



ORGANIZATIONAL BEHAVIOR

McSHANE | VON GLINOW

4th Edition

IN WHICH COUNTRIES
DO EMPLOYEES
HAVE THE HIGHEST
**ORGANIZATIONAL
COMMITMENT?**

CH 4

INTROVERTS CAN
BE EFFECTIVE **SOCIAL
NETWORKERS**, TOO!

CH 9

WHAT IS YOUR
PREFERRED
**MANAGERIAL
LEADERSHIP** STYLE?

CH 11



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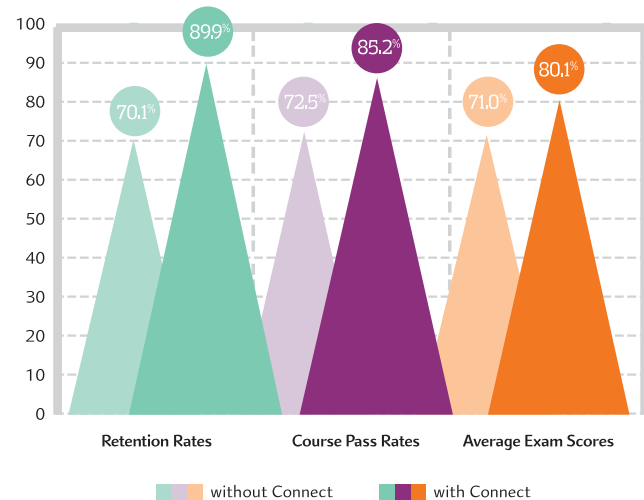
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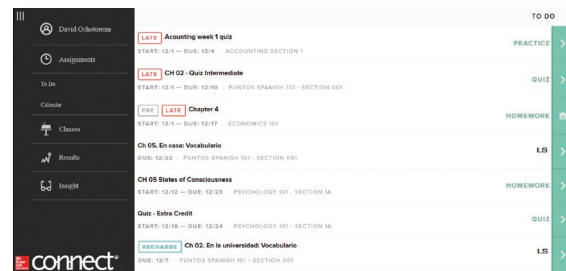


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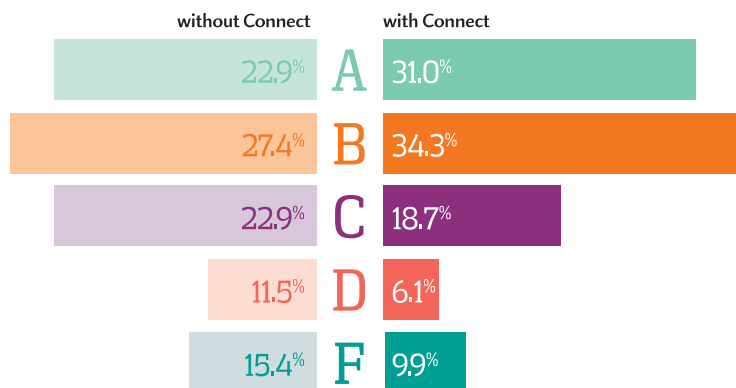
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Organizational Behavior

Steven L. McShane

University of Victoria (Canada)

Mary Ann Von Glinow

Florida International University





ORGANIZATIONAL BEHAVIOR: FOURTH EDITION

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about the

Authors

Steven L. McShane

Steven L. McShane is adjunct professor at 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.



Courtesy Steven McShane

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 *M:Organizational Behavior*, Fourth Edition, Steve is lead coauthor of *Organizational Behavior*, Eighth Edition (2018); *Canadian Organizational Behaviour*, Tenth Edition (2018); and *Organisational Behaviour: Asia Pacific*, Fifth 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.



Courtesy Mary Ann Von Glinow

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.

