Organizational Behavior

EDITION

17

GLOBAL EDITION

Stephen P. Robbins
—San Diego State University

Timothy A. Judge
—University of Notre Dame

PEARSON

Boston Columbus Indianapolis New York San Francisco Amsterdam
Cape Town Dubai London Madrid Milan Munich Paris Montreal Toronto
Delhi Mexico City São Paulo Sydney Hong Kong Seoul Singapore Taipei Tokyo

Brief Contents

Preface 27

1 Introduction

1 What Is Organizational Behavior? 40

2 The Individual

2 Diversity in Organizations 78
3 Attitudes and Job Satisfaction 110
4 Emotions and Moods 138
5 Personality and Values 172
6 Perception and Individual Decision Making 206
7 Motivation Concepts 244
8 Motivation: From Concepts to Applications 280

3 The Group

9 Foundations of Group Behavior 312
10 Understanding Work Teams 348
11 Communication 380
12 Leadership 418
13 Power and Politics 458
14 Conflict and Negotiation 494
15 Foundations of Organization Structure 528

4 The Organization System

16 Organizational Culture 562
17 Human Resource Policies and Practices 598
18 Organizational Change and Stress Management 640

Appendix **Research in Organizational Behavior** 682

Comprehensive Cases 689

Glossary 703
Name Index 713
Organization Index 721
Subject Index 725

Contents

Preface 27

1 Introduction

1 *What Is Organizational Behavior?* 40

The Importance of Interpersonal Skills 43

Management and Organizational Behavior 44

Management Roles 45 • Management Skills 46 • Effective versus Successful Managerial Activities 47

Complementing Intuition with Systematic Study 49

Big Data 49

Myth or Science? Management by Walking Around Is the Most Effective Management 50

Disciplines That Contribute to the OB Field 53

Psychology 53 • Social Psychology 54 • Sociology 54 • Anthropology 54

There Are Few Absolutes in OB 54

Challenges and Opportunities for OB 55

Economic Pressures 56 • Continuing Globalization 56 • Workforce Demographics 57

Personal Inventory Assessments Multicultural Awareness Scale 58

Workforce Diversity 59 • Customer Service 59 • People Skills 59 • Networked Organizations 60 • Social Media 60 • Employee Well-Being at Work 60 • Positive Work Environment 61 • Ethical Behavior 62

An Ethical Choice Vacation Deficit Disorder 63

Coming Attractions: Developing an OB Model 64

An Overview 64 • Inputs 64 • Processes 65 • Outcomes 65

Career OBjectives What do I say about my termination? 67

Summary 70

Implications for Managers 70

Point/Counterpoint The Battle of the Texts 71

Questions for Review 72
Experiential Exercise Managing the OB Way **72**
Ethical Dilemma There's a Drone in Your Soup **73**
Case Incident 1 Apple Goes Global **73**
Case Incident 2 Big Data for Dummies **74**

2 The Individual

2 *Diversity in Organizations* 78

Diversity 81

Demographic Characteristics 81 • Levels of Diversity 82

An Ethical Choice Affirmative Action for Unemployed Veterans 83

Discrimination 83

Stereotype Threat 84

Personal Inventory Assessments Intercultural Sensitivity Scale 85

Discrimination in the Workplace 85

Biographical Characteristics 86

Age 86

Myth or Science? Bald Is Better 87

Sex 88 • Race and Ethnicity 89 • Disabilities 90 • Hidden Disabilities 91

Other Differentiating Characteristics 92

Tenure 92 • Religion 92 • Sexual Orientation and Gender Identity 93

Career OBjectives Is it okay to be gay at work? 94

Cultural Identity 95

Ability 95

Intellectual Abilities 96 • Physical Abilities 97

Implementing Diversity Management Strategies 98

Attracting, Selecting, Developing, and Retaining Diverse Employees 98 • Diversity in Groups 99 • Effective Diversity Programs 100

Summary 101

Implications for Managers 101

Point/Counterpoint Affirmative Action Programs Have Outlived Their Usefulness 102

