Michael W. Drafke Stan Kossen

The Human Side of Organizations

SEVENTH EDITION

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MICHAEL W. DRAFKE
College of DuPage

and

STAN KOSSEN

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To my wife Kathleen,
my three boys Adam, Erik, and Alex,
to my family, and to members
of organizations everywhere.

MICHAEL W. DRAFKE

To Marilena—a person who continues
to encourage and inspire me.

STAN KOSSEN

PREFACE

To the Instructor

The response to the first six editions of *The Human Side of Organizations* has been extremely gratifying. The text, having been adopted by hundreds of colleges in the United States and Canada since its first edition, appears to have reached its intended audience. One of the goals of this book has been to avoid overloading students with the multitude of erudite theories that tend to turn off—rather than excite—students facing their first course in organizational behavior, human relations, or industrial psychology. With the addition of a new author, considerable time and effort has gone into thoroughly updating the seventh edition in order to continue the traditions of the previous versions. We have retained the vital sections of the sixth edition, added important areas for today, while keeping the length of the book manageable. We have also written this book for managers, potential managers, and all those who will not enter management. The working environment is changing, and it is more important now than ever before that everyone understand organizational behavior. As organizations change, so must we. The following chart provides an overview of the chapters and serves as a change guide for previous adopters.

Seventh Edition	*Differences From Sixth Edition*
Ch. 1 *Work and Its Place in Life*	Sixth edition Ch. 1, plus sections on why people work and the physical work environment.
Ch. 2 *Perception*	Sixth edition Ch. 2 with an updated decision-making section.
Ch. 3 *Primary Communications*	Updated sixth edition Ch. 3; new photographs, extensive nonverbal communication section, new section on gender differences.
Ch. 4 *Improving Communications and Managing Conflict*	Sixth edition Ch. 3 sections on barriers to communication, listening, and conflict management, all updated.
Ch. 5 *Jobs, From Design to Appraisal*	A NEW chapter!
Ch. 6 *Formal Organizations: How People Organize*	A NEW chapter!
Ch. 7 *Understanding Management*	A NEW Chapter!
Ch. 8 *Small Groups and the Informal Organization*	Updated sixth edition Ch. 4.
Ch. 9 *Individuals and Self-Management*	Updated sixth edition Ch. 14, with a major new section on self-management.
Ch. 10 *Motivation and Morale*	Updated and expanded sixth edition Ch. 5.

Ch. 11 *Job Satisfaction and the Quality of Work Life*	Updated sixth edition Ch. 8, with a new section on job satisfaction.
Ch. 12 *The Dynamics of Change*	Updated and expanded sixth edition Ch. 9.
Ch. 13 *Leadership*	Updated sixth edition Ch. 6.
Ch. 14 *Quality*	Updated sixth edition Ch. 7.
Ch. 15 *Stress*	Updated sixth edition Ch. 13, and sixth edition Ch. 12, concisely covering stress and substance abuse.
Ch. 16 *Ethics and Etiquette*	Sixth edition Ch. 15, with a major new section on business ethics ranging from workplace etiquette to business attire and business dining.
Ch. 17 *Challenges and Opportunities*	Sixth edition Chs. 10, 11, and 16, covering in a concise format global organizational behavior diversity, the challenges facing women, older workers, and the disabled.

What to Include and What to Exclude

Nothing was changed or removed from this edition of *The Human Side of Organizations* without careful consideration. We hope that previous users will find this edition even more valuable than the earlier editions. However, there is seldom absolute agreement. For example, some users feel quite comfortable teaching concepts that have become familiar to them. They tend to dislike seeing such material disappear from a textbook, even after the concepts become out of date. Recognizing the impossibility of pleasing everyone, we had to assimilate various opinions and suggestions and make the most desirable decisions as to what to include and what to exclude from the sixth edition, while making room for the most current topics and information.

This edition also includes throughout the text both greater use of examples of global organizational behavior and increased emphasis on organizational ethics, two subjects of tremendous concern to organizational members today.

Organization of the Text

The Human Side of Organizations, Seventh Edition, is divided into four parts:

1. *Humans Are People* Four chapters designed to help the reader develop insight, sensitivity, and improved understanding of people—both leaders and operating employees—in organizations. Includes chapters that discuss an overview of organizational behavior, the role work plays in our lives, concepts of perception and decision making, and one of the most important areas of all—communication. Two chapters are dedicated to this vital activity.

2. *The Organizational Framework* Five chapters describe the overall structure of organizations and the behavior of managers, groups, and individuals. First the basic element of organizations—jobs—is fully discussed. The various ways organizations are structured are discussed next, followed by the methods used to run (manage) organizations. The last two chapters of this part examine the behavior of groups and individuals.