Brief

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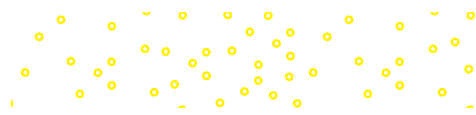
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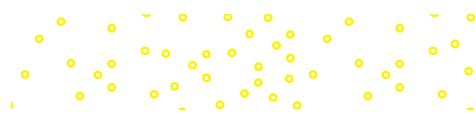
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What's New in the Fourth Edition

M: Organizational Behavior, Fourth Edition, has been significantly revised, guided by useful feedback from reviewers and our active monitoring of evidence-based literature. All chapters have new examples and either new or revised factoids; most chapters have new conceptual content or literature foundation. The most substantial changes have occurred in Chapter 1 (introduction to OB), Chapter 4 (workplace emotions, attitudes, and stress), Chapter 6 (decision making and creativity), Chapter 8 (communication), and Chapter 10 (conflict and negotiation). The authors personally researched, selected, and wrote all of this content, thereby providing superior integration of knowledge and ensuring that the examples are relevant and recent. Here are the key changes we've made to this fourth edition, broken out by chapter:

Chapter 1: Introduction to the Field of Organizational Behavior

Technological change has been added in the section on contemporary developments facing organizations. The section on perspectives of organizational effectiveness has been streamlined. Most topics have updated content, 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, and moral sensitivity.

Chapter 3: Perceiving Ourselves and Others in Organizations

This book 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 incorporates the concept of 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. In addition, there is new content on attitude–behavior contingencies.

Chapter 5: 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 also have reorganized and refined the writing on drives and needs, Maslow's needs hierarchy, and four-drive theory. The previous edition introduced the social and information processing characteristics of jobs. This edition further refines that emerging topic.

Chapter 6: Decision Making and Creativity

This chapter has been substantially revised and updated in several ways. Design thinking now receives more attention as a concept and practice to improve workplace creativity. The topic of problems with information processing when choosing alternatives also has been substantially updated. Additional updates have been made to solution-focused problems, problems with goals, implicit favorite bias, and satisficing (problems with maximization).

Chapter 7: Team Dynamics

This edition refines discussion introduced in the previous edition on the three characteristics that distinguish types of teams. It also offers more detail about social loafing, team mental models (as part of team development), and team development through team building.

Chapter 8: Communicating in Teams and Organizations

This edition substantially revises and updates the important topic of choosing the best communication medium. Specifically, this topic

discusses four key factors (synchronicity, social presence, social acceptance, and media richness) as well as associated contingencies to consider when choosing a communication channel. This edition continues to shift the focus toward various forms of digital communication (less focus on email alone). Another noticeable change is the updated discussion on the characteristics and benefits of enterprise social media.

Chapter 9: Power and Influence in the Workplace

This chapter contains updates on topics including legitimate power, visibility, and organizational politics.

Chapter 10: 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 evidence about gender differences in negotiation. Elsewhere in this chapter, we update the topics of task and relationship conflict and problems resulting from relationship conflict. We also revised portions on the topic of whether conflict is good or bad.

Chapter 11: Leadership in Organizational Settings

This chapter, substantially revised in the previous edition, includes updates on the topics of transformational leadership, comparing transformational with managerial leadership, and evaluating path-goal theory.

Chapter 12: Designing Organizational Structures

This chapter has been revised to include updates on span of control, problems with flatter structures, and types of divisional structure. It also includes numerous new in-text examples of companies that apply various forms of departmentalization.

Chapter 13: Organizational Culture

In addition to replacing most examples and updating references, this chapter has revised content on the topics of espoused versus enacted values, content of organizational culture, types of organizational culture artifacts, adaptive cultures, the integration strategy for merging cultures, and how founders and leaders shape and strengthen culture.

Chapter 14: Organizational Change

This edition includes updates on understanding resistance to change, social networks and viral change, and appreciative inquiry. As with other chapters, it also has several new real-world examples.

Organizational Behavior

1 | Introduction to the Field of Organizational Behavior



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Learning Objectives

After you read this chapter, you should be able to:

L01-1 Define organizational behavior and organizations, and discuss the importance of this field of inquiry.

L01-2 Debate the organizational opportunities and challenges of technological change, globalization, emerging employment relationships, and workforce diversity.

L01-3 Discuss the anchors on which organizational behavior knowledge is based.

L01-4 Compare and contrast the four perspectives of organizational effectiveness.

