Organizational Behavior

Improving Performance and Commitment in the Workplace

Eighth Edition

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ORGANIZATIONAL BEHAVIOR: IMPROVING PERFORMANCE AND COMMITMENT IN THE WORKPLACE, EIGHTH EDITION

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Dedication

To Catherine, for being my companion in life's adventures. And for Cameron, Riley, and Connor, for supplying many of the most meaningful moments of those adventures.

–J.A.C.

To Marcie, Izzy, and Eli, who support me and fill my life with meaning and joy.

–J.A.L.

To Liesl and Dylan: Their support in all I do is incomparable. They are my life and I love them both. To my parents: They provide a foundation that never wavers.

–M.J.W.

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Photo by Barbara Johnston/ University of Notre Dame

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Jason's research interests include justice, trust, work meaning, and personality. He has published more than 40 articles on these and other topics in *Academy of Management Journal*, *Academy of Management Review*, *Journal of Applied Psychology*, *Organizational Behavior and Human Decision Processes*, and *Personnel Psychology*. He served as editor in chief for *Academy of Management Journal* and has served on a number of editorial boards, including *Academy of Management Journal*, *Academy of Management Review*, *Administrative Science Quarterly*, *Journal of Applied Psychology*, *Organizational Behavior and Human Decision Processes*, and *Personnel Psychology*. He is a recipient of the Society for Industrial and Organizational Psychology's Distinguished Early Career Contributions Award and the Cummings Scholar Award for early to mid-career achievement, sponsored by the Organizational Behavior division of the Academy of Management.

Jason enjoys spending time with his wife, Catherine, and three sons, Cameron, Riley, and Connor. His hobbies include playing basketball, playing the trumpet, watching movies, and taking long walks with his family.

Photo by Marcie LePine

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Jeff's research interests include team functioning and effectiveness, individual and team adaptation, citizenship behavior, voice, employee engagement, and occupational stress. He has published more than 40 articles on these and other topics in outlets such as *Academy of Management Journal*, *Academy of Management Review*, *Journal of Applied Psychology*, *Organizational Behavior and Human Decision Processes*, *Personnel Psychology*, and *Journal of Management*. He has served as associate editor of *Academy of Management Review* and *Journal of Applied Psychology*. He has also served on the editorial boards of *Academy of Management Journal*, *Academy of Management Review*, *Journal of Applied Psychology*, *Organizational*

Behavior and Human Decision Processes, *Personnel Psychology*, *Journal of Management*, *Journal of Organizational Behavior*, and *Journal of Occupational and Organizational Psychology*. He is a recipient of the Society for Industrial and Organizational Psychology's Distinguished Early Career Contributions Award and the Cummings Scholar Award for early to mid-career achievement, sponsored by the Organizational Behavior division of the Academy of Management. He was also elected to the Executive Committee of the Human Resource Division of the Academy of Management. Prior to earning his PhD, Jeff was an officer in the U.S. Air Force.

Jeff spends most of his free time with his wife, Marcie, daughter, Izzy, and son, Eli. He also enjoys playing guitar, hiking and mountain biking, working on his collection of classic Pontiacs, and serving as the caretaker of his family's desert hideaway, called the Goat Farm.

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Courtesy of Michael J. Wesson

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Michael's research interests include organizational justice, leadership, organizational entry (employee recruitment, selection, and socialization), person–organization fit, and compensation and benefits. His articles have been published in journals such as *Journal of Applied Psychology*, *Personnel Psychology*, *Academy of Management Review*, and *Organizational Behavior and Human Decision Processes*. He has served on several editorial boards and has been an ad hoc reviewer for many others. He is active in the Academy of Management and the Society for Industrial and Organizational Psychology. Prior to returning to school, Michael worked as a human resource manager for a *Fortune* 500 firm. He has served as a consultant to the automotive supplier, health care, oil and gas, and technology industries in areas dealing with recruiting, selection, onboarding, compensation, and turnover.

Michael spends most of his time trying to keep up with his wife, Liesl, and son, Dylan. He is a self-admitted food and wine snob, supporter of the performing arts, and a college sports addict.

