

ESSENTIALS OF ORGANIZATIONAL BEHAVIOR

ninth edition

Stephen P. Robbins

San Diego State University

Timothy A. Judge

University of Florida

• HOCHSCHULE
LIECHTENSTEIN
Bibliothek

PEARSON

Prentice
Hall

Pearson Education International

Contents

Preface xix

Part I PROLOGUE 1

| | |
|--|----|
| Introduction to Organizational Behavior | 1 |
| The Field of Organizational Behavior | 2 |
| Complementing Intuition with Systematic Behavior | 3 |
| Contributing Disciplines to the OB Field | 4 |
| <i>Psychology</i> | 4 |
| <i>Social Psychology</i> | 4 |
| <i>Sociology</i> | 5 |
| <i>Anthropology</i> | 6 |
| Few Absolutes in OB | 6 |
| Challenges and Opportunities for OB | 6 |
| <i>Responding to Globalization</i> | 7 |
| <i>Managing Workforce Diversity</i> | 8 |
| <i>Improving Quality and Productivity</i> | 9 |
| <i>Improving Customer Service</i> | 9 |
| <i>Improving People Skills</i> | 10 |
| <i>Stimulating Innovation and Change</i> | 10 |
| <i>Coping with Temporariness</i> | 10 |
| <i>Helping Employees Balance Work-Life Conflicts</i> | 11 |
| <i>Improving Ethical Behavior</i> | 11 |
| The Plan of This Book | 12 |
| Implications for Managers | 13 |

Part II THE INDIVIDUAL IN THE ORGANIZATION 14

| | |
|------------------------------------|-----------|
| Foundations of Individual Behavior | 14 |
| Ability | 14 |
| <i>Intellectual Ability</i> | 15 |
| <i>Ability and Job Fit IS</i> | |

| | |
|---|-----------|
| Attitudes | 15 |
| <i>What Are the Main Components of Attitudes?</i> | 16 |
| <i>How Consistent Are Attitudes?</i> | 16 |
| <i>Does Behavior Always Follow from Attitudes?</i> | 18 |
| <i>What Are the Major Job Attitudes?</i> | 19 |
| Job Satisfaction | 22 |
| <i>How Satisfied Are People in Their Jobs?</i> | 22 |
| <i>What Causes Job Satisfaction?</i> | 23 |
| <i>The Effects of Satisfied and Dissatisfied Employees on the Workplace</i> | 24 |
| Learning | 27 |
| <i>A Definition of Learning</i> | 21 |
| <i>Theories of Learning</i> | 21 |
| <i>Shaping: A Managerial Tool</i> | 29 |
| Implications for Managers | 31 |
| 3 Personality and Values | 33 |
| Personality | 33 |
| <i>What Is Personality?</i> | 33 |
| <i>Personality Traits</i> | 34 |
| <i>Major Personality Attributes Influencing OB</i> | 36 |
| <i>Personality and National Culture</i> | 40 |
| <i>Values</i> | 41 |
| <i>Types of Values</i> | 41 |
| <i>Values, Loyalty, and Ethical Behavior</i> | 44 |
| <i>Values Across Cultures</i> | 45 |
| Linking an Individual's Personality and Values to the Workplace | 48 |
| <i>Person-Job Fit</i> | 48 |
| <i>Person-Organization Fit</i> | 49 |
| Implications for Managers | 50 |
| 4 Perception and Individual Decision Making | 51 |
| What Is Perception? | 51 |
| Factors Influencing Perception | 52 |
| Person Perception: Making Judgments About Others | 53 |
| <i>Attribution Theory</i> | 53 |
| <i>Frequently Used Shortcuts in Judging Others</i> | 54 |