Questions for Review 103
Experiential Exercise Differences **103**
Ethical Dilemma The 30% Club in Hong Kong Aims to Uphold Board Diversity **103**
Case Incident 1 Walking the Walk **104**
Case Incident 2 The Encore Career **105**

3 *Attitudes and Job Satisfaction* 110

Attitudes 113

Attitudes and Behavior 114

An Ethical Choice Office Talk 115

Job Attitudes 116

Job Satisfaction and Job Involvement 116 • Organizational Commitment 116 • Perceived Organizational Support 116 • Employee Engagement 117 • Are These Job Attitudes Really All That Distinct? 118

Job Satisfaction 118

Measuring Job Satisfaction 118 • How Satisfied Are People in Their Jobs? 119

What Causes Job Satisfaction? 121

Job Conditions 121 • Personality 122

Personal Inventory Assessments Core Self Evaluation (CSE) Scale 122

Pay 122 • Corporate Social Responsibility (CSR) 123

Outcomes of Job Satisfaction 124

Job Performance 124 • Organizational Citizenship Behavior (OCB) 124 • Customer Satisfaction 125 • Life Satisfaction 125

Career OBjectives How can I make my job better? 126

The Impact of Job Dissatisfaction 126

Counterproductive Work Behavior (CWB) 127

Myth or Science? Happy Workers Means Happy Profits 129

Managers Often "Don't Get It" 129

Summary 130

Implications for Managers 130

Point/Counterpoint Employer–Employee Loyalty Is an Outdated Concept 131

Questions for Review 132
Experiential Exercise What Satisfies You about Your Dream Job? **132**
Ethical Dilemma Because It's Worth It? **132**
Case Incident 1 The Pursuit of Happiness: Flexibility **133**
Case Incident 2 Job Crafting **134**

4 *Emotions and Moods* 138

What Are Emotions and Moods? 141

The Basic Emotions 141

Myth or Science? Smile, and the Work World Smiles with You 142

Moral Emotions 142 • The Basic Moods: Positive and Negative Affect 143 • Experiencing Moods and Emotions 144 • The Function of Emotions 145

Sources of Emotions and Moods 146

Personality 146 • Time of Day 147 • Day of the Week 147 • Weather 147 • Stress 150 • Social Activities 150 • Sleep 150 • Exercise 150 • Age 150 • Sex 151

Emotional Labor 151

Affective Events Theory 153

Emotional Intelligence 153

An Ethical Choice Should Managers Use Emotional Intelligence (EI) Tests? 155

Personal Inventory Assessments Emotional Intelligence Assessment 155

Emotion Regulation 156

Emotion Regulation Influences and Outcomes 156 • Emotion Regulation Techniques 156 • Ethics of Emotion Regulation 158

OB Applications of Emotions and Moods 159

Selection 159 • Decision Making 159 • Creativity 160 • Motivation 160 • Leadership 160 • Negotiation 161 • Customer Service 161 • Job Attitudes 161

Career OBjectives How do I turn down the volume on my screaming boss? 162

Deviant Workplace Behaviors 162 • Safety and Injury at Work 163

Summary 163

Implications for Managers 163

Point/Counterpoint Sometimes Yelling Is for Everyone's Good 164

Questions for Review 165
Experiential Exercise The Happiness Test **165**
Ethical Dilemma Data Mining Emotions **165**
Case Incident 1 Crybabies **166**
Case Incident 2 Tall Poppy Syndrome **167**

5 *Personality and Values* 172

Personality 175

What Is Personality? 175

Career OBjectives How do I ace the personality test? 176

Personal Inventory Assessments Personality Style Indicator 177

Personality Frameworks 177

The Myers-Briggs Type Indicator 178 • The Big Five Personality Model 178 • The Dark Triad 182

Other Personality Attributes Relevant to OB 184

Core Self-Evaluations (CSEs) 184 • Self-Monitoring 185

Myth or Science? We Can Accurately Judge Individuals' Personalities a Few Seconds after Meeting Them 186

