

13E

# ORGANIZATIONAL BEHAVIOR

## MANAGING PEOPLE AND ORGANIZATIONS

Ricky W. Griffin Jean M. Phillips Stanley M. Gully



Australia • Brazil • Mexico • Singapore • United Kingdom • United States

# BRIEF CONTENTS

Preface		xix
Acknowledgments		xxiii
<hr/>		
<b>PART 1</b>	<b>INTRODUCTION TO ORGANIZATIONAL BEHAVIOR</b>	<b>1</b>
CHAPTER 1	An Overview of Organizational Behavior	2
CHAPTER 2	The Changing Environment of Organizations	40
<hr/>		
<b>PART 2</b>	<b>INDIVIDUAL BEHAVIORS AND PROCESSES IN ORGANIZATIONS</b>	<b>81</b>
CHAPTER 3	Individual Differences	82
CHAPTER 4	Individual Values, Perceptions, and Reactions	114
CHAPTER 5	Motivating Behavior	158
CHAPTER 6	Motivating Behavior with Work and Rewards	194
<hr/>		
<b>PART 3</b>	<b>SOCIAL AND GROUP PROCESSES IN ORGANIZATIONS</b>	<b>237</b>
CHAPTER 7	Groups and Teams	238
CHAPTER 8	Decision Making and Problem Solving	280
CHAPTER 9	Communication	316
CHAPTER 10	Managing Conflict and Negotiating	350
<hr/>		
<b>PART 4</b>	<b>LEADERSHIP AND INFLUENCE PROCESSES IN ORGANIZATIONS</b>	<b>379</b>
CHAPTER 11	Traditional Leadership Approaches	380
CHAPTER 12	Contemporary Views of Leadership in Organizations	408
CHAPTER 13	Power, Influence, and Politics	432
<hr/>		
<b>PART 5</b>	<b>ORGANIZATIONAL PROCESSES AND CHARACTERISTICS</b>	<b>461</b>
CHAPTER 14	Organizational Structure and Design	462
CHAPTER 15	Organizational Culture	492
CHAPTER 16	Organization Change and Change Management	520
Name Index		556
Company Index		559
Subject Index		562

