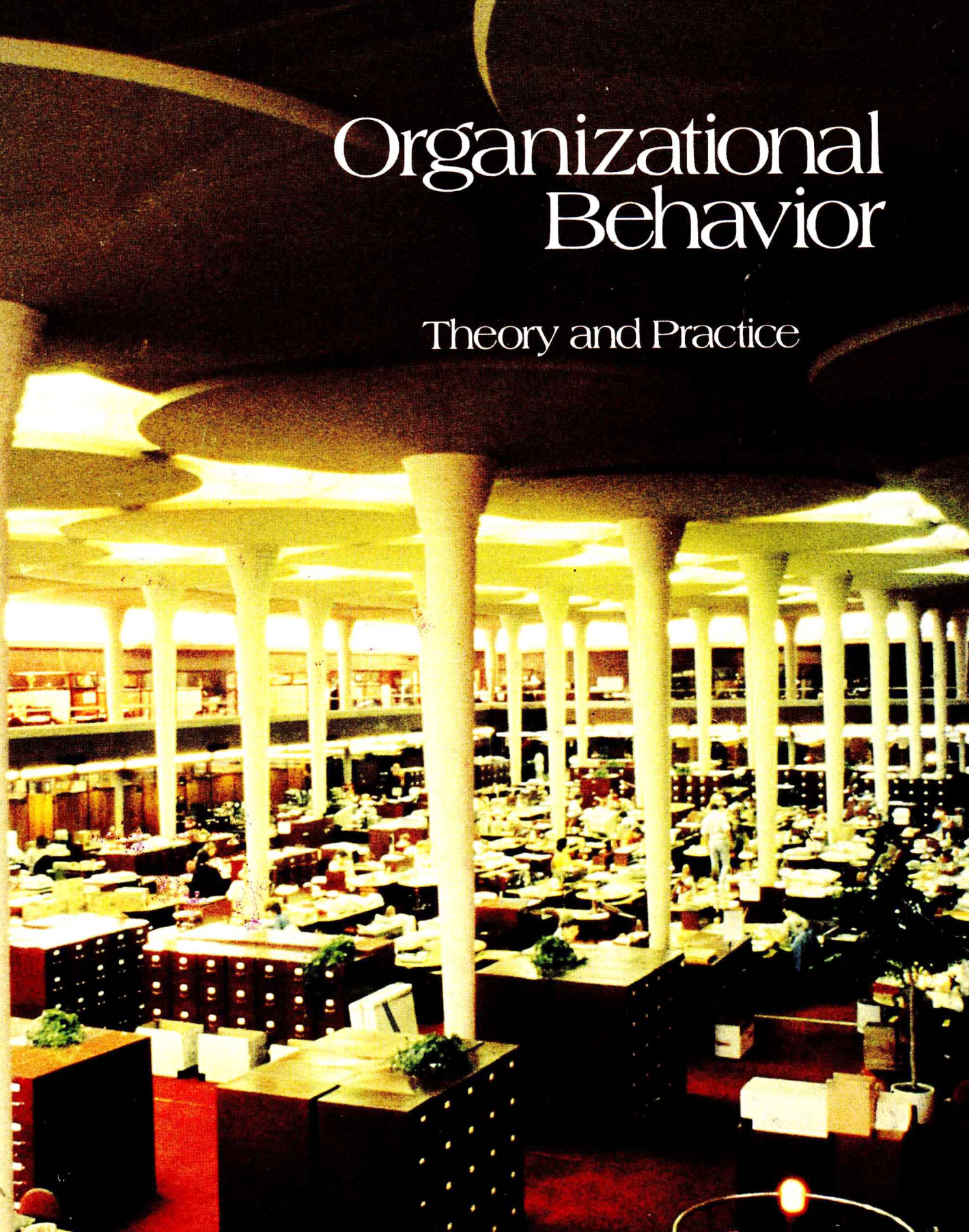
Organizational Behavior

Theory and Practice



ORGANIZATIONAL BEHAVIOR: THEORY AND PRACTICE

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. . . the lives of the workers. I don't see why it isn't a more profitable thing to make those lives happy., they'll be more productive. Environment, as we found it to be when we built the Johnson Administration building, results in a greatly increased efficiency on their part. If you make them proud of their environment, and happy to be where they are, and give them some dignity and pride in their environment, it all comes out to the good where the product is concerned.

