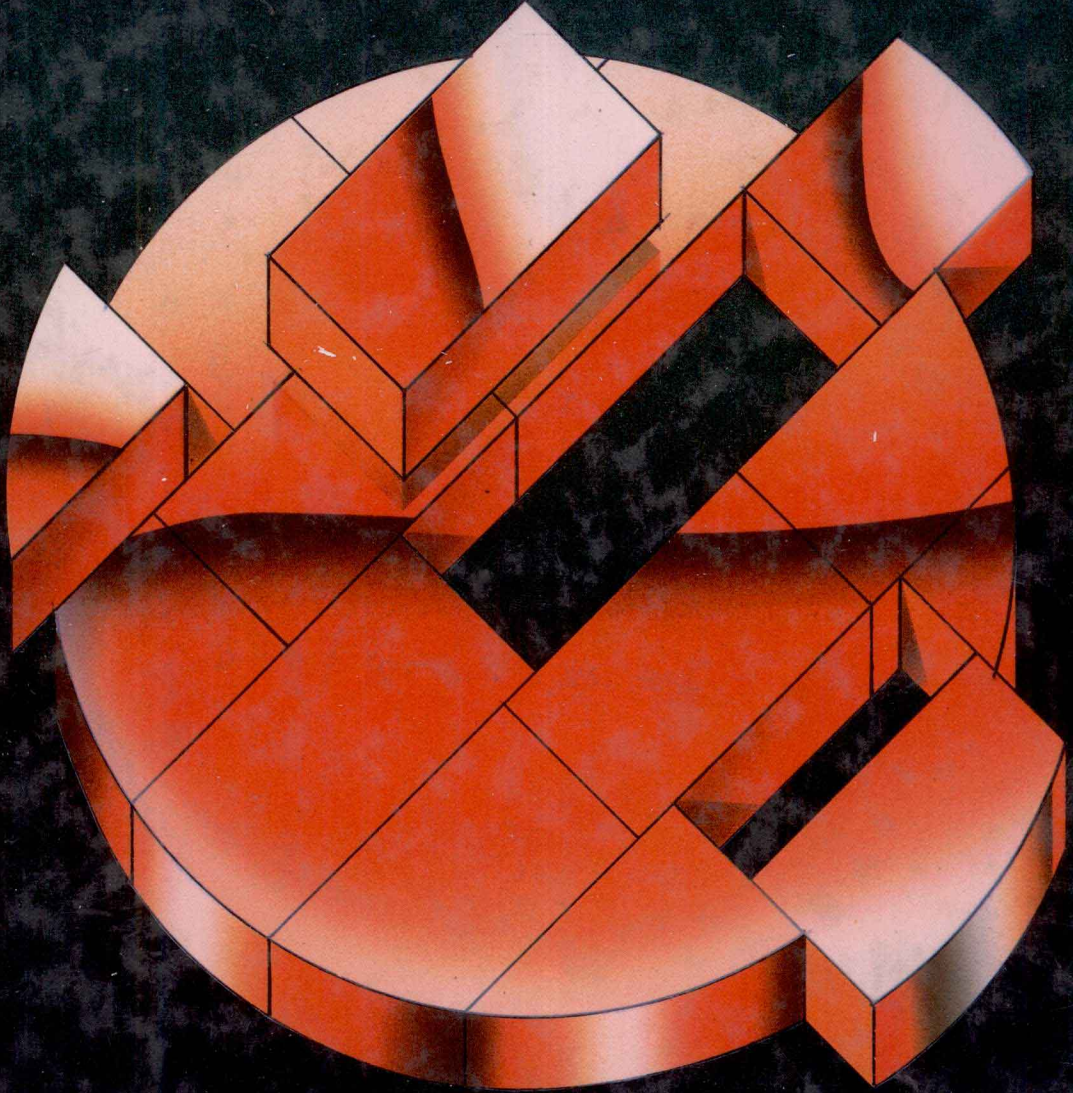


ORGANIZATIONAL BEHAVIOR



FRED LUTHANS

SIXTH EDITION

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FRED LUTHANS

George Holmes Professor of Management
University of Nebraska

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ORGANIZATIONAL BEHAVIOR

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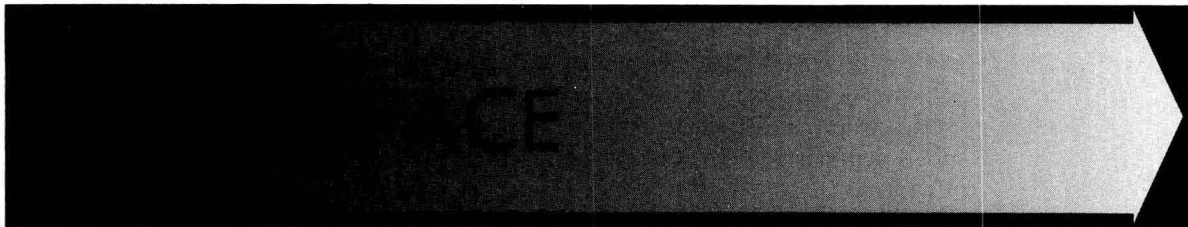
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ABOUT THE AUTHOR

FRED LUTHANS is the George Holmes Distinguished Professor of Management at the University of Nebraska at Lincoln. He received his B.A., M.B.A., and Ph.D. from the University of Iowa and did some postdoctoral work at Columbia University. While serving in the armed forces, he taught at the U.S. Military Academy at West Point. A prolific writer, he has published a number of books and over one hundred articles in applied and academic journals. His book *Organizational Behavior Modification*, coauthored with Robert Kreitner, won the American Society of Personnel Administration award for the outstanding contribution to human resources management, and a more recent book titled *Real Managers* is the result of a four-year research study that observed managers in their natural settings. *International Management*, coauthored with Richard Hodgetts and also published by McGraw-Hill, is his latest book. His articles are widely reprinted and have brought him the American Society of Hospital Personnel Administration award. The consulting coeditor for the McGraw-Hill Management Series, Professor Luthans is also the editor for *Organizational Dynamics* and co-editor for *International Human Resources Management Review*. He has been very active in the Academy of Management over the years and was elected a Fellow in 1981. He is a former president of the Midwest Region. He was vice president, program chair of the National Academy meeting in Boston in 1984, and was president in 1986 for the celebration of the fiftieth anniversary of the Academy of Management and the Centennial of the academic field of management. Also active in the Decision Sciences Institute (DSI), he was elected a Fellow in 1987. Professor Luthans has a very extensive research program at the University of Nebraska and teaches courses in organizational behavior and management at both the graduate and undergraduate levels. He has been a visiting scholar at a number of universities in the United States and has lectured at universities and conducted workshops for managers in Australia, Mexico, and most countries in Europe and Asia. He has been on the Executive Committee of the annual Pan Pacific Conference since its beginning. This international experience and interest is reflected in his approach to the field of organizational behavior. He currently serves on the Board of Directors of the Foundation of Administrative Research. In addition, he is an active consultant to both private- and public-sector organizations and conducts workshops on behavioral management both in this country and abroad.



