

Essentials of Organizational Behavior

An Evidence-Based Approach

Second Edition

Terri A. Scandura
University of Miami



Los Angeles | London | New Delhi
Singapore | Washington DC | Melbourne

Los Angeles
London
New Delhi
Singapore
Washington DC
Melbourne

Brief Contents

1. [Preface](#)
2. [Acknowledgments](#)
3. [About the Author](#)
4. [SECTION I: INTRODUCTION](#)
 1. [Chapter 1: What Is Organizational Behavior?](#)
5. [SECTION II: UNDERSTANDING INDIVIDUALS IN ORGANIZATIONS](#)
 1. [Chapter 2: Personality and Person–Environment Fit](#)
 2. [Chapter 3: Emotions and Moods](#)
 3. [Chapter 4: Attitudes and Job Satisfaction](#)
 4. [Chapter 5: Perception, Decision Making, and Problem Solving](#)
6. [SECTION III: INFLUENCING AND MOTIVATING EMPLOYEES](#)
 1. [Chapter 6: Leadership](#)
 2. [Chapter 7: Power and Politics](#)
 3. [Chapter 8: Motivation: Core Concepts](#)
 4. [Chapter 9: Motivation: Applications](#)
7. [SECTION IV: BUILDING RELATIONSHIPS](#)
 1. [Chapter 10: Group Processes and Teams](#)
 2. [Chapter 11: Managing Conflict and Negotiation](#)
 3. [Chapter 12: Organizational Communication](#)
 4. [Chapter 13: Diversity and Cross-Cultural Adjustments](#)
8. [SECTION V: LEADERS AS CHANGE AGENTS](#)
 1. [Chapter 14: Organizational Culture](#)
 2. [Chapter 15: Leading Change and Stress Management](#)
9. [Appendix: Research Designs Used in Organizational Behavior](#)
10. [Glossary](#)
11. [Notes](#)
12. [Index](#)

Detailed Contents

[Preface](#)

[Acknowledgments](#)

[About the Author](#)

[SECTION I: INTRODUCTION](#)

[Chapter 1: What Is Organizational Behavior?](#)

[Learning Objectives](#)

[A Crisis of Leadership?](#)

[What Is Organizational Behavior?](#)

[Disciplines Contributing to Organizational Behavior](#)

[From Theory to Practice](#)

[Evidence-Based Management](#)

[What Is Critical Thinking?](#)

[The Scientific Method](#)

[Outcome Variables in Organizational Behavior](#)

[Performance](#)

[Work-Related Attitudes](#)

[Employee Well-Being](#)

[Motivation](#)

[Employee Withdrawal](#)

[Levels of Analysis in Organizational Behavior](#)

[How OB Research Increases Employee Performance](#)

[Theory X and Theory Y](#)

[Plan for This Textbook](#)

[Leadership Implications: Thinking Critically](#)

[Key Terms](#)

[TOOLKIT ACTIVITY 1.1: Personal Leadership Development Plan](#)

[CASE STUDY 1.1: Organizational Science in the Real World](#)

[SELF-ASSESSMENT 1.1: Are You Theory X or Theory Y?](#)

[SELF-ASSESSMENT 1.2: Assessing Your Experiential Evidence Base](#)

[SECTION II: UNDERSTANDING INDIVIDUALS IN ORGANIZATIONS](#)

[Chapter 2: Personality and Person–Environment Fit](#)

[Learning Objectives](#)

[The Right Stuff at the Wrong Time?](#)

[What Is Personality?](#)

[The Role of Heredity](#)

[Myers-Briggs Type Indicator](#)

[Limitations of the Myers-Briggs Type Indicator](#)

[How the Myers-Briggs Type Indicator Is Used in Organizations](#)

[“The Big Five”](#)

[Personality Traits and Health Research](#)

[Other Relevant Personality Traits](#)

[Machiavellianism](#)

[Self-Monitoring](#)

[Risk Taking](#)

[Psychological Capital](#)

[Core Self-Evaluations](#)

[Person–Environment Fit](#)

[Person–Organization Fit](#)

[Person–Job Fit](#)

[Leadership Implications: Understanding Others](#)

[Key Terms](#)

[TOOLKIT ACTIVITY 2.1: Fitting in Somewhere Great!](#)

[CASE STUDY 2.1: Who Would You Hire?](#)