Preface

Why did we decide to write this text? Well, for starters, organizational behavior (OB) remains a fascinating topic that everyone can relate to (because everyone either has worked or is going to work in the future). What makes people effective at their job? What makes them want to stay with their employer? What makes work enjoyable? Those are all fundamental questions that organizational behavior research can help answer. However, our desire to write this text also grew out of our own experiences (and frustrations) teaching OB courses using other texts. We found that students would end the semester with a common set of questions that we felt we could answer if given the chance to write our own book. With that in mind, *Organizational Behavior: Improving Performance and Commitment in the Workplace* was written to answer the following questions.

DOES ANY OF THIS STUFF REALLY MATTER?

Organizational behavior might be the most relevant class any student ever takes, but that doesn't always shine through in OB texts. The introductory section of our text contains two chapters not included in other texts: *Job Performance* and *Organizational Commitment*. Being good at one's job and wanting to stay with one's employer are obviously critical concerns for employees and managers alike. After describing these topics in detail, every remaining chapter in the text links that chapter's content to performance and commitment. Students can then better appreciate the practical relevance of organizational behavior concepts.

IF THAT THEORY DOESN'T WORK, THEN WHY IS IT IN THE TEXT?

In putting together this text, we were guided by the question, "What would OB texts look like if all of them were first written now, rather than decades ago?" We found that many of the organizational behavior texts on the market include outdated (and indeed, scientifically disproven!) models or theories, presenting them sometimes as fact or possibly for the sake of completeness or historical context. Our students were always frustrated by the fact that they had to read about, learn, and potentially be tested on material that we knew to be wrong. Although historical context can be important at times, we believe that focusing on evidence-based management is paramount in today's fast-paced classes. Thus, this text includes new and emerging topics that others leave out and excludes flawed and outdated topics that some other texts leave in.

HOW DOES ALL THIS STUFF FIT TOGETHER?

Organizational behavior is a diverse and multidisciplinary field, and it's not always easy to see how all of its topics fit together. Our text deals with this issue in two ways. First, all of the chapters in our text are organized around an integrative model that opens each chapter. That model provides students with a roadmap of the course, showing them where they've been and where they're going. Second, our chapters are tightly focused around specific topics and aren't "grab bag–ish" in nature. Our hope is that students (and instructors) won't ever come across a topic and think, "Why is this topic being discussed in this chapter?"

DOES THIS STUFF HAVE TO BE SO DRY?

Research on motivation to learn shows that students learn more when they have an intrinsic interest in the topic, but many OB texts do little to stimulate that interest. Put simply, we wanted to create a text that students enjoy reading. To do that, we used a more informal, conversational style when writing the text. We also tried to use company examples that students will be familiar with and find compelling. Finally, we included insert boxes, self-assessments, and exercises that students should find engaging (and sometimes even entertaining!).

NEW AND IMPROVED COVERAGE

- *Chapter 1: What Is Organizational Behavior?*—This chapter opens with a new wraparound case on Google. The case describes how the organization uses data to inform all of its people-related decisions. In particular, the case describes how one group at Google undertook a research study to see whether managers matter—whether better managers are associated with less employee turnover and better employee attitudes. The OB at the Bookstore feature is now *Think Again*, which describes how "rethinking" can be vital for adaptability, innovation, and wisdom.
- *Chapter 2: Job Performance*—This chapter features a new wraparound case on Uber, which describes how and why the company changed the way it evaluates the job performance of its regular employees. In light of an EEOC lawsuit, and bad press regarding the company's toxic culture, Uber abandoned its stack ranking system in favor of a system that emphasizes concrete goals related to both job responsibilities and doing good for others inside and outside the organization. Our OB at the Bookstore feature has been changed to *Feedback (and Other Dirty Words)*. This book describes challenges of providing feedback and provides examples of ways to improve feedback between managers and employees. *Ad Astra*, which provides a vivid illustration of how the different aspects of job performance do not always go hand in hand, is the new OB on Screen feature. The chapter includes updated information on the decline of stack ranking systems, and the rise of social media–based performance management systems (social performance management). The chapter now also discusses "gig work" and the implications to job performance.
- *Chapter 3: Organizational Commitment*—Amazon serves as the new wraparound case in this edition, spotlighting the tensions that have simmered between the company and its employees, even as it took an outsized role in people's lives during the pandemic. The case also describes the increased activism evidenced by Amazon employees, and how such activism impacts employee commitment. This edition's OB on Screen feature is *Nomadland*, which illustrates the transient life sometimes lead by part-time and seasonal employees—including the kinds who work for Amazon. The new OB at the Bookstore feature is *Lonely Century*, which describes the epidemic of loneliness that has gripped many in society—especially when the pandemic triggered more isolation from one's colleagues.
- *Chapter 4: Job Satisfaction*—This chapter's new wraparound case highlights Hilton. Hilton does a number of things to keep its employees satisfied, including improving uniforms, updating break rooms, offering opportunities for education and development, and supporting furloughed employees during the pandemic. The OB on Screen selection is *Working Man*, which depicts a man who continues to go to work in his plastics factory even after its shuts down—just because it offers a sense of purpose. The OB at the