We are now well into the 1990s and the widely known saying that “the only certainty is change” is truer than ever before. The dizzying rate of change and the accompanying uncertainty has had and will continue to have a tremendous impact on our organizations and the way they are managed. The challenge is clear: in order to be competitive, and even survive, organizations of all types can no longer afford to just do business as usual. How can things get turned around and back on track as we move toward the year 2000? Technologically, most organizations are doing great. On the human side, however, most organizations need to do better. There is no question that to move ahead there is a desperate need for human as well as technologically oriented managers.

To genuinely like people and to want to work with them has become a basic prerequisite for effective management. Yet, however important and necessary it is to enjoy people, it is not sufficient. Managers must also understand and be able to apply innovative techniques to better manage their human resources. This is where the study and application of organizational behavior becomes so important in the years ahead.

Like the previous editions, this latest version provides a strong conceptual framework for the study, understanding, and application of organizational behavior. The previous edition recognized that we are now in a global economy and this international perspective is continued and expanded upon in this edition. Besides having an entire chapter devoted to international organizational behavior, there are international examples in the text discussion, highlighted “International Application Examples” placed in chapters throughout, and some end-of-chapter real cases from the international arena. However, the real strength of the book over the years has been its research base and its comprehensive, readable coverage of the important topics of the field of organizational behavior. This latest edition should enhance this reputation because it has been thoroughly revised and updated to include new research findings and the latest topics. Just as the actual practice side of management can no longer afford to slowly evolve, neither can the academic side of the field. With the world turned upside down for most organizations today, drastically new thinking, approaches, and techniques are needed both in the practice or management and in the way we study and apply the field of organizational behavior.

