


SIXTH EDITION

# *Behavior in Organizations*

JERALD  
GREENBERG

ROBERT A.  
BARON



# BEHAVIOR IN ORGANIZATIONS

UNDERSTANDING  
AND MANAGING  
THE HUMAN SIDE OF WORK

*sixth edition*

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*To my best pal, for giving me strength, serenity, and sustenance.*

*J.G.*

*To three of the people who truly matter in my life:*

*Jessica—who shares my optimism*

*Richard—who shares my love of good food, and*

*Randy—who shares so many of my views*

*R.A.B.*

## PREFACE

## ON COMING OF AGE IN A CHANGING WORLD

When some people see that this book is in its sixth edition they take it as a sign that we must be doing something right—or so they tell us. We gratefully accept the compliment. To others it is a warning sign that the book must be getting stodgy and overly comfortable as it ages. We respectfully disagree. In fact, we contend that textbooks need not get stale as they mature. Rather, it is quite possible for them to be as current and dynamic as the fields on which they report. Nowhere is this more important than in the case of organizational behavior. Although we admit to our share of graying, this applies more to the color of the hair around our temples than, we believe, to our account of organizational behavior. Specifically, our goal in preparing this revision has been to stay at the cutting edge of the field by highlighting the ever-changing nature of organizations and people's involvement in them. Capturing this dynamic has precluded any opportunity to rest on our laurels. If you think about it, keeping things the same is hardly a luxury one has when dealing with an ever-changing field. The result: On these pages we present a fresh look at the field of organizational behavior.

By taking a “fresh look,” we do not mean to imply that we have abandoned totally the approach that has led so many of our colleagues to favor this book. To the contrary, one thing that has remained unchanged is the field's dual allegiance to both research and practice, and with it, our attention to both these activities. If anything, our commitment to balancing the field's complementary orientations to research and theory is greater than ever. Specifically, we have continued the research focus that has been so well received in previous editions. Indeed many new studies were used to broaden the book's research base.

At the same time, we continue to augment our coverage of the practical, applications-oriented side of OB—that is, the many ways in which its findings and principles are put to use in organizations. In fact, we have widened our quest to provide updated examples showing how OB practices and principles are used in today's organizations. Not surprisingly, our special Company Index is brimming with many new entries. To give readers a good sense of the wide variety of organizations that exist, we purposely refer to a broad range of real companies—ones both large and small, some offering products and others providing services, and those with domestic operations as well as those whose reach is more global.

In recent years, the balance between OB research and practice has been brought to the forefront by rapid changes in the nature of organizations and their relationships with the people who work within them. As a result, many new topics have become the focus of systematic study, and many well-established ones have received increased attention. We have carefully monitored these changes and have tailored our coverage accordingly. The result, we believe, is a book that closely reflects the state of OB as it is studied and practiced today. We will now point out some of the specific improvements that can be found in this sixth edition of *Behavior in Organizations*.

## Special New and Revised Features

We have included several new features in this edition that, we believe, will make it our most useful book yet.

### “You Be the Consultant” Sections

The matter of how organizational research can be applied to solving organizational problems is a special concern in the field of OB. Our new feature, **You Be The Consultant**, provides students with opportunities to make these connections. Brief sections inserted within each chapter ask students questions that require them to apply creatively the material covered to a typical organizational problem. These exercises are designed to help students sharpen their analytical skills while appreciating the complexities involved in making the leap from theory to application.

### “Skills Portfolio” Sections

We now include a special section at the end of each chapter in which various types of exercises are provided to help develop students’ managerial skills and their appreciation of OB phenomena. They are called the **Skills Portfolio**. Two types of exercises are included in each portfolio.

1. **Experiencing Organizational Behavior** exercises are designed to help students learn about themselves as individuals. Some examples include:

- Measuring Your Own Self-Monitoring (Chapter 4)
- Are You Committed to Your Job? (Chapter 6)
- What is Your Personal Decision Style (Chapter 10)
- Personal Styles of Conflict Management (Chapter 11)

2. **Working in Groups** exercises are designed to help students learn about group and organizational phenomena by working together with others. Some examples include:

- Role Play: The Disciplinary Interview (Chapter 3)
- Recognizing Organizational Politics When You See It (Chapter 12)
- Identifying Great Leaders in All Walks of Life (Chapter 13)
- Recognizing Impediments to Change—And How to Overcome Them (Chapter 16)

### “Take it to the Net” Sections

Internet-savvy readers will find the **Take it to the Net** sections appearing at the end of each chapter to be useful sources of relevant Internet addresses. These include an address containing supplementary material for this book, as well as the addresses of various companies cited in the text. Readers interested in learning more about the organizations mentioned will surely find this a helpful resource.

### Cross-References to Other Material

Too often, when people study new material they fail to recognize the connections between concepts. This problem can be quite serious in the case of OB, where many concepts are inter-related and do not fit into unique categories. To overcome the appearance that key concepts are really as isolated as any textbook structure suggests, each chapter contains several references to other places in the text where related material may be found. These cross-references, appearing in marginal annotations, are designed to highlight the connections between various OB concepts and to identify the several major categories of knowledge into which they belong.