3. *Inducing Organizational Activity* Four chapters explore factors that induce organization members to act—that is, factors that essentially create momentum in an

organization. Motivation theories are explained in the first chapter of this part. The factors that affect the quality of work life and job satisfaction are thoroughly investigated. Change, often the only constant in many organizations, is completely explored. The fourth chapter in this part examines the role of leadership in organizational behavior.

4. *Strategies for Improving Organizational Behavior and Performance* The previous part discusses factors that essentially create momentum in organizations, whereas this section mainly explores factors that restrain organizational behavior: efforts to maintain quality, stress factors, restrictions suggested by etiquette and ethical concerns, and the challenges of globalization, diversity, and the inclusion of all types of workers.

New and Updated Materials

Organizational trends continue to change quite rapidly. Consequently, a variety of up-to-date and practical materials have been added throughout the seventh edition. These include the following:

- extensive updating of chapter materials and a reorganization of the chapters
- a view of organizational behavior for managers and nonmanagers alike
- vast new coverage of communications
- the latest formal organization structures
- a new section on self-management
- an expanded section on job satisfaction, including external and internal factors
- solid and broad coverage of business etiquette
- new Reality Check focus boxes that describe organizational life as it really is
- discussion of trends, like downsizing and outsourcing, throughout the text
- key terms and definitions in the margins
- Internet and World Wide Web addresses for key topics that appear in the margins
- revised learning objectives, now directly linked to the questions at the end of each chapter

Pedagogy

FOCUS BOXES

A new feature, Reality Check, brings the work world as it really is into every chapter. Two additional boxes, A Question of Ethics and A Global Glance, are continued, with revisions, from the sixth edition. These boxes serve to enrich students' understanding of a chapter's concepts.

EXPERIENTIAL EXERCISES

Another feature of this edition is the experiential exercises that appear at the end of each chapter. These exercises are intended to provide the student with an opportunity to apply specific chapter concepts.

APPLICATIONS

A variety of applications are included in each chapter. They are intended to provide students with an opportunity to improve their organizational behavior skills through analysis of realistic situations.

NEW CARTOONS, TABLES, FIGURES, AND PHOTOS

Cartoons such as the extremely popular Dilbert, tables, figures, and photos have been included to emphasize key points and enhance student interest in the text matter.

The various changes in design are intended to maintain the text's contemporary appearance.

GOALS AND OBJECTIVES

The overall goals of each chapter and of individual learning objectives are provided at the start of each chapter.

MARGINAL NOTES

A running glossary in the margins and NetNotes have been provided to assist students and faculty. The glossary contains key terms and concepts and their definitions. NetNotes are Internet and World Wide Web sites containing additional information on various topics. Every effort has been made to select valuable sites, but please understand that the Web is a dynamic and constantly changing environment.

CHECKING FOR UNDERSTANDING

These questions cover the major topics of each chapter and test students' comprehension of the material. The questions are directly linked to the learning objectives at the beginning of each chapter.

ANNOTATIONS

The material for the seventh edition has been carefully researched from a variety of current sources. Citation of sources has been greatly expanded for virtually all chapters.

Supplements

VIDEOS

A set of sixteen video segments are available to qualified adopters.

A REVISED INSTRUCTOR'S RESOURCE MANUAL

A complete Instructor's Resource Manual, written by Michael Drafke, provides lecture outlines, video teaching notes, suggested answers to the end-of-chapter material, and a set of PowerPoint tranparencies.

AN EXTENSIVE TEST BANK

Prepared by Amit Shah of Frostburg State University, the test bank provides adopting instructors with a variety of true/false, multiple choice, and short-answer questions and is available in printed and electronic form.

To the Reader

This text has been designed with you in mind. It is our intention that you understand every aspect of organizational behavior, whether you are a manager or not. We have made every effort to tell the "real" story of life in organizations, and not just the theoretical aspect. We want you to be able to enter any organization prepared for what lies within and able to avoid "reality shock" and many painful learning experiences. We also tried to make this book interesting to read. Therefore, you may find that we are talking directly to you. Although this style may seem a little less academic, it is no less serious. We believe that it is more important to write clearly and have interested readers than to succumb to the temptation to use bigger words unnecessarily, just to sound important.

Every organization has many sides to it. You are about to explore one of these sides—the human side of organizations. In one sense, an organization exists wherever there are two or more persons with mutual interests. For our purposes, the term orga-

nization can relate to business organizations, governmental bodies, social organizations, cause-oriented groups, and even family units.

Conflict—Is It Inevitable?

Is conflict inevitable? Not in every instance. Yet, wherever two or more people gather together, potential conflict exists. But do people who have to make decisions (and who doesn't?) in this problem-beset world have to wait until after a crisis before they act? Wouldn't it be far more desirable if potential discord and organizational problems were anticipated and prevented? Perhaps problems could be prevented far more often if individuals in organizations could develop greater sensitivity toward human problems.

