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# Organizational Behavior

FIFTEENTH EDITION



Stephen P. **Robbins** Timothy A. **Judge** Neharika **Vohra**

ALWAYS LEARNING

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suggestions concerned schedule flexibility. Representative comment was this: "Most of the time this job comes because we can't take time off we need it. The LPNs [licensed practical nurses] do much of the care] and orderlies take time off when they need to, but a lot of single parents or primary caregivers for children. When they have to leave for their responsibilities, the work suffers and we have a contingency plan to help smooth things out for everyone who is left has to work extra hours. A person who takes time off feels guilty, and there are fights over taking time off. If we had a system of covering these emergency absences, everyone would be a lot happier, and I think the care would be a lot better."

Suggestions proposed a better method for creating information across shifts. Most of the documentation for shift work is done in large notebooks. When a new shift begins, staff say they don't have much time to check on what happened in the previous shift. Some younger staff would like to have a method that lets them document patient outcomes electronically. They type faster than they can write. The caregivers are more committed to the paper process, in part because they think switching to electronic would require a lot of work. (Government regulations on health care reporting require that documentation be made in a form that cannot be altered after the fact, to prevent covering up errors. Specialized software systems must be used for electronic documentation.)

But the nursing care staff believes its focus is on patient care and are seldom given an opportunity to be heard. "We're the ones who are with the patients most of the time, but when it comes to making decisions the right way, our point of view gets lost. We could save a lot of money by eliminating these unnecessary routines and programs, and something management always just says it

will consider." Staff members seem to want some way to provide suggestions for improvement, but it isn't clear what method they would prefer.

### Your Assignment

Parkway has taken some initial steps toward a new direction, but clearly it has a lot of work left to do. You've been brought in as a change management consultant to help the company change its culture and respond to the stress that employees experience. Remember to create your report as if for the leadership of a major corporation.

When you write your recommendations, make sure you touch on the following points:

1. What do the data on employee injuries, incidents, absences, and turnover suggest to you? Is there a reason for concern about the company's direction?
2. The company is going to be making some significant changes based on the AI process, and most change efforts are associated with resistance. What are the most common forms of resistance, and which would you expect to see at Parkway?
3. Given the board of directors' desire to reenergize the workforce, what advice would you provide for creating a leadership strategy? What leader behaviors should nursing home directors and nurse supervisors demonstrate?
4. What are the major sources of job stress at Parkway? What does the research on employee stress suggest you should do to help minimize the experience of psychological strain for employees? Create a plan for how to reduce stress among employees.
5. Based on the information collected in the focus groups, design a survey to hand out to employees. What sort of data should the survey gather? What types of data analysis methods would you like to employ for these data?

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 ...stematic collection of data and  
 ...selection of a change action  
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 ...b development for temporary  
 ...bs, characterized by concern  
 ...wrapping up activities rather  
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 ...suggests that workplace events  
 ...e emotional reactions on the  
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 ...uence workplace attitudes and  
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 ...ness, A personality dimension  
 ...describes someone who is good  
 ...ured, cooperative, and trusting,

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 that seeks to identify the unique  
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 be built on to improve performance,  
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 Attitudes, Evaluative statements or  
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 behavior is internally or externally  
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 Attribution theory of leadership,  
 A leadership theory that says that  
 leadership is merely an attribution  
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 Authentic leaders, Leaders who know  
 who they are, know what they  
 believe in and value, and act on  
 those values and beliefs openly and  
 candidly. Their followers would  
 consider them to be ethical people,  
 413b

Authority, The rights inherent in a  
 managerial position to give orders  
 and to expect the orders to be obeyed,  
 521b  
 Automatic processing, A relatively  
 superficial consideration of evidence  
 and information making use of  
 heuristics, 375b  
 Autonomy, The degree to which a job  
 provides substantial freedom  
 and discretion to the individual  
 in scheduling the work and in  
 determining the procedures to  
 be used in carrying it out, 255b  
 Availability bias, The tendency for  
 people to base their judgments  
 on information that is readily  
 available to them, 191b  
 Avoiding, The desire to withdraw from or  
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 Theories proposing that specific  
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 Biographical characteristics, Personal  
 characteristics—such as age,  
 gender, race, and length of  
 tenure—that are objective and  
 easily obtained from personnel  
 records. These characteristics are

representative of surface-level  
 diversity, 47  
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 are written, and generally displayed  
 in reverse chronological order, about  
 news, events, and personal diary  
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 Bonus, A pay plan that rewards employees  
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 organization that seeks to eliminate  
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 limitless spans of control, and  
 replace departments with empowered  
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 Bounded rationality, A process of making  
 decisions by constructing simplified  
 models that extract the essential  
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 Brainstorming, An idea-generation  
 process that specifically encourages  
 any and all alternatives while  
 withholding any criticism of those  
 alternatives, 313  
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 Bureaucracy, An organization structure  
 with highly routine operating tasks  
 achieved through specialization,  
 very formalized rules and  
 regulations, tasks that are grouped  
 into functional departments,  
 centralized authority, narrow spans  
 of control, and decision making that  
 follows the chain of command, 525  
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 Capacity, in organizational structure,  
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 Centralization, The degree to which  
 decision making is concentrated at

a single point in an organization,  
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 Chain of command, The unbroken line  
 of authority that extends from the  
 top of the organization to the lowest  
 echelon and clarifies who reports to  
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 Challenge stressors, Stressors associated  
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 organizational culture and, 550,  
 551e  
 resistance to, 587-591  
 tactics for overcoming resistance to,  
 589-591  
 See also Organizational change  
 Change agents, Persons who act  
 as catalysts and assume the  
 responsibility for managing  
 change activities, 587  
 Channel richness, The amount of  
 information that can be transmitted  
 during a communication episode,  
 375  
 Charismatic leadership theory, A  
 leadership theory that states that  
 followers make attributions of heroic  
 or extraordinary leadership abilities  
 when they observe certain behaviors,  
 407  
 Checklists, 202  
 China  
 long-term orientation in, 159  
 organizational structure in, 499f  
 Citizenship behavior, Discretionary  
 behavior that contributes to  
 the psychological and social  
 environment of the workplace, 29  
 Coalitions, 447-448  
 Coercion, 590  
 Coercive power, A power base that is  
 dependent on fear of the negative  
 results from failing to comply, 443  
 Cognition, in conflict process,  
 484-485  
 Cognitive component, The opinion or  
 belief segment of an attitude, 75  
 Cognitive dissonance, Any  
 incompatibility between two or more  
 attitudes or between behavior and  
 attitudes, 77

Cognitive evaluation theory, A version  
 of self-determination theory which  
 holds that allocating extrinsic  
 rewards for behavior that had been  
 previously intrinsically rewarding  
 tends to decrease the overall level of  
 motivation if the rewards are seen  
 as controlling, 223  
 Cohesiveness, The degree to which group  
 members are attracted to each other  
 and are motivated to stay in the  
 group, 305  
 Collaborating, A situation in which the  
 parties to a conflict each desire  
 to satisfy fully the concerns of all  
 parties, 487  
 Collectivism, A national culture attribute  
 that describes a tight social  
 framework in which people expect  
 others in groups of which they are a  
 part to look after them and protect  
 them, 159  
 Communication, The transfer and  
 understanding of meaning,  
 358-359  
 barriers to effective, 377-381  
 choice of channels for, 374-375  
 cross-cultural differences in,  
 381, 405b  
 downsizing and, 530-531  
 downward, 361-362  
 electronic, 369-373  
 functions of, 358-359  
 global implications of, 381-384  
 lateral, 363  
 nonverbal, 364-365  
 oral, 363  
 processing of, 375-376  
 as source of conflict, 483  
 trust and, 382  
 upward, 362-363  
 written, 364  
 Communication apprehension,  
 Undue tension and anxiety about  
 oral communication, written  
 communication, or both, 379  
 Communication process, The steps  
 between a source and a receiver  
 that result in the transfer and  
 understanding of meaning, 361  
 Compensation  
 establishing structure for, 267  
 job satisfaction and, 83-84