## Easier Access to Key Terms

Our students tell us that learning definitions is an important way in which they use the text to study the material. With this in mind, we have changed in two ways the manner in which we present definitions. First, we now provide formal definitions of key terms in the margins, next to where they are introduced in the text. Second, we now have a master Glossary at the end of the text to provide ready access to definitions. To make them especially useful, the definitions appearing in the glossary include indications as to the exact pages in the text they may be found.

## More, and New, Cases

In our quest to highlight the involvement of OB in the latest business activities, we have revised all of the chapter-opening **Preview Cases**, and many of the chapter-summarizing **Case-in-Point** sections. The Case-in-Point sections contain follow-up questions designed to elicit critical thinking on the part of students. Also, at the end of each major part of the book are new **Video Cases**. These written cases are coordinated with video clips from various ABC News programs that are available on VHS cassettes to professors adopting this book. Some of the new cases included are as follows.

- Shooting for the Moon at Intel (Chapter 4)
- Workplace Equality Yields High Interest at the Bank of Montreal (Chapter 6)
- Baby Superstore: All Grown Up (Chapter 10)
- Bill Gates: He Doesn't Run the World—Yet (Chapter 12)
- Zales Becomes a Gem of a Chain (Chapter 16)

## Enhanced Attention to Major Themes

We have gone out of our way to highlight the major themes cutting across various aspects of the field of organizational behavior and to incorporate these throughout the text. This mission begins in a new **Chapter 2, Work in the Twenty-First Century: The Changing World of People and Organizations**, in which we identify five key themes that have had profound effects on OB in recent years. These are:

- Globalization and Culture: The International Nature of Organizational Behavior
- The Shifting Demographics of the Workforce: Trends Toward Diversity
- Trends in Working Arrangements: New Organizational Forms and Jobs
- The Quality Revolution: Total Quality Management and Reengineering
- Corporate Social Responsibility: The Ethical Organization

We pay attention to these themes through this book, both in the text itself, and in four different kinds of special boxed sections appearing in the chapters.

### Globalization and Diversity in Today's Organizations

Many of the most pressing issues faced by organizations today center around the growing *internationalization* of all business activities, and the increasing *cultural diversity* of people in today's workforce. OB, as a field, is deeply concerned with such issues. To reflect this fact, and to illustrate the many ways in which OB can help modern organizations in their efforts to deal with these matters, we have included a special section called **Globalization and Diversity in Today's Organizations**. A few examples:

- Saving Face in Japan: Where Renting Acquaintances is Big Business (Chapter 3)
- Breaking Down the Barriers to Cross-Cultural Communication (Chapter 9)

- Trust: Does it Differ Around the World? (Chapter 11)
- Men and Women: Comparing their Leadership Styles (Chapter 13)

### **The Organization of Tomorrow**

Now that we are poised at the threshold of the twenty-first century, it is tempting to consider what organizational life might be like in the years to come. Our special section, **The Organization of Tomorrow**, focuses on future trends in technology and the nature of organizations themselves that are likely to influence the practice of OB. Some examples:

- The Hottest Careers of the Twenty-First Century (Chapter 7)
- Videoconferencing: Groups in Cyberspace (Chapter 8)
- Decisions at 30,000 Feet: Training Pilots to Avoid Fatal Errors (Chapter 10)
- Internal Markets: Design for the Information Age (Chapter 15)

### **The Quest for Quality**

Whether it's part of a strategic commitment to a *total quality management* philosophy, or simply an effort to gain a competitive edge, many of today's organizations are more committed than ever to improving the quality of their products, services, and the lives of their employees. Because these efforts are such an important part of organizational life today, we have highlighted them in special sections called **The Quest for Quality**. Some examples include:

- Sabbaticals: Time Off the Job Satisfies Many Needs Simultaneously (Chapter 5)
- ServiceMaster Uses Incentives to Create a Safety-Conscious Culture (Chapter 14)
- The Joint Venture Between Universal Card and TSYS: Lessons Learned (Chapter 15)
- Competitive Intelligence: Planning Change by Learning About the Competition (Chapter 16)

### **The Ethics Angle**

As in previous editions, we continue to highlight the growing concern over matters of ethical behavior that have permeated the workplace in recent years. Brief sections in each chapter, entitled **The Ethics Angle**, highlight ethical practices and controversies that are relevant to OB. Some of these include:

- Valuing Differences at DEC (Chapter 6)
- Sears Installs the "Ethics Assist" Line (Chapter 9)
- Northrop Keeps Tabs on Leaders' Ethics (Chapter 13)
- NYNEX's "GuideLine" to Ethical Culture (Chapter 14)

## **Coverage of New Topics**

In our quest to stay at the cutting edge of the field of OB, we have updated many sections of the text. As a result, dozens of new topics are now covered. Here is just a partial listing of these topics.

