



Contents

Preface ix

Acknowledgments xi

PART ONE

Introduction to Organizational Behavior

CHAPTER **1**

Introduction to Organizational Behavior 3

The Field of Organizational Behavior; Key Characteristics of Organizational Behavior; A Dimensional Characterization of OB; OB and Its Related Fields; Sources of Information About Organizational Behavior; OB and Common Sense; Summary; Questions for Discussion; An Organizational Behavior Problem; Additional Reading.

CHAPTER **2**

Research Methods in Organizational Behavior 19

The Contribution of Theory and Research; Characteristics of Scientific Research; Basic versus Evaluation Research; Methods of Data Collection;

Choosing a Method of Data Collection; Methods of Research in Organizational Behavior; Sources of Error in Organizational Behavior Research; The Application of OB Knowledge; Implications for Managerial Practice; Summary; Questions for Discussion; An Organizational Behavior Problem; Additional Reading; Appendix to Chapter 2: Measurement Properties of Tests and Questionnaires.

PART TWO

Understanding Individuals

CHAPTER **3**

Perception, Learning, Motives, and Values 49

Individual Differences and Environmental Influences on Behavior; How Perception Influences Behavior; Four Basic Models of Learning; How Needs Influence Behavior; How Values and Beliefs Influence Behavior; Implications for Managerial Practice; Summary; Questions for Discussion; An Organizational Behavior Problem; Additional Reading.

CHAPTER **4**

Abilities, Personality, and Attitudes 79

Abilities and Job Performance; Problem-Solving Ability; Intelligence and Job Performance; Other Important Aptitudes and Skills; Personality and Job Behavior; Attitudes and Job Behavior; An Integrative Model of Personality, Ability, and Attitudes; Implications for Managerial Practice; Summary; Questions for Discussion; An Organizational Behavior Problem; Additional Reading.

CHAPTER **5**

Motivation in Organizations 103

The Meaning of Work Motivation; Work Motivation and Job Performance; Cognitive versus Reinforcement Models of Motivation; Goal Theory and Work Motivation; The Two-Factor Theory; Job Enrichment: An Application

of the Two-Factor Theory; Expectancy/Valence Theory; Equity Theory; Behavior Modification and Positive Reinforcement; Implications for Managerial Practice; Summary; Questions for Discussion; An Organizational Behavior Problem; Additional Reading.

CHAPTER **6**

Job Satisfaction 139

The Meaning and Nature of Job Satisfaction; Cognitive Theories of Job Satisfaction; Consequences of Job Satisfaction and Dissatisfaction; Job Satisfaction Today; Individual and Group Differences in Job Satisfaction; The Measurement of Job Satisfaction; Conditions Leading to Job Satisfaction; General Strategies for Increasing Job Satisfaction; Improving Satisfaction Through Flexitime; Criticism of Job Satisfaction Research; Implications for Managerial Practice; Summary; Questions for Discussion; An Organizational Behavior Problem; Additional Reading.

CHAPTER **7**

Stress and Burnout in Organizations 161

The Nature and Meaning of Stress; The Symptoms of Stress; Stress and Job Performance; Individual Differences and Sources of Stress; Organizational and Environmental Sources of Stress; Job-Related Consequences of Distress; Burnout: A Stress-Related Problem; Individual Methods of Stress Management; Organizational Methods of Stress Management; Implications for Managerial Practice; Summary; Questions for Discussion; An Organizational Behavior Problem; Additional Reading.

CHAPTER **8**

Creativity in Organizations 193

The Nature of Creativity; Creativity and Decision Making; Decision Making and Information Processing; Stages in the Creative Process; Creativity and Job Performance; The Creative Individual; The Measurement of Creativity; Methods of Improving Individual Creativity; Improving Organizational Creativity; Implications for Managerial Practice; Summary; Questions for Discussion; An Organizational Behavior Problem; Additional Reading.

PART THREE

Understanding Small Groups and Interpersonal Influence

CHAPTER 9

Group Dynamics 227

The Nature of Work Groups; Formal and Informal Work Groups; Why People Join Formal and Informal Groups; A Framework for Group Behavior; Characteristics and Properties of Effective Work Groups; Stages in Group Formation and Development; Potential Dysfunctions of Group Effort; Implications for Managerial Practice; Summary; Questions for Discussion; An Organizational Behavior Problem; Additional Reading.