[SELF-ASSESSMENT 2.1: The Big Five Personality Test](#)

[SELF-ASSESSMENT 2.2: Type A/Type B Behavior Pattern](#)

[SELF-ASSESSMENT 2.3: Core Self-Evaluations Assessment](#)

[Chapter 3: Emotions and Moods](#)

[Learning Objectives](#)

[Does Lack of Sleep Make You Grumpy?](#)

[Emotions and Moods at Work](#)

[Affective Events Theory: An Organizing Framework](#)

[Affective Climate](#)

[The Broaden-and-Build Model of Emotions](#)

[Moods](#)

[Emotional Labor](#)

[Emotional Intelligence](#)

[Can Emotional Intelligence Be Learned?](#)

[Limitations of Emotional Intelligence](#)

[How Emotional Intelligence Is Used in Organizations](#)

[Emotional Contagion](#)

[Affective Neuroscience](#)

[Ethical Issues in Neuroscience](#)

[Leadership Implications: Affective Coaching](#)

[Key Terms](#)

[TOOLKIT ACTIVITY 3.1: The 5-Minute Gratitude Exercise](#)

[CASE STUDY 3.1: Managing Your Boss's Moods and Emotions](#)

[SELF-ASSESSMENT 3.1: Positive and Negative Affect Schedule \(PANAS\)](#)

[SELF-ASSESSMENT 3.2: Emotion Regulation Questionnaire \(ERQ\)](#)

[Chapter 4: Attitudes and Job Satisfaction](#)

[Learning Objectives](#)

[Job Satisfaction: An Upward Trend](#)

[What Is an Attitude?](#)

[Cognitive Dissonance](#)

[Do Attitudes Matter?](#)

[Job Satisfaction](#)

[Job Satisfaction Facets](#)

[Job Search Attitudes](#)

[Organizational Commitment](#)

[Job Involvement](#)

[Employee Engagement](#)

[Perceived Organizational Support](#)

[Psychological Empowerment](#)

[Leadership Implications: Creating Meaning at Work](#)

[Key Terms](#)

[TOOLKIT ACTIVITY 4.1: What Do Workers Want From Their Jobs?](#)

[CASE STUDY 4.1: A Crisis in Nursing](#)

[SELF-ASSESSMENT 4.1: How Much Career Adaptability Do You Have?](#)

[SELF-ASSESSMENT 4.2: Do You Experience Empowerment?](#)

[Chapter 5: Perception, Decision Making, and Problem Solving](#)

[Learning Objectives](#)

[Would You Be Happier if You Were Richer?](#)

[Understanding Why People Don't See Eye to Eye](#)

[The Primacy Effect](#)

[The Recency Effect](#)

[The Availability Bias](#)

[Contrast Effects](#)

[Halo Error](#)

[Employability: Self-Fulfilling Prophecies During the Application Process](#)

[Individual Decision Making](#)

[Decision Processes and Organizational Performance](#)

[Why Some People Can't Make Decisions](#)

[Constraints on Individual Decision Making](#)

[The Rational Decision-Making Model](#)

[Limitations of the Rational Model](#)

[Bounded Rationality](#)

[Prospect Theory](#)

[The Importance of How Decisions Are Framed](#)

[Intuition](#)

[Benefits of Intuition](#)

[Wicked Organizational Problems](#)

[Decision Traps](#)

[Hindsight Bias](#)
[Overconfidence](#)
[Escalation of Commitment](#)
[Creative Problem Solving](#)
[Going With the “Flow”](#)
[Three-Component Model of Creativity](#)
[Leadership Implications: Making Ethical Decisions](#)
[Key Terms](#)
[TOOLKIT ACTIVITY 5.1: The Oil Drilling Partnership](#)
[CASE STUDY 5.1: Do You Have to Spend Money to Make Money?](#)
[SELF-ASSESSMENT 5.1: Employability—Perceptions of Prospective Employers](#)
[SELF-ASSESSMENT 5.2: How Would You Rate Your Creativity?](#)
[SECTION III: INFLUENCING AND MOTIVATING EMPLOYEES](#)
[Chapter 6: Leadership](#)
[Learning Objectives](#)
[Have Leaders Lost Their Followers’ Trust?](#)
[What Is Leadership?](#)
[Differentiating Management and Leadership](#)
[Trait Approaches](#)
[Leader Behaviors](#)
[Path–Goal Theory](#)
[Adapting to the Situation](#)
[Leader–Member Exchange](#)
[Leader–Member Exchange Development](#)
[Managing Your Boss](#)
[Follower Reactions to Authority](#)
[Attributions and Leader–Member Relationships](#)
[The Mentor Connection](#)
[The Importance of Trust](#)
[Calculus-Based Trust](#)
[Knowledge-Based Trust](#)
[Identification-Based Trust](#)
[Repairing Broken Trust](#)
[Full-Range Leadership Development](#)
[Transactional Leadership](#)
[Transformational Leadership](#)
[Moral Approaches](#)
[Ethical Leadership](#)
[Servant and Authentic Leadership](#)
[Critiques of Leadership Theory](#)
[Implicit Leadership Theory](#)