Proactive Personality 186

Personality and Situations 187

Situation Strength Theory 187 • Trait Activation Theory 188

Values 189

The Importance and Organization of Values 189 • Terminal versus Instrumental Values 190 • Generational Values 190

An Ethical Choice Do You Have a Cheating Personality? 191

Linking an Individual's Personality and Values to the Workplace 191

Person–Job Fit 192 • Person–Organization Fit 192 • Other Dimensions of Fit 193

Cultural Values 194

Hofstede's Framework 194 • The GLOBE Framework 196 • Comparison of Hofstede's Framework and the GLOBE Framework 197

Summary 197

Implications for Managers 197

Point/Counterpoint Millennials Are More Narcissistic Than Their Parents 198

Questions for Review 199
Experiential Exercise Your Best Self **199**
Ethical Dilemma Personal Values and Ethics in the Workplace **200**
Case Incident 1 On the Costs of Being Nice **200**
Case Incident 2 The Power of Quiet **201**

6 *Perception and Individual Decision Making* 206

What Is Perception? 209

Factors That Influence Perception 209

Person Perception: Making Judgments About Others 210

Attribution Theory 211

Career OBjectives So what if I'm a few minutes late to work? 213
Common Shortcuts in Judging Others 213 • Specific Applications of Shortcuts in Organizations 215

Myth or Science? All Stereotypes Are Negative 216
The Link Between Perception and Individual Decision Making 216

Decision Making in Organizations 217

The Rational Model, Bounded Rationality, and Intuition 217 • Common Biases and Errors in Decision Making 219

Influences on Decision Making: Individual Differences and Organizational Constraints 223

Individual Differences 223 • Organizational Constraints 225

What About Ethics in Decision Making? 226

Three Ethical Decision Criteria 226 • Lying 228

An Ethical Choice Choosing to Lie 229
Creativity, Creative Decision Making, and Innovation in Organizations 229

Creative Behavior 229 • Causes of Creative Behavior 231

Personal Inventory Assessments How Creative Are You? 232

Creative Outcomes (Innovation) 233
Summary 234

Implications for Managers 234

Point/Counterpoint Stereotypes Are Dying 235

Questions for Review 236
Experiential Exercise Good Liars and Bad Liars **236**
Ethical Dilemma Max's Burger: The Dollar Value of Ethics **236**
Case Incident 1 Too Much of a Good Thing **237**
Case Incident 2 The Youngest Billionaire **238**

7 *Motivation Concepts* 244

Motivation and Early Theories 247

Early Theories of Motivation 248

Hierarchy of Needs Theory 248 • Two-Factor Theory 249 • McClelland's Theory of Needs 250

Career OBjectives Why won't he take my advice? 252
Contemporary Theories of Motivation 252
Self-Determination Theory 253
Myth or Science? Helping Others and Being a Good Citizen Is Good for Your Career 254
Goal-Setting Theory 254
Other Contemporary Theories of Motivation 257
Self-Efficacy Theory 258 • Reinforcement Theory 259
An Ethical Choice Motivated by Big Brother 260
Equity Theory/Organizational Justice 262 • Expectancy Theory 267
Personal Inventory Assessments Work Motivation Indicator 268
Job Engagement 269
Integrating Contemporary Theories of Motivation 269
Summary 271
Implications for Managers 271
Point/Counterpoint Goals Get You to Where You Want to Be 272

Questions for Review 273
Experiential Exercise Organizational Justice Task **273**
Ethical Dilemma The New GPA **273**
Case Incident 1 The Demotivation of CEO Pay **274**
Case Incident 2 The Sleepiness Epidemic **275**