CEO, 245, 248b  
 in, 275b  
 based pay, 270  
*desire to satisfy one's  
 regardless of the impact  
 her party to the conflict,*  
 7  
 organizational  
 e, 536  
 s, *A situation in which  
 ty to a conflict is willing to  
 something,* 487  
 ills, 8–9  
 ills, *The mental ability  
 re and diagnose complex  
 as,* 8–9  
 trusted third party  
 vides an informal  
 ication link between the  
 or and the opponent, 503  
 bias, *The tendency to seek  
 rmation that reaffirms past  
 nd to discount information  
 contradicts past judgments,*  
 cess that begins when one  
 ceives that another party  
 ctively affected, or is about  
 vely affect, something that  
 arty cares about, 479  
 l perception of, 496b  
 82  
 5  
 nance and, 504e  
 –480  
 gement, *The use of  
 n and stimulation  
 es to achieve the desired  
 onflict,* 487  
 ss, *A process that has  
 es: potential opposition  
 patibility, cognition  
 onalization, intentions,  
 and outcomes,* 482–483  
 e adjustment of one's  
 to align with the norms of  
 o, 299  
 ness, *A personality  
 n that describes someone  
 sponsible, dependable,  
 t, and organized,* 143  
 attribution theory, 178,  
 30

Consideration, *The extent to which  
 a leader is likely to have job  
 relationships characterized  
 by mutual trust, respect for  
 subordinates' ideas, and regard for  
 their feelings,* 397  
 Consistency  
 in attribution theory, 178, 179e, 180  
 Consultation, as power tactic, 446–448  
 Contingency variables, *Situational  
 factors: variables that moderate the  
 relationship between two or more  
 variables,* 17  
 Contrast effect, *Evaluation of a person's  
 characteristics that is affected by  
 comparisons with other people  
 recently encountered who rank  
 higher or lower on the same  
 characteristics,* 183  
 Control, communication as form of,  
 358  
 Controlled processing, *A detailed  
 consideration of evidence and  
 information relying on facts,  
 figures, and logic,* 375–377  
 Controlling, *Monitoring activities to  
 ensure they are being accomplished  
 as planned and correcting any  
 significant deviations,* 7  
 Cooperativeness, in handling conflict,  
 485–486  
 Core plus pan, for benefits, 273–274  
 Core self-evaluations, *Bottom-line  
 conclusions individuals have about  
 their capabilities, competence, and  
 worth as a person,* 87, 145  
 Core values, *The primary or dominant  
 values that are accepted throughout  
 the organization,* 553  
 Corruption and power, 466b  
 Cost-minimization strategy, *A strategy  
 that emphasizes tight cost controls,  
 avoidance of unnecessary  
 innovation or marketing expenses,  
 and price cutting,* 533  
 Creative-thinking skills, 200  
 Creativity, *The ability to produce novel  
 and useful ideas,* 199  
 Cross-functional teams, *Employees from  
 about the same hierarchical level,  
 but from different work areas, who  
 come together to accomplish a task,*  
 331

Cultural differences  
 in communication, 360  
 in conflict resolution, 482  
 in decision-making, 196  
 displayed emotions and, 114, 116  
 in emotions and moods, 108  
 in ethical choices and decision-  
 making, 196b, 222b  
 in goal-setting, 225–228  
 in group cohesiveness, 334b  
 in hierarchy of needs, 215–216  
 Hofstede's framework for, 162–163  
 in job satisfaction, 83–91  
 in leadership, 394–395  
 in motivation, 334b  
 in negotiation, 491–503  
 in organizational behavior, 162  
 organizational culture and, 550–554  
 in organizational politics, 453  
 in organizational structure, 516–522  
 in perception, 184–185  
 in performance evaluation, 464  
 of personality factors, 145  
 in power tactics, 446–449  
 in selection process, 558  
 in self-determination and  
 autonomy, 221–224  
 in stress, 608–609  
 Customer satisfaction, 21, 31, 81, 88,  
 89, 123, 555  
 displayed emotions and, 114  
 emotions and moods in, 123  
 Customer service. *See Customer  
 satisfaction*

## D

Day of week, as emotion, mood  
 source, 108  
 Deadlines, 223–224, 291–293, 396–398  
 Decisional roles, 8  
 Decision-making  
 during 2008 financial crisis, 206  
 biases in, 176, 188  
 checklists in, 202b  
 emotions, moods and, 380  
 group, 320–321  
 individual differences and, 195–197  
 organizational constraints on, 195  
 in organizations, 186–194  
 perception and, 186–187  
 rational, 186–187  
 Decisions, *Choices made from among two  
 or more alternatives,* 185b

Deductive reasoning, 56, 57e  
 Deep acting, *Trying to modify one's true  
 inner feelings based on display  
 rules,* 115b  
 Deep-level diversity, *Differences in  
 values, personality, and work  
 preferences that become progressively  
 more important for determining  
 similarity as people get to know one  
 another better,* 47b  
 Defensive behaviors, *Reactive and  
 protective behaviors to avoid action,  
 blame, or change,* 461b  
 Demands, *Responsibilities, pressures,  
 obligations, and even uncertainties  
 that individuals face in the  
 workplace,* 605b  
 Departmentalization, *The basis by which  
 jobs in an organization are grouped  
 together,* 519b  
 Dependence, *B's relationship to A when  
 A possesses something that B  
 requires,* 441b  
 Deviant workplace behavior, *Voluntary  
 behavior that violates significant  
 organizational norms and, in  
 so doing, threatens the well-  
 being of the organization or its  
 members. Also called antisocial  
 behavior or workplace incivility,*  
 300  
 Dignity culture, 553  
 Disability, individuals with, 48–49, 56  
 Discrimination, *Noting of a difference  
 between things; often we refer  
 to unfair discrimination which  
 means making judgments about  
 individuals based on stereotypes  
 regarding their demographic group,*  
 47b  
 age, 47  
 forms of, 47  
 religious, 48e  
 sex, 46–47  
 Discriminatory policies, 43e  
 Displayed emotions, *Emotions that are  
 organizationally required and  
 considered appropriate in a given  
 job,* 115b  
 Disseminator roles, 8  
 Distinctiveness  
 in attribution theory, 178–179  
 in social identity theory, 289

Distributive bargaining, *Negotiation that  
 seeks to divide up a fixed amount of  
 resources,* 493b  
 Distributive justice, *Perceived fairness  
 of the amount and allocation of  
 rewards among individuals,* 235b,  
 235–236  
 Disturbance handlers, 8  
 Diversity, *The extent to which members of  
 a group are similar to, or different  
 from, one another,* 56–57, 307b  
 cultural differences in, 196  
 global implications of, 381–391  
 group performance and, 61–62,  
 334–335  
 levels of, 45–46  
 organizational culture and, 550–552  
 programs, 59b  
 of team members, 342–343  
 in U.S. workforce, 44–45  
*See also Workplace diversity,* 46–47  
 Diversity management, *The process  
 and programs by which managers  
 make everyone more aware of and  
 sensitive to the needs and differences  
 of others,* 59b  
 Divestiture socialization, 562e  
 Dominant culture, *A culture that  
 expresses the core values that  
 are shared by a majority of the  
 organization's members,* 552, 553b  
 Double-loop learning, *A process of  
 correcting errors by modifying the  
 organization's objectives, policies,  
 and standard routines,* 602, 603b  
 Downsizing, 530–532  
 Driving forces, *Forces that direct behavior  
 away from the status quo,* 593b  
 Drug testing, 599  
 Dual career couples, 52f  
 Due process, in performance  
 evaluation, 198–199  
 Dynamic flexibility, 58e  
 Dynamic strength, 58e  
 Dysfunctional conflict, *Conflict that  
 hinders group performance,* 363,  
 481b, 587–589, 597–598

