

组织行为学

双语教学通用版

Third Edition

ORGANIZATIONAL BEHAVIOR

Jason A. Colquitt / Jeffery A. Lepine / Michael J. Wesson

苏晓艳 译注



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第3版

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贾森·科尔基特

〔美〕杰弗里·勒平 著

迈克尔·韦森

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ORGANIZATIONAL BEHAVIOR

Improving Performance and
Commitment in the Workplace

Third Edition

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MICHAEL J. WESSON

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内 容 提 要

本教材由美国佐治亚大学贾森·科尔基特、亚利桑那州立大学杰弗里·勒平与得克萨斯 A&M 大学迈克尔·韦森精心编写，凝聚了三位教授多年的科研成果和教学经验之精华，在美国以及世界多个国家和地区拥有广大的读者，被百余所院校采用作为工商管理或人力资源管理专业学习的教材。

本教材在编写上主题清晰、内容完整、结构严谨、体例规范、形式统一、难易适度，既适合学生的学习，也易于教师安排教学。全书围绕组织行为学的两个成果，即工作绩效和组织承诺，从影响变量的个体机制、个人特征、团体机制和组织机制等方面进行了系统论述，做到了由表及里、深入浅出。另外，在内容安排上，不仅专业术语明确、图表清晰，而且还从学生生活、电影剧情、体育运动、跨国公司等案例中分别论述组织行为学的实践应用，更有利于学生对教材内容的理解。

本书适用于经济管理类专业本科生、MBA、EMBA、MPA，既可作为相关双语课程的教材，还可作为研究人员及各类组织尤其是企业经营管理人员的参考用书。

Dedication

To Catherine, Cameron, Riley, and Connor, and also to Mom, Dad, Alan, and Shawn. The most wonderful family I could imagine, two times over.

-J.A.C.

To my parents who made me, and to Marcie, Izzy, and Eli, who made my life complete.

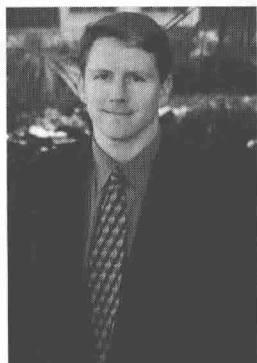
-J.A.L.

To Liesl and Dylan: Their support in all I do is incomparable. They are my life and I love them both. To my parents: They provide a foundation that never wavers.

-M.J.W.

About the Authors

作者简介



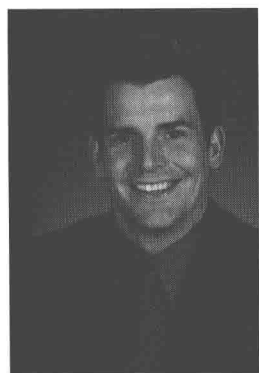
贾森·科尔基特

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Jason A. Colquitt is the William H. Willson Distinguished Chair in the Department of Management at the University of Georgia's Terry College of Business. He received his PhD from Michigan State University's Eli Broad Graduate School of Management, and earned his BS in Psychology from Indiana University. He has taught organizational behavior and human resource management at the undergraduate, masters, and executive levels and has also taught research methods at the doctoral level. He has received awards for teaching excellence at both the undergraduate and executive levels.

Jason's research interests include organizational justice, trust, team effectiveness, and personality influences on task and learning performance. He has published more than 20 articles on these and other topics in *Academy of Management Journal*, *Academy of Management Review*, *Journal of Applied Psychology*, *Organizational Behavior and Human Decision Processes*, and *Personnel Psychology*. He is currently serving as the Editor-in-Chief for *Academy of Management Journal* and has served on a number of editorial boards, including *Academy of Management Journal*, *Journal of Applied Psychology*, *Organizational Behavior and Human Decision Processes*, *Personnel Psychology*, *Journal of Management*, and *International Journal of Conflict Management*. He is a recipient of the Society for Industrial and Organizational Psychology's Distinguished Early Career Contributions Award and the Cummings Scholar Award for early to mid-career achievement, sponsored by the Organizational Behavior division of the Academy of Management. He was also elected to be a Representative-at-Large for the Organizational Behavior division.

Jason enjoys spending time with his wife, Catherine, and three sons, Cameron, Riley, and Connor. His hobbies include playing basketball, playing the trumpet, watching movies, and rooting on (in no particular order) the Pacers, Colts, Cubs, Hoosiers, Spartans, Gators, and Bulldogs.