[Romance of Leadership](#)

[Leadership Implications: Flexibility Matters](#)

[Key Terms](#)

[TOOLKIT ACTIVITY 6.1: Applying the Full-Range Leadership Development Model](#)

[TOOLKIT ACTIVITY 6.2: Comparing Supervisor Leader–Member Exchange](#)

[CASE STUDY 6.1: Which Boss Would You Rather Work For?](#)

[SELF-ASSESSMENT 6.1: Mentoring Functions Questionnaire](#)

[SELF-ASSESSMENT 6.2: How Trustful Are You?](#)

[Chapter 7: Power and Politics](#)

[Learning Objectives](#)

[What Is It Like to Have Power?](#)

[Power and Influence](#)

[Bases of Power](#)

[Organizational Sources of Power](#)

[Influence Without Authority](#)

[Influence Strategies](#)

[Which Influence Strategies Are the Most Effective?](#)

[Impression Management](#)

[Managing Impressions With Body Language](#)

[Perceptions of Organizational Politics](#)

[Political Skill](#)

[Having Both the Will and the Skill for Politics](#)

[Leadership Implications: Managing With Power](#)

[Key Terms](#)

[TOOLKIT ACTIVITY 7.1: Politics or Citizenship?](#)

[TOOLKIT ACTIVITY 7.2: What Would You Do?](#)

[CASE STUDY 7.1: Can You Succeed Without Power?](#)

[SELF-ASSESSMENT 7.1: Your Impression Management Strategies](#)

[SELF-ASSESSMENT 7.2: What’s Your Level of Political Acumen?](#)

[Chapter 8: Motivation: Core Concepts](#)

[Learning Objectives](#)

[Do You Have Grit?](#)

[What Is Motivation?](#)

[Need Theories](#)

[Goal Setting](#)

[“SMART” Goals](#)

[Regulatory Goal Focus](#)

[The Role of Leaders in Goal Setting](#)

[Job Characteristics Theory](#)

[The Motivating Potential of Work](#)

[Designing Work to Be Motivational](#)
[Work Redesign and Job Stress](#)
[Job Crafting](#)
[The Importance of Fairness](#)
[Equity Theory](#)
[Organizational Justice: Expanding Fairness](#)
[Developing a Fair Reputation](#)
[Expectancy Theory](#)
[The Pygmalion Effect](#)
[Leadership Implications: Who Will Lead?](#)
[Key Terms](#)
[TOOLKIT ACTIVITY 8.1: Future Me Letter](#)
[TOOLKIT ACTIVITY 8.2: SMART Goals Template](#)
[TOOLKIT ACTIVITY 8.3: Understanding the Pygmalion Effect](#)
[CASE STUDY 8.1: Building Motivation](#)
[SELF-ASSESSMENT 8.1: How Much Perseverance Do You Have?](#)
[Chapter 9: Motivation: Applications](#)
[Learning Objectives](#)
[The Meaning of Money](#)
[Reinforcement Theory](#)
[Reinforcers](#)
[Punishment](#)
[Schedules of Reinforcement](#)
[Organizational Behavior Modification](#)
[Social Learning Theory](#)
[The Modeling Process](#)
[Intrinsic Versus Extrinsic Rewards](#)
[Relationship Between Intrinsic and Extrinsic Rewards](#)
[Self-Determination Theory](#)
[What Money Can and Cannot Do](#)
[Pay Dispersion](#)
[Performance Management](#)
[Sources of Performance Management Ratings](#)
[Performance Management Methods](#)
[Problems With Performance Reviews](#)
[Other Forms of Compensation](#)
[Feedback Seeking](#)
[Leadership Implications: Motivating With Rewards](#)
[Key Terms](#)
[TOOLKIT ACTIVITY 9.1: Performance Appraisal Do's and Don'ts](#)
[TOOLKIT ACTIVITY 9.2: Performance Management Role-Play](#)
[CASE STUDY 9.1: Pay Inequity at Goodyear Tire and Rubber](#)

