Organizational Behavior

Stephen P. Robbins | Timothy A. Judge

16th Edition

Organizational Behavior

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EDITION

16

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- *Management*, 12th ed. with Mary Coulter (Prentice Hall, 2014)
- *Fundamentals of Human Resource Management*, 10th ed., with David DeCenzo (Wiley, 2010)
- *Prentice Hall's Self-Assessment Library 3.4* (Prentice Hall, 2010)
- *Fundamentals of Management*, 8th ed., with David DeCenzo and Mary Coulter (Prentice Hall, 2013)
- *Supervision Today!* 7th ed., with David DeCenzo and Robert Wolter (Prentice Hall, 2013)
- *Training in Interpersonal Skills: TIPS for Managing People at Work*, 6th ed., with Phillip Hunsaker (Prentice Hall, 2012)
- *Managing Today!* 2nd ed. (Prentice Hall, 2000)
- *Organization Theory*, 3rd ed. (Prentice Hall, 1990)
- *The Truth About Managing People*, 2nd ed. (Financial Times/Prentice Hall, 2008)
- *Decide and Conquer: Make Winning Decisions and Take Control of Your Life* (Financial Times/Prentice Hall, 2004).

Other Interests

In his "other life," Dr. Robbins actively participates in masters' track competition. After turning 50 in 1993, he won 18 national championships and 12 world titles. He is the current world record holder at 100 meters (12.37 seconds) and 200 meters (25.20 seconds) for men 65 and over.

Timothy A. Judge

Education

Ph.D., University of Illinois at Urbana-Champaign

Professional Experience

Academic Positions: Franklin D. Schurz Chair, Department of Management, Mendoza College of Business, University of Notre Dame; Visiting Distinguished Adjunct Professor of King Abdulaziz University, Saudi Arabia; Visiting Professor, Division of Psychology & Language Sciences, University College London; Matherly-McKethan Eminent Scholar in Management, Warrington College of Business Administration, University of Florida; Stanley M. Howe Professor in Leadership, Henry B. Tippie College of Business, University of Iowa; Associate Professor (with tenure), Department of Human Resource Studies, School of Industrial and Labor Relations, Cornell University; Lecturer, Charles University, Czech Republic, and Comenius University, Slovakia; Instructor, Industrial/Organizational Psychology, Department of Psychology, University of Illinois at Urbana-Champaign.

Research: Dr. Judge's primary research interests are in (1) personality, moods, and emotions; (2) job attitudes; (3) leadership and influence behaviors; and (4) careers (person–organization fit, career success). Dr. Judge has published more than 145 articles on these and other major topics in journals such as *Journal of Organizational Behavior, Personnel Psychology, Academy of Management Journal, Journal of Applied Psychology, European Journal of Personality,* and *European Journal of Work and Organizational Psychology.*

Fellowship: Dr. Judge is a fellow of the American Psychological Association, the Academy of Management, the Society for Industrial and Organizational Psychology, and the American Psychological Society.

Awards: In 1995, Dr. Judge received the Ernest J. McCormick Award for Distinguished Early Career Contributions from the Society for Industrial and Organizational Psychology. In 2001, he received the Larry L. Cummings Award for mid-career contributions from the Organizational Behavior Division of the Academy of Management. In 2007, he received the Professional Practice Award from the Institute of Industrial and Labor Relations, University of Illinois. In 2008, he received the University of Florida Doctoral Mentoring Award. And in 2012, he received the Editorial Board of the *European Journal of Work and Organizational Psychology* (EJWOP) best paper of the year award.

Other Books Published: H. G. Heneman III, T. A. Judge, and J. D. Kammeyer-Mueller, *Staffing Organizations*, 7th ed. (Madison, WI: Mendota House/Irwin, 2012)

Other Interests

Although he cannot keep up (literally!) with Dr. Robbins' accomplishments on the track, Dr. Judge enjoys golf, cooking and baking, literature (he's a particular fan of Thomas Hardy and is a member of the Thomas Hardy Society), and keeping up with his three children, who range in age from 24 to 10.

Preface

Welcome to the sixteenth edition of *Organizational Behavior!* Long considered the standard for all organizational behavior textbooks, this edition continues its tradition of making current, relevant research come alive for students. While maintaining its hallmark features—clear writing style, cutting-edge content, and engaging pedagogy—the sixteenth edition has been updated to reflect the most recent research within the field of organizational behavior. This is one of the most comprehensive and thorough revisions of *Organizational Behavior* we've undertaken, and while we've preserved the core material, we're confident that this edition reflects the most important research and topical issues facing organizations, managers, and employees.