## E

Economy, 17–18  
 Effectiveness, *The degree to which an  
 organization meets the needs of its  
 clientele or customers,* 31

downsizing and, 530–532  
 in group decision-making, 313–314  
 of managers, 5  
 team, 333–343  
 trust and, 418  
 Efficiency, *The degree to which an  
 organization can achieve its ends at  
 a low cost,* 31, 309  
 Effort-performance relationship, 238  
 Electronic meeting, *A meeting in which  
 members interact on computers,  
 allowing for anonymity of comments  
 and aggregation of votes,* 314–315  
 E-mail, 369–370  
 Emotional contagion, *The process by  
 which peoples' emotions are caused  
 by the emotions of others,* 123  
 Emotional dissonance, *Inconsistencies  
 between the emotions people feel and  
 the emotions they project,* 113  
 Emotional intelligence (EI), *The ability  
 to detect and to manage emotional  
 cues and information,* 116–120,  
 125, 369  
 Emotional labor, *A situation in which an  
 employee expresses organizationally  
 desired emotions during  
 interpersonal transactions at work,*  
 113–114  
 Emotional stability, *A personality  
 dimension that characterizes  
 someone as calm, self-confident,  
 secure (positive) versus nervous,  
 depressed, and insecure (negative),*  
 143  
 Emotion regulation, 119–120  
 Emotions, *Intense feelings that are directed  
 at someone or something,* 103  
 as barrier to communication,  
 178–179  
 in conflict process, 480  
 cultural differences in, 196–197  
 in e-mail, 370  
 functions of, 106–108  
 global implications of, 120  
 judging, 141  
 in negotiation, 492–502  
 OB applications of, 120–125  
 sources of, 108–131  
*See also Moods*  
 Empathy, in negotiation, 502  
 Employee engagement, *An individual's  
 involvement with, satisfaction with,*



- enthusiasm for the work he or she does, 81
- Involvement, A participative process that uses the input of employees and is intended to increase employee commitment and organization's success, 256
- Orientation leader, A leader who emphasizes interpersonal relations, a personal interest in the well-being of employees, and accepts individual differences among employees, 398-399
- Orientation, 272-274, 305
- Diversity of, 18
- Orientation programs for, 265-266
- Organizational culture and, 550-554, 555
- Organizational change and, 536
- Organizational downsizing, 532
- Orientation programs for, 274-276
- Orientation of diverse, 60-61
- Orientation to organizational politics, 154
- Orientation, dissatisfaction of, 20, 266
- Orientation and communication, 120, 558-559
- Orientation process for, 558-562
- Orientation of, 560-562
- Orientation, 604
- Orientation behavior of, 28, 90
- Orientation attitudes; Human resource management; Motivation; Work-life balance
- Ownership plan (OP), A company-established plan in which employees own shares of stock, often at below-market prices as part of their benefits, 271
- Orientation, 229
- Orientation, The stage in the orientation process in which a new employee sees what the organization is like and confronts the possibility of expectations and reality may not match, 561
- Orientation, 463
- Orientation roles, 8, 149
- Environment, Institutions or forces outside an organization that potentially affect the organization's performance, 535-536
- Equity theory, A theory that says that individuals compare their job inputs and outcomes with those of others and then respond to eliminate any inequities, 233-238
- Escalation of commitment, An increased commitment to a previous decision in spite of negative information, 190-191
- Essays, written, 554
- Esteem, need for, 216
- Ethical dilemmas and ethical choices, Situations in which individuals are required to define right and wrong conduct, 24-25
- Ethics
- in decision-making, 198-199
  - decision-making and, 198f
  - of downsizing, 531
  - gossip as an, 368
  - leadership and, 394-395
  - motivation and, 222
  - rewards as, 273
  - workplace romances as, 452
- Ethics
- emotions and, 107-108
  - failure and, 27
  - global virtual teams and, 336
  - during negotiation, 496
  - in organizational culture, 550-552
  - in political behavior, 453-454
  - training in, 666
- Ethnicity, 44
- E-training, 566
- Evidence-based management (EBM), The basing of managerial decisions on the best available scientific evidence, 13
- Exchange, as power tactic, 447
- Exclusion, 47
- Excuses, 463
- Exemplification, 463
- Exercise, as emotion, mood source, 112
- Exit, Dissatisfaction expressed through behavior directed toward leaving the organization, 86-87
- Expectancy theory, A theory that says that the strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual, 238-239
- Expectations, 184
- Expertise, creativity and, 200
- Expert power, Influence based on special skills or knowledge, 443
- Explanations, 236
- Explosive strength, 58e
- Extent flexibility, 58e
- Extraversion, A personality dimension describing someone who is sociable, gregarious, and assertive, 142-143
- Extrinsic rewards and motivation, 221-225
- F**
- Face culture, 553b
- Facial expressions, 104
- Failure, 27b
- Fairness, perception of, 88, 236
- Favors, 463e
- Fear, as motivator, 242b
- Feedback, The degree to which carrying out the work activities required by a job results in the individual obtaining direct and clear information about the effectiveness of his or her performance, 220, 355-356, 596
- Felt conflict, Emotional involvement in a conflict that creates anxiety, tension, frustration, or hostility, 484, 485
- Felt emotions, An individual's actual emotions, 114, 115
- Femininity, A national culture attribute that indicates little differentiation between male and female roles; a high rating indicates that women are treated as the equals of men in all aspects of the society, 159
- Fiedler contingency model, The theory that effective groups depend on a proper match between a leader's style of interacting with subordinates and the degree to which the situation gives control and influence to the leader, 399-401
- Figurehead roles, 6, 7e
- Filtering, A sender's manipulation of information so that it will be seen more favorably by the receiver, 377
- Five-stage group-development model, The five distinct stages groups go through: forming, storming, norming, performing, and adjourning, 291-292
- Fixed pie, The belief that there is only a set amount of goods or services to be divided up between the parties, 493
- Fixed vs. variable socialization, 562e
- Flattery, 463e
- Flexibility, physical, 58e
- Flexible benefits, A benefits plan that allows each employee to put together a benefits package individually tailored to his or her own needs and situation, 273-274
- Flexible spending plans, for benefits, 274
- Flextime, Flexible work hours, 260-262, 262
- Formal channels, Communication channels established by an organization to transmit messages related to the professional activities of members, 360, 361
- Formal group, A designated work group defined by an organization's structure, 288, 289
- Formalization, The degree to which jobs within an organization are standardized, 522, 523
- Formal regulations, 197
- Formal small-group networks, 366
- Forming stage, The first stage in group development, characterized by much uncertainty, 291
- Functional conflict, Conflict that supports the goals of the group and improves its performance, 480-481, 490-491
- Functions, of managers, 6
- Fundamental attribution error, The tendency to underestimate the influence of external factors and overestimate the influence of internal factors when making judgments about the behavior of others, 179
- G**
- Gainsharing, A formula-based group incentive plan, 271
- Galatea effect, 230
- Gender
- bullying differences by, 13b
  - as emotion, mood source, 115
  - influence on decision-making, 179
  - in negotiation, 500-502
  - stress and, 610b
  - in the workforce, 44
- Gender identity, 53-56
- General mental ability (GMA), An overall factor of intelligence, as suggested by the positive correlations among specific intellectual ability dimensions, 57
- Generation Nexters, 154
- Generation Xers, 153
- Generation Yers, 154
- Globalization, 18
- Global Leadership and Organizational Behavior Effectiveness (GLOBE), 162-163, 379
- Goals
- achievement of, 219b
  - commitment to, 226
  - subconscious, 227
- Goal-setting, implementation of, 227-228
- Goal-setting theory, A theory that says that specific and difficult goals, with feedback, lead to higher performance, 225-227
- Gossip, 367-368b
- Grapevine, An organization's informal communication network, 366-368
- Group cohesion, The extent to which members of a group support and validate one another while at work, 30
- Group development, stages of, 291-293
- Group functioning, The quantity and quality of a work group's output, 30-31
- Group performance, 61
- Group polarization, 312-313
- Group(s), Two or more individuals, interacting and interdependent, who have come together to achieve particular objectives, 289, 346
- cohesiveness of, 334b
  - decision-making in, 308-314
  - diversity in, 61-62, 308
  - global implications of, 314-315
  - properties of, 293-307
  - size, 304-305
  - stages of development of, 291-293
  - temporary, 292-293
  - See also Teams
- Groupshift, A change between a group's decision and an individual decision that a member within the group would make; the shift can be toward either conservatism or greater risk but it generally is toward a more extreme version of the group's original position, 310-313
- Groupthink, A phenomenon in which the norm for consensus overrides the realistic appraisal of alternative courses of action, 310-313
- H**
- Halo effect, The tendency to draw a general impression about an individual on the basis of a single characteristic, 182-183
- Hawthorne studies, 297-299
- Heredity, Factors determined at conception one's biological, physiological, and inherent psychological makeup, 139
- Hierarchy of needs, Abraham Maslow's hierarchy of five needs—physiological, safety, social, esteem, and self-actualization—in which, as each need is substantially satisfied, the next need becomes dominant, 215-217
- High-context cultures, Cultures that rely heavily on nonverbal and subtle situational cues in communication, 383
- Higher-order needs, Needs that are satisfied internally, such as social, esteem, and self-actualization needs, 216, 217
- Hindrances stressors, Stressors that keep you from reaching your goals (for example, red tape, office politics, confusion over job responsibilities), 603
- Hindsight bias, The tendency to believe falsely, after an outcome of an event is actually known, that one would