[SELF-ASSESSMENT 9.1: Work Values Checklist](#)

[SECTION IV: BUILDING RELATIONSHIPS](#)

[Chapter 10: Group Processes and Teams](#)

[Learning Objectives](#)

[Does Trust Impact Team Performance?](#)

[What Is a Team?](#)

[Work Group Versus Team](#)

[Team Purpose](#)

[Team Norms](#)

[The Team Charter](#)

[Team Mental Models](#)

[Team Development](#)

[Five-Stage Model](#)

[Team Performance Curve](#)

[Team Effectiveness](#)

[Team Metrics](#)

[Team Learning](#)

[Team Creativity and Innovation](#)

[Cohesion](#)

[Social Identity Theory](#)

[Groupthink](#)

[Team Decision Making](#)

[Participation in Team Decisions](#)

[Brainstorming](#)

[Consensus](#)

[Multivoting](#)

[Nominal Group Technique](#)

[Stepladder](#)

[Team Challenges](#)

[Social Loafing](#)

[Virtual Teams](#)

[Team Diversity](#)

[Challenges of Team Diversity](#)

[Benefits of Team Diversity](#)

[Leadership Implications: Empowering the Team](#)

[Key Terms](#)

[TOOLKIT ACTIVITY 10.1: The Team Charter](#)

[TOOLKIT ACTIVITY 10.2: The Marshmallow Challenge \(Team Exercise\)](#)

[TOOLKIT ACTIVITY 10.3: How to Run an Effective Meeting \(Checklist\)](#)

[CASE STUDY 10.1: Problem Solving in Virtual Teams](#)

[SELF-ASSESSMENT 10.1: Teamwork Orientation](#)

[SELF-ASSESSMENT 10.2: Team Leadership Inventory \(TLI\)](#)

[Chapter 11: Managing Conflict and Negotiation](#)

[Learning Objectives](#)

[The Costs of Workplace Conflict](#)

[What Is Conflict?](#)

[Causes of Organizational Conflict](#)

[Is Conflict Always Bad?](#)

[Task Versus Relationship Conflict](#)

[Workplace Incivility and Aggression](#)

[Abusive Supervision](#)

[“Toxic” Workplaces](#)

[Workplace Violence](#)

[Conflict Resolution Styles](#)

[Team Conflict and Performance](#)

[Resolving Conflict Across Cultures](#)

[Third-Party Interventions](#)

[Negotiation](#)

[Distributive Bargaining](#)

[Integrative Bargaining](#)

[Union-Management Negotiations](#)

[Leadership Implications: Perspective Taking](#)

[Key Terms](#)

[TOOLKIT ACTIVITY 11.1: Checklist for Difficult Conversations](#)

[TOOLKIT ACTIVITY 11.2: Salary Negotiation](#)

[TOOLKIT ACTIVITY 11.3: Negotiation Style Assessment](#)

[CASE STUDY 11.1: Perspective Taking: Captain Owen Honors](#)

[SELF-ASSESSMENT 11.1: Conflict Resolution Styles](#)

[Chapter 12: Organizational Communication](#)

[Learning Objectives](#)

[“Thin Slicing” a Conversation](#)

[What Is Organizational Communication?](#)

[The Communication Process](#)

[Barriers to Effective Communication](#)

[Communication Apprehension](#)

[Language](#)

[Active Listening](#)

[Communication Networks](#)

[Communication Flows in Organizations](#)

[The Grapevine](#)

[Electronic Communication](#)

[E-mail](#)