8 *Motivation: From Concepts to Applications* 280

Motivating by Job Design: The Job Characteristics Model 283
The Job Characteristics Model 283
Job Redesign 285
Job Rotation 285
Myth or Science? Money Can't Buy Happiness 286
Relational Job Design 286
Personal Inventory Assessments Diagnosing the Need for Team Building 288
Alternative Work Arrangements 288
Flextime 288 • Job Sharing 290 • Telecommuting 291
Career OBjectives How can I get flextime? 292
Employee Involvement and Participation 294
Examples of Employee Involvement Programs 294
Using Rewards to Motivate Employees 296
What to Pay: Establishing a Pay Structure 296 • How to Pay: Rewarding Individual Employees through Variable-Pay Programs 297
An Ethical Choice Sweatshops and Worker Safety 301
Using Benefits to Motivate Employees 302
Flexible Benefits: Developing a Benefits Package 302

Using Intrinsic Rewards to Motivate Employees 303

Employee Recognition Programs 303

Summary 304

Implications for Managers 304

Point/Counterpoint "Face-Time" Matters 305

Questions for Review 306
Experiential Exercise Occupations and the Job Characteristics Model **306**
Ethical Dilemma Inmates for Hire **306**
Case Incident 1 Motivation for Leisure **307**
Case Incident 2 Pay Raises Every Day **307**

3 The Group

9 *Foundations of Group Behavior* 312

Defining and Classifying Groups 315

Social Identity 315 • Ingroups and Outgroups 317 • Social Identity Threat 317

Stages of Group Development 317

Group Property 1: Roles 318

Role Perception 319 • Role Expectations 319 • Role Conflict 320 • Role Play and Assimilation 320

Myth or Science? Gossip and Exclusion Are Toxic for Groups 321

Group Property 2: Norms 322

Norms and Emotions 322 • Norms and Conformity 322

An Ethical Choice Using Peer Pressure as an Influence Tactic 323

Norms and Behavior 324 • Positive Norms and Group Outcomes 325 • Negative Norms and Group Outcomes 325 • Norms and Culture 327

Group Property 3: Status, and Group Property 4: Size and Dynamics 327

Group Property 3: Status 327 • Group Property 4: Size and Dynamics 329

Group Property 5: Cohesiveness, and Group Property 6: Diversity 331

Group Property 5: Cohesiveness 331 • Group Property 6: Diversity 331

Personal Inventory Assessments Communicating Supportively 332

Group Decision Making 333

Groups versus the Individual 333 • Groupthink and Groupshift 334

Career OBjectives Can I fudge the numbers and not take the blame? 335

Group Decision-Making Techniques 336

Summary 337

Implications for Managers 338

Point/Counterpoint People Are More Creative When They Work Alone 339

Questions for Review **340**
Experiential Exercise Surviving the Wild: Join a Group or Go It Alone? **340**
Ethical Dilemma It's Obvious, They're Chinese. **341**
Case Incident 1 The Calamities of Consensus **342**
Case Incident 2 Intragroup Trust and Survival **343**

10 *Understanding Work Teams* 348

Why Have Teams Become So Popular? **351**
Differences Between Groups and Teams **351**
Types of Teams **352**
Problem-Solving Teams 353 • Self-Managed Work Teams 353 • Cross-Functional Teams 354 • Virtual Teams 355 • Multiteam Systems 355
An Ethical Choice The Size of Your Meeting's Carbon Footprint 356
Creating Effective Teams **357**
Team Context: What Factors Determine Whether Teams Are Successful? 358 • Team Composition 359
Myth or Science? Team Members Who Are "Hot" Should Make the Play 360
Career OBjectives Is it wrong that I'd rather have guys on my team? 363
Team Processes 364
Personal Inventory Assessments Team Development Behaviors 368
Turning Individuals into Team Players **368**
Selecting: Hiring Team Players 368 • Training: Creating Team Players 368 • Rewarding: Providing Incentives to Be a Good Team Player 368
Beware! Teams Aren't Always the Answer **369**
Summary **370**
Implications for Managers **370**
Point/Counterpoint To Get the Most Out of Teams, Empower Them 371