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Jeff's research interests include team functioning and effectiveness, individual and team adaptation, citizenship behavior, voice, engagement, and occupational stress. He has published more than 20 articles on these and other topics in *Academy of Management Journal*, *Academy of Management Review*, *Journal of Applied Psychology*, *Organizational Behavior and Human Decision Processes*, and *Personnel Psychology*. He has served as Associate Editor of *Academy of Management Review*, and has served (or is currently serving) on the editorial boards of *Academy of Management Journal*, *Journal of Applied Psychology*, *Organizational Behavior and Human Decision Processes*, *Personnel Psychology*, *Journal of Management*, *Journal of Organizational Behavior*, and *Journal of Occupational and Organizational Psychology*. He is a recipient of the Society for Industrial and Organizational

Psychology's Distinguished Early Career Contributions Award and the Cummings Scholar Award for early to mid-career achievement, sponsored by the Organizational Behavior division of the Academy of Management. He was also elected to the Executive Committee of the Human Resource Division of the Academy of Management. Prior to earning his PhD, Jeff was an officer in the U.S. Air Force.

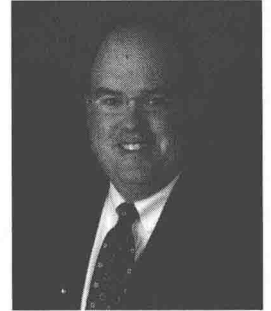
Jeff spends most of his free time with his wife Marcie, daughter Izzy, and son Eli. He also enjoys playing guitar, hiking in the desert, and restoring his GTO.

MICHAEL J. WESSON

Is an associate professor in the Management Department at Texas A&M University's Mays Business School. He received his PhD from Michigan State University's Eli Broad Graduate School of Management. He also holds an MS in human resource management from Texas A&M University and a BBA from Baylor University. He has taught organizational behavior and human resource management-based classes at all levels but currently spends most of his time teaching Mays MBAs, EMBA's, and executive development at Texas A&M. He was awarded Texas A&M's Montague Center for Teaching Excellence Award.

Michael's research interests include organizational justice, goal-setting, organizational entry (employee recruitment, selection, and socialization), person-organization fit, and compensation and benefits. His articles have been published in journals such as *Journal of Applied Psychology*, *Personnel Psychology*, *Academy of Management Review*, and *Organizational Behavior and Human Decision Processes*. He currently serves on the editorial boards of the *Journal of Applied Psychology* and the *Journal of Organizational Behavior* and is an ad hoc reviewer for many others. He is active in the Academy of Management and the Society for Industrial and Organizational Psychology. Prior to returning to school, Michael worked as a human resources manager for a *Fortune* 500 firm. He has served as a consultant to the automotive supplier, healthcare, oil and gas, and technology industries in areas dealing with recruiting, selection, onboarding, compensation, and turnover.

Michael spends most of his time trying to keep up with his wife Liesl and son Dylan. He is a self-admitted food and wine snob, home theater aficionado, and college sports addict. (Gig 'em Aggies!)



迈克尔·韦森

Preface

前言

Why did we decide to write this textbook? Well, for starters, organizational behavior (OB) remains a fascinating topic that everyone can relate to (because everyone either has worked or is going to work in the future). What makes people effective at their job? What makes them want to stay with their employer? What makes work enjoyable? Those are all fundamental questions that organizational behavior research can help answer. However, our desire to write this book also grew out of our own experiences (and frustrations) teaching OB courses using other textbooks. We found that students would end the semester with a common set of questions that we felt we could answer if given the chance to write our own book. With that in mind, *Organizational Behavior: Improving Performance and Commitment in the Workplace*, was written to answer the following questions.

DOES ANY OF THIS STUFF REALLY MATTER?

Organizational behavior might be the most relevant class any student ever takes, but that doesn't always shine through in OB texts. The introductory section of our book contains two chapters not included in other books: *Job Performance* and *Organizational Commitment*. Being good at one's job and wanting to stay with one's employer are obviously critical concerns for employees and managers alike. After describing these topics in detail, every remaining chapter in the book links that chapter's content to performance and commitment. Students can then better appreciate the practical relevance of organizational behavior concepts.

IF THAT THEORY DOESN'T WORK, THEN WHY IS IT IN THE BOOK?