Bookstore selection is *Joy at Work*, which applies Marie Kondo's system of "tidying" to work. The book illustrates how a decluttering of physical and digital objects allows for the experience of more joy in the workplace.

- *Chapter 5: Stress*—General Motors is featured in the new wraparound case for this chapter. Employees at General Motors, one of the largest and most successful vehicle manufacturers in the world, face a number of stressful job demands. The case describes programs the company uses to help employees cope with these demands. Our OB on Screen feature has been changed to *The Lighthouse*, which provides a chilling example of an ineffective means of coping with stress. *Overload* is our new OB at the Bookstore feature. The book's authors describe how strategies people typically use to deal with a high workload are actually not effective in reducing stress and enhancing well-being.
- *Chapter 6: Motivation*—This chapter opens with a new wraparound case on Netflix. The case describes the hard-driving culture at Netflix, which can be described with the phrase "we give adequate performers a generous severance package." The case describes how Netflix implements that culture day-to-day on the job, and the implications of such experiences for motivation. This edition's OB on Screen feature focuses on the interplay of motivation and ability using *1917*, where a British general needs to get a message to a distant battalion that's headed into a trap. He does so by identifying a soldier who's good with maps—and has a brother in that battalion. The OB at the Bookstore focuses on *Atomic Habits*, which lays out the importance of small habits as the building blocks of long-term results. The discussion of habits applies many principles from the scientific study of motivation.
- *Chapter 7: Trust, Justice, and Ethics*—Ben & Jerry's serves as the new wraparound case for the revised chapter. The ice cream maker has a long-established reputation for corporate activism and engagement. In particular, the case illustrates how Ben & Jerry's responded to the protests surrounding racial justice, and also how it grapples with ethical issues pertaining to its business. *21 Bridges* is the new OB on Screen selection for the chapter. The film illustrates the trust dynamics that emerge when a collection of law enforcement and government personnel must make quick decisions when trying to apprehend two suspects on the run.
- *Chapter 8: Learning and Decision Making*—Chobani's unique learning culture and the use of refugees and immigrants to drive its plants serves as the new wraparound case in this edition. The case describes how Chobani faces challenges by focusing so much on its community to fill out its workforce. A new OB at the Bookstore feature highlights the best-selling *Upstream* by Dan Heath and how often we fail to identify the correct problem before coming up with solutions in decision making. *Tenet* is the chapter's OB on Screen selection and focuses on the development of expertise. The chapter also includes a number of research updates as well as several new company examples such as Nextdoor.
- *Chapter 9: Personality and Cultural Values*—This chapter's new wraparound case is focused on Bridgewater Associates—the largest and most profitable hedge fund in the world. The case describes how the company uses assessments to create "baseball cards" that represent employees' personality traits. The data on employees' baseball cards then get updated, using an iPad app, as their behaviors are observed by others during

meetings. *Soul* is the chapter's OB on Screen selection. The film shows what happens in The Great Before, when new souls are given personality traits by the counselors who work there—before those souls go on to inhabit newborn babies. That conceit becomes an interesting metaphor for the genetic basis of personality.

