

Contents

List of Figures	vii
Acknowledgments	viii
Introduction to the Second Edition	1
1 Organizational Behavior	20
1.1 The Significance of Organizations as Social Institutions	21
1.2 The Literature of Organization Theory	23
1.3 Organization of This Book	25
1.4 Some Types of Propositions	26
1.5 Some Psychological Postulates	28
2 "Classical" Organization Theory	31
2.1 Taylor's Scientific Management	31
2.2 Theories of Departmentalization	40
2.3 Operational and Empirical Problems of Classical Administrative Science	49
2.4 Conclusion	52
3 Motivational Constraints: Intraorganizational Decisions	53
3.1 Influence Processes	54
3.2 Theories of Bureaucracy	55
3.3 Satisfaction and Productivity	66
3.4 Motivation to Produce	71
3.5 Conclusion	101
4 Motivational Constraints: The Decision to Participate	103
4.1 The Theory of Organizational Equilibrium	103
4.2 The Participants	108
4.3 Employee Participation: The Participation Criterion	110
4.4 Employee Participation: The General Model	112
4.5 Factors Affecting the Perceived Desirability of Movement from the Organization	113

vi Contents

4.6	Factors Affecting the Perceived Ease of Movement from the Organization	119
4.7	Extension to Other Participants	125
4.8	Opportunism and Organizational Survival	128
4.9	Conclusion	130
5	Conflict in Organizations	132
5.1	Individual Conflict	133
5.2	Organizational Conflict: Individual Conflict Within an Organization	137
5.3	Organizational Conflict: Intergroup Conflict Within an Organization	140
5.4	Organizational Reaction to Conflict	149
5.5	Interorganizational Conflict	152
5.6	Conclusion	155
6	Cognitive Limits on Rationality	157
6.1	The Concept of Rationality	158
6.2	Performance Programs in Organizations	163
6.3	Perception and Identifications	172
6.4	The Division of Work	179
6.5	Communication	182
6.6	Organization Structure and the Boundaries of Rationality	190
7	Planning and Innovation in Organizations	193
7.1	The Concept of Initiation	193
7.2	The Process of Innovation	197
7.3	The Occasions of Innovation	203
7.4	The Elaboration of Programs	207
7.5	Organization Level and Innovation	215
7.6	The Planning Process	221
7.7	Conclusion	232
	Postscript	234
	Bibliography	236
	Numerical Index to Variables	276
	Index	281

List of Figures

Figure 3.1	The general bureaucracy model	56
Figure 3.2	The simplified Merton model	60
Figure 3.3	The simplified Selznick model	63
Figure 3.4	The simplified Gouldner model	65
Figure 3.5	General model of adaptive motivated behavior	68
Figure 3.6	Factors affecting the evoked set	77
Figure 3.7	Factors affecting the perceived consequences of evoked alternatives	84
Figure 3.8	Basic factors affecting group identification	86
Figure 3.9	Factors affecting the perceived prestige of the group	88
Figure 3.10	Factors affecting frequency of interaction, the extent to which goals are perceived as shared, the number of individual needs satisfied in the group, and the amount of competition	90
Figure 4.1	Major factors affecting perceived desirability of movement	119
Figure 4.2	Major factors affecting perceived ease of movement	126
Figure 5.1	Factors affecting individual conflict and individual reactions to conflict	137
Figure 5.2	Factors affecting individual conflict within organizations	141
Figure 5.3	Factors affecting intergroup conflict within an organization	149
Figure 6.1	Some factors affecting selective attention to subgoals	176