

An Introduction to the Dark Side

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Organizational behavior is the study of human behavior in organizational settings. It is also a relatively young field of study, one that is still seeking to define its boundaries and determine its fundamental concepts and processes. In some ways, organizational behavior emerged as a counterpoint to the widespread popularity of Frederick Taylor's scientific management, an industrial engineering-based approach to management that emerged in the early 1900s (cf., Taylor, 1911). Scientific management was primarily focused on how managers could boost the productivity of workers through efficiency and standardization techniques such as time-and-motion study and piece-rate pay systems. In Taylor's view, the roles of individuals and groups in organizations were either ignored altogether or given only minimal attention.

First There Was the Light . . .

A few early writers and managers, however, did begin to recognize the importance of individual and social processes in organizations. The noted German psychologist Hugo Munsterberg, for instance, was one of the pioneers of industrial psychology and argued that the field of psychology could provide important insights into areas such as motivation and the hiring of new employees. And in some ways his approach to human behavior in organizations set the tone for what would follow. At the end of his seminal book *Psychology*

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and Industrial Efficiency, published in 1913, Munsterberg argues that it is in the best interests of both employers and employees to improve industrial efficiency and the psychological conditions of work. He goes on to suggest that if managers can find the right blend of efficiency (for organizations) and psychological fulfillment (for workers), then “mental dissatisfaction at work may be replaced in our social community by overflowing joy and perfect social harmony.” (One can almost hear the birds singing, feel the breeze gently blowing, and see the flowers blooming!)

In later years, during the so-called human relations era of management, these same basic ideas were reflected (albeit with much more restraint) in the popular writings of Douglas McGregor and Abraham Maslow (cf., McGregor, 1960; Maslow, 1943). McGregor is best known for his classic book *The Human Side of Enterprise*, in which he identified two countervailing perspectives that he believed to typify managerial views of employees. Some managers, McGregor said, subscribed to what he labeled Theory X. Theory X takes a pessimistic view of human nature and employee behavior and is in many ways consistent with the original premises of scientific management. But a much more optimistic and positive view of employees is found in Theory Y, which suggests that workers are internally motivated and committed and can be led to enjoy working. McGregor argues that managers who adopt a Theory X mentality are wrong—that the Theory Y perspective is really more consistent with human nature and is thus the perspective that enlightened managers should adopt.

Abraham Maslow’s famous hierarchy of needs, arguably the best-known theory of human motivation, also takes a similarly optimistic and positive view of human behavior. Maslow argued that human beings are “wanting” animals: they have innate desires to satisfy a given set of needs. Furthermore, Maslow believed that these needs are arranged in a hierarchy of importance, with the most basic needs at the foundation of the hierarchy. The three sets of needs at the bottom of the hierarchy are deficiency needs, because they must be satisfied for the individual to be fundamentally comfortable. The top two sets of needs are growth needs, because they focus on personal growth and development. One basic implication is that managers can motivate people to work if they (1) understand where on the hierarchy an individual is cur-

rently functioning and (2) provide performance-contingent opportunities for the individual to satisfy needs associated with the next level of the hierarchy.

Since these early pioneering contributions to the field, organizational behavior theorists and researchers have continued to direct most of their attention on how various behaviors benefit organizations and the antecedent conditions associated with those beneficial behaviors. For example, most theories and models of individual behavior have concentrated on how processes within organizations affect such variables as job satisfaction, employee motivation, performance, organizational commitment, and so forth. Theories and models of leadership and decision making examine how the organization might improve leadership effectiveness or decision-making quality and the leader's ability to motivate workers. At the group level, the dependent variables of interest are usually things like cohesiveness, performance norms, communication patterns, and group-level performance, as well as individual responses to a group or team context.

Implicit in these theories and models is the assumption that if we can learn more about cause-and-effect linkages among key variables, managers and organizations would thus be in a position to enhance these outcome variables by manipulating their causes. For example, a basic implicit assumption of job characteristics research is that if researchers can identify specific job attributes that cause employees to be motivated and to perform at a higher level, managers can then redesign jobs to enhance those attributes, thereby also enhancing motivation and performance.