- accurately predicted that  
 , 192–193  
 ers, 60  
 cedents and decision-  
 , 198  
 network, for assessing  
 , 158–163  
 itation, 162  
 ce management, 9  
*The ability to work with,  
 and, and motivate other  
 both individually and in  
 , 8, 9*  
 s, Factors—such  
 any policy and  
 tration, supervision, and  
 that, when adequate in  
 acate workers. When these  
 re adequate, people will not  
 isfied, 219
- as, Individuals who take  
 vation and actively and  
 stically promote the idea,  
 pport, overcome resistance,  
 ure that the idea is  
 ted, 601  
 based trust, Trust based  
 tual understanding of each  
 tentions and appreciation  
 ther's wants and desires,  
 tion, The tendency of  
 associate two events when  
 there is no connection,  
 gy, A strategy that seeks  
 nto new products or new  
 nly after their viability has  
 een proven, 534, 535  
 nagement (IM), The  
 which individuals  
 o control the impression  
 om of them, 461–465  
 A national culture  
 that describes the degree  
 people prefer to act as  
 als rather than as members  
 158, 159  
 ning, 57e  
 power tactics, 446
- Informal channels, *Communication  
 channels that are created  
 spontaneously and that emerge as  
 responses to individual choices,  
 360, 361*  
 Informal group, *A group that is  
 neither formally structured nor  
 organizationally determined, 288,  
 289*  
 Informational roles, 8  
 Information overload, *A condition in  
 which information inflow exceeds  
 an individual's processing capacity,  
 373–374, 378*  
 Ingratiation, 447, 464  
 Ingroup bias, 309b  
 Ingroup favoritism, *Perspective in which  
 we see members of our ingroup as  
 better than other people, and people  
 not in our group as all the same,  
 290, 291*  
 Initiating structure, *The extent to which  
 a leader is likely to define and  
 structure his or her role and those of  
 subordinates in the search for goal  
 attainment, 397*  
 Injuries, safety at work, 124–125  
 Innovation, *A new idea applied to  
 initiating or improving a product,  
 process, or service, 21, 449b, 550,  
 599*  
 Innovation strategy, *A strategy that  
 emphasizes the introduction of major  
 new products and services, 533*  
 Input, *Variables that lead to processes,  
 26, 27*  
 Inspirational appeals, 446  
 Instant messaging (IM), 370–371  
 Institutionalization, *A condition that  
 occurs when an organization takes  
 on a life of its own, apart from  
 any of its members, and acquires  
 immortality, 556–557*  
 Instrumental values, *Preferable modes  
 of behavior or means of achieving  
 one's terminal values, 556, 557*  
 Integrative bargaining, *Negotiation that  
 seeks one or more settlements that  
 can create a win-win solution,  
 488e, 494–495*  
 Integrity, 417  
 Intellectual abilities, *The capacity to  
 do mental activities—thinking,  
 reasoning, and problem solving,  
 56–58, 189*  
 Intelligence and self-efficacy, 231  
 Intelligence quotient (IQ) tests, 56  
 Intensity, in motivation, 215  
 Intentions, *Decisions to act in a given  
 way, 485–486*  
 Interacting groups, *Typical groups in  
 which members interact with each  
 other face to face, 313*  
 Interactional justice, *The perceived degree  
 to which an individual is treated  
 with dignity, concern, and respect,  
 237*  
 Interactionist view of conflict, *The belief  
 that conflict is not only a positive  
 force in a group but also an absolute  
 necessity for a group to perform  
 effectively, 480, 481*  
 Interest levels, 376  
 Intergroup development, *OD efforts to  
 change the attitudes, stereotypes,  
 and perceptions that groups have of  
 each other, 597–598*  
 Interpersonal roles, 7–8e  
 Interpersonal skills, 4–5  
 Interpretation and context, 383  
 Interviews, 184, 454  
 Intrinsic task motivation, 200, 201  
 Intuition, *A gut feeling not necessarily  
 supported by research, 12–13, 187*  
 Intuitive decision making, *An  
 unconscious process created out of  
 distilled experience, 187*  
 Investiture socialization, 522e
- J**  
 Japan, 145  
 Job characteristics model (JCM), *A  
 model that proposes that any job  
 can be described in terms of five  
 core job dimensions: skill variety,  
 task identity, task significance,  
 autonomy, and feedback, 254–256*  
 Job design, *The way the elements in a job  
 are organized, 255*  
 Job engagement, *The investment of  
 an employee's physical, cognitive,  
 and emotional energies into job  
 performance, 224–225*  
 Job enrichment, *The vertical expansion  
 of jobs, which increases the degree  
 to which the worker controls  
 the planning, execution, and  
 evaluation of the work, 257–260*  
 Job involvement, *The degree to which a  
 person identifies with a job, actively  
 participates in it, and considers  
 performance important to self-worth,  
 78, 79*  
 Job performance  
 conscientiousness and, 142  
 core self-evaluation and, 145–146  
 defined, 78  
 individuals with disability and, 51  
 job satisfaction and, 87–88  
 organizational structure and, 516  
 Job rotation, *The periodic shifting of an  
 employee from one task to another,  
 257*  
 Jobs  
 movement of, 18  
 redesigning, 256–260  
 service, 20  
 Job satisfaction, *A positive feeling  
 about one's job resulting from an  
 evaluation of its characteristics, 78,  
 83–91*  
 age and, 49–50  
 attitudes and, 78  
 causes of, 84–86  
 cultural differences in, 84  
 global implications of, 91  
 impact on workplace, 86–91  
 intelligence and, 57  
 job performance and, 87–88  
 levels, 84  
 measuring, 83  
 profitability and, 88b  
 promotion and, 83  
 Job sharing, *An arrangement that allows  
 two or more individuals to split  
 a traditional 40-hour-a-week job,  
 262–263*  
 Justice. *See Fairness, perception of*
- K**  
 Knowledge-based pay, 270
- L**  
 Labor, low-cost, 18  
 Language, 379, 565–566  
 Leader-member exchange (LMX)  
 theory, *A theory that supports  
 leaders' creation of in-groups and out-  
 groups; subordinates with in-group  
 status will have higher performance  
 ratings, less turnover, and greater job  
 satisfaction, 403–405*  
 Leader-member relations, *The degree  
 of confidence, trust, and respect  
 subordinates have in their leader,  
 400, 401*  
 Leader-participation model, *A  
 leadership theory that provides a set  
 of rules to determine the form and  
 amount of participative decision  
 making in different situations, 403*  
 Leadership, *The ability to influence a  
 group toward the achievement of a  
 vision or set of goals, 394–395*  
 as an attribution, 421–422  
 authentic, 413–414  
 charismatic, 405–413  
 contingency theories of, 399–403  
 creating effective, 424–425  
 emotions, moods and, 121–122  
 ethics and, 414  
 global implications of, 425  
 leader-member exchange (LMX)  
 theory of, 421–422  
 vs. management, 394–395  
 mentoring and, 419–421  
 neutralizers of, 422–423  
 online, 423–425  
 path-goal theory of, 402  
 power and, 440–441  
 situational leadership theory of, 402  
 style, 415  
 substitutes for, 422–423  
 in teams, 335  
 trait theories of, 395–396  
 transformational, 405–413  
 Leadership roles, 7e  
 Leading, *A function that includes  
 motivating employees, directing  
 others, selecting the most effective  
 communication channels, and  
 resolving conflicts, 7*  
 Learning organization, *An organization  
 that has developed the continuous  
 capacity to adapt and change,  
 601–603*  
 Least preferred co-worker (LPC)  
 questionnaire, *An instrument  
 that purports to measure whether  
 a person is task or relationship  
 oriented, 399–400*  
 Legitimacy, as power tactic, 446
- Legitimate power, *The power a person  
 receives as a result of his or her  
 position in the formal hierarchy  
 of an organization, 442–443*  
 Liaison roles, 8e  
 Life balance. *See Work-life balance*  
 Long-term orientation, *A national  
 culture attribute that emphasizes the  
 future, thrift, and persistence, 158*  
 Low-context cultures, *Cultures that rely  
 heavily on words to convey meaning  
 in communication, 382, 383*  
 Lower-order needs, *Needs that are  
 satisfied externally, such as  
 physiological and safety needs,  
 316–317*  
 Loyalty, *Dissatisfaction expressed by passively  
 waiting for conditions to improve, 87*  
 Lying, 380–381, 380b
- M**  
 Machiavellianism, *The degree to which an  
 individual is pragmatic, maintains  
 emotional distance, and believes  
 that ends can justify means, 146,  
 147*  
 Managed conflict, 479  
 Management  
 changing structure of, 532  
 vs. leadership, 368  
 organizational culture and, 550–551  
 organizational politics and, 460e  
 Management by objectives (MBO),  
*A program that encompasses specific  
 goals, participatively set, for an  
 explicit time period, with feedback  
 on goal progress, 227*  
 Managers, *An individual who achieves  
 goals through other people, 5*  
 activities of, 9–10  
 effective vs. successful, 9–10  
 functional conflict and, 490–491  
 functions of, 6  
 influence on moods, emotions, 125  
 interpersonal skills of, 4–5  
 learning organizations and, 601–603  
 organizational behavior and, 33  
 organizational culture and, 552  
 sexual harassment and, 450–453  
 Masculinity, *A national culture attribute  
 that describes the extent to which the  
 culture favors traditional masculine  
 work roles of achievement, power,*



