



# *Human Behavior at Work*

**ORGANIZATIONAL BEHAVIOR**

**EIGHTH EDITION**

**KEITH DAVIS**

**JOHN W. NEWSTROM**

# HUMAN BEHAVIOR AT WORK

## *Organizational Behavior*

EIGHTH EDITION

**KEITH DAVIS, Ph.D.** *Arizona State University*

**JOHN W. NEWSTROM, Ph.D.** *University of Minnesota, Duluth*

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*Organizational Behavior*

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# ABOUT THE AUTHORS

**KEITH DAVIS** is Professor Emeritus of Management in the College of Business Administration at Arizona State University. He is the author of prominent books on management and a past consulting editor for approximately eighty books in the McGraw-Hill Book Company's Series in Management. He is a Fellow in both the Academy of Management and the International Academy of Management. Prior to entering the teaching field, Davis was a personnel specialist in industry and a personnel manager in government.

Davis received his Ph.D. from Ohio State University and has taught at the University of Texas and Indiana University. His fields of work are organizational behavior, personnel management, and social issues in management. He has been visiting professor at a number of universities, including the University of Western Australia and Georgia Institute of Technology. In addition, he has served as consultant to a number of business and government organizations, including Mobil Oil Company, Texaco, the U.S. Internal Revenue Service, and the state of Hawaii.

Davis is a former president of the Academy of Management, and he received the National Human Relations Award from the Society for Advancement of Management. He also has been a National Beta Gamma Sigma Distinguished Scholar. He is an Accredited Senior Professional in Human Resources.

Two other popular books by Davis are (with William B. Werther, Jr.) *Personnel Management and Human Resources* (3d ed., 1989) and (with William C. Frederick and James E. Post) *Business and Society: Corporate Strategy, Public Policy, Ethics* (6th ed., 1988), both published by McGraw-Hill Book Company. He also has contributed chapters to over 100 other books, and he is the author of over 150 articles in journals such as *Harvard Business Review*, *Academy of Management Journal*, *Management International*, and *California Management Review*. Four of his books have been translated into other languages.

**JOHN W. NEWSTROM** is Professor of Human Resource Management in the School of Business and Economics at the University of Minnesota, Duluth. He previously taught at Arizona State University after receiving his Ph.D. from the University of Minnesota. His fields of interest are management development and the transfer of training to the work site, alternative work schedules, and group dynamics.

Newstrom is a former chairperson of the Management Education and Development Division of the Academy of Management, and was a member of the board of directors for the American Society for Training and Development. He has served on the editorial review boards for the *Academy of Management*

*Journal*, *Academy of Management Review*, *Journal of Management Development*, and *Personnel Administrator*. He also has been a training consultant to numerous government organizations at the federal, state, and city level, as well as to firms in the utility, paper products, health care, and heavy machinery industries.

Newstrom is the coauthor (with Keith Davis) of *Organizational Behavior: Readings and Exercises* (8th ed., 1989) and three earlier books published by McGraw-Hill Book Company. Two other popular books jointly prepared by Newstrom include (with Jon L. Pierce) *The Manager's Bookshelf: A Mosaic of Contemporary Views* (1988) and (with Jon L. Pierce, Randall B. Dunham, and Alison Barber) *Alternative Work Schedules* (1989). He also has written over fifty articles that have appeared in journals such as *Personnel Psychology*, *Journal of Management*, *Academy of Management Journal*, *Personnel Journal*, and *Training*.



*To my wife Sue,  
son Charles,  
and daughter Jean*

KEITH DAVIS

*To my wife Diane,  
son Scott,  
and daughter Heidi*

JOHN W. NEWSTROM

# PREFACE

This book provides rich insights about people at work in all kinds of organizations, and suggests how they may be motivated to work together more productively. This exciting study of human behavior at work is called organizational behavior, and it is an integration and application of social science knowledge. Management, labor, behavioral researchers, and others can take justifiable credit for advances in the field of organizational behavior during this century, but much opportunity for improvement still remains. This book summarizes current knowledge and also suggests some areas in which further progress is still required.

All people who work in organizations will find this book helpful in understanding and guiding the behavior of others. It is designed primarily for college and university courses in organizational behavior, human behavior in organizations, and similar topics. Earlier editions have been used worldwide; and international editions include one published in Japan for the Asian market, an edition in India, and translations into three other languages.

The book has been tested on the firing line in university classrooms and in organizations for more than thirty years, and many ideas offered by users of earlier editions have been incorporated into this new one. We actively invite comments from both faculty and students to help us make the book even more useful. *We listen, and we care.* In response to recommendations by readers, we have expanded features such as figures and examples from actual practice to illustrate ideas.

## The authors' roles

Overall, we have several key roles as authors of this book. We begin by immersing ourselves in the thinking, research, and practice of organizational behavior to provide ourselves with an in-depth understanding of it. This requires continuous reading of professional journals and books, as well as regular interaction with managers in a variety of organizations. Then we develop a logical and interesting organizational framework, and proceed to identify the most important elements for inclusion. Finally, we seek to present the information in ways that will help readers learn and retain the ideas.

Our final objective is to produce a book that is both accurate and useful. We emphasize content and substance, and present the material in an organized fashion that will enable readers to integrate the various parts of this discipline into a whole philosophy of organizational behavior. The eighth edition has been upgraded by thorough citations to recent research to indicate the data basis for our conclusions.

