FOURTEENTH EDITION

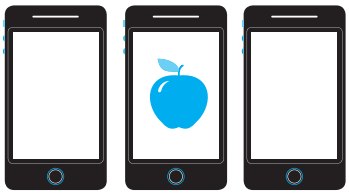
STEPHEN P.
ROBBINS
TIMOTHY A.
JUDGE

Essentials of Organizational Behavior

Pearson

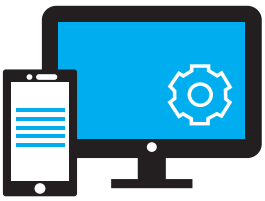
with MyManagementLab®

- **Dynamic Study Modules**—Helps students study effectively on their own by continuously assessing their activity and performance in real time. Here's how it works: students complete a set of questions with a unique answer format that also asks them to indicate their confidence level. Questions repeat until the student can answer them all correctly and confidently. Once completed, Dynamic Study Modules explain the concept using materials from the text. These are available as graded assignments prior to class, and accessible on smartphones, tablets, and computers.



- **Learning Catalytics™**—Is an interactive, student response tool that uses students' smartphones, tablets, or laptops to engage them in more sophisticated tasks and thinking. Now included with MyLab with eText, Learning Catalytics enables you to generate classroom discussion, guide your lecture, and promote peer-to-peer learning with real-time analytics.

- **Reporting Dashboard**—View, analyze, and report learning outcomes clearly and easily, and get the information you need to keep your students on track throughout the course with the new Reporting Dashboard. Available via the MyLab Gradebook and fully mobile-ready, the Reporting Dashboard presents student performance data at the class, section, and program levels in an accessible, visual manner.

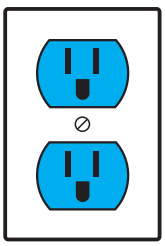


- **Accessibility (ADA)**—Pearson works continuously to ensure our products are as accessible as possible to all students. The platform team for our Business MyLab products is working toward achieving WCAG 2.0 Level AA and Section 508 standards, as expressed in the **Pearson Guidelines for Accessible Educational Web Media**. Moreover, our products support customers in meeting their obligation to comply with the Americans with Disabilities Act (ADA) by providing access to learning technology programs for users with disabilities.

  The following information provides tips and answers to frequently asked questions for those using assistive technologies to access the Business MyLab products. As product accessibility evolves continuously, please email our Accessibility Team at **disability.support@pearson.com** for the most up-to-date information.

- **LMS Integration**—You can now link from Blackboard Learn, Brightspace by D2L, Canvas, or Moodle to MyManagementLab. Access assignments, rosters, and resources, and synchronize grades with your LMS gradebook.

  For students, single sign-on provides access to all the personalized learning resources that make studying more efficient and effective.



This page intentionally left blank

Fourteenth Edition

Essentials of Organizational Behavior

Stephen P. Robbins
San Diego State University

Timothy A. Judge
The Ohio State University

New York, NY

Vice President, Business Publishing: Donna Battista
Director of Portfolio Management: Stephanie Wall
Portfolio Manager: Kris Ellis-Levy
Editorial Assistant: Hannah Lamarre
Vice President, Product Marketing: Roxanne McCarley
Director of Strategic Marketing: Brad Parkins
Strategic Marketing Manager: Deborah Strickland
Product Marketer: Becky Brown
Field Marketing Manager: Lenny Ann Kucenski
Product Marketing Assistant: Jessica Quazza
Vice President, Production and Digital Studio, Arts and Business: Etain O'Dea
Director of Production, Business: Jeff Holcomb
Managing Producer, Business: Ashley Santora
Content Producer: Claudia Fernandes
Operations Specialist: Carol Melville
Creative Director: Blair Brown
Manager, Learning Tools: Brian Surette
Content Developer, Learning Tools: Lindsey Sloan
Managing Producer, Digital Studio, Arts and Business: Diane Lombardo
Digital Studio Producer: Monique Lawrence
Digital Studio Producer: Alana Coles
Full-Service Project Management and Composition: Cenveo® Publisher Services
Interior and Cover Designer: Cenveo® Publisher Services
Cover Art: LeitnerR/Fotolia
Printer/Binder: RR Donnelley/Crawfordsville
Cover Printer: Phoenix Color/Hagerstown

Copyright © 2018, 2016, 2014 by Pearson Education, Inc. or its affiliates. All Rights Reserved. Manufactured in the United States of America. This publication is protected by copyright, and permission should be obtained from the publisher prior to any prohibited reproduction, storage in a retrieval system, or transmission in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise. For information regarding permissions, request forms, and the appropriate contacts within the Pearson Education Global Rights and Permissions department, please visit www.pearsoned.com/permissions/

Acknowledgments of third-party content appear on the appropriate page within the text.

PEARSON, ALWAYS LEARNING, and MYMANAGEMENTLAB® are exclusive trademarks owned by Pearson Education, Inc. or its affiliates in the U.S. and/or other countries.

Unless otherwise indicated herein, any third-party trademarks, logos, or icons that may appear in this work are the property of their respective owners, and any references to third-party trademarks, logos, icons, or other trade dress are for demonstrative or descriptive purposes only. Such references are not intended to imply any sponsorship, endorsement, authorization, or promotion of Pearson's products by the owners of such marks, or any relationship between the owner and Pearson Education, Inc., or its affiliates, authors, licensees, or distributors.