control. Societal values are  
 erized by assertiveness and  
 ism, 158–159  
 ols, What conveys to  
 s who is important,  
 e of egalitarianism top  
 ment desires, and the kinds  
 or that are appropriate,  
 4  
 e, An organization  
 that creates dual lines of  
 y and combines functional  
 duct departmentalization,  
 5  
 eory of needs, A theory  
 s achievement, power,  
 iation are three important  
 it help explain motivation,  
 6  
 odel, A structure  
 rized by extensive  
 entalization, high  
 ation, a limited  
 ion network, and  
 ation, 532–533  
 utral third party who  
 s a negotiated solution  
 easoning, persuasion,  
 uestions for alternatives,  
 5  
 See Intellectual abilities  
 , Team members'  
 ge and beliefs about how  
 gets done by the team,  
 6  
 or employee who sponsors  
 orts a less-experienced  
 called a protégé,  
 58  
 y plan, A pay plan based  
 mance appraisal ratings,  
 5  
 s stage, The stage in the  
 ion process in which a new  
 changes and adjusts to the  
 group, and organization,  
 4–155, 164  
 raction of reality. A  
 d representation of some  
 d phenomenon, 25–26

Modular plan, for benefits, 273  
 Monitor roles, 8  
 Moods, *Feelings that tend to be less intense  
 than emotions and that lack a  
 contextual stimulus*, 102–104,  
 105–106  
 global implications of, 125  
 OB applications of, 120–125  
 sources of, 108–133  
 See also Emotions  
 Motivating potential score (MPS),  
 A predictive index that suggests  
 the motivating potential in a job,  
 254, 255  
 Motivation, *The processes that account for  
 an individual's intensity, direction,  
 and persistence of effort toward  
 attaining a goal*, 214, 215  
 alternative work arrangements,  
 260–263  
 communication as form of, 342  
 creativity and task, 201  
 emotions, moods and, 121  
 employee involvement and, 274  
 employee recognition as, 274  
 equity theory/organizational justice  
 and, 233–238  
 fear as, 242b  
 global implications of, 241–243  
 goal-setting theory and, 225–228  
 hierarchy of needs theory and,  
 215–216  
 integrating contemporary theories  
 of, 240–241  
 job characteristics model and,  
 254–256  
 McClelland's theory of needs and,  
 219–221  
 rewards and, 267–276  
 self-determination theory and,  
 221–224  
 and social, physical context of work,  
 264–265  
 Theories X, Y and, 217–218  
 two-factor theory of, 218–219  
 Motivation-hygiene theory, 218–219  
 Motor reproduction processes, 233  
 Movement, *A change process that  
 transforms the organization from  
 the status quo to a desired end state*,  
 590, 591  
 Multiteam systems, *Systems in which  
 different teams need to coordinate*

*their efforts to produce a desired  
 outcome*, 335

Myers-Briggs Type Indicator (MBTI),  
 A personality test that taps four  
 characteristics and classifies  
 people into 1 of 16 personality  
 types, 141

