GLOBAL EDITION

Organizational Behavior

UPDATED EIGHTEENTH EDITION

Stephen P. Robbins • Timothy A. Judge

ORGANIZATIONAL BEHAVIOR

UPDATED 18TH EDITION
GLOBAL EDITION

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Authorized adaptation from the United States edition, entitled Organizational Behavior, *18th edition, ISBN 978-0-13-472932-9, by Stephen P. Robbins and Timothy A. Judge, published by Pearson Education © 2019.*

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British Library Cataloguing-in-Publication Data
A catalogue record for this book is available from the British Library

ISBN 10: 1-292-40306-3
ISBN 13: 978-1-292-40306-9
eBook ISBN 13: 978-1-292-40297-0

Cover Photo: David Steele/Shutterstock
Typeset in New Baskerville ITC Pro 10.5 by Integra Software Services Pvt. Ltd.
eBook formatted by B2R Technologies Pvt. Ltd.

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Timothy A. Judge is currently the Joseph A. Alutto Chair in Leadership Effectiveness at the Department of Management and Human Resources, Fisher College of Business, The Ohio State University. He has held academic positions at the University of Notre Dame, University of Florida, University of Iowa, Cornell University, Charles University in the Czech Republic, Comenius University in Slovakia, and University of Illinois at Urbana-Champaign. 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 154 articles in these and other major topics in journals such as the *Academy of Management Journal* and the *Journal of Applied Psychology*. He is a fellow of several organizations, including the American Psychological Association and the Academy of Management. Among the many professional acknowledgments of his work, most recently Dr. Judge was awarded the Academy of Management Human Resources Division's Scholarly Achievement Award for 2014. Dr. Judge is a co-author of *Essentials of Organizational Behavior*, 14th ed., with Stephen P. Robbins, and *Staffing Organizations*, 8th ed., with Herbert G. Heneman III. He is married and has three children—a daughter who is a health care social worker, a daughter who is studying for a master's degree, and a son in middle school.

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Preface

The World's Most Successful Organizational Behavior Text Is Better Than Ever

This matrix identifies which features and end-of-chapter material will help you develop specific skills employers are looking for in job candidates.

Employability Skills Matrix (ESM)

	Myth or Science?	Career OBjectives	An Ethical Choice	Point/ Counterpoint	Experiential Exercise	Ethical Dilemma	Case Incident 1	Case Incident 2
Critical Thinking		✓	✓	✓	✓	✓	✓	✓
Communication	✓	✓			✓		✓	
Collaboration					✓		✓	
Knowledge Application and Analysis			✓	✓	✓	✓	✓	✓
Social Responsibility		✓	✓	✓	✓	✓	✓	✓

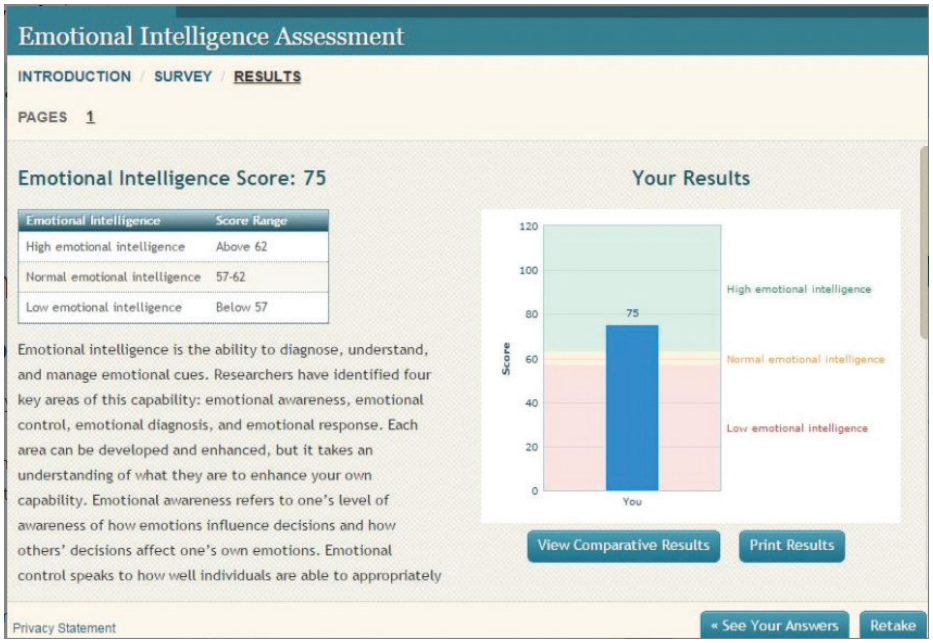
(Employability Skills Matrix for Chapter 2)