A

pple and Amazon are the two most admired companies in the world, according to *Fortune* magazine's annual list. Yet neither of these firms was on anyone's radar screen two decades ago. Apple was on life support in the late 1990s, barely clinging to a few percentage points of market share in the computer industry. Amazon started selling books online in 1995, a few months after its founder, Jeff Bezos, took a course from the American Booksellers Association on how to start a bookstore!¹

The dramatic growth of Apple and Amazon illustrates the many workplace activities that contribute to success in today's turbulent economic environment. In every sector of the economy, organizations need skilled and motivated people who can realize their potential, work in teams, and maintain a healthy lifestyle. They need leaders with foresight and vision, who support innovative work practices and make decisions that consider the interests of multiple stakeholders. In other words, the best companies succeed through the concepts and practices that we discuss in this organizational behavior book.

Our purpose is to help you understand what goes on in organizations. We examine the factors that make companies effective, improve employee well-being, and drive successful collaboration among co-workers. We look at organizations from numerous and diverse perspectives, from the deepest foundations of employee thoughts and behavior (personality,

self-concept, attitudes, etc.) to the complex interplay between the organization's structure and culture and its external environment. Along this journey, we emphasize why things happen and what you can do to predict and guide organizational events.

We begin this chapter by introducing you to the field of organizational behavior and why it is important to your career and to organizations. This is followed by an overview of four major societal developments facing organizations: technological change, globalization, emerging employment relationships, and increasing workforce diversity. We then describe four anchors that guide the development of organizational behavior knowledge. The latter part of this chapter describes the "ultimate dependent variable" in organizational behavior by presenting the four main perspectives of organizational effectiveness. The chapter closes with an integrative model of organizational behavior, which serves as a road map to guide you through the topics in this book.

organizational behavior (OB) the study of what people think, feel, and do in and around organizations

organizations groups of people who work interdependently toward some purpose

LO1-1 Define organizational behavior and organizations, and discuss the importance of this field of inquiry.

The World's Most Admired Companies²



THE FIELD OF ORGANIZATIONAL BEHAVIOR

Organizational behavior (OB) is the study of what people think, feel, and do in and around organizations. It looks at employee behavior, decisions, perceptions, and emotional responses. It examines how individuals and teams in organizations relate to each other and to their counterparts in other organizations. OB also encompasses the study of how organizations interact with their external environments, particularly in the context of employee behavior and decisions. OB researchers systematically study these topics at multiple levels of analysis, namely, the individual, team (including interpersonal), and organization.³

The definition of organizational behavior begs the question: What are organizations? **Organizations** are groups of people who work interdependently toward some purpose.⁴ Notice that organizations are not buildings or government-registered entities. In fact, many organizations exist with neither physical walls nor government documentation to confer their legal status. Organizations have existed for as long as people have worked together. Massive temples dating back to 3500 BC were constructed through the

organized actions of multitudes of people. Craftspeople and merchants in ancient Rome formed guilds, complete with elected managers. More than 1,000 years ago, Chinese factories were producing 125,000 tons of iron each year.⁵

One key feature of all organizations throughout history is that they are collective entities.⁶ They consist of human beings—typically, but not necessarily, employees—who interact with each other in an *organized* way. This organized relationship requires communication, coordination, and collaboration to achieve organizational objectives. As such, all organizational members have degrees of interdependence; they accomplish goals by sharing materials, information, or expertise with coworkers.

A second key feature of organizations is that their members have a collective sense of purpose. This collective purpose isn't always well defined or agreed on. Most companies have vision and mission statements, but they are sometimes out of date or don't describe what employees actually try to achieve. Still, imagine an organization without a collective sense of purpose. It would be an assemblage of



One key feature of all organizations is that they consist of human beings who interact with each other in an *organized* way.

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had changed the name of its MBA human relations course to “Organizational Behavior.”

Although the field of OB is recent, experts in other fields have been studying organizations for many centuries. The Greek philosopher Plato (400 BC) wrote about the essence of

A company is one of humanity's most amazing inventions. . . . [It's] this abstract construct we've invented, and it's incredibly powerful.⁷

—Steve Jobs, Apple and Pixar Animation cofounder

people without direction or unifying force. So, whether they are designing and marketing the latest communication technology at Apple or selling almost anything on the Internet at Amazon, people working in organizations do have some sense of collective purpose.