## N

Narcissism, *The tendency to be arrogant,  
 have a grandiose sense of self-  
 importance, require excessive  
 admiration, and have a sense of  
 entitlement*, 146–147, 163  
 Need for achievement (nAch),  
 The drive to excel, to achieve in  
 relationship to a set of standards,  
 and to strive to succeed, 221  
 Need for affiliation (nAff), *The desire  
 for friendly and close interpersonal  
 relationships*, 221  
 Need for power (nPow), *The need to  
 make others behave in a way in  
 which they would not have behaved  
 otherwise*, 221  
 Needs theory, hierarchy of, 215–217  
 Negative affect, *A mood dimension  
 that consists of emotions such as  
 nervousness, stress, and anxiety  
 at the high end and relaxation,  
 tranquility, and poise at the low  
 end*, 105  
 Neglect, *Dissatisfaction expressed through  
 allowing conditions to worsen*, 87  
 Negotiation, *A process in which two or  
 more parties exchange goods or  
 services and attempt to agree on the  
 exchange rate for them*, 122–123,  
 492, 493  
 anger in, 122  
 cross-cultural differences in, 496b  
 global implications of, 504–505  
 process of, 497–498  
 in sports, 505  
 third-party, 502–503  
 See also Conflict  
 Negotiator role, 7e, 8  
 Netters, 154  
 Networking  
 as a managerial activity, 9  
 as organizational challenge, 22–23  
 social, 371–372, 385  
 Networks, formal communication, 366

Neutralizers, *Attributes that make it  
 impossible for leader behavior to  
 make any difference to follower  
 outcomes*, 423–424

Nexters, 152, 154

Nominal group technique, *A group  
 decision-making method in which  
 individual members meet face to  
 face to pool their judgments in a  
 systematic but independent fashion*,  
 313–314

Nonsanctioned leadership, 394

Norming stage, *The third stage in group  
 development, characterized by  
 close relationships and cohesiveness*,  
 293

Norms, *Acceptable standards of behavior  
 within a group that are shared by  
 the group's members*, 297–301

Number aptitude, 57e

## O

Offers, in distributive bargaining, 493

Offshoring, 536b

Off-the-job training, 553

On-the-job training, 607

Openness to experience, *A personality  
 dimension that characterizes  
 someone in terms of imagination,  
 sensitivity, and curiosity*, 142, 143,  
 144, 396

Operant conditioning theory, 231

Organic model, *A structure that is  
 flat, uses cross-hierarchical and  
 cross-functional teams, has  
 low formalization, possesses a  
 comprehensive information network,  
 and relies on participative decision  
 making*, 532–533

Organization, *A consciously coordinated  
 social unit, composed of two or  
 more people, that functions on  
 a relatively continuous basis to  
 achieve a common goal or set of  
 goals*, 5

Organizational behavior (OB), *A field  
 of study that investigates the impact  
 that individuals, groups, and  
 structure have on behavior within  
 organizations, for the purpose of  
 applying such knowledge toward  
 improving an organization's  
 effectiveness*, 11

applications for emotions and  
 moods, 120–125

Big Five Model and, 144e

challenges, opportunities for, 17–25

developing model of, 25–33

disciplines of, 14–16

global implications of, 33

literature about, 34

model, 26e

variables in, 16–17

Organizational change, 591–593

action research process for, 594

creating a culture for, 599–603

global implications of, 614–615

Kotter's eight-step plan for, 593–594

Lewin's three-step model for,  
 591–593

See also Change

Organizational citizenship behavior  
 (OCB). See Citizenship behavior

Organizational climate, *The shared  
 perceptions organizational members  
 have about their organization and  
 work environment*, 550–555

Organizational commitment, *The degree  
 to which an employee identifies  
 with a particular organization and  
 its goals and wishes to maintain  
 membership in the organization*,  
 78–79, 82

Organizational culture, *A system of  
 shared meaning held by members  
 that distinguishes the organization  
 from other organizations*, 551, 557

creating and sustaining, 558–563

defining, 550–552

ethical considerations for, 565–567

face and dignity cultures in, 553b

functions of, 554–558

global implications of, 571–572

as a liability, 556–558

positive environment for, 567

workplace spirituality and, 569–571

Organizational demography, *The  
 degree to which members of a work  
 unit share a common demographic  
 attribute, such as age, sex, race,  
 educational level, or length of  
 service in an organization, and the  
 impact of this attribute on turnover*,  
 338, 339

Organizational development (OD),  
*A collection of planned change*

*interventions, built on humanistic-  
 democratic values, that seeks to  
 improve organizational effectiveness  
 and employee well-being*, 594–598  
 Organizational justice, *An overall  
 perception of what is fair in the  
 workplace, composed of distributive,  
 procedural, and interactional  
 justice*, 235, 236  
 Organizational politics, 453–456, 459  
 Organizational structure, *The way  
 in which job tasks are formally  
 divided, grouped, and coordinated*,  
 517  
 designs of, 522–532  
 differences in, 532–537  
 global, 526b  
 global implications of, 540  
 as source of conflict, 482–483  
 Organizational survival, *The degree to  
 which an organization is able to  
 exist and grow over the long term*,  
 31  
 Organizing, *Determining what tasks are to  
 be done, who is to do them, how the  
 tasks are to be grouped, who reports to  
 whom, and where decisions are to be  
 made*, 6, 7  
 Other-inside/outside referent, 230–  
 231  
 Other-orientation, 148–149  
 Outcomes, *Key factors that are affected by  
 some other variables*  
 in conflict process, 487–491  
 in OB model, 28  
 in organizational culture, 550  
 in performance evaluation, 555–556  
 Outsourcing, 536b  
 Overconfidence bias, 189, 193–194  
**P**  
 Participative management, *A process  
 in which subordinates share a  
 significant degree of decision-  
 making power with their immediate  
 superiors*, 265  
 Path-goal theory, *A theory that states  
 that it is the leader's job to assist  
 followers in attaining their goals  
 and to provide the necessary  
 direction and/or support to ensure  
 that leader-member exchange  
 (LMX) theory A theory that*