Key Changes to the Sixteenth Edition

- *NEW* The **most substantial updating ever.** The following features are completely rewritten and contain new content:
  - *Opening Vignette*
  - *OB Poll*
  - *glOBalization!*
  - *Myth or Science?*
- *NEW* The following features are either completely rewritten with **new content or are substantially revised and updated**:
  - *An Ethical Choice*
  - *Point/Counterpoint*
- *NEW* **Global OB icon** makes it easy to identify throughout the text where the latest global OB research has been woven into the content.
- *NEW* **Photos and captions** throughout the text have been updated to help engage students in the concepts being covered.
- *NEW* The **Summary** and **Implications for Managers** sections are now separate features, making it easier for students to focus on and recognize practical ways to apply the chapter's material on the job.
- *NEW* The following end of chapter material is either completely rewritten with **new content or substantially revised and updated**:
  - *Case Incidents*
  - *Ethical Dilemmas*
- *NEW* **Assisted Graded Questions** that students can complete and submit via MyManagementLab® are provided for each chapter.

Chapter-by-Chapter Changes

Chapter 1: What Is Organizational Behavior?

- Entirely new *Opening Vignette* (Got Your Degree? Great, Go Flip Burgers)
- New *glOBalization!* (Suicide by Economic Crisis)
- New *Myth or Science?* ("Management by Walking Around Is the Most Effective Management")
- New *OB Poll* (Percentage of Men and Women Working)

- New *Experiential Exercise* (Intoxicated Workplaces)
- New *An Ethical Choice* (Vacation Deficit Disorder)
- New *Case Incident* (Apple Goes Global)
- New/Updated *Point/Counterpoint* (Lost in Translation?)
- New Exhibit (Employment Options)
- New section (Implications for Managers) with how-to tips on applying the chapter to worklife
- Major new section (Enhancing Well-Being at Work)
- New research on the importance of interpersonal skills
- Updated discussion in Challenges and Opportunities for OB and Responding to Economic Pressures
- New section (Adapting to Differing Cultural and Regulatory Norms)
- Updated section with new research on Improving Customer Service
- Updated business examples in Creating a Positive Work Environment

Chapter 2: Diversity in Organizations

- Entirely new *Opening Vignette* (Dynamics of Diversity)
- New *glOBalization!* (Worldwide Talent Search for Women)
- New *OB Poll* (Gender Pay Gap: Narrowing But Still There)
- New *Myth or Science?* ("Bald Is Better")
- New *An Ethical Choice* (Affirmative Action for Unemployed Veterans)
- New *Point/Counterpoint* (Affirmative Action Should Be Abolished)
- Updated *Ethical Dilemma* (Board Quotas)
- New section (Implications for Managers) with how-to tips on applying the chapter to worklife
- New research on the composition and fitness of the aging workforce
- New research and discussion on the representation of gender equality at work
- New research in Race and Ethnicity
- Updated/new major section (Sexual Orientation and Gender Identity)
- Major new section (Cultural Identity)
- New/updated *Case Incident 1* (Levitating IQs)
- New/updated *Case Incident 2* (The Treasure Trove of the Aging Workforce)
- New research in Attracting, Selecting, Developing, and Retaining Diverse Employees

Chapter 3: Attitudes and Job Satisfaction

- Entirely new *Opening Vignette* (Micro-Entrepreneurs)
- New *glOBalization!* (Exodus Phenomenon)
- New *OB Poll* (Happy Places)
- New *Myth or Science?* ("Happy Workers Means Happy Profits")
- Updated *Point/Counterpoint* (Employer–Employee Loyalty Is an Outdated Concept)
- New section (Implications for Managers) with how-to tips on applying the chapter to worklife
- Updated/New *Ethical Dilemma* (Bounty Hunters)
- New *An Ethical Choice* (Are Employers Responsible for Workplace Incivilities?)
- New *Case Incident 1* (The Pursuit of Happiness: Flexibility)
- Updated *Case Incident 2* (Job Crafting)
- New research on the relationship between job satisfaction and turnover
- New research in What Are the Major Job Attitudes? and Are These Job Attitudes Really All That Distinct?