Frank Lloyd Wright

The cover photo is the Great Workroom of the Administration Building, Johnson Wax, Racine, Wisconsin. Cover photo courtesy of Johnson Wax.

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PREFACE

Modern organizations face many problems, from increasing internal efficiency to more effectively interacting with their external environments. In all of these endeavors people play a key role, and for this reason more and more attention is now being directed toward the understanding of behavior in organizations. We know that intuition and common sense can help us to understand, predict, and control human behavior, but they are no substitute for a systematic, analytical approach to the field. It is this need that has given rise to the academic discipline of organizational behavior.

The purpose of this book is to familiarize you with the field of organizational behavior by first introducing its major elements and then explaining each in detail. We begin with a consideration of the individual and the organization and then move on to groups, structure, processes, and finally, organizational development. It is assumed that you are either a newcomer or a practitioner with little formal training in organizational behavior. Hence, this book can be used effectively for the first behavioral course in management in undergraduate or junior colleges. It can also be employed in professional training courses and should prove useful to practicing executives who want to update their knowledge of the field.

Distinguishing Features

We have attempted to present the concepts of organizational behavior in an interesting, easy-to-read style through the use of the following special features:

- **Organization** This book is organized into six major parts. Part I introduces the foundations of modern organizational

behavior. In this part you will learn what the term organizational behavior means, become acquainted with the three major fields of study that constitute organizational behavior, and be introduced to the ways in which behavioral scientists go about studying behavior in organizations. Part II is devoted to an examination of individual behavior in organizations. Topics such as perception, attitudes, learning, motivation, and personality will be the major focus of attention as we attempt to shed light on the question, why do people act as they do? Part III investigates this question further, through an analysis of groups in organizations. In this part of the book you will be examining group norms, roles, status, and composition. You will also learn about group decision making and communication, as well as some of the most recent findings on effective group leadership. In Part IV the focus of attention switches to organizational structure and the ways in which individuals, groups, and the structure all come together in an organizational setting. In this part of the book major consideration is given to basic factors in organizational design, contingency factors in organizational design, and job design. Part V examines the organizational processes used in bringing together the individual, the group, and the structure. Our attention in these chapters will be on decision making, communication, and performance appraisal. Finally, in Part VI you will study the ways in which organizations deal with behavioral problems such as conflict and the fears that often accompany change. Our focus in these chapters will be on understanding how and why people oppose change and the ways in which new behaviors can be introduced and maintained in making the organization as effective as possible.

- **Exhibits and Margin Comments** A large number of tables and illustrations are employed in this text, both to highlight important concepts and to present them in an easy-to-understand manner. Also, margin comments are located throughout the book to aid in both understanding and reviewing the material.
- **Self-Feedback Exercises** We have placed a self-feedback exercise at the end of each chapter. The purpose of this exercise is to provide insights into your own behavior, attitude, and philosophy regarding the concepts you have studied in the chapter. These exercises should help make the chapter material more relevant to you.
- **Chapter Goals and Review and Study Questions** Behavioral goals are set forth at the beginning of each chapter. These goals relate what you will be learning in the chapter. At the end of the chapter are review and study questions that are tied directly to these goals. These questions enable you to measure your own progress and go back and read any parts of the text you feel you did not sufficiently understand.
- **Cases** All too often students learn theories without understanding their practical application. For this reason, we have included two cases at the end of each chapter. These cases provide you with an opportunity to apply the behavioral concepts presented in the chapter and thus reinforce these major ideas. There also are comprehensive cases at the end of Sections II through VI that allow for an integration and application of major ideas contained in the section.
- **Glossary of Terms** At the end of the text you will find a glossary of terms. This glossary is very comprehensive and will provide you with a definition or explanation of the most important topics contained in the book.

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Supplements and Teaching Aids

The following supplements and teaching aids have been designed to accompany this text:

- **Readings and Exercises in Organizational Behavior** This supplementary text contains selections related to each of the parts of the main text and provides readings on some of the most relevant concepts in organizational behavior.
- **Instructor's Manual** The manual contains a synopsis of the goals and materials in each chapter, as well as suggestions for teaching the chapter. In addition, there are answers to the review and study questions at the end of each chapter, questions pertaining to the cases at the end of each chapter, and a large pool of true–false and multiple-choice questions for testing purposes. Transparencies are also available to adopters.

