

Behavior in Organizations

Ninth Edition

组织行为学

理论与实践

· 第9版 ·

[美] 杰拉尔德·格林伯格
Jerald Greenberg

著

罗伯特·A.巴伦
Robert A. Baron



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BEHAVIOR IN ORGANIZATIONS

Chapter Outline

Organizational Behavior: Its Basic Nature
What Are the Field's Fundamental Assumptions?
On Team and Network Capabilities
It Responds to the Size of Organization and Diversity
It Responds to Advances in Technology
It is Responsive to People's Changing Expectations

Chapter Objectives

After studying this chapter, you should be able to:

Chapter Objectives

1. Define organizational behavior and its scope.
2. Explain the importance of organizational behavior in the workplace.

Chapter 1

THE FIELD OF ORGANIZATIONAL BEHAVIOR

Chapter Outline

Organizational Behavior: Its Basic Nature

What Are the Field's Fundamental Assumptions?

OB Then and Now: A Capsule History

OB Responds to the Rise of Globalization and Diversity

OB Responds to Advances in Technology

OB Is Responsive to People's Changing Expectations

Special Sections

OB Making Sense Out of Common Sense

Check Your Assumptions at the Door

OB In a Diverse World

What in the World Is That Name?

How to Do It

Telecommuting as a Business Continuity Strategy

Learning Objectives

After reading this chapter, you should be able to:

1. Define the concepts of organization and organizational behavior.
2. Describe the field of organizational behavior's commitment to the scientific method and the three levels of analysis it uses.
3. Trace the historical developments and schools of thought leading up to the field of organizational behavior today.
4. Identify the fundamental characteristics of the field of organizational behavior.
5. Describe how the field of OB today is being shaped by the global economy, increasing racial and ethnic diversity in the workforce, and advances in technology.
6. Explain how people's changing expectations about the desire to be engaged in their work, the need for flexibility in work, and the pressure to promote quality have influenced the field of OB.

PREVIEW CASE

Yvon Chouinard: The Head Patagoniac

An executive who claims, "We prefer the human scale to the corporate," is likely to raise the eyebrows of skeptics. To those who know Yvon Chouinard, however, founder and owner of the outdoor clothing company Patagonia, there can be no doubt about the statement's veracity. Chouinard launched the company in 1972 to manufacture clothing for mountain-climbing enthusiasts like himself. Patagonia now offers a full line of rugged, good-looking products for everything from Alpine climbing to yoga. Nearing 70, Chouinard remains an avid outdoorsman who is more likely to be found wearing the latest high-tech, seamless waterproof coat while racing down a ski mogul than donning a sport coat at a cozy country club with another business mogul.

To many, Yvon Chouinard is best known for his commitment to the environment. For over a decade, for example, Patagonia has been using only high-quality organic cotton grown using sustainable resources and ecologically sound pesticides. Chouinard hasn't been alone in his quest to preserve the environment. He founded "1% for the Planet," an alliance of businesses—now pushing 250-strong—whose members donate 1 percent of their total sales to carefully selected programs designed to preserve the natural environment. To date, Patagonia's own contributions have totaled over \$22 million. And, since the company is privately held, this comes right out of Chouinard's own pocket.

As he explains in his recent book, *Let My People Go Surfing*, Chouinard's personal commitment to his employees runs as deep as the chasms he is likely to span in his outings. Take something as basic as child care, for example. To many executives, it's an obligation left up to parents to figure out themselves. At Patagonia's Ventura, California, headquarters, however, the approach couldn't be more different. Instead of the typical "drop 'em off and we'll keep 'em out of trouble" babysitting services found in many firms, Patagonia offers highly specialized learning environments for children aged 2–10 at its fully accredited Great Pacific Child Development Center. The idea is simple: To give parents peace of mind that allows them to focus on their work instead of worrying about their children.

This is not all. Many of the so-called "Patagoniacs," employees who work at headquarters or at one of four dozen retail outlets throughout the world, also are active product testers, even if usually desk-bound at work. Call the company's Service Center in Reno, Nevada, for example, and you might find yourself talking to an 11-time world champion freestyle Frisbee player. And, when she's not managing direct mail and Internet sales operations, Morelee Griswold may be found kayaking at the World Championship Kayak Surf

Competition off Ireland's rugged west coast. Most company execs would cringe at the thought of granting such an individual a five-week leave for this occasion, but Morlee's bosses at Patagonia did so with their blessings. "Patagonia has provided me a wonderful marriage of job and life," she said. "The company has reinforced that you don't have to do things like everyone else does them—that you can be different and still be successful." Indeed, Patagonia is both.

It's clear that Yvon Chouinard has a passion for outdoor sports that has driven him to manufacture and sell the best clothing. But the success at Patagonia goes beyond the company's products. Chouinard also has a passion for people that enables them to be their best and to give their all to the company. Not just an avid sportsman, Chouinard has an avid appreciation for life in general, be it the living things in the environment (Patagonia even has a program to teach children about insects!), or the human beings in his facilities. In fact, it is safe to say that he has a profound appreciation for the importance of the human side of work, which happens to be the topic of this book.

Mr. Chouinard appears to be aware of a key fact: No matter how good a company's products may be, there can be no company without people—particularly a successful one (see Figure 1.1). From the founder to the loyal employees, it's all about people. If you've ever run or managed a business, you know that "people problems" can bring an organization down very rapidly. Hence, it makes sense to realize that people are a critical element in the effective functioning—indeed, the basic existence—of organizations. It is this people-centered orientation that is taken in the field of *organizational behavior* (OB for short)—the field specializing in the study of human behavior in organizations.