- New research and discussion in Perceived Organizational Support
- New research and discussion in Employee Engagement
- New Exhibit (Worst Jobs of 2013)
- New research in Does Behavior Always Follow from Attitudes? and What Causes Job Satisfaction?

Chapter 4: Emotions and Moods

- Entirely new *Opening Vignette* (Affective Computing: Reading Your Mind)
- New *glOBalization!* (Creating Highly Productive Teams Across the Cultural Emotional Barrier)
- New *OB Poll* (Emotional States)
- New *Myth or Science?* ("Smile, and the Work World Smiles With You")
- New Exhibit (Time of Day Effects on Mood of Americans as Rated from Twitter Postings)
- New Exhibit (Day-of-Week Mood Effects Across Four Cultures)
- New research and discussion on moods and energy
- New section (Implications for Managers) with how-to tips on applying the chapter to worklife
- New research and discussion on the role of emotions on ethical decisions
- New research on gender and emotions
- New research on surface acting and well-being
- Major new section (Emotion Regulation)
- New research and discussion on transformational leadership and emotional display
- New research and discussion on anger and workplace outcomes
- Updated *Experiential Exercise* (Who Can Catch a Liar?)
- Updated *Ethical Dilemma* (Happiness Coaches for Employees)
- New *Point/Counterpoint* (Sometimes Blowing Your Top Is a Good Thing)
- New *An Ethical Choice* (Should Managers Use Emotional Intelligence (EI) Tests?)
- Updated *Case Incident 1* (Is It Okay to Cry at Work?)
- Updated *Case Incident 2* (Can You Read Emotions from Faces?)

Chapter 5: Personality and Values

- Entirely new *Opening Vignette* (A Fresh Personality)
- New *glOBalization!* (Is the Personality Profile of an Entrepreneur the Same Across the United States, the United Kingdom, and Germany?)
- New *OB Poll* (Does Business School Make You Narcissistic?)
- New *Myth or Science?* ("We Can Accurately Judge Individuals' Personalities a Few Seconds after Meeting Them")
- Introduces concepts related to dispositional self- and other-orientation
- New material regarding vocational choices
- New discussion of values and reactions to violations of employee values
- New section (Implications for Managers) with how-to tips on applying the chapter to worklife
- Updated information on personality and expatriate success
- Updated *Point/Counterpoint* (Millennials Are More Narcissistic)
- New *An Ethical Choice* (Do You Have a Cheating Personality?)
- New *Ethical Dilemma* (Generational Values and "Staying Put")
- Major new section (The Dark Triad)
- Major new section (Personality Needs the Situation!)

- New Exhibit (Trait Activation Theory: Jobs in Which Certain Big Five Traits Are More Relevant)
- Major new section (Approach–Avoidance)
- New research and discussion in Proactive Personality
- Major new section (Personality and Situations)
- New *Case Incident 1* (On the Costs of Being Nice)
- New *Case Incident 2* (The Power of Quiet)
- Updated research in The GLOBE Framework for Assessing Cultures
- Updated discussion in Terminal and Instrumental Values

Chapter 6: Perception and Individual Decision Making

- Entirely new *Opening Vignette* (The Pricetag for Creativity: $30 Million. The Return: Priceless)
- New *glOBalization!* (Does Multicultural Experience Make for Better Decisions?)
- New *OB Poll* (Is Innovation More Talk than Show?)
- New *Myth or Science?* ("All Stereotypes Are Negative")
- Major new section (Creativity, Creative Decision Making, and Innovation in Organizations)
- New Exhibit (Three-Stage Model of Creativity in Organizations)
- New research and discussion in Three Ethical Decision Criteria
- New research on the availability bias
- New research and discussion on Escalation of Commitment
- New section (Implications for Managers) with how-to tips on applying the chapter to worklife
- New research and discussion in The Rational Model, Bounded Rationality, and Intuition
- New *Point/Counterpoint* (Stereotypes Are Dying)
- New *Ethical Dilemma* (Deciding to Cheat)
- New *An Ethical Choice* (Choosing to Lie)
- New *Case Incident 2* (The Youngest Billionaire)