Acknowledgments

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CONTENTS

Preface xv

PART I FOUNDATIONS OF MODERN ORGANIZATIONAL BEHAVIOR 1

CHAPTER 1 ORGANIZATIONAL BEHAVIOR: A HISTORICAL PERSPECTIVE 3

Goals of the Chapter 3
Organizational Behavior in Action 4
Classical Management Theory 12
Scientific Management 12 • Administrative Theory 15 • Bureaucracy Advocates 16
Human Relations Theory 17
Modern Organizational Behavior Theory 22
A Systems Approach 24 • Other Characteristics 26
Summary 28 • Key Terms 29 • Review and Study Questions 29 • You Just Can't Get Good Help Anymore 29 • The Pampered Workers 31 • Self-Feedback Exercise: Identify Your Philosophy of Management 32

CHAPTER 2 BEHAVIORAL SCIENCE AND ORGANIZATIONAL BEHAVIOR 36

Goals of the Chapter 36
The Behavioral Sciences 37
Psychology 37 • Sociology 38 • Anthropology 39
Behavioral Science Research 42
Some Design Fundamentals 44 • Hallmarks of a Scientific Approach 45 • Common Research Designs 46 • Choosing a Research Design 49 • Data Collection 51 • Timing of Data Collection 56 • Ethics in Research 57
Conceptual Model For This Book 58
Individual Behavior 58 • Group Behavior 58 • Organizational Structure 59 • Organizational Processes 60 • Organizational Effectiveness 60
Summary 60 • Key Terms 61 • Review and Study Questions 62 • What, No Lecture? 62 • Looking for the Cause 64 • Self-Feedback Exercise: What Do You Know About Human Behavior? 66

PART II INDIVIDUAL BEHAVIOR IN ORGANIZATIONS 71

CHAPTER 3 PERSONALITY, PERCEPTION, AND ATTITUDES 73

Goals of the Chapter 73
The Nature of Individuals 74
Rational and Emotional Models 74 • Behavioristic and Humanistic Models 75 • Economic and Self-Actualizing Models 75 • Theory X and Theory Y Models 76 • Comments on the Dualistic Theories 77
Personality 78
Factors Influencing Personality Development 79
Genetics 79 • Environment 80 • Cultural and Social Factors 81 • Life Events 82
Personality and the Workplace 82
Perception 85
Perceptual Organization 85 • Factors Influencing Perception 86 • Factors Creating Perceptual Difficulty 91 • The Attribution Process 93
Attitudes 94
Components of Attitudes 95 • Attitudes and Organizational Behavior 96
Summary 101 • Key Terms 102 • Review and Study Questions 102 • Anti-Union Sentiment 103 • Publish or Perish 104 • Self-Feedback Exercise: Insights To Your Own Personality 106

CHAPTER 4 LEARNING AND REINFORCEMENT THEORY 109
Goals of the Chapter 109
Learning 110
Learning Acquisition 111 • Classical Conditioning 113 • Operant Conditioning 113 • Learning Intervention Strategies 115
Reinforcement Schedules 119
Fixed-Ratio Schedule 120 • Fixed-Interval Schedule 120 • Variable-Ratio Schedule 120 • Variable-Interval Schedule 121 • Rules for Using Reinforcement Theory 121
Using Behavior Modification 122
Identification of Critical Behaviors 122 • Measurement of the Behaviors 124 • Functional Analysis of the Behaviors 125 • Development of an Intervention Strategy 125 • Evaluation and Monitoring of Performance Improvement 126
Results From Positive Reinforcement Programs 126
Emery Air Freight 127 • Michigan Bell-Operator Services 130 • General Electric 130 • Weyerhaeuser 131 • B. F. Goodrich Chemical 131 • A Large Hospital 132
Behavior Modification: Point–Counterpoint 132
Summary 135 • Key Terms 136 • Review and Study Questions 137 • No More Help 137 • A Mod Proposal 139 • Self-Feedback Exercise: How Effective Are You in Using Reinforcement Principles? 140