In general, the common themes of these dependent variables are functionality enhancement. That is, they are presumed to be phenomena that can serve to improve and enhance the organization in one or more beneficial ways—to boost productivity, improve morale, or make the organization more effective. These functional variables thus serve, at least in theory, to boost an organization's revenues or lower its costs (through improved performance or productivity, for example) or improve the internal climate (through improved morale, for example) or all of these. Indeed, employee turnover and absenteeism are perhaps the only historically common dependent variables that have a negative connotation. But even these variables are seen as things that are

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(1) caused by specific events and attributes in the organization, (2) accompanied by various replacement costs, and (3) thus manageable in the sense of changing organizational events and attributes so as to reduce those costs.

. . . Then Came the Dark

But just as other social sciences have continued to evolve in the level of sophistication and complexity in their theories and models, however, so too has organizational behavior moved from a relatively simplistic and narrowly focused discipline to a much richer and more encompassing field with a broader array of concepts and variables. As part of this evolution, new types of dependent variables have emerged in theory and research. Although some of these newly defined types of behaviors are also functional in nature, others are considerably less functional in that they relate to negative consequences or involve direct costs to the individuals who make up organizations and to the organizations themselves. Representative of this new type of dependent variable, for example, is workplace violence. Violent behavior in no way benefits the organization and, if acknowledged at all in an organization, is seen as something to be controlled, minimized, or eliminated altogether (O'Leary-Kelly, Griffin & Giew, 1996).

This book was conceived to provide an opportunity for scholars interested in these kinds of behaviors to have a forum to present, expand, and further develop their thinking about what we are calling the "dark side" of organizational behavior. We consider dark side behavior to be motivated behavior by an employee or group of employees that has negative consequences for an individual within the organization, another group of individuals within the organization, or the organization itself. Several elements of this framing warrant additional discussion and will be explored in the following paragraphs.

First, dark side behaviors result in negative outcomes. These outcomes, in turn, are perhaps best conceptualized as costs. The costs resulting from dark side behaviors may take a variety of forms. For example, they might be real and measurable costs (for example, theft of company property) or indirect and subjective costs (suboptimal organizational decision making to promote a personal

agenda). They may also relate more to public relations or reputation than to bottom-line performance, or be insidious costs involving such things as neglect or sabotage. Finally, they might also take more than one form (reputational damage [subjective costs] from a media scandal concomitant with legal fines [direct costs] resulting from a widely publicized sexual harassment case).

Second, dark side behaviors are motivated in some way. That is, there is intention or awareness on the part of the individual(s) exhibiting the behavior as to the potential ramifications of that behavior. Thus, the behaviors of a manager who makes an incorrect decision, a clerk who inadvertently offends a client, or a production worker who accidentally causes a fire in a factory do not fit into the dark side arena. Although they may indeed result in real costs for the organization, they are not intentional. Moreover, individuals exhibiting the behaviors have not intended to incur costs or other damages for the organization, but, rather, are victims of simple human error. The organization will also presumably have systems in place for controlling such behaviors over time. For example, if the clerk repeatedly offends customers, the firm's performance appraisal system should identify this problem and have the individual trained in customer relations, reassigned to a different job, or terminated. Intent, then, is key to distinguishing dark side behavior from accidents, errors, or mistakes.

Our conceptualization of dark side behavior is similar to—but subtly different from—other emerging frameworks that seek to capture a richer and more complete array of work behaviors. Notable among these are antisocial behaviors (Giacalone & Greenberg, 1997) and deviance (Robinson & Bennett, 1995). Both of these approaches seek to describe a set of negative behaviors that are separate and distinct from other behaviors. For example, antisocial behaviors are intended to be the theoretical opposite of a different set of behaviors called prosocial behaviors. Likewise, deviance is conceptualized as a distinct set of behaviors falling outside of normatively acceptable behaviors.

Our viewpoint, however, recognizes that in some cases the same behavior can be either functional or dysfunctional, depending on intent, motive, context, and consequences. For example consider the behavior of a supervisor firing an employee. If the employee is a poor performer who has been given ample opportunity to

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improve but who is obviously unable or unwilling to do so, the supervisor has given the employee several prior warnings, and the supervisor follows established organizational procedures, this behavior is functional in that it is appropriately undertaken in the best interests of the organization. Although there are obvious negative consequences to the employee, they are nevertheless acceptable in that most observers would agree that the behavior was undertaken for functional reasons. However, if the supervisor is firing a high-performing worker as a result of a personal vendetta or to achieve some ulterior outcome (such as freeing up a position for hiring a friend), this behavior—exactly the same as the former at a surface level—is clearly dysfunctional in that the organization is losing the contributions of a valued employee and the individual is being treated in an unfair and inappropriate manner. Thus, this perspective avoids having to separate behaviors into one of two discrete categories, instead allowing us to more realistically include at least some behaviors that can vary in terms of their functionality.