In putting together this book, we were guided by the question, "What would OB texts look like if all of them were first written now, rather than decades ago?" We found that many of the organizational behavior texts on the market include outdated (and indeed, scientifically disproven!) models or theories, presenting them sometimes as fact or possibly for the sake of completeness or historical context. Our students were always frustrated by the fact that they had to read about, learn, and potentially be tested on material that we knew to be wrong. Although historical context can be important at times, we believe that focusing on so-called "evidence-based management" is paramount in today's fast-paced classes. Thus, this textbook includes new and emerging topics that others leave out and excludes flawed and outdated topics that some other books leave in.

HOW DOES ALL THIS STUFF FIT TOGETHER?

Organizational behavior is a diverse and multidisciplinary field, and it's not always easy to see how all its topics fit together. Our book deals with this issue in two ways. First, all of the chapters in our book are organized around an integrative model that opens each chapter (see the back of the book). That model provides students with a road map of the course, showing them where they've been and where they're going. Second, our chapters are tightly focused around specific topics and aren't "grab bag-ish" in nature. Our hope is that students (and

instructors) won't ever come across a topic and think, "Why is this topic being discussed in this chapter?"

DOES THIS STUFF HAVE TO BE SO DRY?

Research on motivation to learn shows that students learn more when they have an intrinsic interest in the topic, but many OB texts do little to stimulate that interest. Put simply, we wanted to create a book that students enjoy reading. To do that, we used a more informal, conversational style when writing the book. We also tried to use company examples that students will be familiar with and find compelling. Finally, we included insert boxes, self-assessments, and exercises that students should find engaging (and sometimes even entertaining!).

NEW AND IMPROVED COVERAGE

- *Chapter 1: What is Organizational Behavior?*—This chapter now opens with a wrap-around case on Facebook. The case describes Facebook's emphasis on hiring talented people with an entrepreneurial mindset while attempting to maintain the start-up culture in the company. The case also describes some of the ethical issues at play in Facebook's core products and new initiatives. The discussion of the resource-based view now uses Apple as an example, describing how Apple's history, status, and "numerous small decisions" conspire to create an inimitable advantage in the consumer electronics space. The OB on Screen feature has been revised to focus on *The Social Network*, illustrating how Facebook's initial exclusivity created an inimitable advantage relative to MySpace and Friendster. The OB at the Bookstore feature now focuses on *Super-Freakonomics*, which is used to illustrate the scientific method and the use of data to describe human behavior. Finally, the chapter concludes with an expanded discussion of evidence-based management.
- *Chapter 2: Job Performance*—This chapter features a new wraparound case on Frito-Lay, which overviews the company's concern with the alignment of employee job performance with its corporate vision. The case describes how Frito-Lay sought to better understand the job performance of route sales representatives in an attempt to manage their performance more effectively. The book now uses an example of women's college basketball to illustrate the distinction between results-based and behavior-based job performance perspectives. The OB on Screen feature now centers on the movie *Despicable Me* to illustrate how dimensions of job performance may be related in ways that are somewhat counterintuitive. The concept of "bullying" is now discussed as an example of abusive counterproductive behavior. Our OB at the Bookstore feature has been changed to *Helping People Win at Work*. This best-selling book provides an outlook on performance management that contrast sharply with forced ranking practices, which are also discussed.
- *Chapter 3: Organizational Commitment*—NASA serves as the wraparound case in this edition, spotlighting the agency's challenge of maintaining commitment after the end of the space shuttle program. The case also describes similar challenges faced by NASA suppliers, and how some of those suppliers are using technology to identify employee "flight risks." The discussion of the three types of organizational commitment includes all new company examples, including spotlights on SAS and Comcast. The OB on Screen feature now uses *Up in the Air* to illustrate the concept of embeddedness—of how links to one's organization and community can create a sense of anxiety about leaving a company. OB at the Bookstore has been revised to focus on *The War for Late Night*, chronicling how Conan O'Brien's commitment to NBC (and *The Tonight Show*) affected his reactions to NBC's decision to bump the show back to 12:05. The chapter also includes an expanded discussion of organizational attempts to combat absenteeism, including the hiring of private investigators to tail employees on "sick days."

