

BLACKWELL

ENCYCLOPEDIA OF  
ORGANIZATIONAL BEHAVIOR

(影印版)

布莱克韦尔

组织行为学百科全书

EDITED BY  
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 BLACKWELL  
Business

# **The Blackwell Encyclopedic Dictionary of Organizational Behavior**

Edited by Nigel Nicholson

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## THE BLACKWELL ENCYCLOPEDIA OF MANAGEMENT

### About the Editors

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## Foreword

It is a privilege to introduce this book and its contributors to a great new readership – the people of China.

In a transforming economy the challenge is to find new ways of managing and organising that harmonise with national culture. In meeting this challenge the most important tools are ideas and knowledge. This book is a toolbox containing a wealth of powerful and influential ideas. This is knowledge that has been influential in shaping how we think about what goes on in organisations, and which has stood the test of time. You will also find here ideas that are emerging as signposts for the future development of organisations and management. One major barrier to adopting this knowledge has been its restriction to the readers of specialist journals and books. This has led, over the years, to a great proliferation of specialist concepts and terminology – impenetrable jargon to the nonspecialist, making it unnecessarily difficult for lay readers to understand and get full value from the insights of scholars. The present volume solves this problem by providing a systematic inventory of key concepts, with clear explanations of them by a collection of the world's experts.

In a transforming economy like China, it is my hope that a book like this will be immensely valuable to

- a) scholars and students who want a source book for key concepts, references to further reading, and linkages with other topics [cross references are indicated by words in SMALL CAPITALS]
- b) business leaders and professionals who want clear explanations of management and organisational terms, and ideas about how to apply them in business settings
- c) broad-minded and intelligent general readers who want quick digests of the essential academic knowledge on a given topic.

There are many ways of using a book like this. The cross-indexing system allows you to explore at will. If you pick a theme, you can follow a path of interconnected ideas through the main areas of business and management. For readers in China, as a region in the

midst of radical economic and social change, so of these might be as follows:

1. **Management style.** What kinds of leadership seem to work best and why? What are the preconditions for effective authority?

[see, for example, entries on: CEOS; DELEGATION; ENTREPRENEURSHIP; LEADERSHIP, MANAGERIAL BEHAVIOR; MANAGEMENT STYLE; POWER; RISK-TAKING; STRATEGIC MANAGEMENT; SUCCESSION PLANNING; SUPERVISION; TEAMBUILDING; TOP MANAGEMENT TEAMS; TURNAROUND MANAGEMENT; WOMAN MANAGERS]

2. **Organisational design.** How do you get the best out of people through how you organise tasks, communication networks and decision-making systems?

[see, for example, entries on: BUREAUCRACY; COMMUNICATION; DECENTRALIZATION; FAMILY FIRMS; INFORMATION TECHNOLOGY; JOB DESIGN; MATRIX ORGANIZATION; MULTINATIONAL CORPORATIONS; ORGANIZATION DEVELOPMENT; ORGANIZATIONAL DESIGN; ORGANIZATIONAL EFFECTIVENESS; RESTRUCTURING; SOCIOTECHNICAL THEORY; TECHNOLOGY]

3. **Human Resource systems.** What is current accepted wisdom about the effectiveness of key practices and processes? How do you make them work best?

[see, for example, entries on: ASSESSMENT CENTRES; DISABILITY; HOURS OF WORK; HUMAN RESOURCE STRATEGY; JOB ANALYSIS; MANAGEMENT DEVELOPMENT; NEGOTIATION; PARTICIPATION; PAYMENT SYSTEMS; PERFORMANCE APPRAISAL; PSYCHOLOGICAL CONTRACT; RACE; RECRUITMENT; SAFETY; SELECTION METHODS; TRAINING]

4. **Individual performance and adaptation.** Under conditions of change, which methods work best and how do people's motives translate into productive action?

[see, for example, entries on: ABSENTEEISM; CHANGE METHODS; COMPETENCIES; CREATIVITY; ERRORS; GOAL SETTING; INTERPERSONAL SKILLS; MENTAL HEALTH; MOTIVATION; PERFORMANCE, INDIVIDUAL; PERSONALITY; PRODUCTIVITY; QUALITY CIRCLES; STRESS]

5. **The cultural context for management.** How can we best understand and analyse how values and practices adapt to different national and industrial contexts?