Library of Congress Cataloging-in-Publication Data
Names: Robbins, Stephen P., author. | Judge, Tim, author.
Title: Essentials of organizational behavior / Stephen P. Robbins, San Diego State University, Timothy A. Judge, University of Notre Dame.
Description: Fourteen edition. | Boston : Pearson Education, [2016] | Includes index.
Identifiers: LCCN 2016022886 (print) | LCCN 2016034760 (ebook) | ISBN 9780134523859 (pbk. : alk. paper) | ISBN 9780134527314
Subjects: LCSH: Organizational behavior.
Classification: LCC HD58.7 .R6 2017 (print) | LCC HD58.7 (ebook) | DDC 658.3—dc23
LC record available at https://lccn.loc.gov/2016022886

10 9 8 7 6 5 4 3 2 1

ISBN 10: 0-13-452385-7
ISBN 13: 978-0-13-452385-9

This book is dedicated to our friends and colleagues in
The Organizational Behavior Teaching Society
who, through their teaching, research and commitment
to the leading process, have significantly
improved the ability of students
to understand and apply OB concepts.

BRIEF CONTENTS

PART 1 Understanding Yourself and Others *1*

Chapter 1 What Is Organizational Behavior? 1
Chapter 2 Diversity in Organizations 17
Chapter 3 Attitudes and Job Satisfaction 34
Chapter 4 Emotions and Moods 47
Chapter 5 Personality and Values 64

PART 2 Making and Implementing Decisions *82*

Chapter 6 Perception and Individual Decision Making 82
Chapter 7 Motivation Concepts 100
Chapter 8 Motivation: From Concepts to Applications 120

PART 3 Communicating in Groups and Teams *136*

Chapter 9 Foundations of Group Behavior 136
Chapter 10 Understanding Work Teams 154
Chapter 11 Communication 170

PART 4 Negotiating Power and Politics *186*

Chapter 12 Leadership 186
Chapter 13 Power and Politics 207
Chapter 14 Conflict and Negotiation 226

PART 5 Leading, Understanding, and Transforming the Organization System *245*

Chapter 15 Foundations of Organization Structure 245
Chapter 16 Organizational Culture 265
Chapter 17 Organizational Change and Stress Management 285

CONTENTS

Preface *xxii*
Acknowledgments *xxix*
About the Authors *xxx*

PART 1 Understanding Yourself and Others 1

Chapter 1 WHAT IS ORGANIZATIONAL BEHAVIOR? 1

Chapter Warm-up **1**
Management and Organizational Behavior 2
Organizational Behavior (OB) Defined 3
Effective versus Successful Managerial Activities 3
***Watch It*—Herman Miller: Organizational Behavior 4**
Complementing Intuition with Systematic Study 4
Big Data 5
Disciplines That Contribute to the OB Field 6
Psychology 6
Social Psychology 6
Sociology 7
Anthropology 7
There Are Few Absolutes in OB 7
Challenges and Opportunities for OB 8
Continuing Globalization 8
Workforce Demographics 10
Workforce Diversity 10
Social Media 10
Employee Well-Being at Work 11
Positive Work Environment 11
Ethical Behavior 12
Coming Attractions: Developing an OB Model 12
Overview 12
Inputs 13
Processes 13
Outcomes 14
Summary *15*
Implications for Managers *15*
Personal Inventory Assessments: Multicultural Awareness Scale *16*

Chapter 2 DIVERSITY IN ORGANIZATIONS 17

***Chapter Warm-up* 17**

Diversity 17

Demographic Characteristics 18

Levels of Diversity 18

Discrimination 19

Stereotype Threat 19

Discrimination in the Workplace 20

Biographical Characteristics 21

Age 21

Sex 22

Race and Ethnicity 23

Disabilities 23

Hidden Disabilities 24

Other Differentiating Characteristics 25

Religion 25

Sexual Orientation and Gender Identity 25

Cultural Identity 27

***Watch It*—**Verizon: Diversity 27

Ability 27

Intellectual Abilities 27

Physical Abilities 29

Implementing Diversity Management Strategies 29

Attracting, Selecting, Developing, and Retaining Diverse Employees 30

Diversity in Groups 31

Diversity Programs 32

Summary 32

Implications for Managers 33

Try It—Simulation: *Human Resources 33*

Personal Inventory Assessments: Intercultural Sensitivity Scale *33*

Chapter 3 ATTITUDES AND JOB SATISFACTION 34

Chapter Warm-up* *34

Attitudes 34

Watch It*—**Gawker Media: Attitudes and Job Satisfaction ***36

Attitudes and Behavior 36

Job Attitudes 37

Job Satisfaction and Job Involvement 37

Organizational Commitment 37
Perceived Organizational Support 37
Employee Engagement 38
Measuring Job Satisfaction 38
Approaches to Measurement 39
Measured Job Satisfaction Levels 39
What Causes Job Satisfaction? 39
Job Conditions 40
Personality 41
Pay 41
Corporate Social Responsibility (CSR) 41
Outcomes of Job Satisfaction 42
Job Performance 42
Organizational Citizenship Behavior (OCB) 42
Customer Satisfaction 42
Life Satisfaction 43
The Impact of Job Dissatisfaction 43
Counterproductive Work Behavior (CWB) 43
Understanding the Impact 45
Summary **46**
Implications for Managers **46**
Try It—Simulation: *Attitudes & Job Satisfaction* **46**
Personal Inventory Assessments: Core Self-Evaluation (CSE) Scale 46

Chapter 4 EMOTIONS AND MOODS 47
***Chapter Warm-up* 47**
What Are Emotions and Moods? *47*
The Basic Emotions 48
Moral Emotions 49
The Basic Moods: Positive and Negative Affect 49
Experiencing Moods and Emotions 50
The Function of Emotions 50
Sources of Emotions and Moods 51
Personality 52
Time of Day 52
Day of the Week 52
Weather 52
Stress 54
Sleep 54

