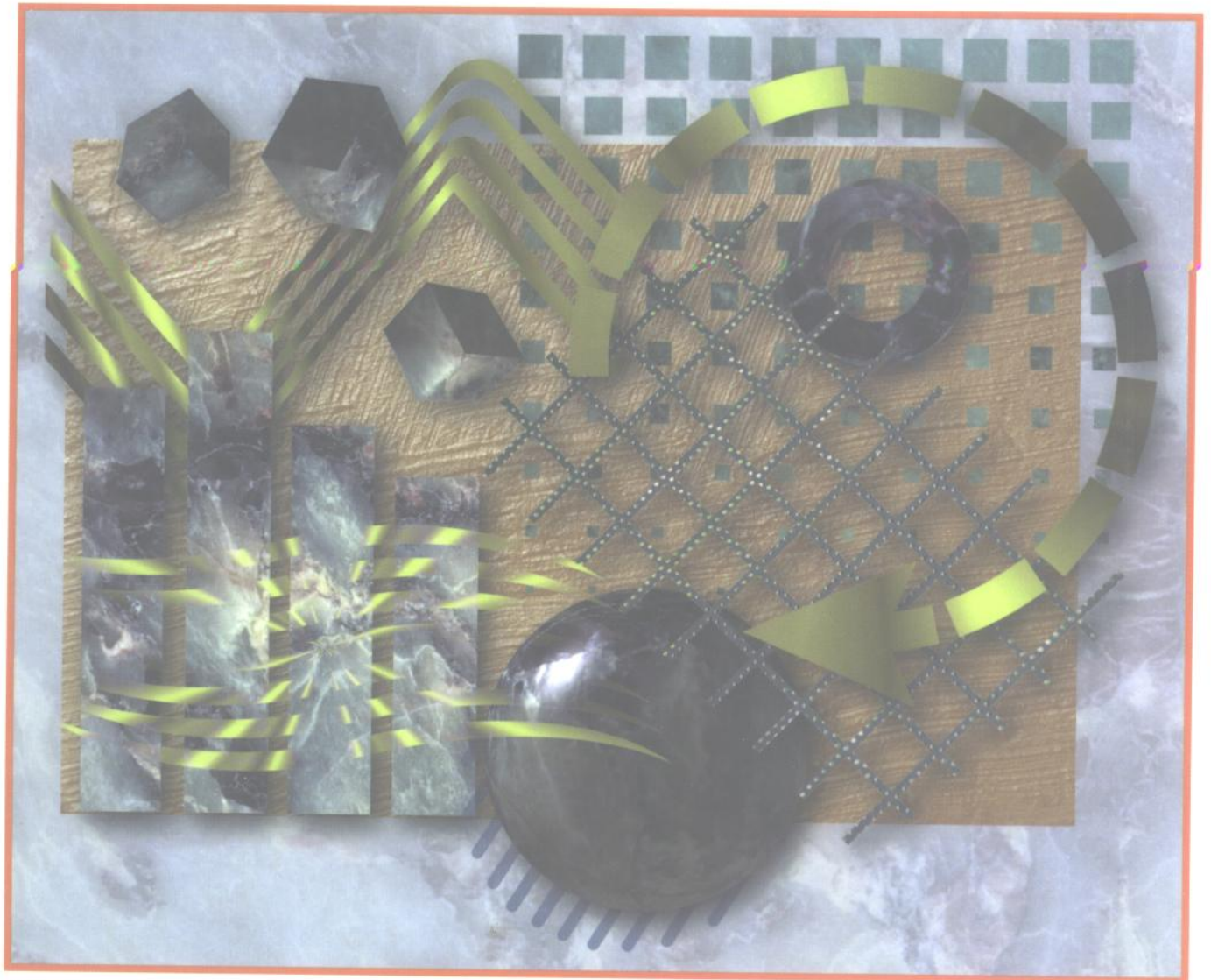


Organizational Behavior

EIGHTH
EDITION



HELLRIEGEL SLOCUM WOODMAN

Organizational Behavior

■ EIGHTH EDITION

Don Hellriegel
Texas A & M University

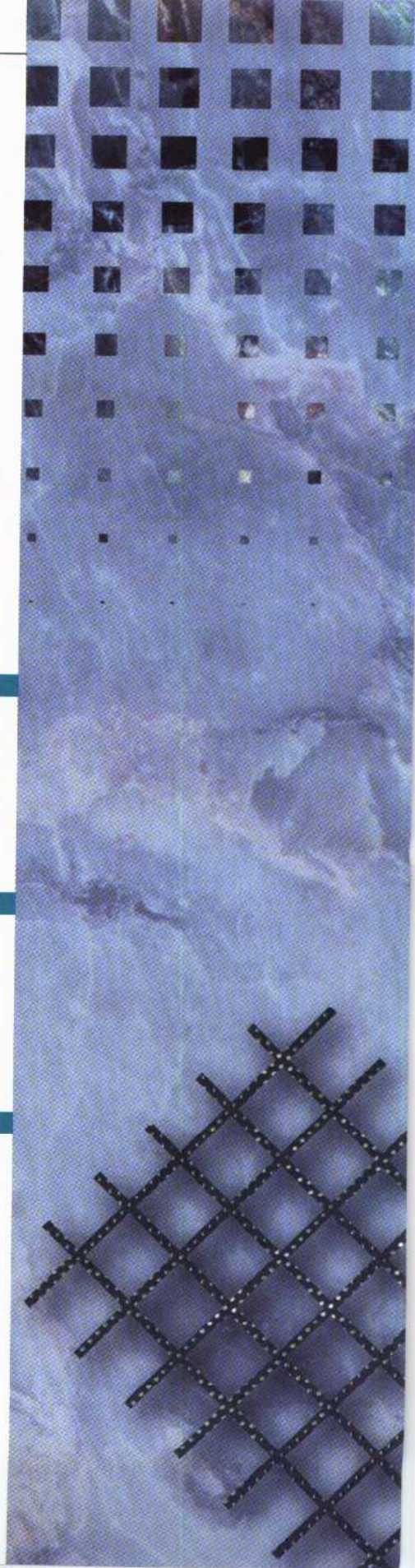
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Organizational Behavior

■ EIGHTH EDITION





To Jill, Kim, and Lori (DH)
Christopher, Bradley, and Jonathan (JWS)
David and Anna (RWW)

Preface

This is our eighth edition of *Organizational Behavior*. In each succeeding edition we have tried to represent the best thinking available about each topic covered. To do so again, we carefully analyzed, critiqued, and rewrote, as necessary, each chapter of the seventh edition to reflect the most up-to-date thinking and information available.

The effective design and management of organizations requires the thoughtful application of knowledge concerning the behavior of people at work. Few, if any, of the dramatic challenges facing organizations can be handled effectively without a good understanding of human behavior. Too often in the history of organizations sound plans fail to be implemented, well-designed tasks and processes fail to motivate, innovative technology fails to raise productivity, and workplace cultures fail to support effective behaviors. Many times what poor management, poor designs, and failed strategies have in common is a failure of commitment, caring, and involvement. The human actor is central to organizational success and effectiveness. Organizations fail or succeed, decline or prosper because of people—what people do or fail to do every day on the job. Effective organizational behavior is the bedrock on which productive organizational action rests.



SPECIAL FEATURES OF THIS EDITION

Although this edition is much like the seventh edition in many ways, it is different in several important respects. First, it is shorter, reflecting our continued desire to produce a comprehensive text, yet allow the material to be covered adequately in a single semester. Thus we eliminated chapters on individual problem-solving styles and careers. Additionally, we combined two chapters on group behavior into a single chapter and two chapters on organizational change into a single chapter. However, we expanded the leadership material from one to two chapters, providing a total of eighteen chapters in the book. In each chapter we discarded outdated material and inserted new material on diversity, ethics, global management, leadership, teams, new organizational designs, managing change, managerial core competencies, and information technology.