Historical Foundations of Organizational Behavior

Organizational behavior emerged as a distinct field sometime around the early 1940s.⁸ During that decade, a few researchers began describing their research as organizational (rather than sociological or psychological). And by the late 1940s, Harvard

leadership, and the Chinese philosopher Confucius (500 BC) extolled the virtues of ethics and leadership. Economist Adam Smith (late 1700s) discussed the benefits of job specialization and division of labor. German sociologist Max Weber (early 1900s) wrote about rational organizations, the work ethic, and charismatic leadership. Around the same time, industrial engineer Frederick Winslow Taylor proposed systematic ways to organize work processes and motivate employees through goal setting and rewards.⁹

Political scientist Mary Parker Follett (1920s) offered new ways of thinking about constructive conflict, team dynamics, power, and leadership. Harvard professor Elton Mayo and his colleagues (1930s and 1940s) established the “human relations”

school of management, which pioneered research on employee attitudes, formal team dynamics, informal groups, and supervisor leadership style. American executive and Harvard associate Chester Barnard (1930s) wrote insightful views regarding organizational communication, coordination, leadership and authority, organizations as open systems, and team dynamics.¹⁰ This brief historical tour indicates that OB has been around for a long time; it just wasn't organized into a unified discipline until around World War II.

Why Study Organizational Behavior?

In all likelihood, you are reading this book as part of a required course in organizational behavior. Apart from degree or diploma requirements, why should you learn the ideas and practices discussed in this book? After all, who ever heard of a career path leading to a “vice president of OB” or a “chief OB officer”? Our answer to this question begins with survey findings that students who have been in the workforce for some time typically point to OB as one of their most valuable courses. Why? Because they have learned through experience that OB *does make a difference* to one's career success.¹¹ There are three main reasons why OB theories and practices are personally important to you (see Exhibit 1.1).



Frederick Winslow Taylor
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Comprehend and Predict Workplace Events

Everyone has an inherent drive to make sense of what is going on around him or her.¹² This need is particularly strong in organizations because they are highly complex and ambiguous contexts that have a profound effect on our lives. The field of organizational behavior uses scientific research to discover systematic relationships, which give us a valuable foundation for comprehending organizational life.¹³ This knowledge satisfies our curiosity about why events occur and reduces our anxiety about circumstances that would otherwise be unexpected and unexplained. Furthermore, OB knowledge improves our ability to predict and anticipate future events so we can get along with others, achieve our goals, and minimize unnecessary career risks.

Adopt More Accurate Personal Theories

A frequent misunderstanding is that OB is common sense. Of course, some OB knowledge is very similar to the theories you have developed through personal experience. But personal theories are usually not quite as precise as they need to be. Perhaps they explain and predict some situations, but not others. For example, one study found that when liberal arts students and chief executive officers were asked to choose the preferred organizational structure in various situations, their commonsense answers were typically wrong because they oversimplified well-known theory and evidence on that

topic.¹⁴ (We discuss organizational structures in Chapter 12.) Throughout this book you also will discover that OB research has debunked some ideas that people thought were “common sense.” Overall, we believe the OB knowledge you will gain by reading this book will help you challenge and refine your personal theories, and give you more accurate and complete perspectives of organizational events.

Influence Organizational Events Probably the greatest value of OB knowledge is that it helps us get things done in the workplace by influencing organizational events.¹⁵ By definition, organizations are people who work together to accomplish things, so we need a toolkit of knowledge and skills to work successfully with others. Studies consistently observe that the most important knowledge and skills that employers desire in employees relate to the topics we discuss in this book, such as building teams, motivating coworkers, handling workplace conflicts, making decisions, and changing employee behavior. No matter what career path you choose, you'll find that

Exhibit 1.1 Importance of Organizational Behavior



OB concepts play an important role in performing your job and working more effectively within organizations.

Organizational Behavior Is for Everyone

Organizational behavior is discussed by some writers as a topic for managers. Effective management does depend on OB concepts and practices, but this book pioneered the broader view that OB is valuable for everyone who works in and around organizations. Whether you are a software engineer, customer service representative, foreign exchange analyst, or chief executive officer, you need to understand and apply the many organizational behavior topics that are discussed in this book. In fact, OB knowledge is probably more valuable than ever before because employees increasingly need to be proactive, self-motivated, and able to work effectively with coworkers without management intervention. In the words of one forward-thinking OB writer more than four decades ago: Everyone is a manager.¹⁶

OB and the Bottom Line Up to this point, our answer to the question “Why study OB?” has focused on how organizational behavior knowledge benefits you as an individual. However, OB is also vital to the organization’s survival and success.¹⁷ For instance, the best 100 companies to work for in America (i.e., companies with the highest levels of employee satisfaction) enjoy significantly higher financial performance than other businesses within the same industry. Companies with higher levels of employee engagement have higher sales and profitability (see Chapter 5). OB practices also are associated with various indicators of hospital performance, such as lower patient mortality rates and higher patient satisfaction. Other studies have consistently found a positive relationship between the quality of leadership and the company’s financial performance.