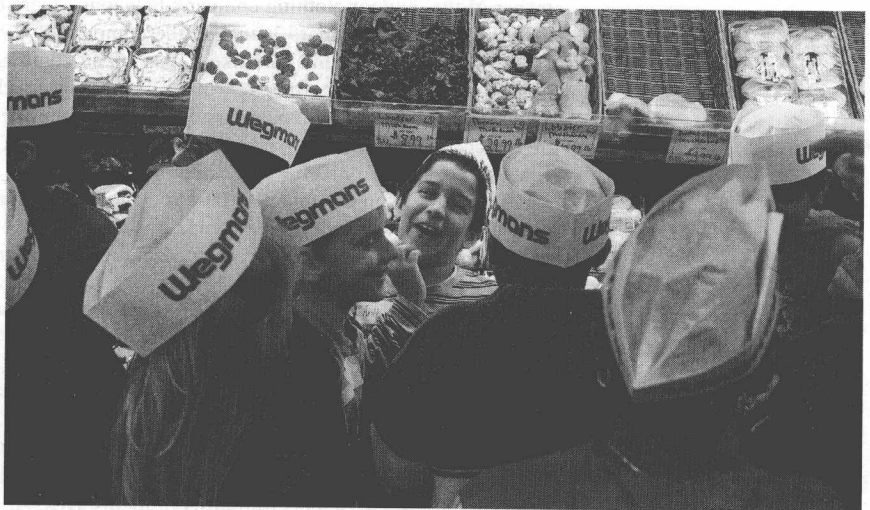


FIGURE 1.1

Wegman's Puts People First

These employees at Wegman's Food Markets, the 70-store grocery chain based in Rochester, New York, have good reason to be smiling. They and 32,000 fellow employees are among the best-treated employees in the U.S. according to Fortune magazine. New full-time employees are flown by chartered jet to the company headquarters where they are welcomed by Danny Wegman, CEO of this family-owned business. At Wegman's, the work atmosphere is friendly and wages are higher than the industry average. Given such positive treatment, it's little wonder that there are an average of 3 applicants for every new job and that the rate of voluntary turnover is an industry low at 8 percent. Says Chairman Robert Wegman, "No matter what we have invested in our people, we've gotten more in return. I have always believed that our path to great customer service began with that investment. That philosophy has proven itself many times over."

OB scientists and practitioners study and attempt to solve problems by using knowledge derived from research in the *behavioral sciences*, such as psychology and sociology. In other words, the field of OB is firmly rooted in science. It relies on research to derive valuable information about organizations and the complex processes operating within them. Such knowledge is used as the basis for helping to solve a wide range of organizational problems. For example, what can be done to make people more productive and more satisfied on the job? When and how should people be organized into teams? How should jobs and organizations be designed so that people best adapt to changes in the environment? These are just a few of the many important questions that are addressed by the field of organizational behavior.

As you read this text it will become very clear that OB specialists have attempted to learn about a large variety of issues involving people in organizations. In fact, over the past few decades, OB has developed into a field so diverse that its scientists have examined just about every conceivable aspect of behavior in organizations.¹ The fruits of this labor already have been enjoyed by people interested in making organizations not only more productive, but also more pleasant for those working in them.

In the remainder of this chapter we will give you the background information you will need to understand the scope of OB and its importance. With this in mind, this first chapter is designed to introduce you to the field of OB by focusing on its history and its fundamental characteristics. We will begin by formally defining OB, describing exactly what it is and what it seeks to accomplish. Following this, we will summarize the history of the field, tracing its roots from its origins to its emergence as a modern science. Then, in the final sections of the chapter, we will discuss the wide variety of factors that make the field of OB the vibrant, ever-changing field it is today. At this point, we will be ready to face the primary goal of this book: to enhance your understanding of the human side of work by giving you a comprehensive overview of the field of organizational behavior.

Organizational Behavior: Its Basic Nature

As the phrase implies, OB deals with organizations. Although you already know from experience what an organization is, a formal definition helps to avoid ambiguity. An **organization** is a structured social system consisting of groups and individuals working together to meet some agreed-upon objectives. In other words, organizations consist of people, who alone and together in work groups strive to attain common goals. Although this definition is rather abstract, it is sure to take on more meaning as you continue reading this book. We say this with confidence because the field of OB is concerned with organizations of all types, whether large or small in size, public or private in ownership (i.e., whether or not shares of stock are sold), and whether they exist to earn a profit or to enhance the public good (i.e., *nonprofit organizations*, such as charities and civic groups). Regardless of the specific goals sought, the structured social units working together toward them may be considered organizations.

To launch our journey through the world of OB, we will answer two key questions that you are likely to have on your mind: (1) What is the field of organizational behavior all about? (2) Why is it important to know about OB?

What Is the Field of Organizational Behavior All About?

The field of **organizational behavior** deals with human behavior in organizations. Formally defined, organizational behavior is the multidisciplinary field that seeks knowledge of behavior in organizational settings by systematically studying individual, group, and organizational processes. This knowledge is used both by scientists interested in understanding human behavior and by practitioners interested in enhancing organizational effectiveness and individual well-being. In this book we will highlight both these purposes, focusing on how scientific knowledge has been—or may be—used for these practical purposes.

Our definition of OB highlights four central characteristics of the field. First, OB is firmly grounded in the scientific method. Second, OB studies individuals, groups, and organizations. Third, OB is interdisciplinary in nature. And fourth, OB is used as the basis

organization

A structured social system consisting of groups and individuals working together to meet some agreed-upon objectives.

organizational behavior

The field that seeks increased knowledge of all aspects of behavior in organizational settings through the use of the scientific method.