Exercise 54
Age 54
Sex 54
Emotional Labor 55
Controlling Emotional Displays 55
Emotional Dissonance and Mindfulness 56
Affective Events Theory 56
Emotional Intelligence 56
Emotion Regulation 58
Emotion Regulation Influences and Outcomes 58
Emotion Regulation Techniques 58
Ethics of Emotion Regulation 59
Watch It*—East Haven Fire Department: Emotions and Moods *59
OB Applications of Emotions and Moods 59
Selection 59
Decision Making 60
Creativity 60
Motivation 60
Leadership 60
Customer Service 61
Job Attitudes 61
Deviant Workplace Behaviors 61
Safety and Injury at Work 62
Summary 62
Implications for Managers 62
Try It—Simulation: *Emotions & Moods 63*
Personal Inventory Assessments: Emotional Intelligence Assessment *63*

Chapter 5 PERSONALITY AND VALUES 64
Chapter Warm-up 64
Personality 64
What Is Personality? 65
Personality Frameworks 66
The Myers-Briggs Type Indicator 66
The Big Five Personality Model 67
How Do the Big Five Traits Predict Behavior at Work? 68
The Dark Triad 69
Other Personality Attributes Relevant to OB 71
Core Self-Evaluation (CSE) 71

Self-Monitoring 72
Proactive Personality 72
Personality and Situations 72
Situation Strength Theory 73
Trait Activation Theory 74
Values 75
Watch It*—Honest Tea: Ethics–Company Mission and Values *75
Terminal versus Instrumental Values 75
Generational Values 76
Linking an Individual's Personality and Values to the Workplace 76
Person–Job Fit 76
Person–Organization Fit 77
Other Dimensions of Fit 77
Cultural Values 78
Hofstede's Framework 78
The GLOBE Framework 79
Comparison of Hofstede's Framework and the Globe Framework 79
Summary 81
Implications for Managers 81
Personal Inventory Assessments: Personality Style Indicator 81

PART 2 Making and Implementing Decisions 82

Chapter 6 PERCEPTION AND INDIVIDUAL DECISION MAKING 82
Chapter Warm-up 82
What Is Perception? 82
Factors That Influence Perception 83
Watch It*—Orpheus Group Casting: Social Perception and Attribution *84
Person Perception: Making Judgments about Others 84
Attribution Theory 84
Common Shortcuts in Judging Others 86
The Link between Perception and Individual Decision Making 87
Decision Making in Organizations 87
The Rational Model, Bounded Rationality, and Intuition 87

Common Biases and Errors in Decision Making 89
Influences on Decision Making: Individual Differences and Organizational Constraints 91
Individual Differences 92
Organizational Constraints 93
What about Ethics in Decision Making? 93
Three Ethical Decision Criteria 94
Choosing between Criteria 94
Behavioral Ethics 95
Lying 95
Creativity, Creative Decision Making, and Innovation in Organizations 95
Creative Behavior 96
Causes of Creative Behavior 96
Creative Outcomes (Innovation) 98
Summary 98
Implications for Managers 98
Try It—Simulation: *Perception & Individual Decision Making 99*
Personal Inventory Assessments: How Creative Are You? *99*

Chapter 7 MOTIVATION CONCEPTS 100
Chapter Warm-up 100
Motivation 100
***Watch It*—Motivation (TWZ Role Play) 101**
Early Theories of Motivation 101
Hierarchy of Needs Theory 101
Two-Factor Theory 102
McClelland's Theory of Needs 102
Contemporary Theories of Motivation 104
Self-Determination Theory 104
Goal-Setting Theory 105
Other Contemporary Theories of Motivation 108
Self-Efficacy Theory 108
Reinforcement Theory 110
Equity Theory/Organizational Justice 111
Expectancy Theory 115
Job Engagement 116
Integrating Contemporary Theories of Motivation 116

Summary 118
Implications for Managers 118
Try It—Simulation: *Motivation 118*
Personal Inventory Assessments: Work Motivation Indicator *119*

Chapter 8 MOTIVATION: FROM CONCEPTS TO APPLICATIONS 120

Chapter Warm-up 120

Motivating by Job Design: The Job Characteristics Model (JCM) 121

Elements of the JCM 121
Efficacy of the JCM 121
Motivating Potential Score (MPS) 122
Cultural Generalizability of the JCM 123

Using Job Redesign to Motivate Employees 123

Job Rotation 123
Relational Job Design 124

Using Alternative Work Arrangements to Motivate Employees 124

Flextime 125
Job Sharing 126
Telecommuting 127

Using Employee Involvement and Participation (EIP) to Motivate Employees 127

Cultural EIP 128
Forms of Employee Involvement Programs 128

Using Extrinsic Rewards to Motivate Employees 129

What to Pay: Establishing a Pay Structure 129
How to Pay: Rewarding Individual Employees through Variable-Pay Programs 129

Using Benefits to Motivate Employees 133

Using Intrinsic Rewards to Motivate Employees 133

Watch It*—ZAPPOS: Motivating Employees through Company Culture *134

Summary 134
Implications for Managers 135
Try It—Simulation: *Extrinsic & Intrinsic Motivation 135*
Personal Inventory Assessments: Diagnosing the Need for Team Building *135*

