Fifteenth Edition Global Edition

ESSENTIALS OF ORGANIZATIONAL BEHAVIOR

Stephen P. Robbins

San Diego State University

Timothy A. Judge

The Ohio State University



BRIEF CONTENTS

PART 1	Understa	nding Yourself and Others 27				
	Chapter 1	What Is Organizational Behavior? 27				
	Chapter 2	Diversity in Organizations 46				
	Chapter 3	Attitudes and Job Satisfaction 63				
	Chapter 4	Emotions and Moods 75				
	Chapter 5	Personality and Values 91				
PART 2	Making a	and Implementing Decisions 111				
	Chapter 6	Perception and Individual Decision Making 111				
	Chapter 7	Motivation Concepts 129				
	Chapter 8	Motivation: From Concepts to Applications 147				
PART 3	Communicating in Groups and Teams 163					
	Chapter 9	Foundations of Group Behavior 163				
	Chapter 10	Understanding Work Teams 182				
	Chapter 11	Communication 199				
PART 4	Negotiat	ing Power and Politics 217				
	Chapter 12	Leadership 217				
	Chapter 13	Power and Politics 239				
	Chapter 14	Conflict and Negotiation 259				
PART 5	Leading,	Understanding, and Transforming				
	the Organization System 279					
	Chapter 15	Foundations of Organization Structure 279				
		Organizational Culture 298				
	Chapter 17	Organizational Change and Stress Management 32				

CONTENTS

Preface 18

Acknowledgments 25

About the Auth	ors 26
PART 1 Un	derstanding Yourself and Others 27
Chapter 1	What Is Organizational Behavior? 27 Management and Organizational Behavior 28 Effective Versus Successful Managerial Activities 29 Organizational Behavior (OB) Defined 29 Complementing Intuition with Systematic Study 30 Building on Big Data with Artificial Intelligence 31 Disciplines That Contribute to the OB Field 33 Psychology 33 Social Psychology 34 Sociology 34 Anthropology 34 There Are Few Absolutes in OB 34
	Challenges and Opportunities for OB 35 Globalization 36 Workforce Demographics 37 Workforce Diversity 37 Social Media 37 Employee Well-Being at Work 38 Positive Work Environment 38 Ethical Behavior 39 Coming Attractions: Developing an OB Model 39 An Overview 40 Inputs 40
	Processes 41 Outcomes 41 Employability Skills 43 Employability Skills That Apply Across Majors 43 Summary 45 Implications for Managers 45

Chapter 2	Diversity in Organizations 46 Diversity 46
	Demographic Characteristics 46
	Levels of Diversity 47
	Discrimination and Stereotyping 48
	Stereotype Threat 48
	Discrimination in the Workplace 49
	Biographical Characteristics 49
	Age 49
	Gender 51
	Race and Ethnicity 52
	Disabilities 53
	Hidden Disabilities 54
	Other Differentiating Characteristics 54
	Religion 54
	Sexual Orientation and Gender Identity 55
	Cultural Identity 56
	Ability 57
	Intellectual Abilities 57
	Physical Abilities 59
	Implementing Diversity Management Strategies 60
	Attracting and Selecting Diverse Employees 60
	Diversity in Groups 60
	Diversity Programs 61
	Summary 62
	Implications for Managers 62
Chapter 3	Attitudes and Job Satisfaction 63 Attitudes 63
	Attitudes and Behavior 64
	Job Attitudes 65
	Job Satisfaction and Job Involvement 66
	Organizational Commitment 66
	Perceived Organizational Support 67
	Employee Engagement 67
	Job Satisfaction 68
	How Do I Measure Job Satisfaction? 68
	How Satisfied Are People in Their Jobs? 68