Where appropriate, we include alternative viewpoints on a subject (while attempting to screen out trivial issues and fads). This indicates that there are no simple answers to complex behavioral issues, and also encourages readers to do their own thinking on the subject. In addition, it challenges them to integrate a variety of perspectives. Consequently, we believe that this book will serve as a valuable reference book for a long period of time, as well as providing a stimulus for readers to enrich their knowledge by continued study of organizational behavior.

### **Features of the book**

One of the most notable features of this book is its careful blending of theory with practice, so that basic theories come to life in a realistic context. Readers learn that concepts and models will apply in the real world and will help to build better organizations and a better society. The ideas and skills they learn in an organizational behavior course can help them cope better with life.

Another popular feature, widely recognized, is the hundreds of examples of real organizational situations. They illustrate how actual organizations operate and how people act in specific situations. The majority of major concepts in this book are illustrated with one or more of these examples.

A feature liked by both faculty and students is the book's readability. Following the concepts of both Flesch and Gunning, we have maintained a moderate vocabulary level and a readable style. Variety enhances the readability by inclusion of the many change-of-pace examples mentioned earlier.

Other features of the book include:

- 1 A widely accepted framework of four models of organizational behavior that extends throughout the book
- 2 Strong coverage of employee communication, much of it based on the authors' own research
- 3 Two comprehensive chapters on motivational theories and another on their application to reward systems in organizations
- 4 A chapter on participation that is unique among organizational behavior books in its focus on this contemporary approach
- 5 A detailed Table of Contents to indicate the location of major topics, margin notes to highlight key concepts within the text, and provocative quotes at the beginning of each chapter to stimulate thought and discussion
- 6 A list of classic and contemporary books at the end of each chapter that provides suggestions for in-depth additional reading
- 7 A comprehensive glossary of terms at the end of the book

New or expanded features in the eighth edition include:

- 1 A new emphasis on the important role of organizational culture
- 2 A revised structure, placing the discussion of communication early in the book because of its essential role in motivation, leadership, and other behavioral processes
- 3 An upgraded discussion of motivational theories, including sections on the equity model and Alderfer's classification of needs
- 4 A new chapter on international organizational behavior, highlighting some of the ways that human behavior at work varies in different cultures
- 5 New coverage of gain sharing, telecommuting, organizational citizenship, the leader-member exchange model of leadership, and the visionary role of leaders
- 6 A new section (in Chapter 22) on the contributions of theory, research, and practice to the field of organizational behavior
- 7 Several new cases at the end of the book, representing a variety of organizational settings and behavioral issues

### Learning aids

Major features included in each chapter are chapter objectives, introductory quotations and incidents, a chapter summary, terms and concepts for review, true case incidents for analysis in terms of chapter ideas, and a thorough and up-to-date set of references that provide a rich source of additional information for the interested reader. There are also numerous discussion questions, many of which require thought, encourage insight, or invite readers to analyze their own experiences in terms of the ideas in the chapter. Other questions suggest appropriate group projects. A number of experiential exercises are also included for classroom use.

### Instructional aids

Since this book has been used in classrooms for seven editions, several classroom-proven instructional aids have been developed and refined over the years.

1 *Readings and experiential exercises.* The eighth edition of *Organizational Behavior: Readings and Exercises*, by John W. Newstrom and Keith Davis, has over sixty readings from a rich variety of sources to give students a broader view of organizational behavior. There are also several experiential exercises designed to allow students to compare their own thoughts with those of other classmates in the application of organizational behavior ideas.

**2 Study guide.** The study guide, by Jon L. Pierce and John W. Newstrom, provides a valuable tool to help students learn and assess their progress as they work through the text. It includes a brief chapter summary and objectives, plus a variety of multiple-choice, true-false, matching, and essay questions arranged in assignments for each chapter. New features include chapter outlines, key terms, and crossword puzzles.

**3 Test bank.** There is an extensive test bank to help instructors prepare examinations. It is available to instructors through McGraw-Hill Book Company.

**4 Instructor's manual.** The instructor's manual, prepared by Gaber Abou El Enein, contains sample course assignment sheets, various types of questions for each chapter, notes on the incidents and end-of-text cases, and sample examinations. In addition, there is a film and videotape list for each chapter.

**5 Transparency masters.** A full set of transparency masters is supplied for each chapter with the instructor's manual.

**6 Transparencies.** A set of professionally prepared color transparencies, representing the important figures in the text and many others, is available to adopters.

## Acknowledgments

Many scholars, managers, and students have contributed to this book, and we wish to express our appreciation for their aid. In a sense, it is their book, for we are only the agents who prepared it. We are especially grateful for thorough and competent reviews of the book by Dennis G. Allen, Grand Rapids Junior College; Lloyd Baird, Boston University; Richard Hill, Indiana University; Jim Keenan, St. Mary's College of California; Gerald McCarthy, Purdue University; Gerald Parker, St. Louis University; Garth S. Thompson, SUNY at Fredonia; Judith Vogt, University of West Florida; George Wagman, Texas A & M University; and Paul Wilkens, Florida State-Tallahassee. Many of our colleagues have provided valuable insights, support, and encouragement, and for that we wish to thank Larry E. Penley and Angelo Kinicki of Arizona State University and Jon L. Pierce, Greg Fox, Steve Rubinfeld, and Cynthia and Mark Lengnick-Hall of the University of Minnesota, Duluth. We also appreciate the help of many McGraw-Hill employees who worked with the book, especially Kathy Loy, Cynthia Phelps, Laura Warner, and Larry Goldberg. Finally, we are grateful to Joe Murphy for his role in the production of technically excellent prior editions of this book.

KEITH DAVIS  
JOHN W. NEWSTROM

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