Conceptual Framework. The book contains twenty-one chapters in six major parts. Part 1 provides the foundation for the study and application of organizational behavior. The introductory chapter points out some reasons for the emerging importance of organizational behavior, defines the field, and presents the various approaches including the cognitive, behavioristic, social learning, and organizational

behavior conceptual frameworks. The second chapter provides a historical, behavioral science, and methodological foundation. After this foundation is laid, the subsequent parts of the book progress from a micro to a macro perspective and units of analysis.

The second part takes a very micro approach with chapters on perception and personality and a more applied chapter on job attitudes, satisfaction and commitment. This pattern of having relatively theoretical chapters followed by an applied chapter is continued in Part 3. Called “The Heart of OB”, this part contains theory followed by applied chapters on motivation, learning, and leadership. Part 4 moves away from micro oriented concepts and applications and explores the dynamics of organizational behavior with chapters on groups, conflict, stress, and power and politics. Part 5 focuses on the processes and structure of organizational behavior. There are chapters on communication, decision making, and then very macro oriented organization theory and design. The last part provides the environmental context for organization behavior. There are chapters on organization culture, international organizational behavior, and change and development. These six parts and twenty-one chapters are fairly self-contained. Thus, a whole part, selected chapters, or even sections of chapters, could be dropped or studied in a different sequence without damaging the flow or content of the book.

New Topical Coverage. A number of new topics are added to this edition. These include topics such as the following:

impression management	personal control and learned
self-esteem	helplessness
self-efficacy	psychological hardiness
positive and negative affectivity	employee empowerment
prosocial and citizenship	telecommunication technology
behaviors	active listening
organizational commitment	behavioral decision making
attribution errors	judgmental heuristics and biases
SIPA (social information processing	creativity process
approach) model of job design	divergent thinking
self-managed teams	cognitive complexity
control theory	social decision schemes
pay for performance	status quo tendency
cognitive resource theory	organizational ecology theory
transformation leadership styles	population ecology
charismatic styles of leadership	learning organization
women and leadership	diverse workforce
managerial activities	paradigm shift

Pedagogical Features. As with the previous edition, there are several strong pedagogical features. First, each chapter opens with a contemporary (all but three are new for this edition) vignette drawn from the real world. These opening vignettes set a relevant applications perspective for the student and help to relate the more

theoretical content of each chapter to real events, real people, and real organizations. Second, to further reflect and reinforce the applications orientation of the text, self-contained, set-off real-world application examples appear in each of the chapters. As mentioned earlier, some of these are “International Application Examples” to maintain the global perspective throughout the text. To keep these applications examples timely, most are new to this edition.

Besides the opening vignettes and the applications examples, the text also features experiential exercises and cases. The end of each major part contains exercises to get students involved in solving simulated problems or experiencing first-hand organizational behavior issues. Besides the usual end-of-chapter short discussion cases, there is also a “Real Case” at the end of each chapter. These cases are drawn from recent events (most are new to this edition) and are intended to enhance the relevancy and application of the theories and research results presented in the chapter. The same is done for each of the six major parts. A new, longer, integrative real case that is relevant to the preceding chapters is placed at the end of each part. These end-of-chapter and end-of-part real cases serve as both examples and a discussion vehicle. It is suggested that students read them, especially the longer end-of-part ones, even if they are not discussed in class. The intent is that they can serve as outside readings as well as discussion cases.

This edition also contains learning objectives that start off each chapter. These objectives should help students better focus and prepare for what follows in the chapter. Finally, the chapters have the usual end-of-chapter summaries and review and discussion questions.