Questions for Review **372**
Experiential Exercise Composing the "Perfect" Team **372**
Ethical Dilemma The Sum of the Team Is Less Than Its Members **372**
Case Incident 1 Tongue-Tied in Teams **374**
Case Incident 2 Smart Teams and Dumb Teams **374**

11 *Communication* 380

Functions of Communication **383**
Direction of Communication **385**
Downward Communication 385 • Upward Communication 385 • Lateral Communication 386 • Formal Small-Group Networks 386 • The Grapevine 387
Modes of Communication **388**
Oral Communication 388
Career OBjectives Isn't this disability too much to accommodate? 391
Written Communication 392

Myth or Science? Today, Writing Skills Are More Important Than Speaking Skills 395

Nonverbal Communication 396

Personal Inventory Assessments Communication Styles 397

Choice of Communication Channel 397

Channel Richness 397 • Choosing Communication Methods 398 • Information Security 400

An Ethical Choice Using Employees in Organizational Social Media Strategy 401

Persuasive Communication 401

Automatic and Controlled Processing 402

Barriers to Effective Communication 403

Filtering 403 • Selective Perception 403 • Information Overload 404 • Emotions 404 • Language 404 • Silence 405 • Communication Apprehension 405 • Lying 406

Cultural Factors 406

Cultural Barriers 406 • Cultural Context 407 • A Cultural Guide 408

Summary 409

Implications for Managers 409

Point/Counterpoint We Should Use Employees' Social Media Presence 410

Questions for Review 411
Experiential Exercise An Absence of Nonverbal Communication **411**
Ethical Dilemma BYOD **412**
Case Incident 1 Organizational Leveraging of Social Media **413**
Case Incident 2 An Underwater Meeting **413**

12 *Leadership* 418

Trait Theories 421

Career OBjectives How can I get my boss to be a better leader? 423

Behavioral Theories 423

Summary of Trait Theories and Behavioral Theories 424

Contingency Theories 425

The Fiedler Model 425 • Situational Leadership Theory 426 • Path–Goal Theory 427 • Leader–Participation Model 427

Contemporary Theories of Leadership 428

Leader–Member Exchange (LMX) Theory 428 • Charismatic Leadership 429 • Transactional and Transformational Leadership 432

Myth or Science? Top Leaders Feel the Most Stress 434

Personal Inventory Assessments Ethical Leadership Assessment 437

Responsible Leadership 437

Authentic Leadership 437 • Ethical Leadership 438

An Ethical Choice Holding Leaders Ethically Accountable 439

Servant Leadership 440

Positive Leadership 440

Trust 440 • Mentoring 443

Challenges to Our Understanding of Leadership 444

Leadership as an Attribution 444 • Substitutes for and Neutralizers of Leadership 445 • Online Leadership 446 • Selecting Leaders 446 • Training Leaders 447

Summary 448

Implications for Managers 448

Point/Counterpoint CEOs Start Early 449

Questions for Review 450
Experiential Exercise What Is Leadership? **450**
Ethical Dilemma Smoking Success **450**
Case Incident 1 My Holiday the Virgin Way **451**
Case Incident 2 Leadership Traits **452**

13 *Power and Politics* 458

Power and Leadership 461

Bases of Power 462

Formal Power 462 • Personal Power 462 • Which Bases of Power Are Most Effective? 463

Dependence: The Key to Power 464

The General Dependence Postulate 464 • What Creates Dependence? 464 • Social Network Analysis: A Tool for Assessing Resources 465

Power Tactics 466

Using Power Tactics 467 • Cultural Preferences for Power Tactics 468 • Applying Power Tactics 468

How Power Affects People 468

Power Variables 469 • Sexual Harassment: Unequal Power in the Workplace 470

Politics: Power in Action 471

Definition of Organizational Politics 471 • The Reality of Politics 472

Causes and Consequences of Political Behavior 473

Factors Contributing to Political Behavior 473

Career OBjectives Should I become political? 475
Myth or Science? Powerful Leaders Keep Their (Fr)Enemies Close 477

How Do People Respond to Organizational Politics? 477 • Impression Management 478