CHAPTER 5 THE MOTIVATION PROCESS 144
Goals of the Chapter 144
The Nature of Motivation 145
Frustration 146
Constructive Behavior 147 • Defensive Behavior 147
Approaches to Motivation 150
Psychological Approaches 150 • Managerial Approaches 151
Selected Content Theories of Motivation 152
Maslow's Need Hierarchy 152 • ERG Theory 155 • Need Achievement Theory 157 • Herzberg's Two-Factor Theory 160 • Comparison of Content Theories 164
Selected Process Theories of Motivation 165
Goal Setting 165 • Equity Theory 169 • Expectancy–Valence Theory 172 • Comparison of Process Theories 174
Summary 176 • Key Terms 177 • Review and Study Questions 178 • Strictly A Fixed Salary 178 • Betting On The Best Horses 180 • Self-Feedback Exercise: Identifying What Motivates You 181

Part II Comprehensive Cases 186
Tony's Dilemma 186
Career Progress 191
Down, Down, Down 198

PART III GROUP BEHAVIOR IN ORGANIZATIONS 205

CHAPTER 6 GROUP DIMENSIONS 207
Goals of the Chapter 207
What Is A Group? 208
Why Do People Join Groups? 210
Proximity, Interaction, and Influence 210 • Similarity 210 • Group Activities and Goals 211
Kinds of Groups 212
Functional Groups 212 • Task or Project Groups 213 • Interest and Friendship Groups 213 • Committee Organization 214
The Structural Components of Groups 217
Group Composition 217 • Norms 218 • Roles 221 • Status 224 • Cohesiveness 227 • Group Leadership 229
Group Development 230
Summary 231 • Key Terms 232 • Review and Study Questions 232 • Slow Progress 233 • A Case of Uncertainty 235 • Self-Feedback Exercise: You and Your Work Group 236

CHAPTER 7 GROUP DYNAMICS 243
Goals of the Chapter 243
The Individual and the Group 244
Individual Characteristics 244 • Fundamental Interpersonal Relations Orientation 246
Intragroup Behavior 247
Communication Networks 248 • Decision Making 251
Intergroup Behavior 262
Intergroup Power 266 • Power through Cooperation 269
Summary 270 • Key Terms 272 • Review and Study Questions 272 • The Proposed Expansion 273 • Computer Fear 274 • Self-Feedback Exercise: Risk Taking and You 275

CHAPTER 8 THE LEADERSHIP PROCESS 283
Goals of the Chapter 283
The Nature of Leadership 284
Leadership-Trait Theory 286
Leadership-Behavior Theory 288
Continuum of Leadership Behavior 289 • The Ohio State Studies 291 • The Michigan Studies 294
Contingency-Determined Leadership Theory 295
Fiedler's Contingency Theory of Leadership Effectiveness 296 • Path–Goal Theory 301 • Contingency Theory in Practice 304
An Integrative Model 306
Summary 308 • Key Terms 309 • Review and Study Questions 309 • Butt Out 310 • A No-Nonsense Person 311 • Self-Feedback Exercise: What Type of Leader Are You? 313

Part III Comprehensive Cases 317
Production Problems 317
A Revolutionary Proposal 324
Dave's Approach 331

PART IV ORGANIZATIONAL STRUCTURE AND ORGANIZATIONAL BEHAVIOR 339

CHAPTER 9 ORGANIZATIONAL DESIGNS 341
Goals of the Chapter 341
Basic Structural Factors Affecting Organizational Design 342
Universal Design Theory 343 • Job Definitions 344 • Departmentalization 345 • Span of Control 350 • Decentralization and Delegation of Authority 353
Contingency Factors Affecting Organizational Design 359
Internal Contingency Factors 360 • External Contingency Factors 362
Designing the "Right" Structure 374
Summary 375 • Key Terms 376 • Review and Study Questions 376 • The New Addition 377 • A Turbulent Move 378 • Self-Feedback Exercise: Identifying an Organizational Design That is Ideal For You 380

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CHAPTER 10 JOB DESIGN 384
Goals of the Chapter 384
Job Design: The Challenge 385
Job Differences 386
Job Dimensions 387
Job Design Techniques 390
Job Rotation 390 • Job Traction 391 • Job Enlargement 391 • Job Enrichment 393
Job Design: Conditioning Factors 397
Individual Differences 398 • Interpersonal Realtionships 399 • Organizational Climate 400 • Technology 400
Job Characteristics Model 402
Using the Model 404
Quality of Work Life: Current Trends 407
Quality Circles 407
A Participative Management Movement 410
The Matter of Perspective 415
Summary 417 • Key Terms 418 • Review and Study Questions 419 • A Change in Work 419 • A New Design 420 • Self-Feedback Exercise: Evaluating the Motivating Potential Score of Your Own Job 422

