eighth edition

ORGANIZATIONAL BEHAVIOR

EMERGING KNOWLEDGE. GLOBAL REALITY

McShane Von Glinow

Mc Graw Hill Education

organizational behavior

eighth edition

Steven L. McShane
Curtin University (Australia) and University of Victoria (Canada)

Mary Ann Von Glinow
Florida International University

Mc Graw Hill Education

ORGANIZATIONAL BEHAVIOR:
EMERGING KNOWLEDGE. GLOBAL REALITY, EIGHTH EDITION

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about the AUTHORS

Steven L. McShane

Steven L. McShane is adjunct professor at the Curtin Graduate School of Business (Australia) and the Peter B. Gustavson School of Business, University of Victoria (Canada). He previously held the positions of professor at Simon Fraser University Business School in Canada and professor of management at the University of Western Australia Business School. He currently teaches in the Shanghai Jiao Tong University IMBA program. Early in his career, Steve taught at Queen's University in Canada. Steve has received awards for his teaching quality and innovation, and receives high ratings from students in Perth, Shanghai, Singapore, Manila, and other cities where he has taught. He is also a popular visiting speaker, having given dozens of invited talks and seminars in recent years to faculty and students in the United States, China, Canada, Malaysia, India, and other countries.

Steve earned his PhD from Michigan State University, where he specialized in organizational behavior and labor relations. He also holds a Master's of Industrial Relations from the University of Toronto and an undergraduate degree from Queen's University in Canada. Steve is a past president of the Administrative Sciences Association of Canada (the Canadian equivalent of the Academy of Management) and served as director of graduate programs in Simon Fraser University's business faculty. He has conducted executive programs with Nokia, TÜV-SÜD, Wesfarmers Group, Main Roads WA, McGraw-Hill, ALCOA World Alumina Australia, and many other organizations.

Along with coauthoring *Organizational Behavior*, Eighth Edition, Steve is lead coauthor of *Canadian Organizational Behaviour*, Ninth Edition (2016), *Organisational Behaviour: Asia Pacific*, Fifth Edition (2016), and *M: Organizational Behavior*, Third Edition (2016). He is also coauthor of editions or translations of his organizational behavior books in China, India, Quebec, Taiwan, and Brazil. Steve has published several dozen articles and conference papers on workplace values, training transfer, organizational learning, exit–voice–loyalty, employee socialization, wrongful dismissal, media bias in business magazines, and other diverse topics.

Steve enjoys spending his leisure time hiking, swimming, body board surfing, canoeing, skiing, and traveling with his wife and two daughters.

Mary Ann Von Glinow

Dr. Von Glinow is a Knight Ridder Eminent Scholar Chair in International Management at Florida International University and is senior editor for the *Journal of International Business Studies (JIBS)*. She served as 2010 to 2012 president of the Academy of International Business (AIB) and the 1994–1995 president of the Academy of Management (AOM). Previously on the Marshall School faculty of the University of Southern California, she has an MBA and a PhD in management science from Ohio State University, and is a Fellow of the Academy of Management, the Academy of International Business, and the Pan-Pacific Business Association. She sits on 13 editorial review boards and

numerous international panels and teaches in executive programs in Latin America, Asia, and the United States.

Dr. Von Glinow has authored over 100 journal articles and 13 books, most of which have been translated into Chinese, Hindi, and Spanish. Her book on organizational learning capability won a Gold Book Award from the Ministry of Economic Affairs in Taiwan in 2002. She is the 2005 recipient of the Academy of Management's Distinguished Service Award, one of the highest honors bestowed by the Academy.

Mary Ann has consulted widely and is on the board of directors of several organizations, including the advisory board to Volvo-Geely in China. She is actively involved in several animal welfare organizations and received the 1996 Humanitarian Award of the Year from Miami's Adopt-a-Pet.

dedication

Dedicated with love and devotion to Donna, and to our wonderful daughters, Bryton and Madison

—S.L.M.

Dedicated to Zack, Emma, Googun, Blue, Chloe, Jackson, and Boomer

—M.A.V.G.