Intended Audience. Despite the significant changes and additions, the purpose and the intended audience of the book remain the same. Like the earlier editions, this edition is aimed at those who wish to take a totally up-to-date, research-based approach to organizational behavior and human resources management. It does not assume the reader’s prior knowledge of either management or the behavioral sciences. Thus, the book can be used effectively in the first or only course in four-year or two-year colleges. It is aimed primarily at the behavioral follow-up course to the more traditional introductory management course, or it can be used in the organizational behavior course in the M.B.A. program. I would like to acknowledge and thank my many colleagues in countries around the world who have used previous editions of the book and point out that the cultural and international perspective and coverage should make this new edition very relevant and attractive. Finally, the book should be helpful to practicing managers who want to understand and more effectively manage their most important asset—their human resources.

Acknowledgments. Every author owes a great deal to others, and I am no exception. First and foremost, I would like to acknowledge the help on this as well as many other writing projects that I have received from Professor Richard M. Hodgetts of Florida International University. He has been an especially valued colleague and friend over the years. Next, I would like to acknowledge the interaction I have had with my colleagues John Schaubroeck, Steve Sommer, and Doug May in the organizational behavior area at the University of Nebraska. In particular,

I would like to acknowledge the total support and standards of excellence provided by my departmental chairman, Sang M. Lee. Linda Rohn, Debbie Burns, and especially Cathy Jensen from the Management Department staff have been very helpful. Dean Gary Schwendiman has also been very supportive. In getting started in my academic career, I never want to forget the help, encouragement, and scholarly values I received from Professors Henry H. Albers and Max S. Wortman. Over the years, I have been very lucky to have been associated with excellent doctoral students. I would like to thank them all for teaching me as much as I have taught them. In particular, I would like to mention Professors Elaine Davis of Saint Cloud State University, Tim Davis of Cleveland State University, Marilyn Fox of Mankato State University, Avis L. Johnson of the University of Akron, Robert Kreitner of Arizona State University, Diane Lockwood of Seattle University, Mark Martinko of Florida State University, Harriette S. McCaul of North Dakota State University, Nancy C. Morey of Western Illinois University, James L. Nimnicht of Central Washington University, Stuart A. Rosenkrantz of the University of Central Florida-Daytona Beach, Carol Steinhaus of Indiana University-Purdue University at Fort Wayne, Linda Thomas of the University of Nebraska-Omaha, Kenneth Thompson of DePaul University, Robert Waldersee of the University of New South Wales, Australia, Dianne H. B. Welsh of Eastern Washington University, and Steve Williams of the National University of Singapore, as having had an especially important impact on my recent thinking about organizational behavior. I am also very grateful to those professors who used the previous editions of the book and gave me valuable feedback for making this revision. In particular, I would like to thank: Charles Kuehl, University of Missouri, St. Louis; Jeffrey K. Pinto, University of Maine; Robert J. Rush, Wheeling Jesuit College; Allen B. Shub, Northeastern Illinois University; Jack L. Simonetti, University of Toledo; Ronald J. Sivitz, Pace University; David Turnipseed, Georgia Southern University; and Robert H. Vaughn, Lakeland Community College, who read and gave their comments on the manuscript. I would also like to take this opportunity to publicly acknowledge the support and dedication I have received from my McGraw-Hill editors over the years. In particular, I feel very fortunate to have worked with Alan Sachs in recent years. I would also like to thank my editing supervisor Peggy Rehberger. Finally, as always, I am deeply appreciative and dedicate this book to my wife and children, who gave me the time and encouragement to complete this book.

FRED LUTHANS

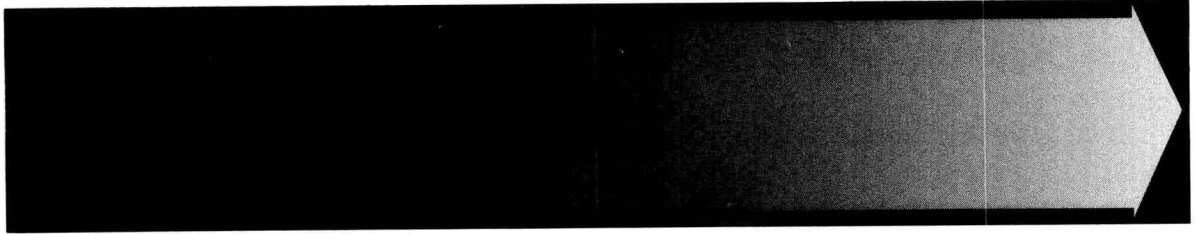
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