In planning this volume, we first acknowledged that there are a number of antecedent factors that may contribute to the incidence of dark side behavior. Some of these antecedents reside at the individual level. Examples include an individual's ethics, values, and morals, pathological characteristics such as alienation, depression, and hostility, and extra-work phenomena such as family context and personal stress. Other antecedents exist more at the group or organizational level and include things such as norms, the organization's culture, and reward and control systems.

These antecedents increase or decrease the potential for the incidence of dark side behaviors in an organization. For example, an individual with a weak value system and a history of unethical behavior, who is generally hostile toward others and is experiencing personal problems, is more likely to engage in dark side behaviors at work than is an individual with strong values and a commitment to ethical conduct, who is also emotionally healthy and has a strong social support network outside of work. Likewise, an organization with norms and a culture that foster dark side behaviors, that actually rewards such behaviors, and that has weak control systems is more likely to experience dark side behaviors than is an organization with norms and a culture that discourage dark side behaviors, that does not reward such behaviors, and that has a stronger control system.

Behaviors, of course, may manifest themselves at the individual or group levels. In most cases these behaviors reflect choices by those individuals or groups. That is, an individual will choose whether to enact a behavior known to be positive (working hard, being honest, treating others fairly) or negative (performing far below one's capabilities, being dishonest, treating others unfairly). Similarly, the members of a group will work together in ways known to be positive (making effective decisions, working collaboratively with other groups) or negative (making suboptimal decisions, working against other groups). Finally, when dark side behaviors do occur, as already noted, they result in negative consequences for the individual, the group, and the organization.

Kinds of Dark Side Behaviors in Organizations

Given the wide array of dark side behaviors that have been explicitly and implicitly suggested, we might find it useful to first categorize them in terms of whether the costs of a particular dark side behavior are incurred primarily by individual people in particular or the organization in general. For instance, if the behavior being examined involves sexual harassment, virtually everyone would agree that the first and foremost concerns regarding the negative consequences of that behavior are for the individual or individuals being harassed. Although the organization may also suffer negative consequences in terms of damaged morale or bad publicity, the individual(s) being harassed bears the major costs.

But suppose an individual intentionally and knowingly reveals proprietary information about a new product breakthrough to someone outside the organization. If that information finds its way to a competitor that is then able to react in a preemptive fashion, it is the first organization itself that incurs the primary costs of this behavior through the loss of a competitive advantage. Although individuals may also suffer as a result of this set of dark side behaviors, it is the organization itself that is most directly affected.

When the costs of dark side behaviors reside primarily with individuals or groups of individuals, we consider these as *behaviors injurious to human welfare*. It then becomes useful to provide one further subclassification in terms of whether the costs of an individual's dysfunctional behavior are borne primarily by others or by

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that individual him- or herself. For instance, the costs of sexual harassment, as already noted, are incurred first and foremost by the individual(s) being harassed. But if an individual's dysfunctional behavior is drug abuse in the workplace, it is that person who is likely to bear the greatest costs. Obviously, of course, there are also potential secondary effects from both types of behaviors. For example, the individual engaging in the harassing behaviors may also suffer job loss if the victim files a complaint, thereby also experiencing negative consequences. Similarly, erratic behaviors by the drug abuser may cause accidents that harm others. Thus, although some classifications are clearly arbitrary, we group behaviors injurious to human welfare according to who generally bears the initial and major costs while acknowledging that second-level effects are also not only possible but also quite probable.

The other major category of dark side behaviors consists of *behaviors injurious to the organization*. These behaviors are those that result in negative consequences that are primarily borne by the organization itself, rather than by any given individual. Again, there are two levels of this category as well. In some instances, for example, dark side behaviors may result in specific and measurable costs. If an employee steals a computer from her employer, the organization has thus incurred specific initial costs associated with the actual purchase of the computer, as well as the costs of investigating the theft and replacing the stolen property.