Employability

A new **Employability Skills Matrix** at the beginning of each chapter provides students with a visual guide to features that support the development of skills employers are looking for in today's business graduates, helping students to see from the start of class the relevance of the course to their career goals.

Develop Self-Awareness and an Awareness of Others

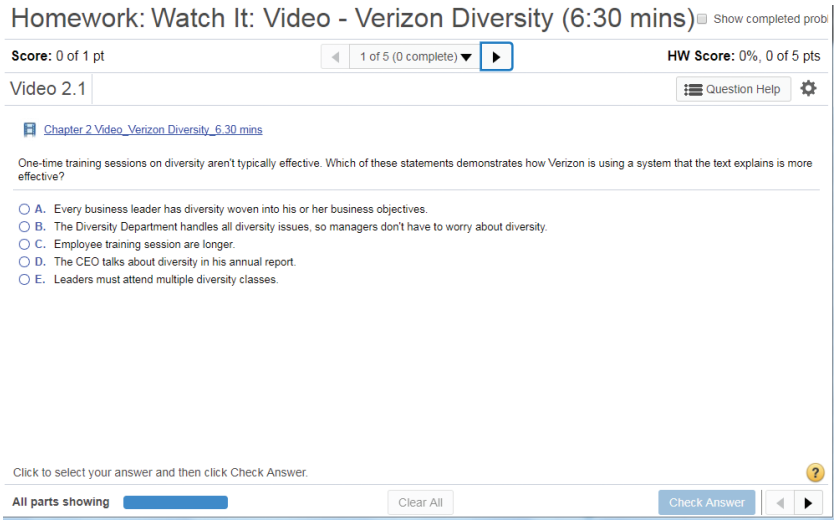
The authors have recommended a **Personal Inventory Assessment** for each chapter, which is assignable in MyLab Management. These assessments help develop professionalism and awareness of oneself and others, skills necessary for future career success.



(Personal Inventory Assessment in MyLab Management for Chapter 6)

Applied Learning Opportunities Throughout

Multiple opportunities to apply course concepts are found throughout the text and in MyLab Management. Each chapter references MyLab Management exercises such as branching and **Watch It Videos** about real companies. Global examples embedded throughout show how culture and diversity have an impact on the application of OB concepts.



(Watch It Video in MyLab Management for Chapter 2)

Additional Application Practice in End-of-Chapter

Experiential Activities, **Ethical Dilemmas**, and **two Cases** are included at the end of each chapter**.** Also, **five Comprehensive Cases** at the end of the textbook provide more practice than any other text available.

ETHICAL DILEMMA BYOD

"What's your cell phone number? Good, I'll call you about the meeting." If you're like many people in the world who have used a smartphone for years, or one of the 1.3 billion people who bought one recently, chances are you've used it for work. In fact, your employer may have even invited—or asked—you to use your smartphone, tablet, or laptop in your job. Such is the bring-your-own-device (BYOD) trend, which started out of friendly convenience but now carries major ethical issues. For instance:

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EXPERIENTIAL EXERCISE Choosing the Right Modes of Communication

Pair up with someone you never worked with before. In this exercise, you will pretend to be Gerard, the head of the accounting department in the company. During an intense week, you receive the following email from the human resources director.