The bottom-line value of organizational behavior is supported by research into the best predictors of investment portfolio performance. These investigations suggest that leadership, performance-based rewards, employee development, employee attitudes, and other specific OB characteristics are important “positive screens” for selecting companies with the highest and most consistent long-term investment gains.¹⁸ Overall, the organizational behavior concepts, theories, and practices presented throughout this book make a positive difference to you personally, to the organization, and ultimately to society.



Probably the greatest value of OB knowledge is that it helps us get things done in the workplace by influencing organizational events.
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L01-2 Debate the organizational opportunities and challenges of technological change, globalization, emerging employment relationships, and workforce diversity.

CONTEMPORARY DEVELOPMENTS FACING ORGANIZATIONS

Organizations are experiencing unprecedented change. Technological developments, consumer expectations, global competition, and many other factors have substantially altered business strategy and everyday workplace activities. The field of organizational behavior plays a vital role in guiding organizations through this continuous turbulence. As we will explain in more detail later in this chapter, organizations are deeply affected by the external environment. Consequently, they need to maintain a good organization–environment fit by anticipating and adjusting to changes in society. Over the next few pages, we introduce four major environmental developments facing organizations: technological change, globalization, emerging employment relationships, and increasing workforce diversity.

Technological Change

Technological change has always been a disruptive force in organizations, as well as in society.¹⁹ Waterwheels, cotton gins, steam engines, microprocessors (such as in automated systems and artificial intelligence), and many other innovations dramatically boost productivity, but also usually displace employees and render obsolete entire occupational groups. Other technologies,

such as the telegraph, smartphone, and the Internet, have increased productivity but also altered work relationships and patterns of behavior with coworkers, clients, and suppliers. Still other technologies aim to improve health and well-being, such as the development of better medicines and medical equipment, new leisure apparatus, and environmentally safer materials.

Information technology is one of the most significant forms of technological change in recent times.²⁰ As we discuss in Chapter 8, communication patterns and power dynamics have substantially changed due to the introduction of email and other forms of digital messaging. Social media and other collaboration technologies are slowly replacing email, and will further reshape how people associate and coordinate with each other. Some OB experts argue that information technology gives employees a stronger voice through direct communication with executives and broader distribution of their opinions to coworkers and beyond.

Information technology also has created challenges, such as tethering people to their jobs for longer hours, reducing their attention spans at work, and increasing techno-stress. We discuss these concerns below and in Chapter 4 (workplace stress). At a macro-level, information technology has reconfigured entire organizations by integrating suppliers and other external entities into the transformation process. Eventually, technology may render organizations less of a place where people work and more of a process or network where people collaborate across space and time (see Chapter 12).

Globalization

Globalization refers to economic, social, and cultural connectivity with people in other parts of the world. Organizations

globalize when they actively participate in other countries and cultures. Although businesses have traded goods across borders for centuries, the degree of globalization today is unprecedented because information technology and transportation systems allow a much more intense level of connectivity and interdependence around the planet.²²

Globalization offers numerous benefits to organizations in terms of larger markets, lower costs, and greater access to knowledge and innovation. At the same time, there is considerable debate about whether globalization benefits developing nations and the extent to which it is responsible for increasing work intensification, reduced job security, and poor work-life balance in developed countries.²³

The field of organizational behavior focuses on the effects of globalization on organizations and how to lead and work effectively in this emerging reality. Throughout this book, we will refer to the effects of globalization on teamwork, diversity, cultural values, organizational structure, leadership, and other themes. Globalization has brought more complexity and new ways of working to the workplace. It also requires additional knowledge and skills that we will discuss in this book, such as emotional intelligence, a global mindset, nonverbal communication, and conflict handling.