Other forms of dark side behavior can also result in negative consequences for the organization, albeit of a form that is subjective, ambiguous, and difficult—if not impossible—to measure. For example, consider the case of a manager with average performance-related skills but with exceptionally strong impression management skills. By adroitly using the impression management skills, this manager may be promoted ahead of others with stronger performance-related skills, even to the point of eventually reaching a high-level position in the organization. As a result, the overall performance of the unit or department under this person's control may be less than it would have been had a different, more qualified manager been given the position. But this assessment, while highly plausible, cannot generally be demonstrated in an empirical fashion.

Dark Side Behaviors Injurious to Human Welfare

As already noted, behaviors that are injurious to others are those that result first and foremost in costs that are borne by individuals. As also noted above, certain of these behaviors result most directly in harm to others, whereas other behaviors result more immediately in harm to the individual enacting the dark side behavior.

Dark Side Behaviors That Harm Others

There are several forms of dark side behaviors injurious to human welfare that primarily and most directly harm others. These are verbal and psychological violence, physical violence, sexual harassment, and general unsafe work practices.

Verbal and Psychological Violence

Given the interpersonal nature of organizations, interactions among people in organizational settings can obviously take many different forms, some very positive and constructive, others relatively benign and of negligible impact, and still others quite negative and destructive. Managers and supervisors may, of course, occasionally find it necessary to reprimand or discipline employees, offer constructive criticism, or use their formal authority to control or coerce the behaviors from others. When handled appropriately, these actions help shape future behaviors, improve performance, and even protect the individual from more severe sanctions.

But in other cases the verbal interactions among people may constitute verbal or psychological abuse. For example, one survey found that during a one-year period as many as six million U.S. workers are likely to be threatened and another sixteen million the target of some form of harassment (Northwestern National Life Insurance Company, 1993). These behaviors are, of course, quite dysfunctional and can result in a wide array of undesirable outcomes, especially for the targets of such abuse. For example, these individuals may suffer from fear, insecurity, and higher levels of stress. They may also suffer from damaged self-esteem or self-concepts. In addition, verbal and psychological violence may

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also result in turnover among the targets, a climate in the workplace of hostility and fear, or retaliation from these individuals against their abusers.

Physical Violence

Even more troubling are instances in which an employee is the victim of actual physical violence. Again, the statistics are alarming. In any given year, for example, murders in the workplace are generally among the major causes of death for all employees. In general, women are often affected to a greater degree than are men. Workplace homicide is also the fastest growing form of murder in the United States (Filipczak, 1993). One recent survey found that among those organizations responding, almost 25 percent had had at least one employee murdered in the workplace during a four-year period.

Of course, homicides are only the extreme form of physical violence in the workplace. In addition, individuals may be physically assaulted through such actions as being pushed or shoved, slapped or hit, or raped—all without being killed. The authors of one study estimated more than two million U.S. workers may be physically attacked each year (Northwestern National Life Insurance Company, 1993). In the case of physical violence, the individual victim obviously incurs the greatest costs—physical pain and suffering, lost work time, medical expenses, psychological damage, or death. Other costs are also borne by witnesses and observers, coworkers, family members, and others. Assuming the perpetrator of the violence is known, even that person suffers costs in the form of social ostracization, termination from work, financial sanctions, or incarceration. And the organization may incur medical and legal expenses, lost work time, and a damaged culture and public image.

Sexual Harassment

Sexual harassment is another dark side behavior resulting primarily in costs for the victim. Of course, sexual harassment can be seen as a form of verbal, psychological, or physical violence. But given the special attention accorded this problem by researchers, managers, and even the media, it makes sense to highlight it as a separate category of dark side behavior in organizations. The costs of sexual harassment to the victim or victims are similar to those of

the other forms of violence: damaged self-esteem or self-concept, stress, or physical damage. Similarly, there may also be corresponding costs to the organization and even to the perpetrator.

General Unsafe Work Practices

A final category of dark side behaviors primarily injurious to others is what might be termed general unsafe work practices. Examples include using equipment or machinery in ways that deviate from normal practice (such as driving a fork-lift through a crowded work area without warning), breaking traffic laws while driving on organizational business (such as exceeding the speed limit while traveling between sales calls), using chemicals or other toxic materials without following normal safety practices (such as pouring dangerous materials into an open trash receptacle), and not following standard security rules or procedures (such as allowing an unauthorized person to enter company premises or leaving doors unlocked). The potential costs of behaviors such as these to other individuals include serious injury or death. Costs to the organization include medical and legal fees, lost production time, government intervention and control, damaged public relations, and the intrusive effects of unauthorized individuals into sensitive work areas.