| | |
|--|----|
| The Link Between Perception and Individual Decision Making | 56 |
| <i>How Should Decisions Be Made?</i> | 56 |
| <i>The Rational Decision-Making Process</i> | 56 |
| <i>Improving Creativity in Decision Making</i> | 58 |
| How Do Organizations Actually Make Decisions? | 59 |
| <i>Bounded Rationality</i> | 59 |
| <i>Common Biases and Errors</i> | 60 |
| <i>Intuition</i> | 63 |
| <i>Individual Differences</i> | 63 |
| <i>Organizational Constraints</i> | 64 |
| <i>Cultural Differences</i> | 65 |
| Ethics in Decision Making | 66 |
| Implications for Managers | 67 |
| | |
| Motivation Concepts | 69 |
| Defining Motivation | 69 |
| <i>Early Theories of Motivation</i> | 10 |
| <i>Hierarchy of Needs Theory</i> | 10 |
| <i>Theory X and Theory Y</i> | 11 |
| <i>Two-Factor Theory</i> | 12 |
| Contemporary Theories of Motivation | 74 |
| <i>McClelland's Theory of Needs</i> | 14 |
| <i>Cognitive Evaluation Theory</i> | 15 |
| <i>Goal-Setting Theory</i> | 16 |
| <i>Management by Objectives</i> | 11 |
| <i>Self-Efficacy Theory</i> | 19 |
| <i>Equity Theory</i> | 80 |
| <i>Expectancy Theory</i> | 84 |
| Caveat Emptor: Motivation Theories Are Often Culture Bound | 86 |
| Implications for Managers | 87 |
| | |
| Motivation: From Concepts to Applications | 89 |
| Motivating by Changing the Nature of the Work Environment | 89 |
| <i>The Job Characteristics Model</i> | 90 |
| <i>How Can Jobs Be Redesignated?</i> | 92 |
| <i>Alternative Work Arrangements</i> | 94 |

| | | |
|-----------------|---|------------|
| | Employee Involvement | 97 |
| | <i>Examples of Employee Involvement Programs</i> | 91 |
| | Rewarding Employees | 98 |
| | <i>What to Pay: Establishing a Pay Structure</i> | 99 |
| | <i>How to Pay: Rewarding Individual Employees Through Variable-Pay Programs</i> | 99 |
| | <i>How to Pay: Rewarding Individual Employees Through Skill-Based Pay Plans</i> | 102 |
| | <i>Skill-Based Pay in Practice</i> | 103 |
| | <i>Flexible Benefits: Developing a Benefits Package</i> | 103 |
| | <i>Intrinsic Rewards: Employee Recognition Programs</i> | 104 |
| | Implications for Managers | 105 |
| 7 | Emotions and Moods | 107 |
| | What Are Emotions and Moods? | 108 |
| | <i>Some Aspects of Emotions</i> | 109 |
| | <i>Sources of Emotions and Moods</i> | 111 |
| | <i>External Constraints on Emotions</i> | 114 |
| | <i>Emotional Labor</i> | US |
| | <i>Felt Versus Displayed Emotions</i> | 116 |
| | Emotional Intelligence | 116 |
| | <i>The Case for EI</i> | 111 |
| | <i>The Case Against EI</i> | 111 |
| | Applications of Emotions and Moods to OB | 118 |
| | <i>Selection</i> | 118 |
| | <i>Decision Making</i> | 118 |
| | <i>Creativity</i> | 119 |
| | <i>Motivation</i> | 119 |
| | <i>Leadership</i> | 120 |
| | <i>Interpersonal Conflict</i> | 120 |
| | <i>Negotiation</i> | 120 |
| | <i>Customer Service</i> | 121 |
| | <i>Job Attitudes</i> | 121 |
| | <i>Deviant Workplace Behaviors</i> | 121 |
| | Implications for Managers | 122 |
| Part III | GROUPS IN THE ORGANIZATION | 123 |
| 8 | Foundations of Group Behavior | 123 |
| | Defining and Classifying Groups | 123 |