Subject: A difficult situation with an employee

We believe that your department would environment for this employee to feel mo on the job. Two colleagues from HR will ass the employee in the transition process, whic to begin next month. All the people involved demonstrated great collaboration with us, sure you will do the same. Sorry for the short we are facing strict deadlines this month.

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CASE INCIDENT 1 Warning: Collaboration Overload

"Regardless of what you're giving us, we're dying by e-mail," an executive told Jamie McLellan, a CTO at an advertising agency. McLellan invested in many different collaboration tools with the goal of helping the employees work more efficiently. Many organizations have taken this same approach through open-plan offices, such as those in many knowledge-intensive companies like Facebook, which has a notorious 430,000-square-foot open office space. Among these tools, employees can use them to create internal team websites, chat, and share documents. However, almost

spent collaborating with one's work) translates to

Collaboration overloa decision making within number of collaboratio ing communication com involved in decision m requiring more meetings Although there is much need to tone down the ri

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Real and Relevant Examples

Every chapter is filled with examples to make OB more meaningful and help students recognize course concepts in action. **Profiles of real company leaders** throughout illustrate how course concepts have helped their success.

The transformational leadership of Netflix CEO Reed Hastings has helped the company grow from a small DVD rental service to an Internet streaming service with 93 million customers in more than 190 countries. Hastings encourages employees to take risks, empowers them to make decisions, and gives them the freedom and responsibility to create innovative ideas and products.

Source: Bernd Van Jutrczenka/DPA Picture Alliance/Alamy Stock Photo

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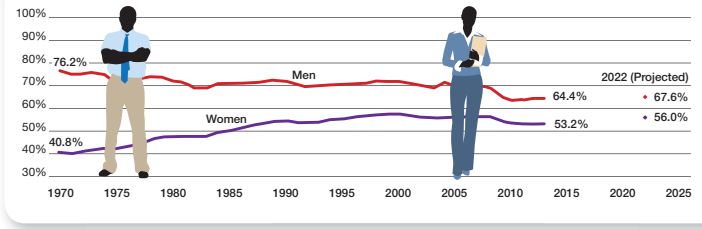
Bernd Van Jutrczenka/DPA Picture Alliance/Alamy Stock Photo

OB POLL

Percentage of Men and Women Working



Sources: Based on U.S. Bureau of Labor Statistics, "Women in the Labor Force: A Databook," 2014, www.bls.gov/opub/reports/cps/women-in-the-labor-force-a-databook-2014.pdf; and U.S. Bureau of Labor Statistics, "Economic News Release," 2013, http://www.bls.gov/news.release/ecopro.t02.htm.

The **OB Poll** in each chapter highlights statistics that challenge common assumptions.

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The **Point/Counterpoint** feature presents opposing positions on hot topics in Organizational Behavior to help students learn to think critically.

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Nonunion Positions and the Gig Economy Are Bad for Workers

POINT

What do Uber, Etsy, and Amazon Turk all have in common? All of these platforms are fuel for short-term freelance work, and a reflection of what economists have dubbed the gig economy. Fifty years ago, employers expected workers to stay with a company for 30 years. In exchange for their loyalty, employees were given more opportunities and a pension. Unlike the labor market of today, companies promoted from within. As this practice fell by the wayside, employers hired employees for shorter and shorter periods. Now, many new jobs are not long-term or even short-term positions: They're gigs. Employees work as independent contractors, using third-party platforms to connect to clients. Because these employees do not have a traditional employment contract, they have complete flexibility: They can work as much or

COUNTERPOINT

While the gig economy has its drawbacks, these platforms exist for a reason. Employers and employees alike are fed up with traditional employment. Yes, some people who work through freelance apps use it as a primary source of income. But there are just as many, if not more, who just want a flexible second job to get a little extra cash. If these positions were like the services they are replacing (e.g., cab companies), then gig employees would have to agree to specific policies regarding sick days and work a set schedule.