[Text Messages](#)
[Social Networking](#)
[Videoconferencing](#)
[Cross-Cultural Communication](#)
[Nonverbal Communication](#)
[Silence](#)
[Leadership Implications: The Management of Meaning](#)
[Key Terms](#)
[TOOLKIT ACTIVITY 12.1: Active Listening Exercise](#)
[CASE STUDY 12.1: What's App-ening?](#)
[SELF-ASSESSMENT 12.1: Quality of Communication Experience](#)
[Chapter 13: Diversity and Cross-Cultural Adjustments](#)
[Learning Objectives](#)
[Diversity: A Key Workforce Trend](#)
[Diversity](#)
[Surface-Level and Deep-Level Diversity](#)
[Generations at the Workplace](#)
[The Millennials](#)
[What's Next? Generation Z](#)
[What Is Culture?](#)
[High-Context Versus Low-Context Cultures](#)
[Hofstede's Cultural Values](#)
[Criticisms and Usefulness of Hofstede's Research](#)
[Cultural Tightness–Looseness](#)
[GLOBE Studies of Cross-Cultural Leadership](#)
[Developing Global Leaders](#)
[The Third Culture](#)
[Cultural Intelligence](#)
[Cross-Cultural Adjustment Strategies](#)
[Integrative Acculturation: Biculturals](#)
[Culture Shock](#)
[Expatriate Adjustment](#)
[Repatriation](#)
[Leadership Implications: Becoming a Global Leader](#)
[Key Terms](#)
[TOOLKIT ACTIVITY 13.1: Generations at Work](#)
[TOOLKIT ACTIVITY 13.2: Journey to Sharahad](#)
[CASE STUDY 13.1: Managing Diversity at IBM Netherlands](#)
[CASE STUDY 13.2: "A Person Needs Face, Like a Tree Needs Bark"](#)
[SELF-ASSESSMENT 13.1: What Is Your Cultural Intelligence?](#)
[SELF-ASSESSMENT 13.2: Do You Have a Global Mind-Set?](#)

[SECTION V: LEADERS AS CHANGE AGENTS](#)

Chapter 14: Organizational Culture

Learning Objectives

Culture Change at Verizon: Can You Hear Me Now?

What Is Organizational Culture?

Seven Characteristics of Culture

Markets, Bureaucracies, and Clans

National Culture and Organizational Culture

Strong Organizational Cultures

Organizational Subcultures

Socialization

Anticipatory Socialization

Entry and Assimilation

Metamorphosis

Attraction-Selection-Attrition (ASA)

How Employees Learn Culture

Stories

Rituals

Symbols

Language

Organizational Climate

How Climate Influences Organizational Performance

Ethical Climate

Leadership Implications: Culture Change

Tool #1: Recruiting and Selecting People for Culture Fit

Tool #2: Managing Culture Through Socialization and Training

Tool #3: Managing Culture Through the Reward System

Key Terms

TOOLKIT ACTIVITY 14.1: Comparing Organizational Cultures:

IDEO and Amazon

CASE STUDY 14.1: Changing Corporate Culture: The Case of B-MED

SELF-ASSESSMENT 14.1: Comparing Service Climates

Chapter 15: Leading Change and Stress Management

Learning Objectives

ING's Agile Transformation

Forces Driving Organizational Change

Planned Organizational Change

Organizational Subsystems Involved in Planned Change

Organizational Development

Examples of Organizational Development Interventions

Resistance to Change

How to Overcome Resistance to Change

Leading Change

[Lewin's Three-Step Model](#)
[Force Field Analysis](#)
[Kotter's Eight-Step Model](#)
[Effective Change Implementation](#)
[Stress in the Context of Organizational Change](#)
[What Is Stress?](#)
[Stress Episode](#)
[Stress and Organizational Performance](#)
[Role Stress](#)
[Stress Is a Global Concern](#)
[Coping](#)
[Social Support](#)
[Preventive Stress Management in Organizations](#)
[Employee Assistance Programs](#)
[Leadership Implications: Helping Employees Cope](#)
[Key Terms](#)
[TOOLKIT ACTIVITY 15.1: Appreciative Inquiry](#)
[TOOLKIT ACTIVITY 15.2: Warning Signs of Burnout](#)
[TOOLKIT ACTIVITY 15.3: Stressful Life Events](#)
[CASE STUDY 15.1: We Have to Change: Alighting Innovation in the Utility Industry](#)
[CASE STUDY 15.2: The Price of Entrepreneurship](#)
[SELF-ASSESSMENT 15.1: Leading Through Change Assessment](#)
[SELF-ASSESSMENT 15.2: Perceived Stress Scale](#)
[Appendix: Research Designs Used in Organizational Behavior](#)
[Glossary](#)
[Notes](#)
[Index](#)