- leaders' creation of  
s and out-groups, 402, 403  
sation  
312b  
improving, 21  
lict, Awareness by one  
parties of the existence of  
ns that create opportunities  
ict to arise, 484, 485  
nizational support  
The degree to which  
s believe an organization  
their contribution and cares  
eir well-being, 80-81, 82  
s  
rocess by which individuals  
and interpret their sensory  
ons in order to give meaning  
nvironment, 176-183, 234,  
ed, 57e  
evaluation  
king and, 197  
management and, 464  
n, 184  
avior in, 458  
4-335  
expectations, 184  
orientation, 162  
eward relationship, 238  
age, The fourth stage in  
velopment, during which  
p is fully functional, 293  
motivation, 215  
als, 447  
aduring characteristics  
cribe an individual's  
g, 139  
del of, 141-145  
ts of, 139-140  
mood source, 108  
cations of, 163  
orkplace, 150b  
pology of, 156  
a decision-making, 195  
anism and, 146  
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nd, 146-147  
on, 484-485  
ation, 148-149  
nd, 376  
48  
147-148
- self-efficacy and, 229-230  
shaping, in the workplace, 154b  
of team members, 337
- Personality-job fit theory, A theory  
that identifies six personality types  
and proposes that the fit between  
personality type and occupational  
environment determines satisfaction  
and turnover, 156-157
- Personality-organization fit theory,  
157
- Personality traits, 140f, 141
- Personalization, in conflict process,  
482-484
- Personal power, Influence derived from  
an individual's characteristics, 443
- Personal variables, as source of conflict,  
484
- Person-organization fit, 561
- Persuasion, 375-377
- Physical abilities, The capacity to do tasks  
that demand stamina, dexterity,  
strength, and similar characteristics,  
58, 59
- Physiological needs, 216
- Piece-rate pay plan, A pay plan in  
which workers are paid a fixed  
sum for each unit of production  
completed, 269
- Planned change, Change activities  
that are intentional and goal  
oriented, 586, 587
- Planning, A process that includes defining  
goals, establishing strategy, and  
developing plans to coordinate  
activities, 7
- Political behavior, Activities that are not  
required as part of a person's formal  
role in the organization but that  
influence, or attempt to influence,  
the distribution of advantages  
and disadvantages within the  
organization, 453-454  
in individuals, 457  
in organizations, 457-458, 458b
- Political skill, The ability to influence  
others in such a way as to enhance  
one's objectives, 448, 449
- Position power, Influence derived from  
one's formal structural position in  
the organization; includes power to  
hire, fire, discipline, promote, and  
give salary increases, 400, 401
- Positive affect, A mood dimension that  
consists of specific positive emotions,  
105-106
- Positive organizational culture, A  
culture that emphasizes building on  
employee strengths, rewards more  
than punishes, and emphasizes  
individual vitality and growth,  
567-568, 573b
- Positive organizational scholarship,  
An area of OB research that  
concerns how organizations  
develop human strength, foster  
vitality and resilience, and unlock  
potential, 25
- Positivity offset, The tendency of most  
individuals to experience a mildly  
positive mood at zero input (when  
nothing in particular is going on),  
107
- Power, A capacity that A has to influence  
the behavior of B so that B acts in  
accordance with A's wishes  
bases of, 442-444  
corruption and, 466  
defined, 440-441  
fairness and, 444  
formal, 442  
global implications of, 467  
leadership and, 441-442  
personal, 443  
sexual harassment as, 450-453  
See also Political behavior
- Power distance, A national culture  
attribute that describes the extent  
to which a society accepts that power  
in institutions and organizations  
is distributed unequally,  
158, 159, 449b
- Power tactics, Ways in which individuals  
translate power bases into specific  
actions, 446-449
- Prearrival stage, The period of learning in  
the socialization process that occurs  
before a new employee joins the  
organization, 560
- Pressure, as power tactic, 447
- Privacy, in e-mail, 370
- Proactive personality, People who  
identify opportunities, show  
initiative, take action, and  
persevere until meaningful change  
occurs, 148, 149
- Problem, A discrepancy between the  
current state of affairs and some  
desired state, 184, 185
- Problem-solving skills, 120
- Problem-solving teams, Groups of 5 to  
12 employees from the same  
department who meet for a few  
hours each week to discuss ways of  
improving quality, efficiency, and  
the work environment, 330, 331
- Procedural justice, The perceived fairness  
of the process used to determine the  
distribution of rewards, 236, 237
- Process conflict, Conflict over how work  
gets done, 480, 481
- Process consultation (PC), A meeting in  
which a consultant assists a client  
in understanding process events  
with which he or she must deal  
and identifying processes that need  
improvement, 597
- Process control, 236
- Processes, Actions that individuals,  
groups, and organizations engage  
in as a result of inputs and that  
lead to certain outcomes, 27
- Production-oriented leader, A leader  
who emphasizes technical or task  
aspects of the job, 398, 399
- Productivity, The combination of the  
effectiveness and efficiency of an  
organization, 31-32  
age and, 49  
organizational commitment and, 79  
trust and, 419
- Profit-sharing plan, An organizationwide  
program that distributes  
compensation based on some  
established formula designed around  
a company's profitability, 270, 271
- Promotion, 83  
See also Self-promotion
- Psychological contract, An unwritten  
agreement that sets out what  
management expects from an  
employee and vice versa, 295
- Psychological empowerment,  
Employees' belief in the degree  
to which they affect their work  
environment, their competence, the  
meaningfulness of their job, and  
their perceived autonomy in their  
work, 79
- Psychology, The science that seeks to  
measure, explain, and sometimes  
change the behavior of humans and  
other animals, 15e, 15
- Punctuated-equilibrium model, A set  
of phases that temporary groups go  
through that involves transitions  
between inertia and activity, 293
- Pygmalion effect, 230
- R**
- Race, 62
- Randomness error, The tendency of  
individuals to believe that they  
can predict the outcome of random  
events, 192, 193
- Rational, Characterized by making  
consistent, value-maximizing  
choices within specified constraints,  
187
- Rational decision-making model,  
A decision-making model that  
describes how individuals should  
behave in order to maximize some  
outcome, 187
- Rational persuasion, 446
- Recognition programs, 274-276
- Red Coats (Delta), 192f
- Reference groups, Important groups to  
which individuals belong or hope  
to belong and with whose norms  
individuals are likely to conform,  
301
- Referent power, Influence based on  
identification with a person who has  
desirable resources or personal traits,  
443
- Reflected best-self, 24
- Reflexivity, A team characteristic of  
reflecting on and adjusting the  
master plan when necessary, 343
- Refreezing, Stabilizing a change  
intervention by balancing  
driving and restraining forces,  
591, 593
- Reinforcement processes, 233
- Reinforcement theory, A theory that says  
that behavior is a function of its  
consequences, 231, 232
- Relationship conflict, Conflict based on  
interpersonal relationships, 480,  
481
- Religion, in the workplace, 54-55
- Representative participation, A system  
in which workers participate  
in organizational decision  
making through a small group of  
representative employees,  
266-267
- Resistance point, in negotiation, 493
- Resource allocators, 7-8
- Resources, for teams, 334-335
- Resources, Things within an individual's  
control that can be used to resolve  
demands, 604, 605
- Resources and dependence, 445
- Restraining forces, Forces that hinder  
movement from the existing  
equilibrium, 593
- Retail Leadership Development (RLD)  
Program, 63-64
- Retention processes, 233
- Reward power, Compliance achieved  
based on the ability to distribute  
rewards that others view as  
valuable, 442, 443
- Rewards-personal goals relationship,  
238
- Reward systems, 197  
motivation and, 237-241, 260  
organizational culture and, 567-568  
political behavior and, 456-458  
in teams, 336, 345
- Risk aversion, The tendency to prefer a  
sure gain of a moderate amount  
over a riskier outcome, even if the  
riskier outcome might have a higher  
expected payoff, 192-193
- Risk taking, 147-148  
in organizational culture, 550  
trust and, 418
- Rituals, Repetitive sequences of activities  
that express and reinforce the key  
values of the organization, which  
goals are most important, which  
people are important, and which are  
expendable, 564, 565
- Rokeach Value Survey (RVS), 151-152
- Role, A set of expected behavior patterns  
attributed to someone occupying a  
given position in a social unit,  
295  
allocation of, in teams, 337-338  
ambiguity and political behavior,  
457  
of managers, 6-8, 7e



