

ORGANIZATIONAL BEHAVIOR IN THE NEW ORGANIZATIONAL ERA

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KEY WORDS: employment relations, performance paradox, organizational change, organiza-
tional learning, organizing, self-management

ABSTRACT

Changes in contemporary firms and their competitive environments translate into a new focus in organizational research. This chapter reviews organizational behavior research reflecting the shift from corporatist organizations to organizing. Key research themes include emerging employment relations, managing the performance paradox, goal setting and self-management, discontinuous information processing, organization learning, organizational change and individual transitions, and the implications of change for work-nonwork relations. Research into organizing is building upon and extending many of the field's traditional concepts. This chapter suggests that some assumptions of organizational behavior research are being superseded by those more responsive to the new organizational era.

This chapter is dedicated to Herbert Simon on the occasion of his eightieth birthday.

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Organizational Behavior Research Paper

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