[see, for example, entries on: CRISES; CULTURE; DOWNSIZING; EXPATRIATES; GOVERNMENT AND BUSINESS; INTERNATIONAL MANAGEMENT; MANAGEMENT OF DIVERSI-

TY; ORGANIZATIONAL CULTURE; POPULATION ECOLOGY; PRIVATIZATION; TECHNOLOGY TRANSFER]

6. **Strategic decision making.** What are the hazards and opportunities for how business plans are formulated? How can groups and teams be used to best effect? what biases distort judgement?

[see, for example , entries on: BEHAVIORAL DECISION THEORY; CONSULTANCY INTERVENTION METHODS; DECISION MAKING; DIVERSIFICATION; GROUP DECISION MAKING; INNOVATION; MERGERS & ACQUISITIONS; NETWORKING TOTAL QUALITY MANAGEMENT]

7. **Ethics.** What do we know about how principled business can be achieved in demanding market environments? How can employees be encouraged to act as good corporate “citizens” and businesses as socially responsible forces?

[see, for example, entries on: BUSINESS ETHICS; CONFLICT, CORPORATE SOCIAL PERFORMANCE; DISCRIMINATION; JUSTICE; LEARNING ORGANISATION; MORAL DEVELOPMENT; ORGANIZATIONAL CITIZENSHIP; POLITICS; VALUES]

This list is not exhaustive. There are almost as many ways of using this book as there are entries. For this reason it is my hope and belief that Chinese readers will find their own special interests served by its rich contents.

**Nigel Nicholson**

**London Business School**

**September 1999**



# — Preface —

## *Organizational Behavior – Coming Of Age*

Organizational Behavior (OB) is the study of human action and experience *in* organizational contexts, and the behavior *of* organizations within their environmental contexts. The subject takes as its starting point the idea that organizations are human creations. This means that what they generate in terms of varieties of experience, social value and practical consequences are matters of choice – choice which can be informed by knowledge and ideas.

This definition implies that much of what we prize most dearly about our ways of living, and also what we most abhor, are created or conditioned by Organizational Behavior. The Great Wall of China, the Nazi holocaust, the Gobelin tapestries, the automobile, every major war, disaster relief effort, all the religions of the world, and the welfare, transportation and communication systems of society, and much more besides are the product of organization and behavior. At the level of personal experience, it is also true that many of the greatest achievements and failings of individuals can be traced to the liberating or oppressive effects of organizational structures and relationships.

This is not a new insight. From the earliest oral traditions of reflective inquiry to the modern social sciences, people have pondered upon how we should organize to live – to fulfill human potential in harmony with each other and with the living planet which sustains us. Plato, Confucius, the authors of the Talmud, the Gospels, the Bhagavad Gita and the Koran, all, in different ways, sought to answer this question by explaining and prescribing secular human relations, but within frameworks which pronounce about spirituality and the meaning of existence. For much of our history this metaphysical legacy has inhibited the search for insights about human organization through systematic methods of inquiry, in contrast to the relatively liberated growth of other bodies of knowledge, such as the natural sciences. Normative social philosophies have often discouraged and sometimes punished the separation of the empirical from the doctrinal when it came to thinking about human conduct (an effect not exclusive to self-declared religions; Marxist-Leninist orthodoxy has also exhibited this character where it has held sway).

For this reason, the applied social sciences are relatively new. It has only been in the last hundred years that they have found institutional legitimacy for their pedagogy, empirical research, dissemination and practice. Within this volume, the reader will find reference made to the historical cornerstones of OB as we find it presently constituted: writings at the turn of the century by psychologists about human capacities in work environments, by sociologists about the consequences of industrial organization, and by administrative theorists about the tasks of management. But *The Blackwell Encyclopedic Dictionary of Organizational Behavior* is not a history book. Contributors are reaching towards the future as much as reflecting on the past, and our collective aim has been to provide a contemporary atlas of the field, its key ideas, its major findings, and their implications. Over 180 worldwide experts have provided definitive statements about these developments. The maturity of the field can be seen in the confidence and authority with which they have set about their task. Demonstrably, OB come of age.