I'm also skeptical of this idea that freelancers are replacing traditional employment. Yes, some city-level data shows that gig-based jobs increased while payroll jobs decreased. But there are also more data from 2010 to 2014 that suggest that contractor and payroll jobs have increased in most sectors that support freelance platforms. For

Career OBjectives

Is it wrong that I'd rather have guys on my team?

Please don't call me sexist; women are great colleagues and equally effective managers, but I'd rather have men on my team. It's more relaxing for me, and for the other guys I think, because we naturally understand each other and can talk freely. The teams with all men that I've been in have all been very productive.

—Jorge

Dear Jorge,

With all the talk currently focused on gender diversity in organizations, your

of team diversity's potential for higher morale, trust, and satisfaction. Notice that these are *values* as opposed to the reported *reality* from the paragraph above. Ellison concluded that there is a "mismatch between the kind of workplace people think they would like and the actual workplace that would make them happier."

Don't think this is your ticket to male-only teams, though. Happiness aside, this study found that diverse teams realized significantly greater rev-

You would be better off putting your efforts into creating an egalitarian atmosphere and choosing your teammates based on what they can contribute to your team.

Sources: Based on C. Diaz-Garcia, A. Gonzalez-Moreno, and F. Jose Saez-Martinez, "Gender Diversity within R&D Teams: Its Impact on Radicalness of Innovation," *Innovation-Management Policy & Practice* 15, no. 2 (2013): 149–60; S. Hoogedoorn, H. Oosterbeek, and M. van Praag, "The Impact of Gender Diversity on the Performance of Business Teams: Evidence from a Field Experiment," *Manage-*

The recently added **Career OBjectives** provide advice, in question-and-answer format, to help students think through how OB concepts can help them address issues they may face in today's workforce.

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Key Changes to the Eighteenth Edition

- *NEW* Employability matrix at the beginning of every chapter provides students with a visual guide to features that support the development of skills employers are looking for in today's business graduates, helping students to see from the start of class the relevance of the course to their career goals.
- *NEW* Application and Employability section in every chapter summarizes the relevance of each chapter for students' employability, the skills learned from chapter features, and the skills to be learned in the end-of-chapter material.
- *NEW* Personal Inventory Assessments (PIAs) in Chapter 4, "Personality and Values," and Chapter 8, "Motivation: From Concepts to Applications," reflect the most empirically sound Organizational Behavior research.
- *NEW AND UPDATED Opening Vignettes* in every chapter bring current business trends and events to the forefront.
- *NEW AND UPDATED* content in every chapter reflects the most current developments in OB research. This new content includes the following topics:
  - Expatriate Readjustment
  - Deviance and Counterproductive Work Behaviors
  - Customer Satisfaction
  - Emotional Labor
  - Mindfulness
  - Unemployment/Job Search
  - Behavioral Ethics
  - Deonance Theory
  - Third-Party Observations of Injustice
  - Job Enrichment
  - Voice
  - Abusive Supervision
  - Executive Board Composition
  - Espoused and Enacted Climates
  - High-Performance Work Systems
  - Human Capital Resources
  - Sleep Deprivation
  - Recovery Experiences
  - Job Demands
- *NEW* photos and captions in over 75 percent of chapters link the chapter content to contemporary, real-life worldwide situations to enhance students' understanding of hands-on application of concepts.
- *NEW* Point/Counterpoint features reflect ongoing tensions between perspectives in OB, focusing students' attention on new topics in 5 of 18 chapters.
- The following end-of-chapter material is either completely new or substantially revised and updated for each chapter (along with assisted-graded writing questions), bringing the most contemporary thinking to the attention of students:
  - *Experiential Exercise* (9 of 18 total)
  - *Ethical Dilemma* (9 of 18 total)
  - *Case Incidents* (25 of 36 total)
- Updated References throughout every chapter.