PART 3 Communicating in Groups and Teams 136

Chapter 9 FOUNDATIONS OF GROUP BEHAVIOR 136

Chapter Warm-up 136

Groups and Group Identity 137

Social Identity 137

Ingroups and Outgroups 137

Stages of Group Development 138

***Watch It*—Witness.org: Managing Groups & Teams 138**

Group Property 1: Roles 139

Role Perception 140

Role Expectations 140

Role Conflict 140

Group Property 2: Norms 140

Norms and Emotions 141

Norms and Conformity 141

Norms and Behavior 142

Positive Norms and Group Outcomes 142

Negative Norms and Group Outcomes 143

Norms and Culture 144

Group Property 3: Status, and Group Property 4: Size 144

Group Property 3: Status 144

Group Property 4: Size 146

Group Property 5: Cohesiveness, and Group Property 6: Diversity 146

Group Property 5: Cohesiveness 147

Group Property 6: Diversity 147

Group Decision Making 149

Groups versus the Individual 149

Groupthink 150

Groupshift or Group Polarization 151

Group Decision-Making Techniques 151

Summary 152

Implications for Managers 153

Try It—Simulation: *Group Behavior 153*

Personal Inventory Assessments: Communicating Supportively *153*

Chapter 10 UNDERSTANDING WORK TEAMS 154

Chapter Warm-up 154

Why Have Teams Become so Popular? 154

Differences between Groups and Teams 155
Types of Teams 156
Problem-Solving Teams 156
Self-Managed Work Teams 156
Cross-Functional Teams 157
Virtual Teams 158
Multiteam Systems 158
Watch It*—Teams (TWZ Role Play) *159
Creating Effective Teams 159
Team Context: What Factors Determine Whether Teams Are Successful? 160
Team Composition 161
Team Processes 164
Turning Individuals into Team Players 166
Selecting: Hiring Team Players 167
Training: Creating Team Players 167
Rewarding: Providing Incentives to Be a Good Team Player 167
Beware! Teams Aren't Always the Answer 168
Summary 168
Implications for Managers 168
Try It—Simulation: *Teams 169*
Personal Inventory Assessments: Team Development Behaviors *169*

Chapter 11 COMMUNICATION 170
Chapter Warm-up 170
Communication 171
Functions of Communication 171
The Communication Process 172
Direction of Communication 172
Downward Communication 173
Upward Communication 173
Lateral Communication 173
Formal Small-Group Networks 174
The Grapevine 174
Modes of Communication 175
Oral Communication 175
Written Communication 176
Nonverbal Communication 176

Choice of Communication Channel 176
Channel Richness 176
Choosing Communication Methods 177
Information Security 178
Persuasive Communication 178
Automatic and Controlled Processing 178
Tailoring the Message 179
Barriers to Effective Communication 180
Filtering 180
Selective Perception 180
Information Overload 180
Emotions 181
Language 181
Silence 181
Communication Apprehension 181
Lying 182
Cultural Factors 182
Cultural Barriers 182
Cultural Context 183
A Cultural Guide 183
***Watch It*—Communication (TWZ Role Play) 184**
Summary 184
Implications for Managers 185
Try It—Simulation: *Communication 185*
Personal Inventory Assessments: Communication Styles *185*

PART 4 Negotiating Power and Politics 186

Chapter 12 LEADERSHIP 186
Chapter Warm-up 186
***Watch It*—Leadership (TWZ Role Play) 186**
Trait Theories of Leadership 187
Personality Traits and Leadership 187
Emotional Intelligence (EI) and Leadership 188
Behavioral Theories 188
Initiating Structure 188
Consideration 189
Cultural Differences 189
Contingency Theories 189
The Fiedler Model 189

Situational Leadership Theory 191
Path–Goal Theory 191
Leader–Participation Model 192
Contemporary Theories of Leadership 192
Leader–Member Exchange (LMX) Theory 192
Charismatic Leadership 194
Transactional and Transformational Leadership 196
Responsible Leadership 199
Authentic Leadership 199
Ethical Leadership 200
Servant Leadership 200
Positive Leadership 201
Trust 201
Mentoring 203
Challenges to Our Understanding of Leadership 203
Leadership as an Attribution 203
Substitutes for and Neutralizers of Leadership 204
Online Leadership 205
Summary 205
Implications for Managers 205
Try It—Simulation: *Leadership 206*
Personal Inventory Assessments: Ethical Leadership Assessment *206*

Chapter 13 POWER AND POLITICS 207
Chapter Warm-up 207
***Watch It*—Power and Political Behavior 207**
Power and Leadership 208
Bases of Power 208
Formal Power 208
Personal Power 209
Which Bases of Power Are Most Effective? 210
Dependence: The Key to Power 210
The General Dependence Postulate 210
What Creates Dependence? 210
Social Network Analysis: A Tool for Assessing Resources 211
Power Tactics 212
Using Power Tactics 212

Cultural Preferences for Power Tactics 213
Applying Power Tactics 214
How Power Affects People 214
Power Variables 214
Sexual Harassment: Unequal Power in the Workplace 215
Politics: Power in Action 216
Definition of Organizational Politics 216
The Reality of Politics 216
Causes and Consequences of Political Behavior 217
Factors Contributing to Political Behavior 217
How Do People Respond to Organizational Politics? 219
Impression Management 220
The Ethics of Behaving Politically 222
Mapping Your Political Career 223
Summary 224
Implications for Managers 225
Try It—Simulation: *Power & Politics 225*
Personal Inventory Assessments: Gaining Power and Influence *225*