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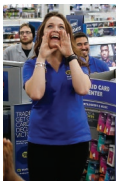

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preface

Welcome to the exciting world of organizational behavior! Knowledge is replacing infrastructure. Social media and virtual teams are transforming the way employees work together. Values and self-leadership are replacing command-and-control management. Companies are looking for employees with emotional intelligence and effective teamwork skills, not just technical smarts.

Organizational Behavior, Eighth Edition, is written in the context of these emerging workplace realities. This edition explains how emotions are the foundation of employee motivation, attitudes, and decisions; how social networks generate power and shape communication patterns; how self-concept influences individual behavior, team cohesion, and leadership; and how adopting a global mindset has become an important employee characteristic in this increasingly interconnected world. This book also presents the reality that organizational behavior is not just for managers; it is relevant and valuable to anyone who works in and around organizations.

Linking Theory with Reality

Every chapter of *Organizational Behavior* is filled with examples to make OB knowledge more meaningful as well as to illuminate the relevance and excitement of this field. These stories about real people and organizations translate academic theories into useful knowledge and real-life applications. For example, we describe how employees at Airbnb, the San Francisco–based online vacation accommodation company, are intrinsically motivated through autonomy and personal growth; how John Dean, executive chair of Hawaii's Central Pacific Bank, helped his executive team work together more effectively by learning about each other's personalities; how easyJet CEO Carolyn McCall revived the discount airline through transformational leadership behaviors and effective leadership skills; how police forces in San Diego and Baltimore are improving officers' interpersonal skills through emotional intelligence training; and how David Sacks (cofounder of Yammer and one of PayPal's earliest executives) applied change leadership practices to transform Silicon Valley start-up Zenefits into a more compliance-driven company.

These real-life stories, which the authors personally selected and incorporated into this book, appear in many forms. Every chapter is filled with photo captions and in-text anecdotes about work life. *Global Connections* features "connect" OB concepts with events in real-world companies around the planet. Case studies in each chapter also connect OB concepts to the emerging workplace realities. These anecdotes and detailed descriptions discuss large and small organizations around the world and in a wide range of industries.

Global Focus

From its first edition, this book has been crafted around the reality of increasing globalization. The Eighth Edition continues this global focus by introducing the theme in the first chapter and by discussing global and cross-cultural issues in many other chapters. Furthermore, every chapter includes truly global examples, not just how American companies operate in other parts of the world. For example, we describe how New Zealand drinks manufacturer Frucor Beverages maintains a highly engaged workforce; how China's e-commerce giant Alibaba Group has nurtured a strong organizational culture; how Buurtzorg Nederland organized its 8,000 professionals into self-directed teams to become one of the world's best-managed community health care organizations; how Infosys, one of India's leading technology companies, is improving employee creativity and decision making through design thinking principles and practices; how the president of Panasonic Corporation created an urgency for change at the Japanese conglomerate; and how trivago, the German-based hotel metasearch company, puts considerable resources into the employee socialization process.

Contemporary Theory Foundation

Vivid real-world examples and practices are valuable only if they are connected to good theory. *Organizational Behavior* has developed a reputation for its solid foundation in contemporary and classic research and writing. This evidence-based foundation is apparent from the number and quality of literature cited in each chapter, including dozens of articles, books, and other sources. The most recent literature receives thorough coverage, resulting in what we believe is the most up-to-date organizational behavior textbook available. These references also reveal that we reach out to marketing, information management, human resource management, and other disciplines for new ideas. This book is rigorously focused on information that readers value, namely OB knowledge and practices. Consequently, with a few classic exceptions, we avoid writing a "who's who" book; most scholars are named in the references, not in the main text.

One of the driving forces for writing *Organizational Behavior* is to provide a more responsive conduit for emerging OB knowledge to reach students, practitioners, and fellow scholars. To its credit, *Organizational Behavior* is apparently the first major OB book to discuss the full self-concept model (not just core self-evaluation), workplace emotions, social identity theory, global mindset, four-drive theory, predictors of moral intensity, specific elements of social networks, appreciative inquiry, affective events theory (but without the jargon), somatic marker hypothesis (also without the jargon), virtual teams, mindfulness in ethical behavior, Schwartz's values model, employee engagement, learning orientation, social and information processing characteristics of job design, and several other groundbreaking topics. This edition continues this leadership by introducing the latest knowledge on design thinking, self-concept distinctiveness versus inclusion, and the four factors to consider when selecting the best communication channel.