Chapter-by-Chapter Changes

Chapter 1: What Is Organizational Behavior?

- Revised *Learning Objectives*
- New *Opening Vignette* (Road Warriors)
- New research in The Importance of Interpersonal Skills and Big Data
- New major section: Employability Skills
- New *Case Incident 1* (L'Oréal around the Globe)
- New *Case Incident 2* (So, How Engaged Are Employees? The Data Says It All)

Chapter 2: Diversity in Organizations

- New *Opening Vignette* (A Lack of Diversity in the Tech Industry)
- New section on Expatriate Adjustment
- Revised/updated sections: Demographic Characteristics, Tenure, Sexual Orientation and Gender Identity, and Ability
- New research in Stereotype Threat; Discrimination in the Workplace; Age, Sex, Race, and Ethnicity; Hidden Disabilities; Religion; Sexual Orientation and Gender Identity; and Intellectual Abilities
- Updated *OB Poll* (Gender Pay Gap: Narrowing but Still There)
- Revised *Implications for Managers*
- Updated *An Ethical Choice* (Global Diversity: Affirmative Action)
- New *Ethical Dilemma* (Voiding the "License to Discriminate")
- New *Case Incident 1* (Encouraging Female Engineers)

Chapter 3: Attitudes and Job Satisfaction

- New *Opening Vignette* (In the Legoland Wonderland)
- Revised/updated sections: Attitudes, Organizational Commitment, Perceived Organizational Support, Employee Engagement, and Organizational Citizenship Behavior (OCB)
- New research in Job Satisfaction and Involvement, Employee Engagement, Personality, Customer Satisfaction, and Counterproductive Work Behavior (CWB)
- New international research in Attitudes, Job Conditions, and Corporate Social Responsibility (CSR)
- Updated *Exhibit 3-2* (Worst Jobs of 2016 for Job Satisfaction)
- New *Experiential Exercise* (Job Attitudes Situational Interview)
- New *Case Incident 1* (Jobs, Money, and Satisfaction)

Chapter 4: Personality and Values

- Revised *Learning Objectives*
- New *Opening Vignette* (Leading the "Quiet Revolution")
- New major section on Personality, Job Search, and Unemployment
- Revised/updated section: The Big Five Personality Model
- New research in Conscientiousness at Work, Emotional Stability at Work, Extraversion at Work, Openness at Work, Agreeableness at Work, and Proactive Personality
- New Feature! *Personal Inventory Assessment* (Core Five Personality Dimensions)
- Updated *Myth or Science?* (We Can Accurately Judge Individuals' Personalities a Few Seconds after Meeting Them)
- New *Exhibit 4-6* (Comparison of Hofstede's Framework and the GLOBE Framework)
- Revised *Implications for Managers*
- Revised *Summary*
- Revised *Questions for Review*
- New *Case Incident 2* (Personality Matters!)

Chapter 5: Perception and Individual Decision Making

- New *Opening Vignette* (Individual Intuition Igniting Innovation)
- Revised section on Halo and Horns Effects
- Revised/updated sections: Context, Attribution Theory, Selective Perception, Confirmation Bias, and Three Ethical Decision Criteria
- New research in Context, Bounded Rationality, Intuition, Escalation of Commitment, Risk Aversion, Personality, Gender, and Three Ethical Decision Criteria
- New international research in Contrast Effects

- New section on Decision Making in Times of Crisis
- New *Point/Counterpoint* (Implicit Assessment)
- New *Experiential Exercise* (Fake News?)
- New *Case Incident 1* (Warning: Collaboration Overload)
- New *Case Incident 2* (How Do Employees Justify Cyberloafing?)