# CONTENTS

Preface xix

Acknowledgments xxiii

## PART 1

### INTRODUCTION TO ORGANIZATIONAL BEHAVIOR

---

#### CHAPTER 1

#### An Overview of Organizational Behavior

2

What is Organizational Behavior? 4

The Meaning of Organizational Behavior 4

How Organizational Behavior Impacts Personal Success 6

**UNDERSTAND YOURSELF** Global Mindset 7

How Organizational Behavior Impacts Organizational Success 8

**CASE STUDY** The J.M. Smucker Company 9

The Managerial Context of Organizational Behavior 10

Basic Management Functions and Organizational Behavior 10

Critical Management Skills and Organizational Behavior 12

Organizational Behavior and Human Resource Management 13

**IMPROVE YOUR SKILLS** OB-Related Job Interview Questions 14

The Strategic Context of Organizational Behavior 14

Sources of Competitive Advantage 15

Types of Business Strategies 16

Integrating Business Strategy and Organizational Behavior 19

Contextual Perspectives on Organizational Behavior 20

What Are the Origins of Organizational Behavior? 20

Organizations as Open Systems 22

Situational Perspectives on Organizational Behavior 23

Interactionalism: People and Situations 24

Managing for Effectiveness 25

Enhancing Individual and Team Performance Behaviors 25

Enhancing Employee Commitment and Engagement 26

Promoting Organizational Citizenship Behaviors 26

Minimizing Dysfunctional Behaviors 27

Driving Strategic Execution 27

How Do We Know What We Know? 28

**GLOBAL ISSUES** Managing Across Cultures 32

The Framework of the Book 33

Summary and Application 34

Discussion Questions 35

Understand Yourself Exercise 36

Group Exercise 36

**CHAPTER 2****The Changing Environment of Organizations****40**

- Diversity and Business 43
  - Types of Diversity 43
  - Trends in Diversity 45
  - Generational Differences 46
  - Diversity Issues for Managers 48
- CASE STUDY** Diversity at Wegmans 51
- Globalization and Business 52
  - Trends in Globalization 52
  - Cultural Competence 53
  - Cross-Cultural Differences and Similarities 54
- IMPROVE YOUR SKILLS** Understanding Your Culture 55
- GLOBAL ISSUES** Cultural Etiquette Quiz 56
  - Global Perspective 59
- Technology and Business 59
  - Manufacturing and Service Technologies 59
- UNDERSTAND YOURSELF** Global Perspective 60
  - Technology and Competition 62
  - Information Technology and Social Media 62
- Ethics and Corporate Governance 62
  - Framing Ethical Issues 63
  - Ethical Issues in Corporate Governance 66
  - Ethical Issues and Information Technology 66
  - Corporate Social Responsibility 67
- New Employment Relationships 68
  - The Management of Knowledge Workers 69
  - Outsourcing and Offshoring 69
  - Temp and Contingent Workers 70
  - Tiered Workforce 71
  - The Changing Nature of Psychological Contracts 71
- Summary and Application 73
- Discussion Questions 75
- Understand Yourself Exercise 76
- Group Exercise 76

**PART 2****INDIVIDUAL BEHAVIORS AND PROCESSES IN ORGANIZATIONS****CHAPTER 3****Individual Differences****82**

- People in Organizations 84
  - Individual Differences 84

The Concept of Fit	85
Realistic Job Previews	88
Personality and Individual Behavior	88
The “Big Five” Framework	89
The Myers-Briggs Framework	91
Other Important Personality Traits	92
Locus of Control	93
Authoritarianism	93
<b>UNDERSTAND YOURSELF</b> Work Locus of Control	94
Machiavellianism	94
Tolerance for Risk and Ambiguity	95
Type A and B Traits	96
The Bullying Personality	97
Role of the Situation	97
<b>IMPROVE YOUR SKILLS</b> Challenging Managerial Behaviors and How to Respond	98
<b>GLOBAL ISSUES</b> How Others See Americans	99
Intelligence	100
General Mental Ability	100
Multiple Intelligences	101
Emotional Intelligence	103
<b>CASE STUDY</b> Emotional Intelligence at FedEx	104
Learning Styles	104
Sensory Modalities	105
Learning Style Inventory	105
Learning Style Orientations	106
Summary and Application	106
Discussion Questions	108
Understand Yourself Exercise	108
Group Exercise	108

## CHAPTER 4

### Individual Values, Perceptions, and Reactions

114

Attitudes in Organizations	116
How Attitudes Are Formed	116
Cognitive Dissonance	118
Attitude Change	119
Key Work-Related Attitudes	120
Values and Emotions in Organizations	123
Types of Values	124
Conflicts among Values	124
How Values Differ around the World	125
The Role of Emotions in Behavior	125
Affect and Mood	127
Perception in Organizations	129
Basic Perceptual Processes	129
Errors in Perception	130

Perception and Attribution	132
<b>UNDERSTAND YOURSELF</b> Negative Affectivity	132
Perception of Fairness, Justice, and Trust	134
<b>GLOBAL ISSUES</b> How Culture Can Affect Attributions	134
<b>CASE STUDY</b> What to Do When the Boss Releases His or Her Inner Toddler	137
Stress in Organizations	139
The Nature of Stress	139
Common Causes of Stress	141
Consequences of Stress	144
<b>IMPROVE YOUR SKILLS</b> Stress Management Tips	145
Managing and Controlling Stress	146
Work–Life Balance	148
Summary and Application	149
Discussion Questions	150
Understand Yourself	152
Group Exercise	152

## CHAPTER 5

### Motivating Behavior

158

The Nature of Motivation	160
The Importance of Motivation	160
The Motivational Framework	161
Early Perspectives on Motivation	162
Individual Differences and Motivation	163
<b>GLOBAL ISSUES</b> Motivating a Global Workforce	164
Need-Based Perspectives on Motivation	165
The Hierarchy of Needs	165
The ERG Theory	168
The Two-Factor Theory	168
The Acquired Needs Framework	171
<b>UNDERSTAND YOURSELF</b> What Motivates You?	173
Process-Based Perspectives on Motivation	174
The Equity Theory of Motivation	174
The Expectancy Theory of Motivation	177
<b>IMPROVE YOUR SKILLS</b> Framing Equity and Fairness	177
<b>CASE STUDY</b> Pride-Building at Aramark	182
Learning-Based Perspectives on Motivation	182
How Learning Occurs	182
Reinforcement Theory and Learning	183
Social Learning	184
Behavior Modification	185
Summary and Application	188
Discussion Questions	190
Understand Yourself	190
Group Exercise	191