- *Chapter 10: Ability*—This chapter's new wraparound case features PepsiCo. The case describes how PepsiCo relies on artificial intelligence to augment the abilities of its employees. *Chatter* is our OB at the Bookstore feature for this edition. The author of this book outlines a set of tools people can use to manage the cycle of dysfunctional thoughts and emotions that can thwart our ability to cope effectively. The movie for our new OB on Screen feature is *Knives Out*. This film illustrates how a detective uses a range of cognitive abilities to solve a complicated crime.
- *Chapter 11: Teams: Characteristics and Diversity*—This chapter includes expanded coverage of diversity, including material on unconscious biases and inclusion. Our new wraparound case describes how Nissan Motor Company actively encourages and promotes diversity and inclusion. Our OB on Screen feature discusses the movie *Avengers: Endgame*, which provides a vivid example of the power of goal and outcome interdependence in motivating a diverse team to work together effectively. *Belonging* is discussed in our OB at the Bookstore feature. The authors of this book suggest that progress in managing diversity in organizations requires that every member of the organization has to be involved in creating an environment that engenders a sense of belongingness to its members.
- *Chapter 12: Teams: Processes and Communication*—This chapter includes a new wraparound case featuring Mayo Clinic. The case describes how medical teamwork has provided synergy that has fueled the organization's success and growth over the last 150 years. The OB on Screen feature now centers on the movie *Greyhound*. This film illustrates how a crew's success in the most difficult of circumstances hinges on effective communication. Our OB at the Bookstore feature has been changed to *Social Chemistry*. This book's author makes the interesting point that, in terms of career success and life satisfaction, the structure of one's social network is more important than the size of one's social network.
- *Chapter 13: Leadership: Power and Negotiation*—This chapter features a new wraparound case on UPS's new CEO Carol Tomé. As UPS's first female CEO, she was also its first "outsider." This raises some unique views about where power comes from and how to build it. The case details Tomé's willingness to drive a hard bargain and make hard decisions based on new priorities. The chapter has been updated with new research and some new company examples. The OB on Screen feature for this edition uses *The Assistant* and highlights how coercive power and harassment go hand-in-hand.
- *Chapter 14: Leadership: Styles and Behaviors*—The chapter begins with a new wraparound case featuring a CEO in what might have been the world's most difficult follow-up role ever in Tim Cook at Apple. The opener and case help highlight how his style was so different than Steve Jobs's, his willingness to announce that he was gay, and why he's been successful at Apple. A new OB at the Bookstore feature highlights David Marquet's best-selling *Leadership Is Language*, a book that highlights how the words a leader

uses form their "style" as opposed to their actual intentions. The new OB on Screen is *The Way Back*, which describes how a highly imperfect person can still be a transformational leader under the right circumstances.

- *Chapter 15: Organizational Structure*—Procter & Gamble is the focus of this chapter's new wraparound case that highlights the company's restructuring largely as a result of pressure from an outside stakeholder. It primarily involves the dismantling of a matrix structure that had gone awry. A new OB on Screen features *Ford v Ferrari*, which illustrates how a heavily bureaucratic organizational structure can affect even a race car team. A new OB at the Bookstore feature highlights David Epstein's best-selling *Range: Why Generalists Triumph in a Specialized World*, which has some strong thoughts and lessons on the impacts that a company's decisions on how to organize jobs have for employees' careers.
- *Chapter 16: Organizational Culture*—This chapter has a new wraparound case that focuses on McDonald's and how its "party culture" was created and then upended by a CEO's reckless behavior. McDonald's new CEO, his desire to reorient the culture by rebuilding trust, and the company's decision to be very public about the issues it had faced are the focus of the case. The OB at the Bookstore feature now highlights Bob Iger's *The Ride of a Lifetime.* The book largely describes how Iger used his prior experience with and use of mergers and acquisitions to drive culture change at Disney. A number of new and updated company examples are also included.

Acknowledgments

An enormous number of persons played a role in helping us put together this text. Truth be told, we had no idea that we would have to rely on and put our success in the hands of so many different people! Each of them had unique and useful contributions to make toward the publication of this text, and they deserve and thus receive our sincere gratitude.