Among the most significant changes and features of this edition are the following.

- We developed the theme of professional *core competencies* throughout the book. In Chapter 1, which we extensively revised, we introduce this theme, and every chapter contains material dedicated to helping the reader develop various professional competencies. At the end of each chapter is a section entitled “Developing Competencies.” It includes questionnaires, exercises,

and cases labeled “Self-Insight,” “Team Insight,” or “Organizational Insight,” depending on the focus of the material.

- Work-force diversity has been a strong theme in our book for several editions. However, we now give it even greater attention. Beginning with a major focus in chapter 1, all chapters contain information and insights designed to help you work and manage more effectively in a culturally diverse workplace.
- We present the latest thinking about leadership in a new Chapter 11: Contemporary Leadership Developments. Transformational leadership, the seven-habits model, and various substitutes for leadership represent the focus of this new chapter.
- We continued the popular *Preview Cases* that introduce and frame each chapter.
- Every chapter contains at least one *Across Cultures* feature in keeping with the continued need for a strong emphasis on the global arena in business school education and the world of work.
- The other in-chapter features—*Ethics in Practice*, *Diversity in Practice*, *Quality in Practice*, *Technology in Practice*, and *Managing in Practice*—which have been popular in previous editions, focus on crucial ethical, diversity, quality, and technology concerns, as well as concerns of a more general managerial nature. By weaving these issues into a variety of topics within the subject of organizational behavior, we constantly reinforce their importance and relevance.
- The *Technology in Practice* feature is new to this edition. These selections highlight the impact of technology on jobs and employee behavior.
- Of the nine *Integrating Cases* at the end of the book, seven are new to this edition. These cases emphasize the major themes developed in the book and integrate the material presented in various chapters.
- Finally, we added to the usual author and subject indexes an index of the Internet addresses for all companies featured in the book. By visiting these websites, a reader can develop an understanding of how organizations are facing the challenges of this exciting time.



FRAMEWORK

After an introductory chapter, the book is divided into three main parts. Part I (Individual Processes) contains chapters on personality and attitudes, perception and attribution, learning and reinforcement, two chapters on motivation, and a chapter on work stress.

Part II (Group and Interpersonal Processes) consists of chapters on group and team behavior, power and political behavior, two chapters on leadership, and a chapter on conflict and negotiation followed by one on interpersonal communication.

Part III (Organizational Processes) contains chapters on decision making, job design, organization design, organizational culture, and organizational change.

Immediately following the last chapter are an appendix on research methods, the integrating cases, and indexes.

Our approach to introducing students to organizational behavior is to move from the individual to the group to the organizational level. However, the chap-

ters are written to stand alone, which allows material to be covered in any order desired by the instructor.



SUPPLEMENTS

Seven supplements are available for use with the eighth edition of *Organizational Behavior*.

- A new *Instructor's Resource Guide* by Michael McCuddy contains resource materials for lectures; answers to all discussion questions and questions contained in the "Developing Competencies" sections; and instructor notes for questionnaires, exercises, and cases, including the Integrating Cases at the end of the book.
- A new *Test Bank* by David Leuser contains multiple choice, true-false, and essay questions.
- A new *Student Study Guide* by Roger Roderick contains learning objectives, chapter outlines, practice questions, and a programmed study supplement.
- A new edition of *Organizational Behavior: Experiences and Cases* by Dorothy Marcic and Joseph Seltzer contains real-world exercises and cases that parallel the text.
- A new video library is available. A written guide for all videos accompanying the text is included in the *Instructor's Resource Guide*.
- Power Point files prepared by Michael McCuddy are available to supplement the instructor's manual.
- Transparency Masters and four-color acetates of many exhibits in the book are available.

All of these supplements are available from South-Western College Publishing Co., or from your ITP representative.