Guard Against Simplistic Solutions

Any book on human behavior in organizations shouldn't be a how-to presentation. Wish as heartily as we might, we are unlikely to come up with 10 simple rules that will enable us to resolve all problems we confront. What should this book be, then? It should be a resource that will help you to develop a keener awareness of and sensitivity toward the needs, sentiments, and attitudes of individuals—including yourself—within organizations, to sharpen your perceptions, and to improve your ability to make effective decisions both on and off the job.

Build a Solid Foundation

We recommend that, before you put this book down, you take a quick but careful look at the table of contents. It will give you an idea as to where you'll be going in your reading and also allow you to begin building a framework on which you can attach your newly acquired knowledge.

We also suggest that you take a good look at the learning objectives included at the beginning of each chapter. They are there to assist you. You probably would like to know where you're about to go in a particular chapter; the learning objectives help you find out. They also can serve as a checklist to enable you to see whether you have studied the chapter well.

Key terms have been placed in the margins within the chapters. These terms are defined for you there in order to help you become familiar with them.

This Book Is for You

This text was written with college students in mind. Many of you who read this text may identify with management, although in today's organizations, many of you may not be managers. In either case, it is your responsibility to get along with others (including your boss), as well as to work with individuals, both inside and outside given organizations. Although it may sound a bit trite, the application of good organizational behavior skills is the responsibility of everyone in an organization. We hope that the study of behavior in organizations will assist you in becoming more sensitive to human behavior, anticipating problems before they occur, and resolving them if they have already occurred.

Because we really wrote this book for you, we sincerely hope that you will find studying the seventh edition of *The Human Side of Organizations* a beneficial and enjoyable experience.

Mike Drafke and Stan Kossen

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BRIEF CONTENTS

Detailed Contents *ix*

Preface *xxiii*

PART I Humans Are People **1**

CHAPTER 1 Work and Its Place in Life 2

CHAPTER 2 Perception 29

CHAPTER 3 Primary Communications 52

CHAPTER 4 Improving Communications and Managing Conflict 89

PART II The Organizational Framework **115**

CHAPTER 5 Jobs, From Design to Appraisal 116

CHAPTER 6 Formal Organizations: How People Organize 145

CHAPTER 7 Understanding Management 171

CHAPTER 8 Small Groups and the Informal Organization 204

CHAPTER 9 Individuals and Self-Management 233

PART III Inducing Organizational Activity **271**

CHAPTER 10 Motivation and Morale 272

CHAPTER 11 Job Satisfaction and the Quality of Work Life 304

CHAPTER 12 The Dynamics of Change 344

CHAPTER 13 Leadership 367

PART IV Strategies for Improving Organizational Behavior and Performance **393**

CHAPTER 14 Quality 394

CHAPTER 15 Stress 409

CHAPTER 16 Ethics and Etiquette 442

CHAPTER 17 Challenges and Opportunities 472

Notes *501*

Index *523*

DETAILED CONTENTS

Preface ***xxiii***

PART I Humans Are People 1

CHAPTER 1 WORK AND ITS PLACE IN LIFE 2

Organizations and Human Behavior 3
What Is Organizational Behavior? 3
What OB Is Not 3
What Is an Organization? 4

A Small Dose of OB History 5
Industrialization-Farmers Leave the Soil 5
Along Came Taylor, Gantt, and the Gilbreths 5
A GLOBAL GLANCE: THE ORIGIN OF CORPORATE ORGANIZATIONS 5
How About the Human Side of Organizations? 6
The Rise of Unions 7
The Decline of Union Membership 7
Recent Trends in Organizational Behavior 7
OB—Here to Stay? 8
A Basic Question 8

What Is Work? 9

Why People Work 10
Employer Theories of Work 11

The Working Environment 12
The Physical Work Environment 13
REALITY CHECK: THE PHYSICAL WORK ENVIRONMENT CAN MAKE A DIFFERENCE 16
The Mental Work Environment 17
The Work 17
The Managerial Style 20
Coworker Influences 20
You and the Mental Work Environment 21

Individual and Organizational Needs 22
Personal Needs Affect the Organization 22
Organizations Need Order and Predictability 22
Organizational Needs and Values Result in Organizational Culture 23

Where Do We Go From Here? 23

Summary 24

Checking for Understanding 25

Applications 26

EXPERIENTIAL EXERCISES 28

CHAPTER 2 PERCEPTION 29

The Importance of Seeing What's Really There 30
There's a Lot More to Perception Than Meets the Eye 30
Preset Judgments 32
Judgments Should Leave Room for Error 32

Fact Versus Inference 33
A Consensus Definition 33
An "Actual" Fact 33
A GLOBAL GLANCE: IS WHAT YOU THINK YOU SEE WHAT YOU REALLY GET? 34
Probabilities and Certainties 34
Reasonable Doubt 35