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Finally, we thank our families, who gave up substantial amounts of time with us and put up with the stress that necessarily comes at times during an endeavor such as this.

Jason Colquitt

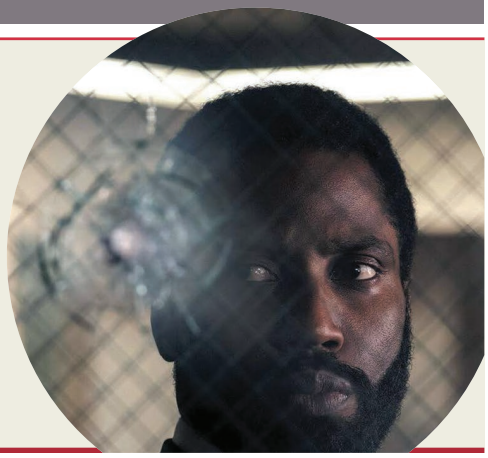
Jeff LePine

Michael Wesson

Text Features: OB Insert Boxes

OB On Screen

This feature uses memorable scenes from recent films to bring OB concepts to life. Films like *Tenet*, *Nomadland*, *Soul*, *Knives Out*, *1917*, *Ford v Ferrari*, and *21 Bridges* offer rich, vivid examples that grab the attention of students.



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> *"**Very comprehensive.** Well laid-out. **Interesting.** Good mix of theoretical material and practical insights."*

OB At the Bookstore

This feature links the content in each chapter to a mainstream, popular business book. Books like *Think Again*, *Ride of a Lifetime*, *Lonely Century*, *Chatter*, and *Atomic Habits* represent the gateway to OB for many students. This feature helps them put those books in a larger context.

Adam Grant/Viking

OB Assessments

This feature helps students see where they stand on key OB concepts in each chapter. Students gain insights into their personality, their emotional intelligence, their style of leadership, and their ability to cope with stress, which can help them understand their reactions to the working world.

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> *"The material presented in this chapter is **well balanced.** Again, the **tables, charts,** and **figures** help to organize the material for students."*

OB Internationally

Changes in technology, communications, and economic forces have made business more global and international than ever. This feature spotlights the impact of globalization on the organizational behavior concepts described in this text. It describes cross-cultural differences in OB theories, how to apply them in international corporations, and how to use OB to manage cultural diversity in the workplace.

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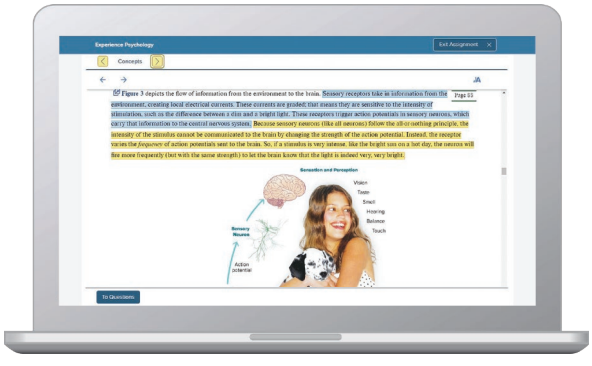

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Additional Resources

PowerPoint® Presentation Slides

The PowerPoint presentation slides are designed to help instructors deliver course content in a way that maintains students' engagement and attention. The slides include a Notes section that offers specific tips for using the slides (and the text). The Notes also provide bridges to many of the resources in the Instructor's Manual, including innovative teaching tips and suggestions for using OB on Screen. Finally, the PowerPoints also include bonus OB Assessments for instructors who want additional assessments for their teaching.

Instructor's Manual

Prepared by Jason Colquitt, this manual was developed to help you get the most out of the text in your own teaching. It contains an outline of the chapters, innovative teaching tips to use with your students, and notes and answers for the end-of-chapter materials. It also provides a guide for the assessments in the text and suggestions for using the OB on Screen feature. The manual also contains additional cases from earlier editions of the text, giving you extra content to use in your teaching.

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