Organizational Behavior Knowledge for Everyone

Another distinctive feature of *Organizational Behavior* is that it is written for everyone in organizations, not just managers. The philosophy of this book is that everyone who works in and around organizations needs to understand and make use of organizational behavior knowledge. People throughout the organization—systems analysts, production employees, accounting professionals—are taking on more responsibilities as companies remove layers of management and give the rest of us more autonomy and accountability for our work outcomes. This book helps everyone make sense of organizational behavior, and provides the conceptual tools to work more effectively in the workplace.

Active Learning and Critical Thinking Support

We teach organizational behavior, so we understand how important it is to use a textbook that offers deep support for active learning and critical thinking. Business school accreditation associations also emphasize the importance of the learning experience, which further reinforces our attention on classroom activities. This Eighth Edition includes more than two dozen case studies in various forms and levels of complexity, as well as four dozen self-assessments, most of which have been empirically tested and validated. This book is also a rich resource for in-class activities, some of which are not available in other organizational behavior books, such as the Personal Values Exercise, Employee Involvement Cases, Deciphering the (Social) Network, Test Your Knowledge of Personality, and the Cross-Cultural Communication Game.

Changes to the Eighth Edition

Organizational Behavior, Eighth Edition, incorporates numerous improvements, thanks to reviews by dozens of organizational behavior instructors across several countries, along with our regular practice of scanning the diverse literature for new ideas that have gained sufficient evidential support. Almost every chapter in this edition has noticeable updates and revisions, but the most substantial changes have occurred in Chapter 1 (introduction to OB), Chapter 7 (decision making and creativity), Chapter 9 (communication), and Chapter 11 (conflict and negotiation).

Together with dozens of conceptual improvements, this edition replaces most examples with new real-world stories that satisfy our criteria of being recent, interesting, and relevant. Almost all of the chapter-opening case studies are new; only two opening vignettes remain from the previous edition, both of which have been updated. Most captioned photos and Global Connections features are new or updated. We have also added dozens of new in-text examples as well as several new case studies for class discussion or course assignments. A unique strength of *Organizational Behavior*, Eighth Edition (and previous editions), is that the authors personally researched and wrote all of the conceptual content, in-text examples, captioned photos, and features. This provides better integration of the knowledge and ensures that the examples are truly relevant and useful additions to the learning experience.

Here are the main conceptual improvements in *Organizational Behavior,* Eighth Edition:

- *Chapter 1: Introduction to the Field of Organizational Behavior*—This chapter has been substantially updated, revised, and reorganized from the previous edition. We have incorporated an integrated model of organizational behavior to help students visualize the relationship among the main concepts throughout this book. Technological change has been added in the section on contemporary developments facing organizations. The section on perspectives of organizational effectiveness has been streamlined and moved to the latter part of the chapter. Most topics have been rewritten, but particularly the text on the four contemporary developments, why study OB, and several aspects of organizational effectiveness.
- *Chapter 2: Individual Behavior, Personality, and Values*—Several topics in this chapter have been updated, particularly coverage of the five-factor model of personality and work performance, values and individual behavior, moral sensitivity, and cultural diversity within the United States.
- *Chapter 3: Perceiving Ourselves and Others in Organizations*—This book apparently pioneered the full model of self-concept and its relevance to organizational behavior. This edition further develops this important topic and provides new information on the opposing motives for distinctiveness and inclusion. The section on stereotyping also includes new information about stereotype threat.
- *Chapter 4: Workplace Emotions, Attitudes, and Stress*—This edition significantly revises and updates discussion on four key workplace stressors, with new writing about organizational constraints and interpersonal conflict as stressors. Other parts of this chapter received minor revision, such as discussion of attitude–behavior contingencies.
- *Chapter 5: Foundations of Employee Motivation*—New to this edition is the topic of intrinsic and extrinsic motivation, as well as the question of whether introducing extrinsic sources of motivation reduces intrinsic motivation. We have also refined the writing on four-drive theory, drives and needs, Maslow's needs hierarchy, and feedback.
- *Chapter 6: Applied Performance Practices*—The previous edition was among the first OB books to introduce recent knowledge about the social and information

processing characteristics of jobs. This edition further refines that emerging topic. It also has updated content on the meaning of money, supporting empowerment, and self-leadership effectiveness.