Chapter 14 CONFLICT AND NEGOTIATION 226
Chapter Warm-up 226
A Definition of Conflict 226
Types of Conflict 228
Loci of Conflict 229
The Conflict Process 229
Stage I: Potential Opposition or Incompatibility 230
Stage II: Cognition and Personalization 231
Stage III: Intentions 231
Stage IV: Behavior 232
Stage V: Outcomes 233
***Watch It*—Gordon Law Group: Conflict and Negotiation 235**
Negotiation 235
Bargaining Strategies 235
The Negotiation Process 237
Individual Differences in Negotiation Effectiveness 239
Negotiating in a Social Context 241
Reputation 241
Relationships 242

Third-Party Negotiations 242
Summary 243
Implications for Managers 243
Personal Inventory Assessments: Strategies for Handling Conflict *244*

PART 5 Leading, Understanding, and Transforming the Organization System 245

Chapter 15 FOUNDATIONS OF ORGANIZATION STRUCTURE 245
Chapter Warm-up 245
What Is Organizational Structure? 246
Work Specialization 246
Departmentalization 247
Chain of Command 248
Span of Control 249
Centralization and Decentralization 250
Formalization 251
Boundary Spanning 251
Common Organizational Frameworks and Structures 252
The Simple Structure 252
The Bureaucracy 253
The Matrix Structure 254
Alternate Design Options 255
The Virtual Structure 255
The Team Structure 256
The Circular Structure 257
The Leaner Organization: Downsizing 257
Why Do Structures Differ? 258
Organizational Strategies 258
Organization Size 260
Technology 260
Environment 260
Institutions 261
Organizational Designs and Employee Behavior 262
Work Specialization 262
Span of Control 262
Centralization 263
Predictability versus Autonomy 263
National Culture 263
***Watch It*—ZipCar: Organizational Structure 263**

Summary 263
Implications for Managers 264
Try It—Simulation: *Organizational Structure* 264
Personal Inventory Assessments: Organizational Structure Assessment 264

Chapter 16 ORGANIZATIONAL CULTURE 265
***Chapter Warm-up* 265**
***Watch It*—Organizational Culture (TWZ Role Play) 265**
What Is Organizational Culture? 266
A Definition of Organizational Culture 266
Do Organizations Have Uniform Cultures? 266
Strong versus Weak Cultures 267
Culture versus Formalization 268
What Do Cultures Do? 268
The Functions of Culture 268
Culture Creates Climate 269
The Ethical Dimension of Culture 269
Culture and Sustainability 270
Culture and Innovation 271
Culture as an Asset 271
Culture as a Liability 272
Creating and Sustaining Culture 273
How a Culture Begins 273
Keeping a Culture Alive 274
Summary: How Organizational Cultures Form 276
How Employees Learn Culture 276
Stories 277
Rituals 277
Symbols 277
Language 278
Influencing an Organizational Culture 278
An Ethical Culture 278
A Positive Culture 279
A Spiritual Culture 280
The Global Context 282
Summary 283
Implications for Managers 283
Try It—Simulation: *Organizational Culture* 283
Personal Inventory Assessments: Organizational Structure Assessment 284

Chapter 17 ORGANIZATIONAL CHANGE AND STRESS MANAGEMENT 285

Chapter Warm-up 285

Change 285

Forces for Change 286

Reactionary versus Planned Change 286

Resistance to Change 287

Overcoming Resistance to Change 287

The Politics of Change 289

Approaches to Managing Organizational Change 290

Lewin's Three-Step Model 290

Kotter's Eight-Step Plan 290

Action Research 291

Organizational Development 291

Creating a Culture for Change 293

Managing Paradox 293

Stimulating a Culture of Innovation 294

Creating a Learning Organization 295

Organizational Change and Stress 296

Watch It*—East Haven Fire Department: Managing Stress *296

Stress at Work 296

What Is Stress? 297

Potential Sources of Stress at Work 298

Individual Differences in Stress 300

Cultural Differences 301

Consequences of Stress at Work 301

Managing Stress 302

Individual Approaches 302

Organizational Approaches 303

Summary 304

Implications for Managers 305

Try It—Simulation: *Change 305*

Personal Inventory Assessments: Tolerance of Ambiguity Scale *305*

Epilogue 306

Endnotes 307

Glossary 354

Index 363

PREFACE

This book was created as an alternative to the 600- or 700-page comprehensive text in organizational behavior (OB). It attempts to provide balanced coverage of all the key elements comprising the discipline of OB in a style that readers will find both informative and interesting. We're pleased to say that this text has achieved a wide following in short courses and executive programs as well as in traditional courses as a companion volume to experiential, skill development, case, and readings books. It is currently used at more than 500 colleges and universities in the United States, Canada, Latin America, Europe, Australia, and Asia. It's also been translated into Spanish, Portuguese, Japanese, Chinese, Dutch, Polish, Turkish, Danish, and Bahasa Indonesian.

KEY CHANGES FOR THE FOURTEENTH EDITION

- Increased content coverage was added to include updated research, relevant discussion, and new exhibits on current issues of all aspects of organizational behavior.
- Increased integration of contemporary global issues was added into topic discussions.
- Extensive reorganization of all chapters with new headings and subsections to make navigating the print and digital versions of the text easier and bring important content to the fore.
- Increased cross-references between chapters to link themes and concepts for the student's quick access and to provide a more in-depth understanding of topics.
- New assisted and auto-graded questions that students can complete and submit via MyManagementLab are provided for each chapter.
- A new feature, *Try It*, has been added to 14 chapters to direct the student's attention to MyManagementLab simulations specific to the content in the text.

RETAINED FROM THE PREVIOUS EDITION

What do people like about this book? Surveys of users have found general agreement about the following features. Needless to say, they've all been retained in this edition.