Chapter 6: Emotions and Moods

- New *Opening Vignette* (Objections Sustained)
- Revised/updated sections: What Are Emotions and Moods?, The Basic Emotions, Moral Emotions, Do Emotions Make Us Ethical?, and Emotion Regulation Techniques
- New research in The Function of Emotions, Do Emotions Make Us Ethical?, Stress, Age, Sex, Emotional Labor, Affective Events Theory, Emotional Intelligence, and Emotion Regulation Techniques
- New international research in The Basic Emotions, Experiencing Moods and Emotions, Emotional Labor, Emotional Intelligence, and Emotion Regulation Techniques
- Updated *OB Poll* (Emotional States)
- Updated *Experiential Exercise* (Mindfulness at Work)
- New *Case Incident 1* (Hiring an Emotionally Intelligent Employee)
- New *Case Incident 2* (Anger: A Dangerous Emotion at Work)

Chapter 7: Motivation Concepts

- Revised *Learning Objectives*
- New *Opening Vignette* (When Goals Go out of Control)
- New sections on Equity Theory/Organizational Justice and Others' Reactions to Injustice
- Revised/updated sections: Hierarchy of Needs Theory, Two-Factor Theory, McClelland's Theory of Needs, Other Contemporary Theories of Motivation, and Expectancy Theory
- New research in McClelland's Theory of Needs, Self-Determination Theory, Goal-Setting Theory, Goal Commitment, Task Characteristics, Implementing Goal Setting, Equity Theory/Organizational Justice, and Job Engagement
- New international research in McClelland's Theory of Needs, Self-Determination Theory, and Equity Theory/Organizational Justice
- Revised *Summary*
- Revised *Implications for Managers*
- Revised *Questions for Review*
- New *Ethical Dilemma* (Follies of Reward)
- New *Case Incident 1* ("Human and Authentic": Motivation at Schoenen Torfs)
- New *Case Incident 2* (Laziness Is Contagious)

Chapter 8: Motivation: From Concepts to Applications

- New *Opening Vignette* (Employees Trading Places)
- New section on Job Enrichment
- Revised/updated sections: Relational Job Design, Flextime, Job Sharing, Telecommuting, and How to Pay: Rewarding Individual Employees through Variable-Pay Programs
- New research in The Job Characteristics Model, Flextime, Telecommuting, Participative Management, Using Rewards to Motivate Employees, How to Pay: Rewarding Individual Employees through Variable-Pay Programs, Bonus, and Employee Stock Ownership Plan

- New international research in The Job Characteristics Model, Flextime, How to Pay: Rewarding Individual Employees through Variable-Pay Programs, and Flexible Benefits: Developing a Benefits Package
- New Feature! *Personal Inventory Assessment* (Diagnosing Poor Performance and Enhancing Motivation)
- New *Point/Counterpoint* (Gainsharing: Fair Shares?)
- Updated *OB Poll* (Who Works from Home?)
- Updated *An Ethical Choice* (Workers' Cooperatives)
- New *Experiential Exercise* (Developing a Motivation Plan for Your Museum Security Guards)
- New *Ethical Dilemma* (You Want Me to Do *What*?)
- New *Case Incident 1* (We Talk, But They Don't Listen)
- New *Case Incident 2* (Will More Money Fill the Gap?)

Chapter 9: Foundations of Group Behavior

- New *Opening Vignette* (The Rolling Stones: A Supergroup)
- New research in Social Identity, Group Development, Role Expectations, Negative Norms and Group Outcomes, Status and Stigmatization, and Group Property 6: Diversity
- New international research in Group Property 4: Size and Dynamics and Group Property 6: Diversity
- New *Point/Counterpoint* (Diverse Work Groups Are Smarter and More Innovative)
- New *Ethical Dilemma* (It's Obvious, They're Chinese)
- New *Case Incident 1* (The Dangers of Groupthink)