An Ethical Choice How Much Should You Manage Interviewer Impressions? 481

The Ethics of Behaving Politically 482

Personal Inventory Assessments Gaining Power and Influence 483

Mapping Your Political Career 483

Summary 484

Implications for Managers 485
Point/Counterpoint Everyone Wants Power 486
Questions for Review 487
Experiential Exercise Comparing Influence Tactics **487**
Ethical Dilemma How Much Should You Defer to Those in Power? **487**
Case Incident 1 Reshaping the Dubai Model **488**
Case Incident 2 Barry's Peer Becomes His Boss **489**

14 *Conflict and Negotiation* 494

A Definition of Conflict 497
Types of Conflict 497 • Loci of Conflict 499
The Conflict Process 500
Stage I: Potential Opposition or Incompatibility 500 • Stage II: Cognition and Personalization 502 • Stage III: Intentions 502 • Stage IV: Behavior 504 • Stage V: Outcomes 505
Negotiation 507
Bargaining Strategies 508
Myth or Science? Teams Negotiate Better Than Individuals in Collectivistic Cultures 511
The Negotiation Process 511
Individual Differences in Negotiation Effectiveness 513
Career OBjectives How can I get a better job? 514
An Ethical Choice Using Empathy to Negotiate More Ethically 515
Negotiating in a Social Context 518
Third-Party Negotiations 519
Summary 520
Implications for Managers 520
Personal Inventory Assessments Strategies for Handling Conflict 520
Point/Counterpoint Pro Sports Strikes Are Caused by Greedy Owners 521
Questions for Review 522
Experiential Exercise A Negotiation Role-Play **522**
Ethical Dilemma The Lowball Applicant **523**
Case Incident 1 Disorderly Conduct **523**
Case Incident 2 Is More Cash Worth the Clash? **524**

15 *Foundations of Organization Structure* 528

What Is Organizational Structure? 531
Work Specialization 531 • Departmentalization 533 • Chain of Command 534 • Span of Control 535 • Centralization and Decentralization 536 • Formalization 537 • Boundary Spanning 537

Common Organizational Frameworks and Structures 538
The Simple Structure 538 • The Bureaucracy 539 • The Matrix Structure 541
Alternate Design Options 542
The Virtual Structure 542 • The Team Structure 543
Career OBjectives What structure should I choose? 544
An Ethical Choice Flexible Structures, Deskless Workplaces 545
The Circular Structure 545
Personal Inventory Assessments Organizational Structure Assessment 545
The Leaner Organization: Downsizing 546
Why Do Structures Differ? 547
Organizational Strategies 547 • Organization Size 549 • Technology 550 • Environment 550 • Institutions 551
Organizational Designs and Employee Behavior 551
Myth or Science? Employees Can Work Just as Well from Home 552
Summary 554
Implications for Managers 554
Point/Counterpoint The End of Management 555

Questions for Review 556
Experiential Exercise The Sandwich Shop **556**
Ethical Dilemma Post-Millennium Tensions in the Flexible Organization **557**
Case Incident 1 Kuuki: Reading the Atmosphere **557**
Case Incident 2 Boeing Dreamliner: Engineering Nightmare or Organizational Disaster? **558**

4 The Organization System

16 *Organizational Culture* 562

What Is Organizational Culture? 565
A Definition of Organizational Culture 565 • Culture Is a Descriptive Term 565 • Do Organizations Have Uniform Cultures? 566
Myth or Science? An Organization's Culture Is Forever 567
Strong versus Weak Cultures 567 • Culture versus Formalization 568
What Do Cultures Do? 568
The Functions of Culture 568 • Culture Creates Climate 568 • The Ethical Dimension of Culture 569 • Culture and Sustainability 570 • Culture and Innovation 571 • Culture as an Asset 572 • Culture as a Liability 573
Creating and Sustaining Culture 575
How a Culture Begins 575 • Keeping a Culture Alive 575 • Summary: How Organizational Cultures Form 579