| | |
|---|------------|
| Group Properties: Roles, Norms, Status, Size, and Cohesiveness | 124 |
| <i>Roles</i> | 124 |
| <i>Norms</i> | 126 |
| <i>Status</i> | 130 |
| <i>Size</i> | 133 |
| <i>Cohesiveness</i> | 134 |
| Group Decision Making | 135 |
| <i>Groups Versus the Individual</i> | 135 |
| <i>Groupthink and Groupshift</i> | 136 |
| <i>Group Decision-Making Techniques</i> | 131 |
| Implications for Managers | 9 |
| Understanding Work Teams | 140 |
| Why Have Teams Become So Popular? | 140 |
| Differences Between Groups and Teams | 141 |
| Types of Teams | 142 |
| <i>Problem-Solving Teams</i> | 142 |
| <i>Self-Managed Work Teams</i> | 143 |
| <i>Cross-Functional Teams</i> | 143 |
| <i>Virtual Teams</i> | 144 |
| Creating Effective Teams | 145 |
| <i>Context</i> | 145 |
| <i>Composition</i> | 141 |
| <i>Work Design</i> | 152 |
| <i>Process</i> | 152 |
| <i>Turning Individuals into Team Players</i> | 154 |
| <i>The Challenge</i> | 154 |
| <i>Shaping Team Players</i> | 155 |
| Teams and Quality Management | 156 |
| <i>Beware! Teams Aren't Always the Answer</i> | 156 |
| Implications for Managers | 157 |
| 10 Communication | 158 |
| Functions of Communication | 158 |
| The Communication Process | 159 |
| <i>Direction of Communication</i> | 160 |

| | |
|--|-----|
| Interpersonal Communication | 161 |
| <i>Oral Communication</i> | 161 |
| <i>Written Communicatum</i> | 162 |
| <i>Nonverbal Communication</i> | 162 |
| Organizational Communication | 163 |
| <i>Formal Small-Group Networks</i> | 164 |
| <i>The Grapevine</i> | 164 |
| <i>Computer-Aided Communication</i> | 165 |
| <i>Knowledge Management</i> | 161 |
| Barriers to Effective Communication | 168 |
| <i>Filtering</i> | 168 |
| <i>Selective Perception</i> | 168 |
| <i>Information Overload</i> | 169 |
| <i>Emotions</i> | 169 |
| <i>Language</i> | 169 |
| <i>Communication Apprehension</i> | 169 |
| Current Issues in Communication | 170 |
| <i>Communication Barriers Between Women and Men</i> | 110 |
| <i>Politically Correct Communication</i> | 111 |
| <i>Cross-Cultural Communication</i> | 111 |
| Implications for Managers | 174 |
| | |
| 11 Leadership | 175 |
| What Is Leadership? | 175 |
| <i>Trait Theories</i> | 116 |
| <i>Behavioral Theoties</i> | 118 |
| <i>Summary of Trait Theories and Behavioral Theories</i> | 119 |
| <i>Contingency Theories</i> | 180 |
| <i>Leader-Member Exchange Theory</i> | 183 |
| <i>Path-Goal Theory</i> | 184 |
| Inspirational Approaches to Leadership | 186 |
| <i>Charismatic Leadership</i> | 186 |
| <i>Transformational Leadership</i> | 188 |
| Challenges to the Leadership Construct | 192 |
| <i>Leadership as an Attribution</i> | 192 |
| <i>Substitutes and Neutralizers to Leadership</i> | 193 |

| | | |
|----|---|-----|
| | Finding and Creating Effective Leaders | 194 |
| | <i>Selection</i> | 194 |
| | <i>Training</i> | 195 |
| | Implications for Managers | 196 |
| 12 | Power and Politics | 197 |
| | A Definition of Power | 197 |
| | <i>Contrasting Leadership and Power</i> | 198 |
| | Bases of Power | 198 |
| | <i>Formal Power</i> | 198 |
| | <i>Personal Power</i> | 199 |
| | <i>Which Bases of Power Are Most Effective?</i> | 200 |
| | Power Tactics | 200 |
| | Power in Groups: Coalitions | 201 |
| | Power in Action: Politics | 202 |
| | <i>A Definition of Political Behavior</i> | 202 |
| | <i>Factors Contributing to Political Behavior</i> | 202 |
| | <i>The Human Response to Organizational Politics</i> | 204 |
| | <i>Impression Management</i> | 206 |
| | <i>The Ethics of Behaving Politically</i> | 209 |
| | Implications for Managers | 209 |
| 13 | Conflict and Negotiation | 211 |
| | A Definition of Conflict | 211 |
| | Transitions in Conflict Thought | 212 |
| | <i>The Traditional View</i> | 212 |
| | <i>The Human Relations View</i> | 212 |
| | <i>The Interactionist View</i> | 213 |
| | The Conflict Process | 213 |
| | <i>Stage I: Potential Opposition or Incompatibility</i> | 213 |
| | <i>Stage II: Cognition and Personalization</i> | 215 |
| | <i>Stage III: Intentions</i> | 215 |
| | <i>Stage IV: Behavior</i> | 216 |
| | <i>Stage V: Outcomes</i> | 211 |
| | Negotiation | 219 |
| | <i>Bargaining Strategies</i> | 220 |
| | <i>The Negotiation Process</i> | 222 |
| | <i>Individual Differences in Negotiation</i> | 224 |
| | Implications for Managers | 226 |