Indeed, this book would not have been possible even a few years ago, such has been the explosion in knowledge and activity within the field. The interest and enthusiasm this project has raised among

all who have shared in its creation also owes to the fact that OB's interests have never been more important than at the present time. We are moving into an age of increasing uncertainty and choice about how we organize and work. These developments are extensively documented in this book. Although the nature of work and organization, as defined above, are matters of choice, those decisions have in the past often been heavily constrained by prior choices about technologies and institutional forms. This has often cast OB scholars in the role of powerless observers or critical commentators on the dysfunctions of organization, such as monotonous work, autocratic management, interpersonal and intergroup conflict and inefficient production. The disciplines of engineering and finance have tended to set the organizational agenda, with SCIENTIFIC MANAGEMENT<sup>1</sup> as their operational paradigm, leaving PERSONNEL MANAGEMENT to pick up the pieces, i.e. deal with the human consequences of operational imperatives.

This industrial order is being dismembered before our eyes, as a function of several developments. First, there is a vast increase in the complexity of technical and financial problems in business, and complexity means choice. Second, new business disciplines such as marketing and strategy have raised awareness of the need to satisfy multiple STAKEHOLDERS, and the inherently open-ended nature of this challenge. This implies for organizations the need to be proactive as well as responsive in their DECISION MAKING about market positioning, resourcing and external relationships. Third, competitive pressures, intercultural exchange, INFORMATION TECHNOLOGY, regulatory pressures, and demographic developments in LABOR MARKETS are having the simultaneous effect of increasing the diversity of organizational forms visible in society and making apparent the implausibility of "one best way" solutions to the problems of managing. Fourth, the human and material costs of poorly designed jobs, unskilled management practices, and ill-conceived ways of organizing and communicating, are being laid bare, not just as a result of pressures to reduce costs, but also through a growing awareness that the satisfaction of human needs and values is essential to firms' ability to rise above the mediocre in the quality of their products and services. Fifth, and finally, all of this implies change, often on a profound scale. Throughout organizations of all kinds and among people at all levels, one finds a primary and urgent desire to know how best to manage change, and to understand what factors help or hinder human adaptive processes.

As a result of these recent developments, we are now witnessing the curious irony that ideas with a long pedigree of vigorous promotion in scholarly articles but almost universal neglect in business practice, have suddenly become prime concerns to managers. COMPETITIVENESS is newly perceived as linked with long-familiar concepts such as JOB ENRICHMENT, SELF-MANAGEMENT, PARTICIPATION, LEADERSHIP STYLE, TEAMBUILDING, DECENTRALIZATION, ORGANIZATIONAL CULTURE and STRATEGIC CHOICE. OB is now in demand as never before, from individual managers struggling to make sense of their experience and take charge of their careers, to business leaders realizing that competitive success means drawing creatively upon their prime asset – human adaptability, tacit knowledge and talent.

#### *How To Use This Book*

This *Encyclopedic Dictionary* is a reference work but its entries give much more than definitions. Some 500 essays by over 180 leading authorities provide definitive statements of current knowledge and thinking about all the key concepts and ideas of OB. Entries vary in length according to the significance or specificity of a term, but most are 500–1000 words long, and follow a format which includes the following elements:

*definition – state of knowledge – current significance – future trends & applications*

This is designed to be especially useful to people new to the field, cutting through the jargon barrier with clear, concise and informative explanations of key concepts and issues, with an emphasis on

<sup>1</sup> Words set in small capital letters are entry cross-references, i.e. they are the titles or "headwords" for substantive entries to be found in this volume.

current and developing trends. These qualities are also intended to make the book a valuable resource for educators, graduate students, researchers, practising managers and any other inquiring minds.

The format of the volume means it can be used in many ways – it is an almost-infinite matrix. Because entries are substantive essays, and each contains multiple cross-references (terms set in capitals in the text, plus additional cross-references at the end of each entry), any number of entries may form a continuous and developing chain or program of reading. This makes the volume ideal for executive, short-course reading, core MBA modules, other programs, or just personal exploration of related themes.