What Causes Job Satisfaction? 70 **Job Conditions** 70 Personality 70 Pay 70 Corporate Social Responsibility (CSR) **Outcomes of Job Satisfaction** Job Performance 71 Organizational Citizenship Behavior (OCB) Customer Satisfaction Life Satisfaction 72 The Impact of Job Dissatisfaction Counterproductive Work Behavior (CWB) 73 Managers Often "Don't Get It" Summary 74 Implications for Managers **Chapter 4 Emotions and Moods 75** What Are Emotions and Moods? **75** Positive and Negative Affect The Basic Emotions 76 Moral Emotions 78 **Experiencing Moods and Emotions** 78 The Function of Emotions **Sources of Emotions and Moods** 79 Personality Time of Day 79 Day of the Week 80 Weather 80 Stress 80 Sleep 82 Exercise 82 Gender 82 **Emotional Labor** Controlling Emotional Displays 83 Affective Events Theory **Emotional Intelligence 84 Emotion Regulation Emotion Regulation Influences and Outcomes** 86 **Emotion Regulation Techniques** 86

OB Applications of Emotions and Moods 87 Selection 87 **Decision Making** 87 Creativity 88 Motivation Leadership 88 **Customer Service** Work-Life Satisfaction 89 **Deviant Workplace Behaviors** 89 Safety and Injury at Work Summary 90 Implications for Managers 90 Chapter 5 **Personality and Values Linking Individuals to the Workplace** 91 Person-Job Fit 91 Person-Organization Fit 92 Other Dimensions of Fit 93 Personality What Is Personality? **Personality Frameworks** The Myers–Briggs Type Indicator 95 The Big Five Personality Model How Do the Big Five Traits Predict Behavior at Work? 96 The Dark Triad 98 Other Personality Attributes Relevant to OB 100 Core Self-Evaluation (CSE) 100 Self-Monitoring Proactive Personality 101 **Personality and Situations** Situation Strength Theory 102 Trait Activation Theory Values 104 Terminal versus Instrumental Values 105 Generational Values 105 **Cultural Values** 106 Hofstede's Framework 106 The GLOBE Framework 107

PART 2 Making and Implementing Decisions 111

Chapter 6 Perception and Individual Decision Making 111

What Is Perception? 111

Factors That Influence Perception 112

Person Perception: Making Judgments about Others 112

Attribution Theory 112

Common Shortcuts in Judging Others 114

The Link Between Perception and Individual Decision Making 116

Decision Making in Organizations 116

The Rational Model, Bounded Rationality, and Intuition 116

Common Biases and Errors in Decision Making 117

Influences on Decision Making: Individual Differences and Organizational Constraints 120

Individual Differences 120

Organizational Constraints 122

Ethics in Decision Making 123

Three Ethical Decision Criteria 123

Choosing Between Criteria 124

Behavioral Ethics 124

Lying 124

Creativity and Innovation in Organizations 125

Creative Behavior 125

Causes of Creative Behavior 126

Creative Outcomes (Innovation) 128

Summary 128

Implications for Managers 128

Chapter 7 Motivation Concepts 129

Motivation 129

Early Theories of Motivation 130

Hierarchy of Needs Theory 130

Two-Factor Theory 130

McClelland's Theory of Needs 131

	Self-Determination Theory 133					
	Goal-Setting Theory 134					
	Other Contemporary Theories of Motivation 137					
	Self-Efficacy Theory 137					
	Reinforcement Theory 138					
	Expectancy Theory 139					
	Organizational Justice 140					
	Equity Theory 140					
	Distributive Justice 141					
	Procedural Justice 141					
	Interactional Justice 142					
	Justice Outcomes 143					
	Culture and Justice 143					
	Job Engagement 144					
	Integrating Contemporary Theories of Motivation 144					
	Summary 146					
	Implications for Managers 146					
Chapter 8	Motivation: From Concepts to Applications 147					
	Motivating by Job Design: The Job Characteristics Model (JCM) 147					
	Elements of the JCM 148					
	Efficacy of the JCM 148					
	Motivating Potential Score (MPS) 149					
	Job Redesign 149					
	Job Rotation and Job Enrichment 150					
	Relational Job Design 151					
	Alternative Work Arrangements 151					
	Flextime 151					
	Job Sharing 153					
	Telecommuting 154					
	Employee Involvement 155					
	Cultural EIP 155					
	Examples of Employee Involvement Programs 155					
	Using Extrinsic Rewards to Motivate Employees 156					
	What to Pay: Establishing a Pay Structure 156					
	How to Pay: Rewarding Individual Employees Through Variable-Pay Programs 157					
	Using Benefits to Motivate Employees 160					