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Don Hellriegel, Texas A&M University

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BRIEF CONTENTS

Preface xix

CHAPTER 1 Introduction to Organizational Behavior 2

PART I: INDIVIDUAL PROCESSES 37

CHAPTER 2 Personality and Attitudes 38

CHAPTER 3 Perception and Attribution 70

CHAPTER 4 Learning and Reinforcement 102

CHAPTER 5 Motivation in the Work Setting 134

CHAPTER 6 Motivating Performance: Goal Setting and Reward Systems 170

CHAPTER 7 Work Stress 196

PART II: GROUP AND INTERPERSONAL PROCESSES 227

CHAPTER 8 Group and Team Behavior 228

CHAPTER 9 Power and Political Behavior 268

CHAPTER 10 Leadership: Foundations 298

CHAPTER 11 Leadership: Contemporary Developments 336

CHAPTER 12 Conflict and Negotiation 360

CHAPTER 13 Interpersonal Communication 394

PART III: ORGANIZATIONAL PROCESSES 433

CHAPTER 14 Decision Making in Organizations 434

CHAPTER 15 Job Design 468

CHAPTER 16 Organization Design 502

CHAPTER 17 Organizational Culture 542

CHAPTER 18 Organizational Change 572

Appendix: Tools and Techniques for Studying Organizational Behavior 617

Integrating Cases C-1

Author Index I-1

Subject and Organizational Index I-11

Internet Organization Index I-27

CONTENTS

Preface *xix*

CHAPTER 1 Introduction to Organizational Behavior 2

PREVIEW CASE: *Andrea Cunningham* 4

The Many Aspects of Diversity 7

◆ **DIVERSITY IN PRACTICE:** *General Electric's Boundaryless Behavior* 9

◆ **ACROSS CULTURES:** *Avon's Global Diversity* 13

Additional Organizational Issues 14

◆ **QUALITY IN PRACTICE:** *Ritz-Carlton Hotel Company* 16

◆ **TECHNOLOGY IN PRACTICE:** *Banc One's Special Intranet* 17

◆ **ETHICS IN PRACTICE:** *Cummins Global Ethics* 20

Core Competencies and Their Corresponding Skills 21

◆ **MANAGING IN PRACTICE:** *Ford's Competency Based Recruitment Program* 25

Organizational Behavior Framework 26

Developing Competencies 32

Self-Insight: Attitudes Toward Diversity 32

Organizational Insight: Executive Dining? 32

■ PART I: INDIVIDUAL PROCESSES 37

CHAPTER 2 Personality and Attitudes 38

PREVIEW CASE: *Individual Differences in Reactions* 40

Concept of Personality 41

Sources of Personality Differences 41

◆ **DIVERSITY IN PRACTICE:** *Generational Tension in the Office* 43

Personality Structure 45

Personality and Behavior 45

◆ **MANAGING IN PRACTICE:** *Personality and Teams at Hewlett-Packard* 49

Concept of Attitudes 50

Attitudes and Behavior 51

Job Satisfaction 53

◆ **ACROSS CULTURES:** *A Comparison of Japanese and U. S. Work Attitudes* 53

Organizational Commitment 56

◆ **QUALITY IN PRACTICE:** *Building Commitment at Merck* 57

Individual Differences and Ethical Behavior 57

◆ **ETHICS IN PRACTICE:** *Who's Your Phone Company—I Don't Care* 59

Developing Competencies 62

Self-Insight: Assessing the Big Five 62

Organizational Insight: Earning Loyalty at A. G. Edwards 64

CHAPTER 3 Perception and Attribution 70

PREVIEW CASE: *The Job Training Opportunity* 72

The Perceptual Process 72

◆ **ACROSS CULTURES:** *British Budweiser Ads Rankle American Indians* 73

Perpetual Selection 74

◆ **ACROSS CULTURES:** *Time Perception* 78

Perceptual Organization 80

◆ **MANAGING IN PRACTICE:** *Office Design, Layout, and Decor—What Do They Tell You?* 81