- ***Length.*** Since its inception in 1984, we've tried diligently to keep this book in the range of 325 to 400 pages. Users tell us this length allows them considerable flexibility in assigning supporting materials and projects.
- ***Balanced topic coverage.*** Although short in length, this book continues to provide balanced coverage of all the key concepts in OB. This includes not only traditional topics such as personality, motivation, and leadership but also cutting-edge issues such as emotions, diversity, negotiation, and teamwork.
- ***Writing style.*** This book is frequently singled out for its fluid writing style and extensive use of examples. Users regularly tell us that they find this book "conversational," "interesting," "student friendly," and "very clear and understandable."

- ***Practicality.*** This book has never been solely about theory. It's about *using* theory to better explain and predict the behavior of people in organizations. In each edition of this book, we have focused on making sure that readers see the link between OB theories, research, and implications for practice.
- ***Absence of pedagogy.*** Part of the reason we've been able to keep this book short in length is that it doesn't include review questions, cases, exercises, or similar teaching/learning aids. It continues to provide only the basic core of OB knowledge, allowing instructors the maximum flexibility in designing and shaping their courses.
- ***Integration of globalization, diversity, and ethics.*** The topics of globalization and cross-cultural differences, diversity, and ethics are discussed throughout this book. Rather than being presented only in separate chapters, these topics have been woven into the context of relevant issues. Users tell us they find that this integrative approach makes these topics more fully part of OB and reinforces their importance.
- ***Comprehensive supplements.*** Although this book may be short in length, it's not short on supplements. It comes with a complete, high-tech support package for both faculty and students. Instructors are provided with a comprehensive Instructor's Manual and Test Bank, TestGenerator, and PowerPoint slides. The MyManagementLab course provides both instructors and students with various types of assessments, video exercises, decision-making simulations, and Personal Inventory Assessments.

CHAPTER-BY-CHAPTER CHANGES

Chapter 1: What Is Organizational Behavior?

- **New content:** Effective versus Successful Managerial Activities; Current Usage of, New Trends in, and Limitations of Big Data; Workforce Demographics; Social Media; and Inputs, Processes, and Outcomes of our General Model of Organizational Behavior
- **Newly revised sections:** Management and Organizational Behavior
- **New research incorporated in the following areas:** Introduction to Organizational Behavior, Big Data, Adapting to Differing Cultural and Regulatory Norms, Positive Work Environments, and Ethical Behavior
- **New features:** *Watch It (*Herman Miller: Organizational Behavior*)* and *Personal Inventory Assessments* (Multicultural Awareness Scale)

Chapter 2: Diversity in Organizations

- **New content:** Stereotype Threat and Hidden Disabilities
- **Newly revised sections:** *Learning Objectives*, Demographic Characteristics, Discrimination, Implementing Diversity Management Strategies, and *Implications for Managers*
- **New research incorporated in the following areas:** Discrimination in the Workplace; Biographical Characteristics, including Age, Sex, Race, and Ethnicity; Disabilities; the Wonderlic Intellectual Ability Test; Diversity in Groups; and International Research on Religion, Sexual Orientation, Gender Identity, and Physical Abilities

- **New features:** *Personal Inventory Assessments* (Intercultural Sensitivity Scale), *Watch It* (Verizon: Diversity), and *Try It* (Simulation: Human Resources)

Chapter 3: Attitudes and Job Satisfaction

- **New content:** The Causes of Job Satisfaction, including Job Conditions, Personality, Pay, and Corporate Social Responsibility; Life Satisfaction as an Outcome of Job Satisfaction; and Counterproductive Work Behavior (CWB) as an Outcome of Job Dissatisfaction
- **Newly revised sections:** *Learning Objectives* and *Implications for Managers*
- **New research incorporated in the following areas:** Attitudes and Behavior, Employee Engagement, Measured Job Satisfaction Levels, How Satisfied Are People in Their Jobs, and Organizational Citizenship Behavior (OCB) as an Outcome of Job Satisfaction
- **New features:** *Watch It* (Gawker Media: Attitudes and Job Satisfaction), *Personal Inventory Assessments* [Core Self-Evaluation (CSE) Scale], and *Try It* (Simulation: Attitudes & Job Satisfaction)

Chapter 4: Emotions and Moods

- **New content:** Moral Emotions; the Functions of Emotions, including Whether or Not Emotions Make Us Ethical; Emotion Regulation Influences, Outcomes, and Techniques; and the Ethics of Emotion Regulation
- **Newly revised sections:** *Learning Objectives*, Time of the Day as a Source of Emotions and Moods, *Implications for Managers*
- **New research incorporated in the following areas:** Stress, Sleep, Age, and Sex as Sources of Emotions and Moods; Controlling Emotional Displays; Emotional Intelligence; Safety and Injury at Work as Outcomes of Emotions and Moods; and International Research on the Basic Emotions, Experiencing Moods, and Emotions, as well as on the Day of the Week and Weather as Sources of Emotions and Moods
- **New features:** *Personal Inventory Assessments* (Emotional Intelligence Assessment) and *Try It* (Simulation: Emotions & Moods)

Chapter 5: Personality and Values

- **New content:** Whether or Not the Big Five Personality Traits Predict Behavior at Work, Other Dark-Side Traits, and Other Dimensions of Fit
- **Newly revised sections:** *Learning Objectives*, Personality Frameworks, the Myers-Briggs Type Indicator, Cultural Values, *Summary*, and *Implications for Managers*
- **New research incorporated in the following areas:** Describing Personality; the Big Five Personality Model; the Dark Triad, Proactive Personality; Organizational Situations, Generational Values; Person–Organization Fit; and International Research on Measuring Personality, Narcissism, and Person–Job Fit
- **New features:** *Watch It* (Honest Tea: Ethics—Company Mission and Values), and *Personality Inventory Assessment* (Personality Style Indicator)