| | | |
|----------------|---|------------|
| Part IV | THE ORGANIZATION SYSTEM | 229 |
| 14 | Foundations of Organization Structure | 229 |
| | What Is Organizational Structure? | 230 |
| | <i>Work Specialization</i> | 230 |
| | <i>Departmentalization</i> | 232 |
| | <i>Chain of Command</i> | 233 |
| | <i>Span of Control</i> | 234 |
| | <i>Centralization and Decentralization</i> | 235 |
| | <i>Formalization</i> | 235 |
| | Common Organizational Designs | 236 |
| | <i>The Simple Structure</i> | 236 |
| | <i>The Bureaucracy</i> | 231 |
| | <i>The Matrix Structure</i> | 231 |
| | New Structural Options | 239 |
| | <i>The Team Structure</i> | 239 |
| | <i>The Virtual Organization</i> | 240 |
| | <i>The Boundatyless Organization</i> | 241 |
| | Why Do Structures Differ? | 242 |
| | <i>Strategy</i> | 243 |
| | <i>Organization Size</i> | 244 |
| | <i>Technology</i> | 244 |
| | <i>Environmental Uncertainty</i> | 245 |
| | Organizational Designs and Employee Behavior | 245 |
| | Implications for Managers | 246 |
| 15 | Organizational Culture | 247 |
| | What Is Organizational Culture? | 248 |
| | <i>Organizational Culture: A Definition</i> | 248 |
| | <i>Culture Is a Descriptive Term.</i> | 248 |
| | <i>Do Organizations Have Uniform Cultures?</i> | 249 |
| | <i>Strong Versus Weak Cultures</i> | 249 |
| | <i>Organizational Culture Versus National Culture</i> | 250 |
| | What Do Cultures Do? | 250 |
| | <i>Cultures Functions</i> | 250 |
| | <i>Culture as a Liability</i> | 251 |
| | Creating and Sustaining Culture | 252 |
| | <i>How a Culture Begins</i> | 252 |

| | | |
|----|--|------------|
| | <i>Keeping a Culture Alive</i> | 253 |
| | <i>Summary: How Cultures Form</i> | 251 |
| | How Employees Learn Culture | 257 |
| | <i>Stories</i> | 251 |
| | <i>Rituals</i> | 258 |
| | <i>Material Symbols</i> | 258 |
| | <i>Language</i> | 258 |
| | Managing Cultural Change 2 | 59 |
| | Creating an Ethical Organizational Culture | 259 |
| | Creating a Customer-Responsive Culture | 260 |
| | <i>Key Variables Shaping Customer-Responsive</i> | |
| | <i>Cultures</i> | 261 |
| | <i>Managerial Action</i> | 261 |
| | Implications for Managers | 263 |
| 16 | Organizational Change and Development | 264 |
| | Forces for Change | 265 |
| | <i>Change Agents</i> | 266 |
| | <i>Two Views of Change</i> | 261 |
| | <i>Putting the Two Views in Perspective</i> | 268 |
| | Resistance to Change | 268 |
| | <i>Overcoming Resistance to Change</i> | 269 |
| | Managing Change Through Organizational Development | 270 |
| | <i>Sensitivity Training</i> | 211 |
| | <i>Survey Feedback</i> | 211 |
| | <i>Process Consultation</i> | 212 |
| | <i>Intergroup Development</i> | 212 |
| | <i>Appreciative Inquiry</i> | 213 |
| | Contemporary Issues in Organizational Change | 274 |
| | <i>Technology in the Workplace</i> | 214 |
| | <i>Work Stress</i> | 215 |
| | <i>Creating a Learning Organization</i> | 211 |
| | <i>Managing Change: Ifs Culture Bound</i> | 219 |
| | Implications for Managers | 280 |
| | Epilogue | 281 |
| | Endnotes | 283 |
| | Index/Glossary | 311 |