Since each entry provides key references and further reading on topics, it can also be seen as 500 gateways into specialist areas for students and educators. The Subject Index at the end of the volume is designed to help reader searches. (Entry headwords are marked in bold).

Possibilities for usage are further extended by the wide coverage of the volume. The field as represented here is much broader than is to be found in the curriculum of a single OB course, and has been defined to embrace the broadest interests of writers on organizations. In addition to core OB issues it encompasses key topics in HUMAN RESOURCES MANAGEMENT, BUSINESS ETHICS, INTERNATIONAL MANAGEMENT, ORGANIZATION THEORY and STRATEGIC MANAGEMENT.

Since the volume is committed to reporting what is known at the leading edge of the field, we are also committed to regular future editions of *The Encyclopedic Dictionary*. Readers can help us here. We would be pleased to hear from you, what topics you would like to see included in future editions, and what trends that you detect in the field which should be represented.

#### *The Field as Represented By The Dictionary*

The reader's first impression on leafing through the contents of this volume may be the enormous breadth of the interests of OB scholars and practitioners. Even similar sounding headwords (entry titles) have widely diverging contents – see, for example, the quite different ideas described under LEARNING ORGANIZATION and ORGANIZATIONAL LEARNING. This diversity comes from four dimensions: level of analysis, domain, pedigree, and controversy.

*Level of analysis* (see LEVELS OF ANALYSIS) Within OB it is common for scholars to describe themselves or each other as working at a micro or macro level, though in reality this represents a continuum of interacting themes from individual experience and behavior (see INDIVIDUAL DIFFERENCES), through group and intergroup functioning (see GROUP DYNAMICS; WORK GROUPS), to the characteristics and behaviors of organizations as units of analysis (see ORGANIZATIONAL DESIGN; STRATEGIC MANAGEMENT). Many entries have an even wider focus, such as the nature of OCCUPATIONS, the POPULATION ECOLOGY of firms within sectors, and the effects of CULTURE on organizations. The chosen focus of a scholar's interest can often be traced to their academic origins – psychologists at the individual level, social psychologists at the group level, sociologists at the organizational level, and anthropologists and economists at the societal level.

Yet this academic division of labor is weakening as a result of two developments. First, as OB becomes more instituted as a defined subject area (mainly in business education) scholars have become increasingly aware of work outside their original disciplinary specialism and its relevance to their interests. Within specialist university departments, social scientists studying organizations may still call themselves I/O (Industrial/Organizational) Psychologists or Organizational Sociologists, but in interdisciplinary contexts, such as business schools, these labels become less useful as circumscribing and understanding the breadth of OB scholars' interests. Second, the problems which OB seeks to address, as presented by the business environment, do not come neatly wrapped in discipline-shaped parcels. To understand individual behavior or performance in an organization requires a developed sense of contextualism, i.e. an understanding of the nature of the "macro" forces bearing down upon the individual or the group, constraining their scope for action. Conversely, ideas about how organizations are designed or function benefits from awareness of the "micro" diversity and dynamics of INDIVIDUAL DIFFERENCES in MOTIVATION, VALUES, and PERSONALITY.

It is helpful, therefore, to draw a distinction between the nature of a field of study and a discipline. Fields are defined by the content of their topics. Disciplines are defined by how they define their approach to topics – the type of knowledge they seek, the kinds of theories they construct, and the character of the methods they use. This makes OB an interdisciplinary field of study. It is defined, as we have seen above, by a bounded range of issues and problems, and within it, different social sciences meet, often with common cause.

*Domain* Domain denotes four kinds of activity in which one finds scholars displaying differing balances of interest: theory building/testing, empirical investigation, methodological development/practice, and intervention/application. However, the interdependence of these domains points to the danger of individual scholars becoming over-identified with any of them. Theorizing without data drifts into armchair dreaming. The pursuit of data without theoretical foundation becomes trivial or empty cataloging. The pursuit of methodological rigor for its own sake degenerates into technical game playing. Application without conceptual, empirical and methodological discipline become mere selling. However, readers will find entries and authors differing in the emphasis across these domains, according to the state of knowledge about a topic. For example, there are topics whose primary challenge is theoretical, such as EXCHANGE RELATIONS, areas where the descriptive accumulation of data is the main objective, such as AGE; fields in which methodological development is a priority, such as NETWORK ANALYSIS; and areas where different methods of application are compared, such as SELECTION INTERVIEWING. However, most topics (including all of the above) offer challenges in all four domains.