**CHAPTER 6****Motivating Behavior With Work and Rewards****194**

Job Design in Organizations 197

Job Specialization 197

Basic Alternatives to Job Specialization 198

Job Characteristics Theory 200

**DEVELOP YOUR SKILLS** Enriching Jobs for Employee Motivation 202

Employee Participation and Empowerment 202

Areas of Employee Participation 203

Approaches to Participation and Empowerment 204

**GLOBAL ISSUES** Participation Around the World 205

Flexible Work Arrangements 205

Variable Work Schedules 205

Extended Work Schedules 206

Flexible Work Schedules 207

Alternative Workplaces 208

Goal Setting and Motivation 209

Goal-Setting Theory 209

Broader Perspectives on Goal Setting 211

Goal-Setting Challenges 212

Performance Management 213

Purposes of Performance Measurement 213

Elements of Performance Management 214

**UNDERSTAND YOURSELF** Your Feedback Style 215

The Balanced Scorecard Approach to Performance Management 218

Individual Rewards in Organizations 219

Roles, Purposes, and Meanings of Rewards 219

**CASE STUDY** The Whole Truth 220

Types of Rewards 221

Related Issues in Rewarding Performance 224

Summary and Application 228

Discussion Questions 231

Understand Yourself 231

Group Exercise 233

**PART 3****SOCIAL AND GROUP PROCESSES IN ORGANIZATIONS****CHAPTER 7****Groups and Teams****238**

Types of Groups and Teams 240

Workgroups 241

Teams 242

Informal Groups 244

Group Performance Factors	244
Group Composition	244
<b>IMPROVE YOUR SKILLS</b> Diagnosing Team Problems	245
Group Size	246
Group Norms	247
Group Cohesiveness	248
Informal Leadership	250
<b>UNDERSTAND YOURSELF</b> Are You Emotionally Intelligent?	250
Creating New Groups and Teams	251
Stages of Group and Team Development	252
Understanding Team Performance Factors	254
The Implementation Process	256
Managing Teams	260
Understanding Benefits and Costs of Teams	260
<b>CASE STUDY</b> Teamwork at IDEO	261
Promoting Effective Performance	262
Teamwork Competencies	265
Emerging Team Opportunities and Challenges	266
Virtual Teams	266
Diversity and Multicultural Teams	269
<b>GLOBAL ISSUES</b> Increasing the Effectiveness of Multicultural Teams	269
Summary and Application	271
Discussion Questions	272
Understand Yourself Exercise	273
Group Exercise	275
<b>CHAPTER 8</b>	
<b>Decision Making and Problem Solving</b>	<b>280</b>
The Nature of Decision Making	282
Types of Decisions	283
Decision-Making Conditions	285
The Rational Approach to Decision Making	287
Steps in Rational Decision Making	287
Evidence-Based Decision Making	291
The Behavioral Approach to Decision Making	292
The Administrative Model	292
<b>UNDERSTAND YOURSELF</b> Emotion-Based Decision Making	293
Other Behavioral Forces in Decision Making	294
<b>GLOBAL ISSUES</b> Culture and Nationality Influences on Ethical Awareness	297
An Integrated Approach to Decision Making	298
Group Decision Making in Organizations	299
Group Polarization	299
Groupthink	300
<b>CASE STUDY</b> The Role of Groupthink in the Financial Crisis	302



Participation in Decision Making	304
Group Problem Solving	304
Creativity, Problem Solving, and Decision Making	306
<b>IMPROVE YOUR SKILLS</b> Creative Decisions through Borrowing Ideas	307
The Creative Individual	307
The Creative Process	308
Enhancing Creativity in Organizations	310
Summary and Applications	310
Discussion Questions	311
Understand Yourself Exercise	312
Group Exercise	312