Person Perception 82

Perceptual Errors 84

Managing in Practice 85

◆ **DIVERSITY IN PRACTICE:** *Workplace Stereotypes* 87

Attributions: Perceiving the Causes of Behavior 89

◆ **MANAGING IN PRACTICE:** *Searching for Causes of Job Applicant Behavior* 89

Developing Competencies 96

Self-Insight: Measuring Perceptions of Women as Managers 96

Organizational Insight: Fudge the Numbers or Leave 98

CHAPTER 4 Learning and Reinforcement 102

PREVIEW CASE: *Viking Freight* 104

Types of Learning 105

◆ **MANAGING IN PRACTICE:** *Empowerment—The Saturn Way* 109

◆ **ACROSS CULTURES:** *PepsiCo's Designate Program* 110

Contingencies of Reinforcement 111

Positive Reinforcement 112

◆ **QUALITY IN PRACTICE:** *Prudential Makes Wellness Work* 113

◆ **DIVERSITY IN PRACTICE:** *Seattle Times* 115

◆ **MANAGING IN PRACTICE:** *Discipline Without Punishment* 120

Schedules of Reinforcement 121

◆ **ETHICS IN PRACTICE:** *Working at Sears* 123

Behavioral Modification 125

Developing Competencies 131

Self-Insight: What's Your Self-Efficacy? 131

Organizational Insight: This Is Going to Cost Me My Job 131

CHAPTER 5 Motivation in the Work Setting 134

PREVIEW CASE: *High-Performance Management at UPS* 136

The Basic Motivational Process 138

Content Models of Motivation 140

◆ **ACROSS CULTURES:** *Motivating Czech Employees* 145

◆ **DIVERSITY IN PRACTICE:** *Petty's Diversity Program* 148

◆ **MANAGING IN PRACTICE:** *Mirage Hotels Bets and Wins* 150

Process Models of Motivation 153

◆ **QUALITY IN PRACTICE:** *Working at Home Depot* 158

◆ **ETHICS IN PRACTICE:** *To Steal or Not: That's the Question* 161

Developing Competencies 166

Self-Insight: What Do You Want From Your Job? 166

Organizational Insight: Working at Nordstrom 167

CHAPTER 6 Motivating Performance: Goal Setting and Reward Systems 170

PREVIEW CASE: *Papa John's Pizza* 172

Fundamentals of Goal Setting 173

◆ **QUALITY IN PRACTICE:** *Service at the Ritz-Carlton Hotel* 175

Goal Setting and Performance 176

◆ **MANAGING IN PRACTICE:** *Steve Forbes* 178

Management by Objectives 182

◆ **ETHICS IN PRACTICE:** *Misread Pap Tests* 183

◆ **DIVERSITY IN PRACTICE:** *Beyond Good Faith* 184

Reward Systems for Enhancing Performance 187

◆ **MANAGING IN PRACTICE:** *Tying Pay to Performance—A Mixed Bag* 188

◆ **ACROSS CULTURES:** *General Electric Appliances* 190

Developing Competencies 192

Self-Insight: Goal-Setting Questionnaire 192

Organizational Insight: General Stair Corporation 193

CHAPTER 7 Work Stress 196

PREVIEW CASE: *So Much to Do, So Little Time* 198

Nature of Stress 198

Sources of Stress 201

◆ **ACROSS CULTURES:** *Siesta Sunset* 201

- ◆ **ETHICS IN PRACTICE:** *Sexual Harassment Charges at Mitsubishi* 205
- ◆ **DIVERSITY IN PRACTICE:** *The Complex Dance of the Dual-Career Couple* 206
- Effects of Stress 208
- ◆ **MANAGING IN PRACTICE:** *"Just Enough but Not Too Much"* 210
- ◆ **DIVERSITY IN PRACTICE:** *The "New-Collar" Workers* 213
- Personality and Stress 213
- Stress Management 216
- ◆ **QUALITY IN PRACTICE:** *Tenneco's Wellness Program* 220
- Developing Competencies 223
 - Self-Insight: Strategies for Coping with Stress 223
 - Organizational Insight: Stress Management at Metropolitan Hospital 224