Dark Side Behaviors That Harm Self

Other dark side behaviors injurious to human welfare take their primary toll on the individual perpetrating the behavior. Representative examples of these kinds of behaviors include alcohol or drug abuse, smoking, specific unsafe work practices, and suicide.

Alcohol and Illicit Drug Abuse

Although illicit drug and alcohol abuse is an organizational problem often discussed in the popular media, it has received relatively little attention among organizational scholars (Harris & Trusty, 1997). The potential effects of alcohol and illicit drug abuse on the individual abuser include physiological damage to the body, financial hardship due to the costs of acquiring alcohol and illicit drugs, social and interpersonal difficulties, marital and family difficulties, and impaired judgment and decision making. Legal sanctions may also be incurred in some cases. And, of course, many of

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these outcomes may have consequences for others as well. From the organization's perspective, alcohol and illicit drug abuse at work can result in lower performance and higher accident rates, absenteeism, turnover, and insurance premiums.

Smoking

In general, the dysfunctional character of smoking behaviors mirrors that of alcohol and illicit drug abuse, but it also differs in some important ways. For example, drinking too much can result in legal consequences, whereas by definition the simple possession of illicit drugs is also illegal. But there are no legal consequences for adults possessing tobacco products, nor is smoking "too much" punishable by law. As a result, although organizations generally ban alcohol use during work and have strict rules about both intoxication and drug abuse, smoking is a perfectly legal activity.

Thus, while most organizations today prohibit smoking inside some or all facilities, most also provide designated smoking areas for employees. The costs to the individual smoker are well documented and can be reviewed simply by examining the warning labels on a package of cigarettes—respiratory problems, lung cancer, and so forth. Likewise, the effects of secondary smoke on others are also widely known and accepted. For the organization, the costs of smoking by employees include higher insurance premiums, lost productivity as workers move to and from their smoking areas, and the expense of monitoring compliance with no smoking rules.

Specific Unsafe Work Practices

We have already noted the dark side nature of general unsafe work practices and their potential for causing harm to others. There may also be a variety of specific unsafe work practices that are most likely to result in harm to the individual. For example, an employee who uses heavy equipment without wearing proper safety equipment—gloves, goggles, or ear protection—is risking injury. Similarly, improperly lifting heavy boxes, not wearing a seat belt when driving on company business, and carelessly handling dangerous chemicals can all result in serious injury to the individual. Additional costs to the organization include lost productivity, medical and legal expenses, and property damage.

Suicide

A final form of dark side work behavior with primary injurious consequences for self is suicide. Though relatively rare, there are documented cases in which individuals have chosen to end their lives in their office or elsewhere on the premises of their employer. And when suicide does occur at work, it is the individual whose life has ended who bore the primary costs. But the effects of suicide on survivors are also widely recognized. Aside from the obvious grief of the person's family, his or her coworkers, colleagues, and other business associates will suffer as well.

Dark Side Behaviors Injurious to the Organization

Several of the dark side behaviors described above are likely to result in costs to the organization, but as also noted earlier, these costs will usually be of secondary concern to those incurred by one or more individuals. A second broad category of dark side behaviors, meanwhile, has costs that are more directly related to the organization itself, whereas the costs to human welfare may be either of secondary importance or at least one step removed from those incurred by the organization. That is, the behavior in question may result in costs for the organization; the organizational costs, meanwhile, may then result in subsequent costs to the organization. Some of these costs are specific, while others are more general.

Dark Side Behaviors That Have Specific Financial Costs

Some dark side behaviors result in specific costs to the organization that, at least in theory, can be objectively measured and related to their associated financial impact on the organization. These behaviors include inappropriate absenteeism or tardiness, theft of organization assets or property, destruction of organization assets or property, and violations of laws, codes or regulations.

Inappropriate Absenteeism or Tardiness

Virtually every employee in an organization will occasionally be absent from work due to personal illness, family emergencies, and similar appropriate reasons. Likewise, an employee may occasionally be late reporting to work due to car trouble, traffic jams, and

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so forth. And any given employee may be absent from work for an extended period of time due to a serious illness or injury. None of these behaviors is considered to fall into the dark side arena. Although they all have financial costs for the organization, they are also known to be a routine and necessary part of doing business and their associated costs are implicitly or explicitly accounted for through mechanisms such as sick leave allocations.