## CHAPTER 9

### Communication

316

The Communication Process	318
Nonverbal Communication	320
One-Way and Two-Way Communication	321
Task Interdependence	322
Barriers to Effective Communication	322
<b>GLOBAL ISSUES</b> Cultural Differences in Communication	326
Communication Skills	327
Listening Skills	327
Giving and Receiving Feedback	328
<b>UNDERSTAND YOURSELF</b> Listening Self-Assessment	329
Writing Skills	330
Presentation Skills	332
Meeting Skills	332
<b>IMPROVE YOUR SKILLS</b> Improve Your Interview Skills	333
Communication Media	333
The Internet	334
Collaboration Software	335
Intranets	335
Oral Communication	338
Media Richness	338
<b>CASE STUDY</b> Communicating Ethics at Cisco	340
Organizational Communication	340
Downward Communication	341
Upward Communication	342
Horizontal Communication	342
Diagonal Communication	343
Formal and Informal Communication	343
Social Networking	343
Summary and Application	345
Discussion Questions	346
Understand Yourself Exercise	346
Group Exercise	347

**CHAPTER 10****Managing Conflict and Negotiating****350**

The Nature of Conflict 352

Common Causes of Conflict 353

Differing Task Goals 354

Organizational Structure 357

Conflict Escalation 357

De-Escalating Conflict 359

Role of Emotion in Conflict 360

Interpersonal Conflict Management Strategies 361

**UNDERSTAND YOURSELF** Your Preferred Conflict Management Style 363**GLOBAL ISSUES** Conflict Management Differences across Cultures 363

The Conflict Process 364

Conflict Management Skills 365

Creating Constructive Conflict 365

The Negotiation Process 367

Negotiating Skills 367

**IMPROVE YOUR SKILLS** Improving Your Negotiation Skills 369

Cultural Issues in Negotiations 370

Alternative Dispute Resolution 370

**CASE STUDY** Ombudsman to the Rescue 372

Summary and Application 372

Discussion Questions 373

Understand Yourself Exercise 374

Group Exercise 374

**PART 4****LEADERSHIP AND INFLUENCE PROCESSES IN ORGANIZATIONS****CHAPTER 11****Traditional Leadership Approaches****380**

The Nature of Leadership 382

The Meaning of Leadership 382

Leadership versus Management 383

**IMPROVE YOUR SKILLS** Are You Ready to Lead? 385

Early Approaches To Leadership 386

Trait Approaches to Leadership 386

**CASE STUDY** Getting on Board with Diversity 387

Behavioral Approaches to Leadership 387

The Emergence of Situational Leadership Models 391

The LPC Theory of Leadership 392

Task versus Relationship Motivation 393

Situational Favorableness	393
<b>UNDERSTAND YOURSELF</b> Least-Preferred Coworker Scale	394
Evaluation and Implications	396
The Path–Goal Theory of Leadership	396
Basic Premises	396
<b>GLOBAL ISSUES</b> The Role of Leaders across Cultures	397
Evaluation and Implications	399
Vroom’s Decision Tree Approach To Leadership	399
Basic Premises	399
Evaluation and Implications	402
Summary and Application	402
Discussion Questions	404
Understand Yourself Exercise	405
Group Exercise	406
<b>CHAPTER 12</b>	
<b>Contemporary Views of Leadership in Organizations</b>	<b>408</b>
Contemporary Situational Theories	410
The Leader–Member Exchange Model	410
The Hersey and Blanchard Model	411
Refinements and Revisions of Other Theories	412
Leadership Through The Eyes of Followers	413
Transformational Leadership	413
Charismatic Leadership	414
<b>CASE STUDY</b> Leading a Transformation at Popeyes Louisiana Kitchen	415
<b>UNDERSTAND YOURSELF</b> How Charismatic are You?	416
Attribution and Leadership	417
<b>GLOBAL ISSUES</b> Effect of Culture on Perceptions of Leaders’ Attributes	418
Alternatives to Leadership	418
Leadership Substitutes	418
Leadership Neutralizers	420
The Changing Nature of Leadership	420
Leaders as Coaches	420
Gender and Leadership	421
Cross-Cultural Leadership	422
International Leadership and Project GLOBE	423
Emerging Issues In Leadership	424
Strategic Leadership	424
Ethical Leadership	425
<b>IMPROVE YOUR SKILLS</b> Netiquette Tips for Managers	425
Virtual Leadership	426
Summary and Applications	426
Discussion Questions	428
Understand Yourself Exercise	428
Group Exercise	429