*Pedigree* Entry topics also differ in terms of their historical and cultural positioning. Some are represented here because of their importance to the past development of the field, such as MOTIVATOR/HYGIENE THEORY, whose insights have now largely been absorbed into current thinking. Others stand at the leading edge of the field and look likely to be areas of major future growth and application, such as PUNCTUATED EQUILIBRIUM and BUSINESS ETHICS, though one can never be too sure. The field of knowledge creation is a treacherous arena in which to try to second-guess the future and pick winners. This is not the same as identifying the unanswered questions, untested applications or future research needs of a topic, and in most entries authors have sought to do this.

*Controversy* The fourth way in which topics differ is the degree to which they are contested. Contributors were asked to provide definitive statements about their topics, but at the same time to be open about controversies or substantive debates within them. Readers should not be alarmed if what they read in one entry is qualified or challenged in another – indeed the cross-referencing is intended to help surface these debates (compare, for example, EMOTION with EMOTIONS IN ORGANIZATIONS, or CHANGE METHODS with EVALUATION RESEARCH). Some entries offer more explicit challenge to orthodoxy than others (see, for example, POSTMODERNISM or CRITICAL THEORY). Others summarize the status quo in fields where a substantial consensus has emerged (e.g. GOAL-SETTING and MINORITY GROUP INFLUENCE). These contrasts are healthy in any field of inquiry where theories compete to give more complete explanations of phenomena, where new empirical studies are continuing to accumulate evidence, and where relevance is critically tested through application and practice. In other words, if you detect apparent contradictions between entries, they represent the vitality of competition in a growing field.

#### *The Method: How The Dictionary was Conceived and Developed*

*The Blackwell Encyclopedic Dictionary of Organizational Behavior* is one of those projects which, when one hears of it, one's reaction is, "what a great idea – I could really use something like that." Well, that was my response on first thinking about it with the publisher, and it was a reaction pretty universally shared by contributors. Very few people approached to contribute declined the invitation. Unsolicited enthusiasm was the most common response: "this is a wonderful project – my graduate students/executive classes/researchers/and I will find this really helpful."

Clearly, to fulfil this potential required an organization and method. The key elements in the chronology of this were as follows:

*A model of the field* The first major editorial task (in November 1991) was to develop a model of the field in terms of broad topic areas to be covered, with sample headwords to illustrate each. Feedback from Blackwell Publishers and external referees subsequently refined the categories into the following list: 1. individual differences; 2. job and role attitudes and behaviors; 3. management and leadership; 4. groups and group processes; 5. power, politics and intergroup relations; 6. human resources management; 7. organization theory; 8. organizational strategy and effectiveness; 9. human factors and technology; 10. culture and change; 11. metatheory and method.

This formed the framework for the first draft of the headword list, and is the structure underlying the alphabetical sequence which appears in the volume.

*Generating the headword list* In April 1992 Advisory Editors, Professors Randall Schuler and Andrew Van de Ven, were recruited, not just to offer their specialist expert advice respectively in human resources management and organization theory, but also as scholars renowned for their breadth and mastery of the wider field. Our first collective task was to develop and refine the headword list, with the aim of achieving balance of content across domains, and a balance of specificity/detail across topics. To this end all headwords were classified, specifying target wordcount length and number of references. The length categories ranged from 50 words for a glossary entry to 4,000 for a few major feature entries. The final distribution by length was a bell-curve: the most frequent allocations were 500 and 1000 words, with fewer in the shorter and longer categories.