But some employees abuse their employers' sick leave privileges. For example, they may report illness simply because they want to stay home from work on a given day. Some employees routinely use sick days to extend their employers' vacation or personal time allocation. Or they may exaggerate a minor ailment to get extra time off. Likewise, some employees may frequently be tardy or late for work simply because they don't get out of bed early enough in the morning or make minimal effort to meet their employers' work schedule start times. In each of these instances, the organization incurs specific financial costs in the form of lost productivity. Other costs include those associated with developing and monitoring an attendance policy, training replacement workers, and so forth.

Theft of Organization Assets or Property

Another potentially significant dark side behavior with direct costs to the organization is the theft of organization assets or property. Examples of assets or property that might be targets for theft include office supplies, equipment, computers and printers, and so forth. The embezzlement or direct theft of cash is also a serious cost to the organization. Each of these types of theft can be assessed in terms of its financial impact—the cost of supplies taken or the amount of cash stolen, for example. In addition, more subtle forms of theft can also be identified. These usually take the form of inappropriate or unauthorized use of organization property. For example, using the company's copier for personal copies, driving a company vehicle on personal errands, and personal long-distance telephone calls at work also constitute theft (Greenberg & Barling, 1996).

Destruction of Organization Assets or Property

Employees also sometimes engage in dark side behaviors intended to damage or destroy assets and property of the organization. These behaviors are similar to verbal or psychological and physi-

cal violence, as discussed previously, but the target of the behavior is inanimate. Examples of these kinds of behaviors might include breaking machinery, destroying valuable archival information, inserting viruses into computers, and so forth. In some cases these behaviors might arise spontaneously—and be quite public—in response to a specific stimulus (such as being fired), whereas in other cases the emergence of the behaviors might be more gradual—and be relatively clandestine—as the individual seeks to damage or harm the organization over time and without being caught. Regardless of the circumstances, however, the organization bears the costs of the destruction.

Violation of Laws, Codes, or Regulations

Finally, yet another category of dark side behavior resulting in costs to the organization is the intentional or knowing violation of laws, codes, or regulations. For example, an employee who improperly disposes of toxic wastes, a manager who knowingly discriminates in hiring practices, and a construction supervisor who intentionally violates local building codes are all behaving in ways that can result in costs for the organization. These costs will usually come in the form of legal penalties and reparations.

Dark Side Behaviors That Have Nonspecific Financial Costs

Although the costs of the dark side behaviors described above can be calculated with some degree of precision, there also exists yet another category of dark side behaviors that result in real costs, albeit costs that cannot readily be measured. That is, the costs of the behaviors are real, but are also of sufficient ambiguity and subtlety as to defy quantification. Examples of these behaviors include destructive political behaviors, excessive impression management behaviors, breach of confidentiality, and sustained suboptimal performance.

Destructive Political Behaviors

Political behaviors in organizations refer to intentional efforts by people to use power in order to advance preferred courses of action. In some cases, of course, political behaviors can result in positive benefits to the organization. In others, the consequences of political behavior are negligible, neutral, or of indeterminate

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effect. But in some situations political behaviors will result in real costs for the organization. For example, if a manager uses political behavior to further a particular course of action that will benefit his own department and career, but which is suboptimal for the organization, this behavior is dysfunctional and results in costs for the organization. Likewise, if a manager uses political behavior to achieve a promotion for a friend who is less qualified than other candidates, this behavior also qualifies as dysfunctional and results in costs for the organization.

Inappropriate Impression Management Behaviors

A similar situation can occur as a result of inappropriate impression management behavior. Impression management is a common strategy used by individuals in organizations to further their own careers. As with political behaviors, the results of impression management are often positive or neutral. But occasionally someone may use impression management to such an extreme that a completely artificial image is created. If this image results in that person getting promoted or given job assignments in lieu of more qualified individuals, the organization may incur costs as a result of the subsequent performance of that individual.

Breach of Confidentiality

Members of organizations sometimes possess information that is proprietary and that may have value to entities outside the organization. Examples include planned competitive strategies, impending technological breakthroughs, bargaining and negotiating positions, and similar sensitive details. If these individuals divulge the information in ways that benefit the external entities to the detriment of the organization, the organization incurs costs as a result. To the extent that the information is divulged intentionally or through carelessness, as opposed to through a genuine and honest mistake or error, the behavior can be seen as dysfunctional.