Emerging Employment Relationships

Technology, globalization, and several other developments have substantially altered the employment relationship in most countries. Before the digital age, most employees would finish

work after eight or nine hours and could separate their personal time from their employment. Today, they are more likely to be connected to work on a 24/7 schedule. Globalization increases competitive pressure to work longer and creates a 24-hour schedule because coworkers, suppliers, and clients work in different time zones. Information technology enables employers and others to easily and quickly communicate with employees beyond their traditional workday.

Little wonder that one of the most important employment issues over the past decade has been **work-life balance**. Work-life balance occurs when people are able to minimize conflict between their work and nonwork demands.²⁴ Most employees lack this balance because they spend too many hours each week performing or thinking about their job, whether at the workplace, at home,

globalization economic, social, and cultural connectivity with people in other parts of the world

work-life balance the degree to which a person minimizes conflict between work and nonwork demands

Social Media Technology Reshapes the Workplace²¹

21% of 2,027 employed

American adults say they spend between 1 and 6 hours using social media tools or mobile applications to help get their job done.

46% of 9,908 information

workers polled across 32 countries say that social media tools have somewhat or greatly increased their productivity.

60% of 2,186 American hiring and human resource

managers say they use social media sites to research job candidates (up from 52% the previous year and 11% in 2006).



58% of 1,000 American

employees polled say they would prefer to work at a company that uses internal (enterprise) social media.

42% of 9,908

information workers polled across 32 countries say that social media tools have resulted in more workplace collaboration.

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telecommuting an arrangement whereby, supported by information technology, employees work from home one or more work days per month rather than commute to the office

or on vacation. This focus on work leaves too little time to fulfill nonwork needs and obligations. Our discussion of work-related stress (Chapter 4) will examine work–life balance issues in more detail.

Another employment relationship trend is for employees to work away from the organization’s traditional common work site.²⁵ One form of this *remote work* arrangement involves performing most job duties at client sites throughout the day. Repair technicians and management consultants regularly work at client sites, for example. Longer-term remote work occurs where employees are assigned to partner organizations. For instance, biotechnology firm Anteo Diagnostics dispatches its scientists for several weeks or months to partner companies around the world, where they jointly investigate the effectiveness of Anteo’s patented nano glue products on the partner firm’s point-of-care technology.

Telecommuting The best-known form of remote work is **telecommuting** (also called *teleworking*) whereby information technology enables employees to work from home one or more workdays per month rather than commute to the office. An estimated 37 percent of U.S. workers telecommute, with almost one-third of them working from home at least six days each month. The U.S. government reports that 23 percent of employees perform some or all of their work at home (but that includes taking work home after attending the office, not just telecommuting).²⁶

Is telecommuting good for employees and organizations? This question continues to be debated because it produces



Most employees lack work–life balance because they spend too many hours each week performing or thinking about their job, whether at the workplace, at home, or on vacation.

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Exhibit 1.2 Potential Benefits and Risks of Telecommuting

Potential Benefits	Potential Risks
<ul style="list-style-type: none"> • Better employee work–life balance • Attractive benefit for job applicants • Low employee turnover • Higher employee productivity • Reduced greenhouse gas emissions • Reduced corporate real estate and office costs 	<ul style="list-style-type: none"> • More social isolation • Lower team cohesion • Weaker organizational culture • More stressful due to home space and roles

several potential benefits and risks (see Exhibit 1.2).²⁷ One advantage is that telecommuters usually experience better work–life balance because they have more time and somewhat more control to juggle work with family obligations. For example, a study of 25,000 IBM employees found that female telecommuters with children were able to work 40 hours per week, whereas female employees with children who work solely at the office could manage only 30 hours before feeling work–life balance tension. Work–life balance is less likely to improve when telecommuters lack sufficient workspace and privacy at home and have increased family responsibilities on telecommuting days.

Job applicants—particularly millennials—identify telecommuting as an attractive job feature, and turnover is usually lower among telecommuting employees. Research also indicates that telecommuters have higher productivity than nontelecommuters, likely because they experience less stress and tend to transfer some former commuting time to work time. Telecommuting also improves productivity by enabling employees to work at times when the weather or natural disasters block access to the office.