*Identifying contributors* Once the provisional headword list was complete (October 1992) the editorial team set about drawing up a contributor list. Selection and allocation was designed to achieve an international mix, but allowing for a North American preponderance, in keeping with the field's distribution of scholarship worldwide. It was also designed to draw upon a mix of established authorities and mid-career scholars and young rising stars. More senior authors were more often allocated major fields with wide boundaries and long histories, and newer scholars invited to write on specialist and emerging topics. Around April 1993, the list was complete and letters of invitation were sent out, accompanied by sample entries and guidance *Notes for Contributors*. In the months following, the contributor and headword list were extended and refined in response to contributor feedback.

*The editorial process* Writing a concise, informative and definitive essay within a very limited wordcount is no easy task. Most contributors did an outstanding job with their first drafts. Editorial feedback, typically, was to suggest ways of tightening text to fit within limits, queries for clarification of key points, and requests for additional material. The most common request of the latter kind was for contributors to expand on how their topic related to organizational experience, or to add comment on what future questions and developments might be foreseen for their topic. From mid-1994, with the bulk of entries now submitted, copy-editing commenced. Apart from minor adjustments to remove anomalies, overlaps and solecisms, the main task here was cross-referencing. This not only meant highlighting and adding textual headwords, but making additional suggestions at the end of entries, often to make connections which might not be obvious to readers.

*Production* The final stages of the project were those associated with production – final copy-editing, type-setting, proof-reading and printing.

You hold the result in your hands. Read, use, enjoy.

## — Acknowledgments —

The name of my secretary Angie Quest easily merits top billing for help way beyond the call of duty toward the creation of this book. Angie's name is well-known to contributors, since she has had continuing dialog with them all and has been absolutely indispensable to the smooth running of this project. There were times when we were simultaneously commissioning new contributors, receiving new manuscripts, suggestions, revisions, and receiving revised or finished copy. The complexity of this task with over 180 contributors writing over 500 pieces was, frankly, mind-boggling. It didn't boggle Angie's mind, and she handled the task and the contributors superbly throughout, always cheerful, tactful, insistent when necessary and unfailingly accurate and efficient in this multi-track operation. Most heartfelt thanks, not just from me but also from anyone who profits from or enjoys this book, are owed to her. A truly brilliant job.

Randall Schuler and Andy Van de Ven also gave outstanding assistance at various stages of the project. Most of all, they gave deep and considered thought to the vital issues of content, balance and design to ensure the book represented the newest as well as the most traditional interests of OB scholars across a wide-ranging field. They also did a great job in helping suggest and commission the wonderful contributor list we assembled, also giving occasional additional advice on feedback to authors where I needed additional opinions. The fine quality of this book is a tribute to their contribution.

The staff at Blackwells have also been terrific. First thanks are due to the editorial team of Alyn Shipton, Alison Mudditt, Tim Goodfellow and Philip Carpenter, whose combined commitment from Blackwell's Reference, Psychology and Business divisions helped the interdisciplinary vision of this volume to flourish, and were essential to its continuity and efficient production. Successively, Judith Harvey, Jason Pearce, Denise Rea, Sarah McNamee and other staff, provided first-class backroom support – circulating contributors, detecting problems to be solved, logging copy and providing technical advice. Thanks to you all.

I also want to thank all my professional colleagues, at London Business School and beyond for their consistent support, encouragement and advice at all points on the long journey from inception to completion. Special thanks here are due to the OB Group at London Business School, for the excellence of their contributions to the volume, for their insights and ideas about its conception, and their tolerance of my absorption with it during some very busy periods of the academic calendar. Without these supports, the book would have been a near impossible task, and much less enjoyable and meaningful as a project.

My wife and partner Mary, I thank too, for her patience at my regular distraction day and night by piles of manuscripts, and for her unflagging and generous support.

Last, but by no means least, I thank our contributors, for their outstanding work, their good-natured responsiveness to editorial suggestions and progress-chasing, and for their belief in this project. Financial rewards for short reference entries are necessarily limited, but clearly this was never the source of their high motivation to take part and produce work of the highest quality standards (see INTRINSIC/EXTRINSIC MOTIVATION!). Throughout the process, I have continued to receive numerous notes from them affirming that this was a great project and expressing thanks and encouragement to me and the team. That meant a lot. Thank you.

Nigel Nicholson

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