- *Chapter 7: Decision Making and Creativity*—This chapter has been substantially revised and updated in several ways. The emerging topic of design thinking was briefly introduced in the previous edition, but this chapter now presents the topic fully as a set of principles and activities to improve creative decision making. Another area with substantial rewriting is the topic of problems with information processing when choosing alternatives. Several topics have also received minor updates, particularly on solution-focused problems, problems with goals, implicit favorite bias, and satisficing (problems with maximization).
- *Chapter 8: Team Dynamics*—This edition refines discussion introduced in the previous edition on the three characteristics that distinguish types of teams. It also updates and offers more detail about social loafing. This chapter incorporates task variability and analyzability (introduced in Chapter 6) as task characteristics that influence the need for teamwork. Several other topics have also been revised, such as team mental models (as part of team development), team development through team building, the team cohesion–performance relationship, and brainstorming.
- *Chapter 9: Communicating in Teams and Organizations*—This edition includes a complete revision and update on choosing the best communication medium. This topic now fully discusses four key factors (synchronicity, social presence, social acceptance, and media richness), along with their associated contingencies to communication channel selection. This edition further shifts the focus toward various forms of digital communication (less focus on email alone). It also has minor revisions on the encoding–decoding process and the benefits of enterprise social media.
- *Chapter 10: Power and Influence in the Workplace*—This chapter has a few minor changes, such as on the topic of nonsubstitutability.
- *Chapter 11: Conflict and Negotiation in the Workplace*—This edition substantially reorganizes and updates the entire section on resolving conflict through negotiation. The new or revised topics include distributive and integrative approaches to bargaining, understanding needs, bargaining zone dynamics, how BATNA increases bargaining power, the importance of listening, and strategies for making concessions. This edition also introduces recent knowledge about gender and negotiation. Elsewhere in this chapter, we update coverage on task and relationship conflict, including further clarification of these concepts, reference to process conflict, and problems resulting from relationship conflict.
- *Chapter 12: Leadership in Organizational Settings*—The previous edition substantially revised and reorganized this chapter. Aside from new examples and references, this edition has relatively minor changes, notably on the topics of communicating the vision, evaluating path–goal theory, and the personal attributes of effective leaders.
- *Chapter 13: Designing Organizational Structures*—This chapter has minor revisions, notably on span of control and on the structural contingency of diverse versus integrated environments.
- *Chapter 14: Organizational Culture*—Along with replacing most examples and updating references, this chapter has a number of subtle changes, particularly on the topics of espoused versus enacted values, content of organizational culture, types of organizational culture artifacts, the integration strategy for merging cultures, and how founders and leaders shape and strengthen culture.
- *Chapter 15: Organizational Change*—The main changes to this chapter are examples and updated literature references.

acknowledgments

Organizational behavior is a fascinating subject. It is also incredibly relevant and valuable, which becomes apparent while developing a world-class book such as *Organizational Behavior,* Eighth Edition. Throughout this project, we witnessed the power of teamwork, the excitement of creative thinking, and the motivational force of the vision that we collectively held as our aspiration. The tight coordination and innovative synergy was evident throughout this venture. Our teamwork is even more amazing when you consider that most team members on this project are scattered throughout the United States, and the lead coauthor (Steve) spends most of his time on the other side of the planet!

Executive brand manager Mike Ablassmeir led the development of *Organizational Behavior* with unwavering enthusiasm and foresight. Katie Eddy and Tracey Douglas orchestrated the daily process with superhuman skill and determination, which is particularly important given the magnitude of this revision, the pressing deadlines, and the 24-hour time zones in which we operated. Jennifer Blankenship, our photo researcher, continues to amaze us. She tracked down photos that we sought from every corner of the globe. Jessica Cuevas created a refreshing book design that elegantly incorporated the writing, exhibits, anecdotes, photos, and many other resources that we pack into this volume. We also extend our thanks to Sharon O'Donnell for superb copyediting, Christine Vaughan for leading the production process like a precision timepiece, Judy Bulin for her work on Connect, Integra for its work on the test bank, Kepos Media for its work on LearnSmart, and Necco McKinley for her excellent marketing and sales development work. Thanks to you all. This has been a truly wonderful journey!