- **Chapter 4: Job Satisfaction**—The chapter's wraparound case now highlights Hasbro. The discussion focuses on the meaningfulness that Hasbro employees derive from their jobs, as well as the steps taken to inject variety into their work, and the company's product portfolio. The case also discusses the satisfaction issues at play in traditional manufacturing environments vs. more knowledge-based work contexts. The discussion of the five facets of job satisfaction draws on a revised set of company examples, including Nordstrom, General Mills, and DreamWorks Animation. The section on satisfaction with the work itself now covers job crafting, where employees shape, mold, and redefine their jobs in some proactive fashion. Lastly, the OB at the Bookstore feature now spotlights *The Pleasures and Sorrows of Work*, which is used to illustrate the positive and negative moods and emotions that the work context is capable of inspiring in employees.
- **Chapter 5: Stress**—Google is the focus of a new wraparound case that illustrates the importance of stress and stress management to organizations today. The case highlights the practices that help Google manage the stress of its employees. The case also illustrates how certain practices, such as the use of sleeping pods, may have unintended consequences and pose additional managerial challenges. The chapter includes several new and revised examples to illustrate the stress process. For example, the stress experienced by call center operators is described in a way that reflects a more complete set of stressful demands. There are also new examples of companies that approach stress management in innovative ways. For example, there is an example of a large relocation service company that prohibits employees from working during lunch, eating at their desks, or leaving at the end of the day with any work hanging over their heads. Other new company examples, such as L.L. Bean, describe the return on investment of practices such as wellness programs.
- **Chapter 6: Motivation**—This chapter now opens with a wraparound case on American Express—in particular, employees in their card services call center. The case describes the extrinsic and intrinsic incentives that impact the motivation levels of call center employees, and how the company seeks to provide meaning to the work. The case also describes, in some detail, the specific compensation policies that shape the extrinsic rewards of call center employees. The discussion of equity theory and CEO pay has been revised to include 2010 salaries and listings for the top-paid executives. The OB on Screen feature has been revised to focus on *Wall Street: Money Never Sleeps*, illustrating how greed shapes the “meaning of money” and the unique way in which money motivates. *Drive* is now the focus of the OB at the Bookstore feature, illustrating how autonomy, mastery, and purpose can create a brand of motivation that is uniquely powerful in jobs that demand creative and “nonprogrammed” action.
- **Chapter 7: Personality and Cultural Values**—The chapter's wraparound case is now Panda Express. The case describes the personality traits and cultural values that characterize the company's CEO, as well as its customer service employees. The case also describes the CEO's affinity for “self-help” programs and workshops that encourage employees to grow and nurture their personality traits. The OB on Screen feature has been revised to focus on *The Adjustment Bureau*, illustrating the importance of an internal locus of control, where individuals see themselves as master of their own destiny and fate. Finally, the discussion of integrity testing now offers more information on Kronos, one of the leading vendors in the personality testing industry.
- **Chapter 8: Ability**—This chapter's new wraparound case focuses on Johnson & Johnson, and how recent events and new competitive pressures have caused the company to focus on enhancing the employee abilities. The case overviews research within the company that highlighted the importance of emotional intelligence, and discusses initiatives the company undertook in response to this finding. To give students a better feel for the practical implications of ability, as well as some of the controversies, the chapter now includes discussion of associations with a wider array of variables. For

example, the chapter discusses relationships between IQ and variables such as life satisfaction, accidents, disease and life span. The new OB on Screen insert box features the movie *Sherlock Holmes*. The discussion of this movie provides vivid examples of certain types of cognitive and emotional abilities, and it illuminates how these abilities are related to each other in non-obvious ways.