Contemporary Theories of Motivation 132

Using	Intrins	ic Rewa	ards t	o Motivate	Employees	161
_		_		_		

Employee Recognition Programs
Summary 162
Implications for Managers 162

PART 3 Communicating in Groups and Teams 163

Chapter 9 Foundations of Group Behavior 163

Defining and Classifying Groups 163

Social Identity 164

Ingroups and Outgroups 164

Stages of Group Development 165

Group Property 1: Roles 166

Role Perception 167

Role Expectations 167

Role Conflict 167

Group Property 2: Norms 168

Norms and Emotions 168

Norms and Conformity 169

Norms and Behavior 169

Positive Norms and Group Outcomes 170

Negative Norms and Group Outcomes 170

Norms and Culture 172

Group Property 3: Status, and Group Property 4: Size and Dynamics 172

Group Property 3: Status 172

Group Property 4: Size and Dynamics 174

Group Property 5: Cohesiveness, and Group Property 6: Diversity 174

Group Property 5: Cohesiveness 175

Group Property 6: Diversity 175

Group Decision Making 177

Groups Versus the Individual 178

Groupthink and Groupshift 179

Group Decision-Making Techniques 179

Summary 181

Implications for Managers 181

Chapter 10 Understanding Work Teams 182

Differences Between Groups and Teams 183

Types of Teams 184

Problem-Solving Teams 184

Self-Managed Work Teams 184

Cross-Functional Teams 185

Virtual Teams 185

Multiteam Systems 186

Creating Effective Teams 187

Team Context 188

Team Composition 190

Team Processes and States 193

Turning Individuals into Team Players 196

Selecting: Hiring Team Players 196

Training: Creating Team Players 196

Rewarding: Providing Incentives to Be a Good Team

Player 197

Beware! Teams Are Not Always the Answer 197

Summary 198

Implications for Managers 198

Chapter 11 Communication 199

Functions of Communication 200

The Communication Process 200

Direction of Communication 201

Downward Communication 202

Upward Communication 202

Lateral Communication 202

Formal Small-Group Networks 203

The Grapevine 203

Modes of Communication 204

Oral Communication 205

Written Communication 205

Nonverbal Communication 206

Choice of Communication Channel 206

Channel Richness 206

Choosing Communication Methods 207

Information Security 208

Persuasive Communication 208

Automatic and Controlled Processing 208

Choosing the Message 210

Barriers to Effective Communication 210

Filtering 210

Selective Perception 210

Information Overload 210

Emotions 211

Language 211

Silence 211

Communication Apprehension 212

Lying 212

Communicating in Times of Crisis 212

Cultural Factors 213

Cultural Barriers 213

Cultural Context 214

A Cultural Guide 215

Summary 216

Implications for Managers 216

PART 4 Negotiating Power and Politics 217

Chapter 12 Leadership 217

Trait Theories of Leadership 217

Personality Traits and Leadership 218

Emotional Intelligence (EI) and Leadership 219

Behavioral Theories 219

Initiating Structure 219

Consideration 219

Cultural Differences 220

Contingency Theories 220

The Fiedler Model 221

Situational Leadership Theory 221

Path–Goal Theory 222

Leader-Participation Model 223

Contemporary Theories of Leadership 223

Leader-Member Exchange (LMX) Theory 223

Charismatic, Transformational, and Transactional

Leadership Styles 225

Transactional and Transformational Leadership 227

Responsible Leadership 231

Authentic Leadership 231

Servant Leaders	hip 232
Positive Leadershi	p 233
Trust 233	
Mentoring 23	5
Leading in Time	s of Crisis 236
Challenges to Our	Understanding of Leadership 236
Leadership as ar	n Attribution 237
Neutralizers of a	and Substitutes for Leadership 237
Summary 238	
Implications for Mar	agers 238
Chapter 13 Power and Poli	tics 239
Power and Leader	ship 239
Bases of Power	240
Formal Power	240
Personal Power	241
Which Bases of	Power Are Most Effective? 241
Dependence: The	Key to Power 242
The General De	pendence Postulate 242
What Creates D	ependence? 242