Chapter 6: Perception and Individual Decision Making

- **New content:** The Perceiver, Target, and Context as Factors That Influence Perception, Randomness Error; Nudging as an Influence on Decision Making; Choosing between the Three Ethical Decision Criteria; Lying and Ethical Decision Making; and Ethics and Creativity
- **Newly revised sections:** *Learning Objectives*, the Halo Effect, Escalation of Commitment, Creative Potential, and *Implications for Managers*
- **New research incorporated in the following areas:** Person Perception: Making Judgments about Others; Attribution Theory; the Link between Perception and Individual Decision Making; Gender as an Influence on Decision Making; Creative Behavior; Intelligence, Personality, and Expertise as Causes of Creative Behavior; the Creative Environment; and International Research on the Three Ethical Decision Criteria
- **New features:** *Watch It* (Orpheus Group Casting: Social Perception and Attribution), *Try It* (Simulation: Perception & Individual Decision Making), and *Personal Inventory Assessments* (How Creative Are You?)

Chapter 7: Motivation Concepts

- **New content:** Goal-Setting and Ethics, Reinforcement Theory, Influencing Self-Efficacy in Others, Ensuring Justice, and Culture and Justice
- **Newly revised sections:** *Learning Objectives*, Goal-Setting Theory, and Equity Theory/Organizational Justice
- **New research incorporated in the following areas:** Hierarchy of Needs Theory as well as International Research on McClelland's Theory of Needs, Goal-Setting Theory, Self-Determination Theory, Self-Efficacy Theory, and Equity Theory/Organizational Justice
- **New features:** *Watch It* [Motivation (TWZ Role Play)], *Try It* (Simulation: Motivation), and *Personal Inventory Assessments* (Work Motivation Indicator)

Chapter 8: Motivation: From Concepts to Applications

- **Newly revised sections:** The Job Characteristics Model, Job Rotation, Rewarding Individual Employees through Variable-Pay Programs, and Using Benefits to Motivate Employees
- **New research incorporated in the following areas:** Job Rotation; Relational Job Design; Flextime; Job Sharing; Participative Management; Establishing a Pay Structure; Merit-Based Pay; Employee Stock Ownership Plans; Using Intrinsic Rewards; and International Research on the Job Characteristics Model, Telecommuting, Cultural Employee Involvement Programs, Representative Participation, Rewarding Individual Employees through Variable-Pay Programs, Piece-Rate Pay, Bonuses, and Profit-Sharing Plans
- **New features:** *Personal Inventory Assessments* (Diagnosing the Need for Team Building), *Watch It* (Zappos: Motivating Employees through Company Culture), and *Try It* (Simulation: Extrinsic & Intrinsic Motivation)

Chapter 9: Foundations of Group Behavior

- **New content:** Social Identity, Ingroups and Outgroups, Norms and Emotions, Positive and Negative Norms and Group Outcomes, Norms and Culture, Group Status Inequity, and Group Status and Stigmatization
- **Newly revised sections:** *Learning Objectives*; Role Expectations; Role Conflict; Group Status, Group Size, and Dynamics, Group Cohesiveness; Group Diversity; and *Implications for Managers*
- **New research incorporated in the following areas:** Group Norms, Group Status and Norms, Group Status and Group Interaction, Group Size and Dynamics, Challenges of Group Diversity, Group Effectiveness and Efficiency, and International Research in Group Diversity
- **New features:** *Watch It* (Witness.org: Managing Groups & Teams), *Personal Inventory Assessments* (Communicating Supportively), and *Try It* (Simulation: Group Behavior)

Chapter 10: Understanding Work Teams

- **New content:** Cultural Differences in Work Teams, Team Identity, Team Cohesion, and Shared Mental Models
- **Newly revised sections:** Problem-Solving Teams, *Summary*, and *Implications for Managers*
- **New research incorporated in the following areas:** The Popularity of Teams, Cross-Functional Teams, Virtual Teams, Multiteam Systems, Creating Effective Teams, Team Composition, Personality of Team Members, Size of Teams, and International Research on Climate of Trust
- **New features:** *Watch It* [Teams (TWZ Role Play)], *Personal Inventory Assessments* (Team Development Behaviors), and *Try It* (Simulation: Teams)

Chapter 11: Communication

- **New content:** Managing Behavior, Feedback, Emotional Feedback, Emotional Sharing, Persuasion, and Information Exchange
- **Newly revised sections:** Downward and Upward Communication, The Grapevine, Oral Communication, and Telephone
- **New research incorporated in the following areas:** Functions of Communication and Information Overload
- **New features:** *Watch It* [Communication (TWZ Role Play)], *Personal Inventory Assessments* (Communication Styles), and *Try It* (Simulation: Communication)

Chapter 12: Leadership

- **New content:** Dark Side Traits, Leader–Member Exchange Theory, How Transformational Leadership Works, Transformational versus Charismatic Leadership, Emotional Intelligence and Leadership, Leader-Participation Model, and Trust and Culture
- **Newly revised sections:** *Learning Objectives*, Trait Theories of Leadership, Contemporary Theories of Leadership, Behavioral Theories, Responsible Leadership, and Authentic Leadership