Several dozen instructors around the world reviewed parts or all of *Organizational Behavior,* Eighth Edition, or related editions in other countries over the past few years. Their compliments were energizing, and their suggestions significantly improved the final product. The following people from U.S. colleges and universities provided the most recent feedback for improvements specifically for this edition:

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Steve also extends special thanks to his students for sharing their learning experiences and assisting with the development of this organizational behavior textbook in the United States, Canada, and the Asia-Pacific region. Steve is honored to work with Mary Ann Von Glinow as well as with his other coauthors, including Kevin Tasa (Schulich School of Business, York University) and Sandra Steen (University of Regina) on the Canadian edition, and Mara Olekalns (Melbourne Business School), Alex Newman (Deakin University), and Tony Travaglione (Curtin University) on the Asia-Pacific edition. He also thanks the coauthors of other translations and adaptations. Most of all, Steve is forever indebted to his wife, Donna McClement, and to their wonderful daughters, Bryton and Madison. Their love and support give special meaning to Steve's life.

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supporting the learning process

AN INTERNATIONAL AUTHOR TEAM FOR THE GLOBAL EMPLOYEE

Drawing on their extensive international teaching and research experience, the authors have produced a book that is highly regarded for its global focus. Steve McShane teaches in Australia and throughout Asia, and gives talks each year to schools throughout Asia and North America. As director of the Center for International Business Education, Mary Ann Von Glinow regularly visits and conducts research in South America, China, and elsewhere around the world.

DEBATING POINTS

Debating Point boxes help students think critically and recognize that even seemingly obvious ideas have logical counterarguments. Debating Points also raise the bar by focusing on topics that are central to the world of work.

REAL-WORLD EXAMPLES BRING OB TO LIFE

Every chapter is filled with examples to make OB knowledge more meaningful and reflect the relevance and excitement of this field. Opening case studies set the stage; captioned photos depict OB concepts; and Global Connections features present more international examples of OB concepts in practice.

SELF-ASSESSMENTS

Self-assessments are an important and engaging part of the active learning process. This edition features self-assessments associated with content in every chapter, such as power-distance orientation, romance of leadership, preferred organizational structure, work centrality, sensing-intuitive type, and guanxi orientation. These self-assessments are available online in Connect with self-scoring results and written feedback.

student and instructor support materials

Organizational Behavior, Eighth Edition, includes a variety of supplemental materials to help instructors prepare and present the material in this textbook more effectively.

Online Learning Center (www.mhhe.com/mcshane8e)

The Online Learning Center provides instructors with the following teaching tools.

INSTRUCTOR'S MANUAL

This is one of the few textbooks for which the authors write the *Instructor's Manual,* ensuring that the instructor materials represent the textbook's content and support instructor needs. Each chapter includes the learning objectives, glossary of key terms, a chapter synopsis, complete lecture outline with thumbnail images of corresponding PowerPoint slides, and suggested answers to the end-of-chapter discussion questions. Also included are teaching notes for the chapter case(s), team exercises, and self-assessments. The *Instructor's Manual* also provides complete teaching notes for the additional cases.

TEST BANK AND EZ TEST

Updated for this edition, the Test Bank includes more than 2,000 multiple-choice, true/false, and essay questions. Each question identifies the relevant learning objective, Bloom's taxonomy level, AACSB standard for assurance of learning, and difficulty level.

In addition, McGraw-Hill's testing software, EZ Test, allows you to easily query for learning objectives that directly relate to the learning objectives for your course; the reporting features of EZ Test also enable you to aggregate student results, making the collection and presentation of assurance-of-learning data quick and easy. The program provides a means to create tests that are book-specific and even add your own questions. Multiple versions of a test can be created, and any test can be exported for use with course management systems such as WebCT and Blackboard or with any other course management system.