■ PART II: GROUP AND INTERPERSONAL PROCESSES 227

CHAPTER 8 Group and Team Behavior 228

- PREVIEW CASE:** *Macy's New Team System* 230
- Individual-Team Relations 231
- ◆ **MANAGING IN PRACTICE:** *Individual and Team Pay* 232
- Varieties of Teams and Groups 233
- ◆ **QUALITY IN PRACTICE:** *Honeywell's Self-Managed Teams* 236
- Influences on Teams and Groups 239
- ◆ **TECHNOLOGY IN PRACTICE:** *Surfacing Options* 240
- ◆ **DIVERSITY IN PRACTICE:** *Standard Motor Products Reduces Barriers* 242
- ◆ **ETHICS IN PRACTICE:** *Texas Instrument's Ethics of Diversity* 246
- Team Decision Making 252
- ◆ **ACROSS CULTURES:** *General Motors Work Teams in Mexico* 256
- Stimulating Team Creativity 257
- ◆ **TECHNOLOGY IN PRACTICE:** *Brainstorming at North American Life and Casualty* 259
- Developing Competencies 261
 - Team Insight: Assessing Team Diversity 261
 - Organizational Insight: Great Majestic Company 262

CHAPTER 9 Power and Political Behavior 268

- PREVIEW CASE:** *Graziano's Last Stand* 270
- Power 270
- ◆ **MANAGING IN PRACTICE:** *The King Is Dead* 271
- Interpersonal Sources of Power 272

Structural Sources of Power	276
◆ ACROSS CULTURES: <i>Power in Chinese and British Organizations</i>	278
◆ MANAGING IN PRACTICE: <i>Using Networks to Build Support</i>	279
◆ DIVERSITY IN PRACTICE: <i>Bilingual Employees Acquire Power</i>	281
The Effective Use of Power	282
Political Behavior	284
◆ QUALITY IN PRACTICE: <i>The Politics of Innovation</i>	285
◆ ETHICS IN PRACTICE: <i>The Politics of Employee Appraisal</i>	288
Personality and Political Behavior	290
Developing Competencies	293
Team Insight: How Much Power Do You Have in Your Group?	293
Organizational Insight: The NASA Moonlander Monitor	294

CHAPTER 10 Leadership: Foundations 298

PREVIEW CASE: <i>Stirring It Up at Campbell Soup</i>	300
Keys to Effective Leadership	302
◆ ACROSS CULTURES: <i>Grooming Global Leaders</i>	304
Traditional Leadership Models	306
◆ MANAGING IN PRACTICE: <i>A Tale of Two Leaders</i>	309
Contingency Models	310
◆ ACROSS CULTURES: <i>Ricardo Semler</i>	315
◆ ETHICS IN PRACTICE: <i>William Agee</i>	318
◆ QUALITY IN PRACTICE: <i>Bernard Walsh</i>	322
◆ DIVERSITY IN PRACTICE: <i>Brooke McCurdy</i>	324
Developing Competencies	331
Self-Insight: What's Your Leadership Style?	331
Organizational Insight: Herb Kelleher Is No Ordinary Leader at Southwest Airlines	332

CHAPTER 11 Leadership: Contemporary Developments 336

PREVIEW CASE: <i>Orit Gadiesh</i>	338
The Attribution Model	338
◆ ETHICS IN PRACTICE: <i>You Make the Decision</i>	340
Visionary Leaders	341
◆ ACROSS CULTURES: <i>Lars Kolind</i>	343
◆ QUALITY IN PRACTICE: <i>Richard Rosenberg</i>	345
◆ DIVERSITY IN PRACTICE: <i>Emily Morgan</i>	348
The Seven Habits of Highly Effective People	350