- **New research incorporated in the following areas:** Big Five Traits, Transactional and Transformational Leadership, Path–Goal Theory, Servant Leadership, and International Research on Charismatic Leadership and the Evaluation of Transformational Leadership
- **New features:** *Watch It* [Leadership (TWZ Role Play)], *Personal Inventory Assessments* (Ethical Leadership Assessment), and *Try It* (Simulation: Leadership)

Chapter 13: Power and Politics

- **New content:** The General Dependence Postulate, Social Network Analysis, Sexual Harassment, Inter-Organizational Factors Contributing to Political Behavior, Interviews and Impression Management, Scarcity, and Nonsubstitutability
- **Newly revised sections:** *Learning Objectives* and Individual Factors Contributing to Political Behavior
- **New research incorporated in the following areas:** Impression Management, Performance Evaluations and Impression Management, Organizational Factors, and Contributing to Political Behavior
- **New features:** *Watch It* (Power and Political Behavior), *Personal Inventory Assessments* (Gaining Power and Influence), and *Try It* (Simulation: Power & Politics)

Chapter 14: Conflict and Negotiation

- **New content:** Negotiating in a Social Context, Reputation and Relationships in Negotiations, and Third-Party Negotiations
- **Newly revised sections:** *Learning Objectives*, A Definition of Conflict, Loci of Conflict, and Stage IV of the Conflict Process: Behavior, Personality Traits, and Gender Differences in Negotiations
- **New research incorporated in the following areas:** Functional Outcomes, Preparation and Planning for Negotiation, and International Research on Personal Variables as Sources of Conflict and Cultural Influences on Negotiation
- **New features:** *Watch It* (Gordon Law Group: Conflict and Negotiation) and *Personal Inventory Assessments* (Strategies for Handling Conflict)

Chapter 15: Foundations of Organization Structure

- **New content:** Implications of Organizational Structure for OB; Boundary Spanning; Types of Organizational Structures, including Functional, Divisional, Team, and Circular Structures; and Institutions and Strategy
- Newly revised sections: *Learning Objectives* and Description of Organizational Structure
- **New research incorporated in the following areas:** The Leaner Organization: Downsizing, Organizational Strategies and Structure, and International Research on Technology and Strategy
- **New features:** *Personal Inventory Assessments* (Organizational Structure Assessment), *Try It* (Simulation: Organizational Structure), and *Watch It* (ZipCar: Organizational Structure)

Chapter 16: Organizational Culture

- **New content:** The Ethical Dimensions of Culture, Culture and Sustainability, Culture and Innovation, Culture as an Asset, Strengthening Dysfunctions, Rivals, and Influencing an Organizational Culture
- **Newly revised sections:** Description of Organizational Culture, Barriers to Acquisitions and Mergers, Ethical Culture, Positive Culture, Rewarding More Than Punishing, and Building on Employee Strengths
- **New research incorporated in the following areas:** Organizational Socialization
- **New features:** *Try It* (Simulation: Organizational Culture) and *Personal Inventory Assessments* (Organizational Structure Assessment)

Chapter 17: Organizational Change and Stress Management

- **New content:** Reactionary versus Planned Change; The Politics of Change; Action Research; Sensitivity Training, Managing the Change Paradox; Describing and Creating a Learning Organization; Organizational Change and Stress; Allostasis; Potential Sources of Stress at Work; Environmental, Personal, and Organizational Factors Leading to Stress; Stress Additivity; Perception and Stress; Job Experience and Stress; Personality Traits and Stress; Cultural Differences and Stress; and Wellness Programs
- **Newly revised sections:** Description of Change, Forces for Change, Coercion as a Tactic to Overcome Resistance to Change, Demands and Resources, Social Support and Stress, *Summary*, and *Implications for Managers*
- **New research incorporated in the following areas:** Resistance to Change, Developing Positive Relationships to Overcome Resistance to Change, Context and Innovation, Behavioral Symptoms of Stress, and International Research on Communication to Overcome Resistance to Change and on Idea Champions
- **New features:** *Try It* (Simulation: Change), *Watch It* (East Haven Fire Department: Managing Stress), and *Personal Inventory Assessments* (Tolerance of Ambiguity Scale)

INSTRUCTOR RESOURCES

At Pearson's Higher Ed catalog, https://www.pearsonhighered.com/sign-in.html, instructors can easily register to gain access to a variety of instructor resources available with this text in downloadable format. If assistance is needed, our dedicated technical support team is ready to help with the media supplements that accompany this text. Visit https://support.pearson.com/getsupport for answers to frequently asked questions and toll-free user support phone numbers.

The following supplements are available with this text:

- Instructor's Resource Manual
- Test Bank
- TestGen® Computerized Test Bank
- PowerPoint Presentation

This title is available as an eBook and can be purchased at most eBook retailers.

ACKNOWLEDGMENTS

We owe a debt of gratitude to all those at Pearson who have supported this text over the past 25 years and who have worked so hard on the development of this latest edition. On the editorial side, we want to thank Director of Portfolio Management Stephanie Wall, Portfolio Manager Kris Ellis-Levy, Managing Producer Ashley Santora, Content Producer Claudia Fernandes, and Editorial Assistant Hannah Lamarre. On the production side, we want to thank Moumita Majumdar and Revathi Viswanathan, Project Managers at Cenveo® Publisher Services. The authors are grateful for Lori Ehrman Tinkey of the University of Notre Dame for her invaluable assistance in manuscript editing and preparation. Thank you also to David Glerum, Ph.D., for his input. Last but not least, we would like to thank the marketing team for promoting the book to the market, and the sales staff who have been selling this book over its many editions. We appreciate the attention you've given this book.