CHAPTER 10

Group Decision Making 255

The Vroom-Yetton Model for Deciding When to Use Group Decision Making; Creating the Right Atmosphere for Group Decision Making; Groupthink; Risk-Taking Behavior Within Groups; Increasing the Effectiveness of Meetings; Group Decision Making Without Meetings; Quality Circles; Advantages and Disadvantages of Group Decision Making and Problem Solving; Implications for Managerial Practice; Summary; Questions for Discussion; An Organizational Behavior Problem; Additional Reading.

CHAPTER 11

Interpersonal Communication 279

The Meaning and Functions of Communication; A Process Model of Interpersonal Communication; The Direction of Communications; Formal Communication Pathways; Informal Communication Pathways; Barriers to Interpersonal Communication; Overcoming Barriers to Communication; Nonverbal Communication in Organizations; Implications for Managerial Practice; Summary; Questions for Discussion; An Organizational Behavior Problem; Additional Reading.

CHAPTER 12**Leadership in Organizations 307**

The Meaning of Leadership; Leader Traits and Characteristics; Leadership Behavior and Styles; Situational Influences on Leadership; Fiedler's Contingency Theory; The Path-Goal Contingency Theory; The Situational Leadership Theory; Participative Leadership Style; Entrepreneurial Leadership; Implications for Managerial Practice; Summary; Questions for Discussion; An Organizational Behavior Problem; Additional Reading.

CHAPTER 13**Conflict in Organizations 345**

The Meaning of Conflict; A Systems Model of Intergroup Conflict; Sources of Conflict; Consequences of Organizational Conflict; Intergroup Relations and Conflict; Conflict Resolution Through Conciliation; Conflict Resolution Through Collaboration; Resolving Conflicts Through Organizational Restructuring; Conflict Resolution Through Power Tactics; The Stimulation of Conflict; Choosing the Appropriate Strategy; Implications for Managerial Practice; Summary; Questions for Discussion; An Organizational Behavior Problem; Additional Reading.

CHAPTER 14**Organizational Power and Politics 375**

The Meaning of Power and Politics; Sources of Individual and Subunit Power; Power Exercised by Subordinates; Factors Contributing to Organizational Politics; Power Acquisition Strategies and Tactics; Ordinary Influence Strategies for Acquiring Power; Managerial Awareness of Political Factors; Ethical Considerations; The Control of Organizational Politics; Implications for Managerial Practice; Summary; Questions for Discussion; An Organizational Behavior Problem; Additional Reading.

PART FOUR

Understanding the Macro Structure

CHAPTER 15

Organizational Climate 403

Introduction; Determinants of Organizational Climate; Societal Influences on Organizational Climate; Dimensions of Organizational Climate; Changing the Organizational Climate; The Theory Z Organizational Climate; Steps for Establishing a Theory Z Organization; Problems Encountered in a Theory Z Organization; Implications for Managerial Practice; Summary; Questions for Discussion; An Organizational Behavior Problem; Additional Reading.

CHAPTER 16

The Dynamics of Bureaucracy 423

The Nature of Bureaucracy; Advantages of a Bureaucracy; Personality Distortions Created by a Bureaucracy; Organizational Problems Created by a Bureaucracy; Optimizing the Bureaucratic Organization Design; The Future of Bureaucracy; Implications for Managerial Practice; Summary; Questions for Discussion; An Organizational Behavior Problem; Additional Reading.

CHAPTER 17

Organization Development 445

The Meaning of Organization Development; Purposes of OD; OD Strategies; Role of the Consultant or Change Agent; Career Development Programs; Team Building; The Survey Feedback Approach; Grid Organization Development; Quality of Work Life (QWL) Programs; Illustrative Research About the Effectiveness of OD; Criticisms of OD; Implications for Managerial Practice; Summary; Questions for Discussion; An Organizational Behavior Problem; Additional Reading.

Glossary 477

Name Index 485

Subject Index 491