- A situation in which individual is confronted by different role expectations, 295–296  
 attributions, How others believe one should act in a given situation, 295  
 attribution, An individual's view of or she is supposed to act in a situation, 295  
 195  
 autonomy, 124–125, 216  
 dependence, 445  
 124b  
 information, 374  
 perception, The tendency to easily interpret what one sees on basis of one's interests, sound, experience, and desires, 180, 181, 377–378  
 perception, The drive to become a person is capable of doing, 215, 216, 217  
 performance, The degree to which one's reasons for pursuing goals are consistent with their interests and values, 225  
 perception theory, A theory of perception that is concerned with beneficial effects of intrinsic motivation and the harmful effects of extrinsic motivation, 221–224  
 perception, An individual's belief that she is capable of performing a task, 228–229, 396  
 prophecy, A situation in which a person inaccurately predicts a second person, and fulfilling expectations cause the second person to behave in a way consistent with the original prediction, 185  
 outside referents, 234  
 work teams, Groups of 15 people who take on responsibilities of their former supervisors, 330, 331  
 acting, A personality trait that reduces an individual's ability to resist his or her behavior to situational factors, 147
- Self-promotion, 463e, 464  
 Self-serving bias, The tendency for individuals to attribute their own successes to internal factors and put the blame for failures on external factors, 170  
 Sensitivity training, Training groups that seek to change behavior through unstructured group interaction, 596–597  
 Serial socialization, 562  
 Servant leadership, A leadership style marked by going beyond the leader's own self-interest and instead focusing on opportunities to help followers grow and develop, 414–415, 416b  
 Sexual harassment, Any unwanted activity of a sexual nature that affects an individual's employment and creates a hostile work environment, 48e, 50–51, 450–451  
 Sexual orientation, 53–56  
 Short-term orientation, A national culture attribute that emphasizes the past and present, respect for tradition, and fulfillment of social obligations, 159  
 Silence, 379, 566b, 587  
 Similarity, in social identity theory, 290  
 Simple structure, An organization structure characterized by a low degree of departmentalization, wide spans of control, authority centralized in a single person, and little formalization, 522–523  
 Single-loop learning, A process of correcting errors using past routines and present policies, 602, 603  
 Situational leadership theory (SLT), A contingency theory that focuses on followers' readiness, 402, 403  
 Size  
 group, 483–484  
 of organizations, 534  
 of teams, 339–340  
 Skill-based pay, A pay plan that sets pay levels on the basis of how many skills employees have or how many jobs they can do, 270, 271  
 Skills training, 589
- Skill variety, The degree to which a job requires a variety of different activities, 254, 255  
 Sleep, as emotion, mood source, 111  
 Social activities  
 communication in, 371–372  
 as emotion, mood source, 111  
 Social anxiety, 379  
 Social cognitive theory, 228  
 Social identity theory, Perspective that considers when and why individuals consider themselves members of groups, 289  
 Socialization, A process that adapts employees to the organization's culture, 560–561  
 Socialized charismatic leadership, A leadership concept that states that leaders convey values that are other centered versus self centered and who role-model ethical conduct, 415  
 Social-learning theory, The view that we can learn through both observation and direct experience, 232, 233  
 Social loafing, The tendency for individuals to expend less effort when working collectively than when working individually, 304, 305f, 343  
 Social needs, 216  
 Social networking, 371–372, 385  
 Social psychology, An area of psychology that blends concepts from psychology and sociology and that focuses on the influence of people on one another, 15e, 15  
 Social trends and change, 585  
 Sociology, The study of people in relation to their social environment or culture, 15e, 15  
 Span of control, The number of subordinates a manager can efficiently and effectively direct, 520–521, 538  
 Spatial visualization, 57e  
 Specialization, as source of conflict, 516  
 Speed, of communication, 363  
 Spokesperson roles, 8  
 Stability, in organizational culture, 534  
 Stamina, 58e  
 Static strength, 58e
- Status, A socially defined position or rank given to groups or group members by others, 290–291, 301–303  
 Status characteristics theory, A theory that states that differences in status characteristics create status hierarchies within groups, 303  
 Stereotyping, Judging someone on the basis of one's perception of the group to which that person belongs, 46, 182–183  
 Stories, 563  
 Storming stage, The second stage in group development, characterized by intragroup conflict, 291  
 Strength, physical, 58e  
 Stress, A dynamic condition in which an individual is confronted with an opportunity, a demand, or a resource related to what the individual desires and for which the outcome is perceived to be both uncertain and important, 28, 603–604  
 consequences of, 609–610  
 as emotion, mood source, 110–111  
 individual differences in, 607–608  
 in OB model, 28  
 sources of, 605–607  
 Stress management, 611–614, 613b  
 Strong culture, A culture in which the core values are intensely held and widely shared, 553–554  
 Subcultures, Minicultures within an organization, typically defined by department designations and geographical separation, 552, 553  
 Substitutes, Attributes, such as experience and training, that can replace the need for a leader's support or ability to create structure, 422–423  
 Substitution and dependence, 445  
 Surface acting, Hiding one's inner feelings and forgoing emotional expressions in response to display rules, 114, 115  
 Surface-level discrimination, 46–47, 115  
 Surface-level diversity, Differences in easily perceived characteristics, such as gender, race, ethnicity, age, or disability, that do not necessarily reflect the ways people think or feel but that may activate certain stereotypes, 45  
 Survey feedback, The use of questionnaires to identify discrepancies among member perceptions, 596, 597  
 Systematic study, Looking at relationships, attempting to attribute causes and effects, and drawing conclusions based on scientific evidence, 12–13
- T**  
 Target point, in negotiation, 493  
 Targets, in perception, 176  
 Task conflict, Conflict over content and goals of the work, 480, 481  
 Task identity, The degree to which a job requires completion of a whole and identifiable piece of work, 254, 255  
 Task performance, The combination of effectiveness and efficiency at doing your core job tasks, performing the duties and responsibilities that contribute to the production of a good or service or to administrative tasks, 28  
 Task significance, The degree to which a job has a substantial impact on the lives or work of other people, 254, 255  
 Task structure, The degree to which job assignments are proceduralized, 400, 401  
 Tattoos, 54  
 Team building, High interaction among team members to increase trust and openness, 596–597  
 Team efficacy, 342  
 Teams  
 anger and, 341b  
 composition, 336–340  
 context influences on, 334–335  
 global implications of, 346  
 global member preferences in, 336–340  
 modeling on sports teams, 347  
 processes, 340–343  
 size of, 339–340  
 turning individuals into, 344–346  
 when to use, 345–346  
 See also Group(s)
- Technical skills, The ability to apply specialized knowledge or expertise, 8, 9  
 Technology, The way in which an organization transfers its inputs into outputs, 535  
 Telecommuting, Working from home at least two days a week on a computer that is linked to the employer's office, 263–264  
 Temporariness, as organizational challenge, 21–22  
 Tenure, 53–54  
 Terminal values, Desirable end-states of existence; the goals a person would like to achieve during his or her lifetime, 151  
 Test performance, 56  
 Text messaging (TM), 369  
 Theory X, The assumption that employees dislike work, are lazy, dislike responsibility, and must be coerced to perform, 218, 219, 266  
 Theory Y, The assumption that employees like work, are creative, seek responsibility, and can exercise self-direction, 218, 219, 266  
 Three-component model of creativity, The proposition that individual creativity requires expertise, creative thinking skills, and intrinsic task motivation, 200–201  
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 Trait theories of leadership, Theories that consider personal qualities and characteristics that differentiate leaders from nonleaders, 395  
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 Transformational leaders, Leaders who inspire followers to transcend their



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ory, A theory that relates

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ciates extrinsic factors

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to which a society feels

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nd, The idea that a

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Virtual organization, *A small, core organization that outsources major business functions*, 527-529

Virtual teams, *Teams that use computer technology to tie together physically dispersed members in order to achieve a common goal*, 332, 333

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Vision statement, *A formal articulation of an organization's vision or mission*, 407

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Voice, *Dissatisfaction expressed through active and constructive attempts to improve conditions*, 86-87

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