**CHAPTER 13****Power, Influence, and Politics****432**

Power in Organizations 434

Position Power 435

Personal Power 437

Using Power 438

Acquiring and Using Power 439

Empowerment 441

How Subunits Obtain Power 442

Influence in Organizations 443

Influence Tactics 443

Role of National Culture in Influence Effectiveness 445

**CASE STUDY** Influencing Decisions 445**GLOBAL ISSUES** Effectiveness of Different Influence Tactics Depends on National Culture 446

Persuasion Skills 446

Upward Influence 447

**UNDERSTAND YOURSELF** Upward Influence Scale 449

Organizational Politics 449

Causes of Political Behavior 451

Managing Organizational Politics 453

**IMPROVE YOUR SKILLS** Recognizing Politics 453

Impression Management 454

Summary and Application 455

Discussion Questions 457

Develop Your Skills Exercise 457

Group Exercise 457

**PART 5****ORGANIZATIONAL PROCESSES AND CHARACTERISTICS****CHAPTER 14****Organizational Structure and Design****462**

Elements of Organizational Structure 464

Characteristics of Organizational Structure 466

Mechanistic and Organic Structures 469

**IMPROVE YOUR SKILLS** Delegation Skills 470**UNDERSTAND YOURSELF** What is Your Preferred Type of Organizational Structure? 472

Determinants of Organizational Structure 472

Business Strategy 472

External Environment 473

Organizational Talent 473

Organizational Size 474

Behavioral Expectations	474
Production Technology	475
Organizational Change	475
Types of Organizational Structures	476
Functional Structure	477
Divisional Structure	477
<b>GLOBAL ISSUES</b> Multinational Organizational Structures	478
Matrix Structure	478
Team-Based Structure	479
Lattice Structure	479
Network Organization	480
<b>CASE STUDY</b> The Morning Star's Lattice Structure	481
Contemporary Issues in Organizational Structure	481
Virtual Organizations	481
Integrating Employees	482
Communities of Practice	482
Effects of Restructuring on Performance	484
Summary and Application	484
Discussion Questions	486
Understand Yourself Exercise	486
Group Exercise	488

## CHAPTER 15

### Organizational Culture

492

The Meaning and Determinants of Organizational Culture	494
Does Culture Matter?	496
How Leaders Create and Maintain Culture	498
Cultures of Conflict and Cultures of Inclusion	500
Cultures of Conflict	500
<b>GLOBAL ISSUES</b> Cross-Cultural Influences on Conflict Cultures	502
Cultures of Inclusion	502
<b>CASE STUDY</b> Building a Culture for Inclusion at Microsoft	503
<b>IMPROVE YOUR SKILLS</b> Assessing Culture	503
Effects of Technology and Innovation on Culture	504
Using Intranets to Build and Maintain Culture	504
Building and Maintaining Culture with Remote Employees	505
Innovation and Culture	505
Managing Organizational Culture	508
Taking Advantage of the Existing Culture	508
Teaching the Organizational Culture: Socialization	508
Changing the Organization Culture	509
<b>UNDERSTAND YOURSELF</b> Refining Your Sense of Culture	510
Summary and Application	512
Discussion Questions	514
Understand Yourself Exercise	514
Group Exercise	514

<b>CHAPTER 16</b>	
<b>Organization Change and Change Management</b>	<b>520</b>
Forces for Change	522
People	522
<b>UNDERSTAND YOURSELF</b> What is Your Tolerance for Ambiguity?	524
Technology	525
Information Processing and Communication	526
Competition	527
<b>GLOBAL ISSUES</b> The Added Complexity of Global Change	528
Processes for Planned Organization Change	528
Lewin's Process Model	528
The Continuous Change Process Model	530
<b>CASE STUDY</b> Flexibility at KPMG	532
Organization Development	532
Organization Development Defined	532
System-Wide Organization Development	533
Task and Technological Change	536
Group and Individual Change	537
Resistance to Change	541
Organizational Sources of Resistance	542
<b>IMPROVE YOUR SKILLS</b> Innovative Attitude Scale	543
Individual Sources of Resistance	544
Managing Successful Organization Change and Development	546
Consider Global Issues	546
Take a Holistic View	547
Start Small	547
Secure Top Management Support	547
Encourage Participation	547
Foster Open Communication	547
Reward Contributors	548
Organizational Learning	548
Summary and Application	549
Discussion Questions	551
Understand Yourself Exercise	551
Group Exercise	552
Name Index	556
Company Index	559
Subject Index	562