- Hofstede's cultural dimensions (Chapter 2)
- cultural pluralism versus the melting pot (Chapter 2)
- contingent workforce (Chapter 2)
- expatriates and culture shock (Chapter 2)
- telecommuting (Chapter 2)
- voluntary reduced work-time (V-time) programs (Chapter 2)
- corporate image (Chapter 3)
- first-impression error (Chapter 3)
- selective perception (Chapter 3)
- 360° feedback (Chapter 3)



- morning versus evening persons (Chapter 4)
- proactive personality (Chapter 4)
- intellectual and physical abilities (Chapter 4)
- goal commitment (Chapter 5)
- procedural justice (Chapter 5)
- outplacement services (Chapter 5)
- employee withdrawal (Chapter 6)
- mission statements (Chapter 6)
- skill-based and awareness-based diversity training (Chapter 6)
- interorganizational coordination (Chapter 7)
- framing effects in bargaining (Chapter 7)
- workplace violence and aggression (Chapter 7)
- cross-functional teams (Chapter 8)
- high-performance teams (Chapter 8)
- shared-screen conferencing and videoconferencing (Chapter 8)
- personal communication style (Chapter 9)
- sex differences in communication (Chapter 9)
- cross-cultural differences in communication (Chapter 9)
- personal decision styles (Chapter 10)
- empowered decision making (Chapter 10)
- implicit favorites (Chapter 10)
- electronic meeting systems (Chapter 10)
- interorganizational coordination (Chapter 11)
- workplace violence and aggression (Chapter 11)
- false consensus effect (Chapter 12)
- sex differences in leadership style (Chapter 13)
- leading teams (Chapter 13)
- flexible manufacturing systems (Chapter 14)
- design for disassembly (Chapter 14)
- Internet appliances (Chapter 14)
- typology of organizational culture (Chapter 14)
- boundaryless organizations (Chapter 15)
- modular organization (Chapter 15)
- mutual service consortia (Chapter 15)
- value-chain partnerships (Chapter 15)
- virtual organization (Chapter 15)
- competitive intelligence (Chapter 16)
- the learning organization (Chapter 16)

## Updated Supplements Package

The changes outlined above constitute the key alterations we have made in the text itself. Other changes, however, involve the materials that accompany **Behavior in Organizations (6th edition)**. Foremost among these are the following:

### Internet Access

At last, you can now bring the Internet into the OB classroom in a meaningful fashion. “Take It to the Net” sections at the end of every chapter point readers to Web sites of companies discussed in each chapter. In addition, students and professors are encouraged to visit the Greenberg/Baron Web site, where chapter-specific WorldWide Web-based activities and cases are posted. The address is: **<http://www.prenhall.com/~greenob>**

### Revised Color Transparencies and Electronic Transparencies Package

We have revised and expanded the transparency package. A set of 100 full-color transparencies is available, consisting of art adapted from graphic mate-

rial appearing in the book but redrawn for clearer classroom use. Lecture notes accompany each transparency. Over 200 electronic transparencies also are available on 3½" disk using Microsoft Power Point files for the IBM.

### Test Item File

A thoroughly revised and expanded **Test Bank** is available to instructors. It contains 100 items per chapter, including multiple choice, scenario-based multiple choice, and essay questions. The Test Bank is designed for use with the Prentice Hall Custom Test program. This computerized package is available in Windows and Macintosh formats.

### Extensive Instructor's Manual

The **Instructor's Manual** contains a variety of useful features for instructors using this book in their classes. Among these are: chapter outlines, chapter synopses, answers to all questions within boxed material, answers to end-of-chapter discussion questions, answers/suggestions for Case-in-Point critical thinking questions, and answers/suggestions to Skills Portfolio exercises.

### ABC News Video Library

A feature that truly brings OB to life is a set of videotapes containing news clips and interviews with business leaders that originally appeared on various ABC News programs. There are 10 video segments. Six of these videos are coordinated with the Video Cases appearing at the end of each major section of the book. Notes for the cases and the videos appear in the Video User's Guide found inside the *Instructor's Manual*.

## In Conclusion: An Invitation for Feedback

Looking back, we can honestly say that we have spared no effort in preparing a book that reflects the current character of the field of OB with respect to both scientific inquiry and practical application. Of course, whether and to what extent we have reached this goal, however, can only be judged by you, our colleagues and students. So, as always, we sincerely invite your input. Feel free to e-mail us or to leave a message at our publisher's Web site (<http://www.prenhall.com>).

Please let us know what you like about the book, and what features need improvement. Such feedback is always welcomed, and it will not fall on deaf ears. We promise faithfully to take your comments and suggestions to heart, and to incorporate them into the next edition of this book.



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Finally, we wish to thank our colleagues who have provided expert assistance in preparing various features for this book. Mark Green diligently researched and wrote the very interesting *Video Cases* that end each chapter. James V. Dupree did a terrific job on the *Test Bank* and *Instructor's Manual*. Paul Blais created beautiful art for the transparencies.

Finally, Jerald Greenberg wishes to acknowledge the family of the late Irving Abramowitz for their generous endowment to the Ohio State University, which provided invaluable support during the writing of this book.

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