CONTENTS

	About the Editors	ix
	Contributors	xi
	Editorial Foreword Cary L. Cooper and Edwin A. Locke	xiii
1.	Incentives: Theory and Practice	1
	Kathryn M. Bartol and Cathy C. Durham	
	Motivation Theories Relating to Compensation	1
	Organizational Theories Relating to Compensation	8
	Incentive Delivery Systems	13
	Conclusions	28
2.	Workplace Interventions to Prevent Stress-Related Illness:	
	Lessons from Research and Practice	34
	Daniel C. Ganster and Larry Murphy	
	Definitions and Theories of Job Stress	36
	Do Work Demands Cause Illness?	37
	What Specific Workplace Characteristics Have the Largest Impact	
	on Health?	40
	What Do We Know About Intervening in Stressful Work	
	Environments?	43
	How has Research Informed Stress Intervention Practice?	44
	What is the Impact of Stress Management Training?	45
	Why is Stress Management More Common than Job/	
	Organizational Change Approaches?	45
	What Would Constitute an Ideal Stress Intervention?	47
	What Types of Information do Practitioners Need from	
	Researchers?	48

3.	Advances in Leadership Training and Development Marilyn E. Gist and Dana McDonald-Mann	52
	Traditional Approaches to Leadership Training Research Advances in Research on Leadership Training	52 55
	Advances in the Practice of Leadership Training Conclusion	60 66
4.	The Pursuit of Organizational Justice: From Conceptualization to Implication to Application Jerald Greenberg and E. Allan Lind	72
	The Practical Value of Organizational Justice Theories	73
	The Nature of Applied Research in Organizational Justice	76
	Overview of Organizational Justice Principles	77
	Implications and Applications of Organizational Justice Principles A Concluding Assessment: The Current Status of Applied	80
	Organizational Justice	100
5.	Team Effectiveness in Theory and in Practice J. Richard Hackman, Ruth Wageman, Thomas M. Ruddy, and Charles L. Ray	109
	Team Effectiveness in Theory	109
	Team Effectiveness in Practice	119
6.	Theory and Practice of Leadership: Into the New Millennium Ram N. Aditya, Robert J. House, and Steven Kerr	130
	Introduction	130
	Trait Theories: Leadership as Leader	131
	The Behavioral School Contingency Theories	131
	Revival of Trait Theories: New and Improved	132
	Contemporary Theories of Leadership	$\frac{140}{144}$
	Leadership versus Management	147
	Recent Advancements: Distributed Leadership Revisited	148
	Leadership Theory in Practice: An Executive Commentary	149
	Summary and Conclusion	155
7.	Job Satisfaction: Research and Practice Timothy A. Judge and Allan H. Church	166
	Research on Job Satisfaction	166
	How Job Satisfaction is Viewed and Treated in Organizations	175
8.	Overlooking Theory and Research in Performance Appraisal at	
	One's Peril: Much Done, More to Do	199
	Gary Latham and Soosan (Daghighi) Latham Theory and Research	
	Informed Practice: Much Done, More to Do	199
	Summary and Conclusions	206
	J STATE CONTENTION	212

CONTENTS	vii
Olliterio	

-		
9.	Goal Setting: Theory and Practice	216
	Terence R. Mitchell, Kenneth R. Thompson, and Jane George-Falvy	
	Goal Setting in Context	216
	Goal Setting in Theory and Research	218
	Practical Issues in Goal Setting	229
	Conclusion	243
10.	Research on the Employment Interview: Usefulness for Practice and	250
	Recommendations for Future Research	250
	Sara L. Rynes, Alison E. Barber, and Gale H. Varma	251
	Factors Associated with Interview Validity	251
	Legal Defensibility and Fairness	259
	Applicant Reactions	260
	Needed Research	266
	Conclusions	272
11	Intelligence, Motivation, and Job Performance	278
11.	John E. Hunter, Frank L. Schmidt, John M. Rauschenberger, and	
	Michele E. A. Jayne	
		278
	Introduction	280
	Project A Correlations Tracing the Metiration Model	283
	Testing the Motivation Model The Conscientiousness Model	285
	The Three Predictor Variables	289
		291
	Predicting the Dependent Variables	292
	Conclusion Practitioner Perspectives on the Role of Intelligence and	
	Practitioner Perspectives off the Role of Intelligence and	293
	Motivation in Job Performance	
12.	Organizational Recruitment: Enhancing the Intersection of	
	Research and Practice	304
	M. Susan Taylor and Christopher J. Collins	
	Definition, Chapter Scope, and Roadmap	305
	Recruitment Research in the Last Decade	306
	Current Recruitment Practice	309
	Has Recruitment Research Informed Recent Practice?	314
	Strategic Recruitment	316
	Recommendations: Recruitment Research and Practice	324
	Conclusions	330
~ ~	On the Obeller of Linking Theory to Practice	335
13.	Conclusion: The Challenge of Linking Theory to Practice	
	Edwin A. Locke and Cary L. Cooper	335
	Completeness	336
	Dissemination	336
	Relevance	337
	Risk	/

	CONTENTS
Politics	337
Self-Concept of Managers	338
Multiple Theories	338
Context	339
Theory Building	340
Name Index	342
Subject Index	351