Chapter 7: Motivation Concepts

- Entirely new *Opening Vignette* (An Engaging Proposition)
- New *glOBalization!* (Autonomy Needs Around the Globe)
- New *OB Poll* (Asking for a Raise: Business Executives, 2012)
- New *Myth or Science?* ("Helping Others and Being a Good Citizen Is Good for Your Career")
- New section (Implications for Managers) with how-to tips on applying the chapter to worklife
- New research on social loafing
- New research on extrinsic rewards
- New research and discussion on goal pursuit and accomplishment
- New section (Implications for Managers) with how-to tips on applying the chapter to worklife
- New/Updated section (Equity Theory/Organizational Justice)
- New *Point/Counterpoint* (Goals Get You to Where You Want to Be)
- New *An Ethical Choice* (Motivated by Big Brother)
- New *Case Incident 1* (Equity and Executive Pay)
- New *Case Incident 2* (Sleeping on the Job)
- New *Experiential Exercise* (Organizational Justice Task)
- New *Ethical Dilemma* (Grade Inflation)

Chapter 8: Motivation: From Concepts to Applications

- Entirely new *Opening Vignette* (Telecommuting? No. Extra Maternity Leave? Yes)
- New *glOBalization!* (Outcry Over Executive Pay Is Heard Everywhere)
- New *OB Poll* (Who Works from Home?)
- New *Myth or Science?* ("Money Can't Buy Happiness")
- Major new section (Relational Job Design)
- New research on flextime
- New research on job sharing
- New research and discussion on telecommuting
- New research on employee involvement and participative management
- New section (Implications for Managers) with how-to tips on applying the chapter to worklife
- New research and discussion on pay strategies
- Updated section (Merit-Based Pay)
- New research in Bonuses and Profit-Sharing Plans
- New *Experiential Exercise* (Applying the Job Characteristics Model)
- New *Ethical Dilemma* (Inmates for Hire)
- New *An Ethical Choice* (Sweatshops and Worker Safety)
- New *Point/Counterpoint* ("Face-Time" Matters)
- New *Case Incident 1* (Motivation for Leisure)
- Updated *Case Incident 2* (Attaching the Carrot to the Stick)

Chapter 9: Foundations of Group Behavior

- Entirely new *Opening Vignette* (Bulls and Bears, But What About Women?)
- New *glOBalization!* (Making Global Virtual Teams Effective)
- New *OB Poll* (Most People Report Drinking with Co-Workers Is Acceptable)
- New/Updated *Myth or Science?* ("U.S. Workers Are More Biased Than Asians")
- Major new section: Faultlines
- Major new section: Status and Stigmatization
- New research and discussion in Deviant Workplace Behavior
- New research and discussion on psychological contracts
- New section (Implications for Managers) with how-to tips on applying the chapter to worklife
- New *Point/Counterpoint* (People Are More Creative when They Work Alone)
- New/Updated *An Ethical Choice* (Using Peer Pressure as an Influence Tactic)
- New/Updated *Ethical Dilemma* (Is Social Loafing Unethical?)
- New/Updated *Experiential Exercise* (Surviving the Wild: Join a Group or Go It Alone?)
- New *Case Incident 1* (The Calamities of Consensus)
- Updated *Case Incident 2* (Investing in the Herd)

Chapter 10: Understanding Work Teams

- Entirely new *Opening Vignette* (Slaying Teamwork)
- New *glOBalization!* (Developing Team Members' Trust Across Cultures)
- New *OB Poll* (The Challenge of the Virtual Team)
- New *Myth or Science?* ("Team Members Who Are 'Hot' Should Make the Play")
- Major new section (Multiteam Systems)
- Review of research on team decision-making strategies
- New perspectives on creativity in teams
- New material on team proactivity
- Presents new literature on work teams in international contexts

- New section (Implications for Managers) with how-to tips on applying the chapter to worklife
- New *Point/Counterpoint* (To Get the Most Out of Teams, Empower Them)
- New *Experiential Exercise* (Composing the "Perfect" Team)
- New/Updated *An Ethical Choice* (Virtual Teams Leave a Smaller Carbon Footprint)
- New/Updated *Ethical Dilemma* (It's Easy to Be Unethical When Everyone Else Is)
- New *Case Incident 1* (Tongue-Tied in Teams)
- Updated *Case Incident 2* (Multicultural Multinational Teams)