- **Chapter 9: Teams: Characteristics and Diversity**—Automobile parts manufacturer TRW is featured in this chapter's wraparound case. The case discusses the nature and management of the company's "global teams" that design and develop new products. The case overviews specific challenges these teams face as well as the practices the company uses to manage these teams. "Self-management" is now discussed as a factor that might be considered when trying to characterize a team and understand its functioning. The discussion on virtual teams has been enhanced and now highlights how these teams are leveraged at companies such as Con Edison and Logitech. The OB at the Bookstore insert box presents students with *The Orange Revolution*, which discusses how teams can achieve breakthrough results through practices that begin with the establishment of a common mission and core set of values. The movie *Inception* is now the focus of OB on Screen. It provides a compelling example of the importance of team composition to team functioning and effectiveness. Finally, the section on diversity has been enhanced in that it now discusses ways in which potential problems with deep-level diversity can be managed effectively (and ineffectively).
- **Chapter 10: Teams: Processes and Communication**—This chapter includes a new wraparound case on Procter and Gamble (P&G). The case overviews how P&G has long used teams in innovative ways to achieve extraordinary results, and it provides a vivid illustration in the context of the teams the company employs to produce a constant stream of new and improved products. The book, *Making Ideas Happen*, is now the focus of OB at the Bookstore. The book advances the basic idea that although individual genius is important, innovations are more likely the result of teams, especially if team processes are managed effectively. The team decision-making section now includes discussion of consensus decisions and factors that influence consensus decision outcomes. The section on team communication now includes discussion of the role of "emotion" and "rumors" in the communication process. The section also discusses the role of technology, specifically user centered Web 2.0 tools and other collaboration technologies, in the communication process, and how companies such as AT&T, GE, FedEx, and Coca-Cola are leveraging these technologies to improve team effectiveness. The concept of "psychological safety" is now mentioned as an example of a team state. Finally, we feature the movie *Glory Road* for OB on Screen. The movie depicts the struggles of a highly diverse team, and how the team overcomes these struggles to become cohesive and successful.
- **Chapter 11: Leadership: Power and Negotiation**—Indra Nooyi now anchors the chapter as the new wraparound case. The discussion centers on Nooyi's bases of power within PepsiCo and how she acquired them. It also details her battle, both inside and outside the company, to push her vision of PepsiCo becoming a "healthier" snack food company. *Linchpin: Are you Indispensable?* by best-selling author Seth Godin is the new OB at the Bookstore feature. The book offers a unique (if not controversial) look at how people can put themselves in a position of power within their organizations. Updated company examples using leaders such as Larry Page (Google CEO) and Irene Rosenfeld (Kraft CEO) are used throughout. In the negotiations portion of the chapter, there is a new section which details the research surrounding negotiator biases including changing styles when negotiating from positions of power or when the negotiator becomes emotionally involved. The trials and tribulations of Google's use of "guanxi" have also been updated in the chapter's OB Internationally feature.
- **Chapter 12: Leadership: Styles and Behaviors**—The chapter's new wraparound case features the always brash and colorful stylings of the Virgin Group's Sir Richard

Branson. The discussion revolves around Branson's visionary and charismatic behaviors and what it means for Virgin. The fact that Virgin is privately owned by Branson allows him to do things that many leaders in organizations don't have the opportunity to do. Numerous new leader examples have been added, including discussions of the styles and behaviors of Sergio Marchionne (Fiat-Chrysler), Jack Griffin (Time Inc.), Jeff Immelt (GE), and Millard Drexler (J. Crew). *The King's Speech* is utilized as a new OB on Screen box to illustrate a highly unexpected transformational leader during a time of war. The chapter's new OB at the Bookstore features Adam Bryant's 2011 bestselling *The Corner Office: Indispensable and Unexpected Lessons from CEOs on How to Lead and Succeed*, which offers a unique perspective on transformational leadership behaviors and how these upper-level executives acquired them.

- **Chapter 13: Organizational Structure**—Starbucks is the focus of the chapter's new wraparound case. The case details the company's matrix structure, which allows it to deliver a standardized product while at the same time being flexible to its local markets. The case also describes Starbucks' recent restructurings (during which it laid off 12,000 employees) and how that affected employees within the well-known employee-friendly organization. OB on Screen now features *The Company Men* which features a discussion not only of layoff survivors but also of the emotional toll and ethical dilemmas that leaders in a company face during restructurings. AES is a new company highlighted in the chapter along with Yahoo, Darden Restaurants, Bristol-Myers Squibb, and Macy's.
- **Chapter 14: Organizational Culture**—The chapter features a new wraparound case on the fun-loving, crazy culture of online retailer Zappos. The case discussion revolves around how the culture was created, what CEO Tony Hsieh does to keep the culture going, and why so many people want to copy it. It also details the dilemma that Zappos faces in trying to hire people to "fit"—which most people think would be easy, but in fact is quite a chore. New culture examples are taken from companies such as Davita Home Healthcare, Dyson (vacuums), Honda, Trader Joe's, and USAA among others. OB at the Bookstore features Tom Shales' recently released bestselling book: *Those Guys Have All the Fun: Inside the World of ESPN*. What looks like a great place to work from the outside is actually a pretty contemptuous place from a culture perspective. The chapter's OB Internationally has also been updated to detail the international acquisition of Swedish-based Volvo by China's Geely Holding Group and the surrounding cultural issues.

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致 谢

An enormous number of persons played a role in helping us put this textbook together. Truth be told, we had no idea that we would have to rely on and put our success in the hands of so many different people! Each of them had unique and useful contributions to make toward the publication of this book, and they deserve and thus receive our sincere gratitude.

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We have also had the great fortune of having had over 25 faculty members from colleges and universities around the country provide feedback on various aspects of the third edition of this textbook. Whether by providing feedback on chapters or attending focus groups, their input made this book substantially better:

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