The Determinants of Perception 36
Hereditary Factors 37
Environmental Background and Experience 37
Peer Pressure 38
Projection 38
Snap Judgments 38
Halo and Rusty Halo Effects 39
Mental State 39

A Few Fallacies 40
The Fallacy of Composition 40
The Fallacy of Division 40
Post Hoc, Ergo Propter Hoc (The Fallacy of False Cause) 41
The Fallacy of Wishing It Were So 41
Two-Valued Reasoning 42

A Nine-Step Decision-Making System: A Logical Approach to Problem Solving 42
Step 1. Problem Recognition 42
Step 2. Problem Definition 43
Step 3. Setting Objectives 44
Step 4. Group Identification 44
Step 5. Generation of Options 44
Step 6. Evaluation of Options 45
Step 7. Option Selection 45
Step 8. Option Implementation 45
Step 9. Option Evaluation 45

Decision Making by Intuition 45

Pitfalls to Effective Decision Making 46
Making Unnecessary Decisions 46
Putting Out the Same Fire 46
Not Considering the Cost 46
Procrastination 47

Creativity and the Individual 47
What Is Creativity? 47
What Can Help You Become More Creative? 47
REALITY CHECK: HOW BURNED FINGERS CAME TO THE "AID" OF JOHSON & JOHNSON 47

Summary 48

Checking for Understanding 49

Applications 49
EXPERIENTAL EXERCISES: WE SEE, BUT DO WE PERCEIVE? 51

CHAPTER 3 Primary Communications 52

The Nature of Communication 53
Basic Communication Model 53
Responsibility for Effective Communication 57

What Are Words Really Like? 58
Are Words Things, Or Are They Merely Words? 58
Words as Inexact Symbols 58
Words With Regional and International Meanings 59
The Development of New Meanings 59
Word Interpretation Is Affected by Doublespeak 59
REALITY CHECK: A FRONTAL ATTACK: IS THIS A KIND OF SNEAKY DOUBLESPEAK OR WHAT? 60
The Development of New Words 60
Tone Affects Meaning 60

Nonverbal Communication 61
The Body Speaks 61
Functions of Nonverbal Communication 61
Types of Nonverbal Symbols 63

Other Communication Symbols 76
Inactivity Silently Says a Lot 76
Even Your Voice Has Feelings 77
A GLOBAL GLANCE: NVC AROUND THE WORLD 78
The Use of Time 78

Types of Communication 79
Formal and Informal Communication 79
Communications Come From Many Directions 79
REALITY CHECK: HOW TO TALK TO PEOPLE WITHOUT REALLY TALKING 82

Male-Female Communication Differences 82
Men 82
Women 84
Men and Women 85

Summary 86

Checking for Understanding 86

Applications 87

EXPERIENTIAL EXERCISES 88

CHAPTER 4 Improving Communications and Managing Conflict 89

Barriers to Effective Communication 90
Lying 90
Perceptions 92
Emotions 92
Overeagerness to Respond 92
Snap Judgments 92
Closed Words 93
Attacking the Individual 93
Judging 93
Rank 93
Credibility Gaps 94
Gatekeepers 94

Noise 95
Wasting the Thought-Speech Rate Differential 95
Poor Listening 95
The Verbal Cocoon 95

The Importance of Listening 96
Effective Listening 96

Developing Listening Skills 97
Listening Responses 97
Phrasing Questions 97

How to Break Down Communication Barriers 98
Encourage Upward Communication 99
Have an Open-Door Policy 99
Use Face-to-Face Communication 100
Avoid Credibility Gaps 100
Write for Understanding 100
Watch Your Timing 101
Be Sensitive to Others' Feelings and Needs 102

Conflict Management 103
Positive and Negative Conflict 103
A GLOBAL GLANCE: CHINESE BUSINESS CONFLICT 104
General Conflict Resolution Guidelines 105
Conflict Perspectives 106
REALITY CHECK: OTHER CONFLICT RESOLUTION METHODS 106
Situational Elements 107

Summary 110

Checking for Understanding 110

Applications 111

EXPERIENTIAL EXERCISES 112

PART II The Organizational Framework 115

CHAPTER 5 Jobs, From Design to Appraisal 116

What Is a Job? 117
A QUESTION OF ETHICS: PEOPLE: ASSETS OR LIABILITIES? 118
The Japanese Way 119

Current Job Trends 120
REALITY CHECK: IS THIS ANY WAY TO TREAT PEOPLE? 121

Career Management 122
Technical and Business Skills 122
Interpersonal Skills 123
Learning, Communicating, and Problem-Solving Skills 123
Self-Management Skills 123

Finding A Job 123
REALITY CHECK: THE LOW EQ AT WORK 124

Job Design 125
Job Analysis 125
Job Characteristics Model 126

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