CHAPTER 11 STRESS AND WORK 425
Goals of the Chapter 425
The Nature of Stress 426
How Stress Works 426 • Stress and Behavior 427
Specific Stressors 430
Physical Environment 430 • Individual Stressors 431 • Group Stressors 432 • Organizational Stressors 432 • Extraorganizational Stressors 434 • Life Events 436
Effects of Stress 439
Physical Disorders 439 • Alcoholism 440 • Burnout 442
Individual Differences 445
Demographic Differences 445 • Cognitive versus Affective Differences 446
Managing Stress 450
Diet 450 • Physical Fitness 452 • Mental Relaxation 453 • Organizational Approaches 455
Summary 456 • Key Terms 457 • Review and Study Questions 457 • She Loves the Work 458 • A Matter of Burnout 459 • Self-Feedback Exercise: Identifying Type A and Type B Personalities 461

Part IV Comprehensive Cases 466
The President's Ideas 466
The Redesign Effort 471
Top Management Timber 477

PART V ORGANIZATIONAL PROCESSES 481

CHAPTER 12 THE DECISION-MAKING PROCESS 484
Goals of the Chapter 484
Basic Decision-Making Terminology 485
Prescriptive and Descriptive Theories 485 • Rationality in Decision Making 486
The Econologic Decision-Making Model 487
Econologic Decision-Making Process 487 • Econologic Shortcomings 491
The Bounded Rationality Decision-Making Model 492
Lack of Opportunistic Surveillance 493 • Use of Satisficing Behavior 493 • Bounded Rationality Model Process 494 • Accuracy of the Bounded Rationality Model 495
Other Empirical Research Findings 497
Simplification Is Important 499 • Subjective Rationality is Ever-Present 499 • Rationalization Often Transcends Rationality 500
Organizational Decision Making 501
Decision-Making Styles 502
Information Gathering and Evaluation Orientations 503 • Left-Brain, Right-Brain Hemispheres 506
Summary 509 • Key Terms 510 • Review and Study Questions 511 • A Down-Home Decision 511 • It Was In The Bag 513 • Self-Feedback Exercise: Are You a Left-Brain or a Right-Brain Hemisphere Person? 514

CHAPTER 13 THE COMMUNICATION PROCESS 518
Goals of the Chapter 518
The Nature of Communication 519
Communication in Organizations 520
Formal Communication Channels 520 • Informal Communication 522 • Communication Media 526
Barriers to Communication 528
Perception 529 • Language and Semantics 532 • Number of Links 534 • Inference-Observation 535 • Message Competition and Selective Listening 537 • Status 537
Achieving Effective Communication in Organizations 538
Using Face-to-Face Communication 539 • Simplicity and Repetition 539 • Empathy 541 • Understanding Nonverbal Behavior 541 • Effective Listening 542
Summary 547 • Key Terms 547 • Review and Study Questions 548 • Grapevine Activity 548 • A Difference of Opinion 551 • Self-Feedback Exercise: Identifying Your Own Listening Style 553

CHAPTER 14 PERFORMANCE APPRAISAL PROCESS 557
Goals of the Chapter 557
Performance Appraisal Cycle 558
Sources of Error in Performance Appraisal 560
Response Tendencies of Raters 560 • Perceptual and Evaluative Rater Inaccuracies 563 • The Ratee as a Source of Error 564 • Effect of Rater-Ratee Interaction 565
Reliability 565
Validity 566
Appraisal Methods and Techniques 568
Graphic Rating Scales 568 • Employee Comparison Techniques 570 • Checklist Methods 572 • Critical Incident Methods 574 • Objectives-Oriented Appraisals 579
Appraisal and Follow-up 581
Summary 583 • Key Terms 584 • Review and Study Questions 584 • Unreliable or Maybe Just Plain Invalid 585 • A New Evaluation 586 • Self-Feedback Exercise: Evaluate the Secretary 588