How Employees Learn Culture 579
Stories 579 • Rituals 579 • Symbols 580
An Ethical Choice A Culture of Compassion 581
Language 581
Influencing an Organizational Culture 582
An Ethical Culture 582 • A Positive Culture 582 • A Spiritual Culture 585
Career OBjectives How do I learn to lead? 587
The Global Context 587
Summary 589
Implications for Managers 589

Personal Inventory Assessments Comfort with Change Scale 589
Point/Counterpoint Organizations Should Strive to Create a Positive Organizational Culture 590

Questions for Review 591
Experiential Exercise Greeting Newcomers **591**
Ethical Dilemma Culture of Deceit **592**
Case Incident 1 The Place Makes the People **593**
Case Incident 2 Active Cultures **594**

17 *Human Resource Policies and Practices* 598

Recruitment Practices 601
Selection Practices 601
How the Selection Process Works 601 • Initial Selection 602
Substantive and Contingent Selection 604
Written Tests 604 • Performance-Simulation Tests 606 • Interviews 607 • Contingent Selection Tests 609
Training and Development Programs 609
Types of Training 609 • Training Methods 612 • Evaluating Effectiveness 613
Performance Evaluation 613
What Is Performance? 613 • Purposes of Performance Evaluation 614 • What Do We Evaluate? 614 • Who Should Do the Evaluating? 615 • Methods of Performance Evaluation 616 • Improving Performance Evaluations 617 • Providing Performance Feedback 619
Career OBjectives How do I fire someone? 620
International Variations in Performance Appraisal 621
The Leadership Role of HR 621
Communicating HR Practices 622 • Designing and Administering Benefit Programs 623 • Drafting and Enforcing Employment Policies 623
An Ethical Choice HIV/AIDS and the Multinational Organization 624
Managing Work–Life Conflicts 625
Myth or Science? The 24-Hour Workplace Is Harmful 625

Mediations, Terminations, and Layoffs 626
Summary 628
Implications for Managers 628

Personal Inventory Assessments Positive Practices Survey 629
Point/Counterpoint Employers Should Check Applicant Criminal Backgrounds 630

Questions for Review 631
Experiential Exercise Designing an Effective Structured Job Interview **631**
Ethical Dilemma Are On-Demand Workers Really Employees? **632**
Case Incident 1 Who Are You? **633**
Case Incident 2 Indentured Doctors **633**

18 *Organizational Change and Stress Management* 640

Change 643
Forces for Change 643 • Planned Change 644
Resistance to Change 645
Overcoming Resistance to Change 647 • The Politics of Change 649
Approaches to Managing Organizational Change 649
Lewin's Three-Step Model 649 • Kotter's Eight-Step Plan 650 • Action Research 651 • Organizational Development 651
Creating a Culture for Change 654
Managing Paradox 655 • Stimulating a Culture of Innovation 655
Creating a Learning Organization 657 • Organizational Change and Stress 658
Stress at Work 659
What Is Stress? 659 • Potential Sources of Stress at Work 661
Career OBjectives How can I bring my team's overall stress level down? 663
Individual Differences 664 • Cultural Differences 665
Consequences of Stress at Work 666
Myth or Science? When You're Working Hard, Sleep Is Optional 667
Managing Stress 668
Individual Approaches 668 • Organizational Approaches 669
An Ethical Choice Manager and Employee Stress during Organizational Change 670
Summary 672
Implications for Managers 672

Personal Inventory Assessments Tolerance of Ambiguity Scale 672
Point/Counterpoint Companies Should Encourage Stress Reduction 673

Questions for Review 674
Experiential Exercise Mindfulness at Work **674**
Ethical Dilemma All Present and Accounted For **675**
Case Incident 1 Atos: Zero Email Program **676**
Case Incident 2 When Companies Fail to Change **677**

Appendix **Research in Organizational Behavior** 682

Comprehensive Cases 689

Glossary 703
Name Index 713
Organization Index 721
Subject Index 725