Chapter 10: Understanding Work Teams

- New *Opening Vignette* (A Solution to Growing Pains)
- Revised/updated section: Diversity of Members
- New research in Multiteam Systems, Adequate Resources, Leadership and Structure, Team Composition, Common Plan and Purpose, Team Identity, Team Cohesion, Conflict Levels, and Training: Creating Team Players
- New international research in Conflict Levels
- New section on Crises and Extreme Contexts
- New section on Team Trust
- New *Experiential Exercise* (How to Resolve Social Loafing in Your Team?)
- New *Ethical Dilemma* (When Your Cycling Skills Matter!)
- New *Case Incident 1* (Trusting Someone You Can't See)

Chapter 11: Power and Politics

- New *Opening Vignette* (A Tale of Presidential Corruption)
- New research in Coercive Power, Social Network Analysis: A Tool for Assessing Resources, Applying Power Tactics, and Interviews and IM
- New international research in Performance Evaluations and IM
- New *Ethical Dilemma* (Sexual Harassment and Office Romances)
- New *Case Incident 1* (Power and Gender Diversity)
- New *Case Incident 2* (Where Flattery Will Get You)

Chapter 12: Communication

- New *Opening Vignette* (Workplace Communication: Too Much of a Good Thing?)
- Revised/updated section: Social Media Websites
- New research in Upward Communication, The Grapevine, Meetings, E-Mail, Information Overload, Language, and Silence
- New international research in Cultural Barriers
- New section on Communicating in Times of Crisis
- New *Experiential Exercise* (Choosing the Right Modes of Communication)
- New *Case Incident 1* (Do Men and Women Speak the Same Language?)
- New *Case Incident 2* (Shoulders Back, It's Interview Time)

Chapter 13: Leadership

- New *Opening Vignette* (From Wacky Vision to Total Hotel Industry Disruption)
- New section on Abusive Supervision
- Revised/updated sections: Trait Theories, Behavioral Theories, Leader–Member Exchange (LMX) Theory, How Charismatic Leaders Influence Followers, How Transformational Leadership Works, Evaluation of Transformational Leadership, Responsible Leadership, Authentic Leadership, and Ethical Leadership
- New research in Trait Theories, Leader–Member Exchange (LMX) Theory, What Is Charismatic Leadership?, Are Charismatic Leaders Born or Made?, How Charismatic Leaders Influence Followers, Does Effective Charismatic Leadership Depend on the Situation?, Transactional and Transformational Leadership, How Transformational Leadership Works, Evaluation of Transformational Leadership, Transformational versus Transactional Leadership, Authentic Leadership, Ethical Leadership, Servant Leadership, The Role of Time, and Training Leaders
- New international research in Leader–Member Exchange (LMX) Theory, Are Charismatic Leaders Born or Made?, How Transformational Leadership Works, Evaluation of Transformational Leadership, Authentic Leadership, Ethical Leadership, and Servant Leadership
- New section on Leading in Times of Crisis
- Revised *Implications for Managers*
- New *Experiential Exercise* (What's in a Leader?)
- New *Ethical Dilemma* (Innocent, but What about Trust?)
- New *Case Incident 1* (Sharing Is Performing)
- New *Case Incident 2* (Andrea Illy: Leading a Family Company Responsibly)

Chapter 14: Foundations of Organization Structure

- Revised *Learning Objectives*
- New *Opening Vignette* (Samsung: Transforming a Hierarchy)
- Revised/updated sections: Departmentalization, The Simple Structure, The Virtual Structure, and The Leaner Organization: Downsizing
- New research in Work Specialization, Centralization, Boundary Spanning, The Bureaucracy, The Divisional Structure, The Virtual Structure, The Leaner Organization: Downsizing, Technology, and Organizational Designs and Employee Behavior
- New international research in Boundary Spanning
- New *Point/Counterpoint* (Open-Air Offices Inspire Creativity and Enhance Productivity)
- Revised *Questions for Review*
- New *Case Incident 2* (Turbulence on United Airlines)