Social Network A	nalysis: A Tool for Assessing Resources 243
Influence Tactics	244
Using Influence	Tactics 245
Cultural Prefere	nces for Influence Tactics 246
Applying Influe	nce Tactics 246
How Power Affect	s People 247
What We Can D	o About Power 247
Sexual Harassme	nt: Unequal Power in the Workplace 248
Politics: Power in A	Action 249
Political Behavio	or 249
The Reality of P	olitics 250
Causes and Conse	quences of Political Behavior 250
Factors Contribu	uting to Political Behavior 250
How Do People	Respond to Organizational Politics? 252
Impression Man	agement 254
The Ethics of Be	having Politically 256
Mapping Your F	Political Career 256
Summary 256	
Implications for Mar	agers 258

(Un)ethical Leadership 231

Chapter 1	4	Conflict	and	Negotiation	259
-----------	---	----------	-----	-------------	-----

A Definition of Conflict 259

Types of Conflict 260

Loci of Conflict 262

The Conflict Process 263

Stage I: Potential Opposition or Incompatibility 263

Stage II: Cognition and Personalization 264

Stage III: Intentions 265 Stage IV: Behavior 266 Stage V: Outcomes 266

Negotiation 268

Bargaining Strategies 269
The Negotiation Process 271

Individual Differences in Negotiation Effectiveness 273

Negotiating in a Social Context 276

Reputation 276 Relationships 277

Third-Party Negotiations 277

Summary 278

Implications for Managers 278

PART 5 Leading, Understanding, and Transforming the Organization System 279

Chapter 15 Foundations of Organization Structure 279

What Is Organizational Structure? 279

Work Specialization 280

Departmentalization 280

Chain of Command 282

Span of Control 283

Centralization and Decentralization 284

Formalization 285

Boundary Spanning 285

Common Organizational Frameworks and Structures 286

The Simple Structure 286

The Bureaucracy 286

The Matrix Structure 287

Alternate Design Options 288

The Virtual Structure 288

The Team Structure The Circular Structure 290 The Leaner Organization: Downsizing 290 Why Do Structures Differ? **Organizational Strategies** Organization Size 294 Technology 294 294 Environment Institutions 295 Organizational Designs and Employee Behavior 296 Span of Control 296 Centralization 296 Predictability Versus Autonomy 296 National Culture 297 Summary 297 Implications for Managers 297 **Chapter 16 Organizational Culture** 298 What Is Organizational Culture? A Definition of Organizational Culture Do Organizations Have Uniform Cultures? **Strong Versus Weak Cultures** 301 **How Employees Learn Culture** 302 Stories 302 Rituals 302 Symbols 303 Language 303 **Creating and Sustaining Culture** 304 How a Culture Begins 304 Keeping a Culture Alive 305 What Do Cultures Do? The Functions of Culture 308 Culture Creates Climate 308 The Ethical Dimension of Culture 310 Culture and Sustainability 310 Culture and Innovation 311 Culture as an Asset Culture as a Liability 312 **Influencing Organizational Culture** 314 Ethical Cultures 314

289

	Spiritual Cultures 316
	The Global Context 318
	Summary 319
	Implications for Managers 319
Chapter 17	Organizational Change and Stress
	Management 321
	Change 321
	Forces for Change 322
	Reactionary Versus Planned Change 323
	Resistance to Change 323
	Overcoming Resistance to Change 324
	The Politics of Change 326
	Approaches to Managing Organizational Change 326
	Lewin's Three-Step Model 326
	Kotter's Eight-Step Plan 327
	Action Research 328
	Organizational Development 329
	Facilitating Change 331
	Managing Paradox 331
	Stimulating Innovation 331
	Creating a Learning Organization 333
	Organizational Change and Stress 334
	Stress at Work 334
	What Is Stress? 335
	Potential Sources of Stress at Work 336
	Individual Differences in Stress 338
	Cultural Differences 339
	Consequences of Stress at Work 340
	Managing Stress 340
	Individual Approaches 341
	Organizational Approaches 342
	Summary 343
Epilogue 34!	Implications for Managers 344
Epilogue 34! Endnotes 34	
Glossary 424	
Index 432	

Positive Cultures 315