Several companies report that telecommuting has reduced greenhouse gas emissions and office expenses. For instance, health insurer Aetna estimates that its telecommuting employees (31 percent of the workforce) annually avoid using two million gallons of gas, thereby reducing carbon dioxide emissions by more than 23,000 metric tons. With many employees working from home, Aetna also has been able to reduce its real estate and related costs by between 15 and 25 percent.²⁸

Telecommuting also has several disadvantages.²⁹ Telecommuters frequently report more social isolation. They also receive less word-of-mouth information, which may have implications for promotional opportunities and workplace relations. Telecommuting also tends to weaken relationships among coworkers, resulting in lower team cohesion. Organizational culture is also potentially weaker when most employees work from home for a significant part of their workweek.

Telecommuting success depends on several characteristics of the employee, job, and organization.³⁰ Employees who work effectively from home typically have higher self-motivation, self-organization, need for autonomy, and information technology skills. Those who telecommute most of the time also fulfill their social needs more from sources outside the workplace. Jobs are better suited to telecommuting when the tasks do not require resources at the workplace, the work is performed independently from coworkers, and task performance is measurable.

Organizations improve telecommuting success by rewarding and promoting employees based on their performance rather than their presence in the office (face time). Effective companies also help telecommuters maintain sufficient cohesion with their team and psychological connectedness with the organization. This occurs by limiting the number of telecommuting days, having special meetings or events where all employees assemble at the workplace, and regularly using video communication and other technology that improves personal relatedness.

(currently 18 percent), 14 percent will be of Asian descent (currently 6 percent), and 13 percent will be African American (currently 14 percent).³²

Diversity also includes differences in personalities, beliefs, values, and attitudes.³³ We can't directly see this **deep-level diversity**, but it is evident in a person's choices, words, and actions. Deep-level diversity is revealed when employees have different perceptions and attitudes about the same situation (see Chapter 10) and when they form like-minded informal social groups (see Chapter 7). Some deep-level diversity is associated with surface-level attributes. For example, studies report significant differences between men and women regarding their preference of

surface-level diversity

the observable demographic or physiological differences in people, such as their race, ethnicity, gender, age, and physical disabilities

deep-level diversity

differences in the psychological characteristics of employees, including personalities, beliefs, values, and attitudes

Employees who work effectively from home typically have higher self-motivation, self-organization, need for autonomy, and information technology skills.



connect

SELF-ASSESSMENT 1.1: Are You a Good Telecommuter?

Telecommuting is an increasingly popular workplace relationship, and it potentially offers benefits for both companies and telecommuters. However, some people are better suited than others to telecommuting and other forms of remote work. You can discover how well you adjust to telecommuting and remote work by locating this self-assessment in Connect if it is assigned by your instructor.

conflict-handling styles, ethical principles, and approaches to communicating with other people in various situations.³⁴

An example of deep-level diversity is the variations in beliefs and expectations across generations.³⁵ Exhibit 1.3 illustrates the distribution of the American workforce by major generational cohorts: *Baby Boomers* (born from 1946 to 1964), *Generation*

Xers (born from 1965 to 1980), and *Millennials* (also called *Generation Yers*, born between 1981 and 1997).

Generational deep-level diversity does exist to some extent, but it tends to be subtler than the popular press would suggest. Also, some generational differences are actually due to age, not cohort.³⁷ For instance, Millennials have a stronger motivation for personal development, advancement, and recognition, whereas Baby Boomers are more motivated by interesting and meaningful work. Research indicates that as Millennials age, their motivation for learning and advancement will wane and their motivation for interesting and meaningful work will increase.

Increasing Workforce Diversity

Immigrants to the United States and many other countries have much more multicultural origins than a few decades ago, resulting in a much more diverse workforce in most organizations. In addition, globalization has increased the diversity of people employees interact with in partner organizations (suppliers, clients, etc.) located elsewhere in the world.

When discussing workforce diversity, we usually think about **surface-level diversity**—the observable demographic and other overt differences among members of a group, such as their race, ethnicity, gender, age, and physical capabilities.³¹ Surface-level diversity in the United States and many other countries has increased substantially over the past few decades. For instance, people with non-Caucasian or Hispanic origin currently represent almost 40 percent of the American population. Within the next 50 years, an estimated one-quarter of Americans will be Hispanic

Consequences of Diversity

Workforce diversity offers numerous advantages to organizations.³⁸ Teams with high informational diversity—members have different knowledge and skills—tend to be more creative and