Chapter 11: Communication

- Entirely new *Opening Vignette* (Communication Incompatibility)
- New *glOBalization!* (Multinational Firms Adopt English as Global Language Strategy)
- New *OB Poll* (Do You Use Social-Networking Sites to Research Job Candidates?)
- New *Myth or Science?* ("Today, Writing Skills Are More Important than Speaking Skills")
- New Exhibit (E-mail Traffic at Work by Days of the Week)
- New research and discussion in Choosing Communication Methods
- New research and discussion in A Cultural Guide
- New sections in Oral Communication (Meetings and Telephone)
- New sections in Written Communication (Letters, PowerPoint, E-mail, and Social Media)
- New section in Written Communication to include new internet platforms
- New material on instant messaging and text messaging
- New research on nonverbal communication and information security
- New section (Implications for Managers) with how-to tips on applying the chapter to worklife
- New *Point/Counterpoint* (Social Media Presence)
- New *An Ethical Choice* (Using Employees in Organizational Social Media Strategy)
- Updated *Case Incident 1* (Using Social Media to Your Advantage)
- New *Case Incident 2* (PowerPoint Purgatory)

Chapter 12: Leadership

- Entirely new *Opening Vignette* (The Right Stuff: Jeff Bezos of Amazon)
- New *glOBalization!* (Leaders Broaden Their Span of Control in Multinational Organizations)
- New *OB Poll* (How Are You Developing Your Leadership Skills?)
- New *Myth or Science?* ("Top Leaders Feel the Most Stress")
- New research and discussion in Charismatic Leadership
- New research and discussion in Transformational Leadership
- New research in Authentic Leadership
- Major new section (Ethical Leadership)
- New research in Trust as a Process
- New research on mentoring
- New discussion on selecting and training leaders
- New section (Implications for Managers) with how-to tips on applying the chapter to worklife
- New *Experiential Exercise* (What Is Leadership?)

- New/Updated *Ethical Dilemma* (Undercover Leaders)
- New *An Ethical Choice* (Holding Leaders Ethically Accountable)
- Updated *Case Incident 1* (Leadership Mettle Forged in Battle)
- New *Case Incident 2* (Leadership by Algorithm)
- Updated *Point/Counterpoint* (Heroes Are Made, Not Born)

Chapter 13: Power and Politics

- Entirely new *Opening Vignette* (From Power to Prison)
- New *glOBalization!* (Power, Gender, and Sexual Harassment in France)
- New *OB Poll* (Importance of Organizational Politics)
- New *Myth or Science?* (Powerful Leaders Keep Their (Fr)Enemies Close)
- Major new section (How Power Affects People)
- Major new section (Drawing Your Power Map)
- New exhibit (Your Power Map)
- New research and discussion in Sexual Harassment
- New section (Implications for Managers) with how-to tips on applying the chapter to worklife
- New *Point/Counterpoint* (Everyone Wants Power)
- New *Ethical Dilemma* (How Much Should You Defer to Those in Power?)
- New *Case Incident 2* (Barry's Peer Becomes His Boss)

Chapter 14: Conflict and Negotiation

- Entirely new *Opening Vignette* (Jamie Dimon and the London Whale)
- New *glOBalization!* (Trust Is an Issue)
- New *OB Poll* (Men Ask More)
- New *Myth or Science?* ("Teams Negotiate Better than Individuals in Collectivistic Cultures")
- Major new section (Types and Loci of Conflict)
- New section (Culture in Negotiations)
- New section (Gender Differences in Negotiation)
- New research and discussion in Personality Traits in Negotiation
- New research and discussion in Moods/Emotions in Negotiation
- New section (Implications for Managers) with how-to tips on applying the chapter to worklife
- New *Point/Counterpoint* (Pro Sports Strikes Are Caused by Greedy Owners)
- New *An Ethical Choice* (Using Empathy to Negotiate More Ethically)
- New *Ethical Dilemma* (The Lowball Applicant)
- New *Case Incident* (Choosing Your Battles)
- New *Case Incident 2* (Twinkies, Rubber Rooms, and Collective Bargaining)

Chapter 15: Foundations of Organization Structure

- Entirely new *Opening Vignette* (Heard But Not Seen—The Virtual Assistant)
- New *glOBalization!* (The World Is My Corporate Headquarters)
- New *OB Poll* (The Incredible Shrinking Office)
- New *Myth or Science?* ("Employees Can Work Just as Well from Home")
- Discussion of the latest trends in job specialization
- New examples of international company responses to regional adaptation
- New research and discussion on centralization/decentralization
- Updated information on the simple structure
- New research and discussion on virtual and boundaryless organization structures
- New research and discussion on downsizing and organizational strategy