Part V Comprehensive Cases 592
The Answer is No 592
Susan's Plan 597

PART VI ORGANIZATIONAL EFFECTIVENESS 605

CHAPTER 15 ORGANIZATIONAL CLIMATE: CONFLICT AND CHANGE 607
Goals of the Chapter 607
Nature of Organizational Climate 608
Climate Factors 610 • Measuring Organizational Climate 613
Conflict in Organizations 615
Conflict at the Individual Level 615 • Conflict at the Organizational Level 617 • The Management of Conflict 619
Organizational Change 622 • Resistance to Change 622 • Individual Resistance to Change 623 • Organizational Resistance 625
Strategies for Change 626
Change Process 627 • Propositions for Change 629
Summary 630 • Key Terms 631 • Review and Study Questions 632 • Who Needs It? 632 • A Matter of Change 634 • Self-Feedback Exercise: Evaluate Your Own Organizational Climate 636

CHAPTER 16 ORGANIZATIONAL DEVELOPMENT 639
Goals of the Chapter 639
Nature of Organizational Development 640
Management Philosophy versus OD Philosophy 641
OD Components and Characteristics 643
The Diagnostic Component 644 • The Action Component 644 • Process-Maintenance Component 645 • The Characteristics 645
The OD Intervention 647
Examples of Interventions 648 • Classification of Interventions 649
Selected OD Interventions 651
Personal Interventions 651 • Group–Intergroup Interventions 653 • Total Organizational Interventions 658
Evaluation of OD 665
Optimal Success Conditions 666
Summary 669 • Key Terms 670 • Review and Study Questions 670 • A Lot of Hocus-Pocus? 671 • The Consultant's Report 673 • Self-Feedback Exercise: What is Your Management Style? 676

Part VI Comprehensive Cases 683
A Reimbursement Issue 683
And Now For Some Changes 689
Now What? 696
Computer Fear 702

GLOSSARY OF TERMS 711

INDEX 727

PART I

FOUNDATIONS OF MODERN ORGANIZATIONAL BEHAVIOR

Organizational behavior is a topic of major concern to every practicing manager, regardless of organization or hierarchical level. Many questions confront and perplex most modern managers: How do you motivate people? Which leadership style is most effective in which situation? What are the main causes of communication breakdown?

The major goal of this part of the book is to study the foundations of modern organizational behavior, thereby setting the stage for a systematic analysis of the field. When you are finished reading this part, you will not be able to answer definitely the three questions posed in the preceding paragraph, but you will have a sound understanding of what organizational behavior is, and how modern psychologists, sociologists, and anthropologists study such behavior.

Chapter 1 provides a historical perspective on modern organizational behavior. Our objectives in this chapter are to define the term organizational behavior, to provide some illustrations of this behavior in action, and then to trace the development of the store of knowledge about human social behavior from the early classical contributors to today's modernists. You will learn in this chapter that we have come a long way from the factory manager who was convinced that people work for money and that everything else is secondary to them. You will also learn that despite some very great strides in behavioral research, there is a long way to go in truly understanding why people act the way they do.

In Chapter 2 we are going to study the field of behavioral science, noting who behavioral scientists are and how they go about investigating behavior in the workplace. You will learn that many of your assumptions about behavior are probably based on limited experience. For example, if you have ever worked in a large office you may have noted that many of the personnel are working far below their real potential. This observation may have led you to think that the organization could fire half of its staff with no consequent loss in efficiency. However, modern behavioral scientists would be unwilling to draw such a conclusion until the effects of worker layoff had been studied and the investigators were certain that if half the workers were fired, the others would indeed be able (and willing) to do all the work. Were these scientists to find that the remaining workers became panicky, and that most of them started looking for other jobs (a not unlikely result of a mass firing), then your idea about dismissing half the workers would be perceived as detrimental rather than helpful. In short, we all have ideas about how and why people act as they do, but modern behavioral scientists put their biases aside and try to study each situation on its own merits. In Chapter 2 we will examine some of the research designs used by these scientists in gathering data and formulating behavioral hypotheses.

When you are finished with this part of the book you should have a sound understanding of where the field of organizational behavior is currently and where it seems to be heading. You should also know what is meant by the term organizational behavior and how the individuals who work in this field go about conducting their research and formulating their theories.

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