POWERPOINT PRESENTATION SLIDES

The PowerPoint slides have been prepared by the authors, allowing seamless integration between the slides and the *Instructor's Manual.* Each chapter includes more than two dozen slides, featuring key points, photographs, and figures from the text, as well as teaching tips and notes for using the slides.

Video Resources

MANAGER'S HOT SEAT

Now instructors can put students in the hot seat with access to an interactive program. Students watch real managers apply their years of experience when confronting unscripted issues. As the scenario unfolds, questions about how the manager is handling the situation pop up, forcing the student to make decisions along with the manager. At the end of the scenario, students watch a post-scenario interview with the manager, to see how their responses matched up with the manager's decisions. The Manager's Hot Seat videos are now available as assignments in Connect.

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McGraw-Hill Education is a proud corporate member of AACSB International. Understanding the importance and value of AACSB accreditation, the authors of *Organizational Behavior,* Eighth Edition, recognize the curricula guidelines detailed in the AACSB standards for business accreditation by connecting selected questions in the text and/or the Test Bank to the six general knowledge and skill guidelines in the AACSB standards.

The statements contained in *Organizational Behavior,* Eighth Edition, are provided only as a guide for the users of this textbook. The AACSB leaves content coverage and assessment within the purview of individual schools, the mission of the school, and the faculty. While *Organizational Behavior* and the teaching package make no claim of any specific AACSB qualification or evaluation, we have within *Organizational Behavior* labeled selected questions according to the six general knowledge and skill areas.

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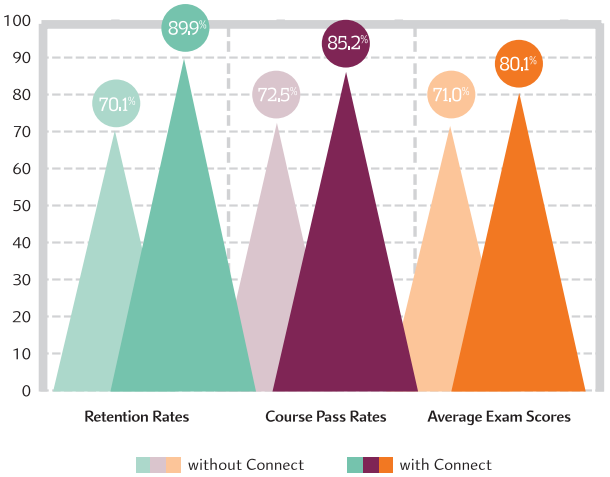

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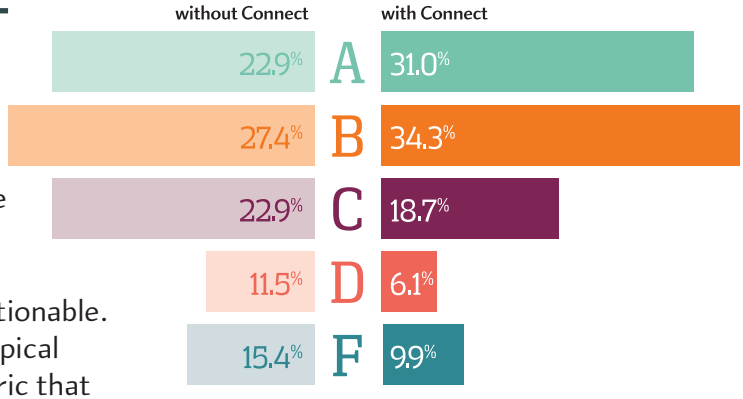

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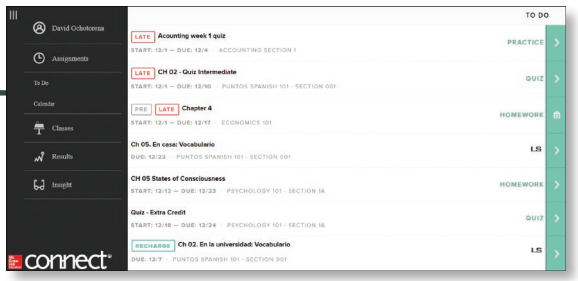

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