Sustained Suboptimal Performance

A final form of dark side behavior with general costs to the organization is sustained suboptimal performance. For more than a hundred years, at least, managers have known that employees may not always produce up to their potential. Frederick Taylor, for

example, called this *soldiering*. But this behavior is frequently unavoidable and thus not truly dysfunctional. Few people can sustain peak performance on a continuous basis. Over time, therefore, the performance of any given individual is likely to rise and fall within a range bounded by that individual's maximum peak performance level and some minimum level defined by a variety of factors. At any given time the individual's energy, emotions, attitudes, motivation, environment, and a host of other factors interact to determine where within the range that individual's performance will occur.

But some individuals may intentionally restrict their performance levels toward the lower areas of the range, doing just enough to get by without attracting attention or triggering some response from their supervisor. For example, suppose a given worker is really capable of occasionally assembling a hundred units of a particular product per day while maintaining an average of eighty units and never falling below seventy units. But instead of actually working at this level over time, the person instead chooses to do just enough to get by. Thus, assuming that the supervisor will accept seventy units per day without question, the worker might choose to produce between seventy-two and seventy-eight units per day, never making the potential average, much less attaining the peak level of a hundred.

Organization of the Book

The book is organized into four sections plus this opening chapter and the closing chapter, both written by the editors. Part One deals with the general issues of workplace aggression and violence. In Chapter Two, "Workplace Aggression and Violence: Insights from Basic Research," Robert Baron provides an excellent overview of existing knowledge concerning human aggression. Joel Neuman explores similar themes but also introduces two related concepts as they relate to aggression in Chapter Three, "Injustice, Stress, and Aggression in Organizations." Chapter Four, "When the Dark Side of Families Enters the Workplace: The Case of Intimate Partner Violence," by Carol Reeves, explores another important but relatively neglected perspective on violence in organizations—situations in which outsiders enter an organization seeking to enact violence against an employee.

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Part Two of the book focuses on one special category of dark side behaviors related to discrimination. Robert Dipboye and Stefanie Halverson set the stage in Chapter Five, "Subtle (and Not So Subtle) Discrimination in Organizations." Ramona Paetzold then focuses the issue even more precisely in Chapter Six, entitled "Sexual Harassment as Dysfunctional Behavior in Organizations." Last in Part Two, the special case of discrimination based on sexual orientation is the subject of Chapter Seven, "Out of the Closet and Out of a Job? The Nature, Import, and Causes of Sexual Orientation Discrimination in the Workplace," by Elizabeth Deitch, Rebecca Butz, and Arthur Brief.

Next, Part Three addresses a variety of dark side issues that generally involve interpersonal influence, including attempts and tactics. Angela Hall, Wayne Hochwarter, Gerald Ferris, and Michael Bowen set the stage in Chapter Eight, "The Dark Side of Politics in Organizations." Denise Rousseau then explores a different perspective in Chapter Nine, "Under the Table Deals: Preferential, Unauthorized, or Idiosyncratic?" Virginia Bratton and Michele Kacmar then examine impression management issues in Chapter Ten, "Extreme Careerism: The Dark Side of Impression Management." Finally, the role of psychological contracts in the dark side is discussed in Chapter Eleven, "Psychological Contract Breach and Violation in Organizations," by Sandra Robinson and Graham Brown.

Finally, Part Four addresses a variety of dark side behaviors and issues. Michael Harris, for example, examines substance abuse issues in Chapter Twelve, "Alcohol and Drug Use in the Workplace." Similarly, retaliation behaviors are described in detail by Daniel Skarlicki and Robert Folger in Chapter Thirteen, "Broadening Our Understanding of Organizational Retaliatory Behavior." What might appear on the surface to be a relatively benign element of the dark side, incivility is discussed by Christine Pearson and Christine Porath in Chapter Fourteen, "On Incivility, Its Impact, and Directions for Future Research." Finally, in a chapter that addresses both methodological issues as well as the dark side, Jerald Greenberg and Ed Tomlinson describe "The Methodological Evolution of Employee Theft Research: The DATA Cycle."

As noted earlier, we also then present a concluding chapter that seeks to identify common themes and issues across the vari-

ous chapters and outlines some future directions for this increasingly important area of work. And now, to paraphrase Stephen King (who has spent much of his professional life in another part of the dark side), let's lock the doors, turn on the lights, and dive in!

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