

# CONTENTS

Preface	xi
1. <i>Introduction</i>	1
THE PSYCHOLOGIST. INDUSTRIAL PSYCHOLOGY. THE INDUSTRIAL PSYCHOLOGIST. SCOPE OF THE INDUSTRIAL PSYCHOLOGIST'S WORK. CONSULTING ORGANIZATIONS. RESEARCH CENTERS AT UNIVERSITIES. OTHER RESEARCH ORGANIZATIONS. HISTORY AND DEVELOPMENT OF THE FIELD. MAJOR PROBLEMS OF INDUSTRIAL PSYCHOLOGY. CHAPTERS TO FOLLOW.	
2. <i>A Statistical Rationale for Selection and Placement</i>	22
MANPOWER PLANNING. BASIC SELECTION MODEL. CORRELATION. REGRESSION. STATISTICAL SIGNIFICANCE. CHARACTERISTICS OF PREDICTORS. DETERMINING THE UTILITY OF A SELECTION INSTRUMENT. A DECISION THEORY APPROACH. SOME CONCLUSIONS.	
3. <i>Problems and Procedures in Selection and Classification</i>	59
MULTIPLE PREDICTION. PREDICTION SYSTEMS. MODERATORS. DUNNETTE'S SELECTION MODEL. SUPPRESSOR VARIABLES. CROSS-VALIDATION.	
4. <i>Testing in Industry</i>	88
CHARACTERISTICS OF PSYCHOLOGICAL TESTS. TEST NORMS. TYPES OF TESTS. TESTS VERSUS OTHER SELECTION DEVICES. PROS AND CONS OF TESTING. CURRENT TESTING PRACTICES. SPECIFIC EXAMPLES OF TESTS. A STUDY IN CONTROVERSY. OVERVIEW OF PERSONALITY TESTING IN INDUSTRY. EXAMPLES OF INDUSTRIAL TESTING. UNITED STATES EMPLOYMENT SERVICE TESTING. TESTING OF EXECUTIVES. TESTING OF SCIENTISTS. CREATIVITY. A POINT OF VIEW. RESPONSE SETS OR FAKING. TESTING AND CIVIL RIGHTS.	
5. <i>The Interview and Other Selection Devices</i>	143
INTERVIEWS. THE SELECTION INTERVIEW. OTHER INTERVIEW CONSIDERATIONS. APPLICATION BLANKS. REFERENCES AND RECOMMENDATIONS. OTHER MISCELLANEOUS PREDICTORS.	
6. <i>The Criterion</i>	174
DEFINITION OF THE CRITERION. CLASSICAL VIEW OF THE CRITERION. REQUIREMENTS OF CRITERIA. CRITERION DEVELOPMENT. COMPOSITE VERSUS MULTIPLE CRITERIA. THEORY AND CRITERIA IN INDUSTRIAL PSYCHOLOGY.	

7. *Performance Appraisal* 195  
 TYPICAL INDUSTRIAL CRITERIA. SOME EXAMPLES. JUDGMENTAL CRITERIA. ERRORS AND BIAS IN PERFORMANCE APPRAISAL. JUDGMENTAL METHODS OF APPRAISING PERFORMANCE. RESEARCH ON FORCED-CHOICE METHOD. RATER CHARACTERISTICS. DIMENSIONS OF CRITERIA. EXECUTIVE PERFORMANCE APPRAISAL. PERFORMANCE APPRAISAL INTERVIEW.
8. *Training and Learning* 237  
 THE LEARNING PROCESS. PRINCIPLES OF LEARNING. SOME TRAINING GUIDELINES. EXPERIENCE VERSUS TRAINING. KINDS OF TRAINING. SYSTEMS APPROACH TO TRAINING. SPECIAL TRAINING AREAS. PROGRAMED INSTRUCTION. EVALUATION OF TRAINING EFFECTIVENESS. SPECIALIZED TRAINING. TYPICAL TRAINING DEPARTMENTS IN ACTION. THE TRAINING STAFF.
9. *Attitude Measurement* 274  
 ATTITUDES AND SOCIAL PHENOMENA. METHODS OF MEASURING ATTITUDES. ATTITUDE SURVEYS AND THEIR APPLICATION. THE ATTITUDES OF EMPLOYEES VERSUS THE ATTITUDES OF EMPLOYERS.
10. *The Hawthorne Studies* 306  
 STUDY 1: EXPERIMENTS ON ILLUMINATION. STUDY 2: RELAY ASSEMBLY TEST ROOM. STUDY 3: MASS INTERVIEWING PROGRAM. STUDY 4: BANK WIRING OBSERVATION ROOM. STUDY 5: PERSONNEL COUNSELING. IMPLICATIONS OF THE HAWTHORNE STUDIES.
11. *Motivation and Work* 328  
 THE COMPLEXITY OF MOTIVATION. MASLOW'S THEORY OF HUMAN MOTIVATION. VROOM'S THEORY OF HUMAN MOTIVATION. MOTIVATION AND FRUSTRATION. FINANCIAL INCENTIVES AS A MOTIVATING FORCE. KINDS OF INCENTIVES. RESEARCH ON INCENTIVES. MASLOW'S THEORY AND FINANCIAL INCENTIVES. WHY PEOPLE WORK. AN OVERALL VIEW OF MOTIVATION AND WORK.
12. *Job Satisfaction* 364  
 CONFUSION OF TERMINOLOGY. REASONS FOR JOB SATISFACTION RESEARCH. FACTORS MEASURED IN JOB SATISFACTION. RELATIVE IMPORTANCE OF DIFFERENT ASPECTS OF JOB SATISFACTION. JOB SATISFACTION AND JOB BEHAVIOR. THEORIES OF JOB SATISFACTION. SOME GENERAL COMMENTS ON JOB SATISFACTION. PREDICTING JOB SATISFACTION.
13. *Industrial Morale* 391  
 DEFINING MORALE. DETERMINERS OF MORALE. MEASUREMENT OF MORALE. METHODS OF INCREASING INDUSTRIAL MORALE. GROUPS AND GROUP DYNAMICS. A COMPARISON OF METHODS FOR INCREASING MORALE.

14. *Leadership and Supervision* 414  
LEADERSHIP AND POLITICAL ATMOSPHERE. LEADERSHIP CRITERIA. TWO APPROACHES TO THE STUDY OF LEADERSHIP. THEORIES OF LEADERSHIP. COMMENTS ON BLAKE'S MANAGERIAL GRID. COMMUNICATION. DO'S AND DON'TS. SELECTION AND TRAINING OF LEADERS. ROLE OF EXECUTIVE WIVES.
15. *Decision Making* 450  
THE DECISION PROCESS. NORMATIVE MODELS OF INDIVIDUAL DECISION MAKING. SOME BASIC DECISION VARIABLES. A COGNITIVE MODEL. ORGANIZATIONAL DECISION MAKING.
16. *Organizations* 470  
WHAT IS AN ORGANIZATION? ORGANIZATIONAL STRUCTURE. LINKAGE SYSTEMS IN ORGANIZATIONS. THEORIES OF ORGANIZATIONS. RECENT RESEARCH ON ORGANIZATIONAL BEHAVIOR. COMMUNICATION IN ORGANIZATIONS. DECENTRALIZATION OF ORGANIZATIONS.
17. *Job Analysis and Evaluation* 491  
USES AND VALUE OF JOB ANALYSIS. JOB ANALYSIS METHODS. SOME EXAMPLES. SOME RESEARCH ON JOB ANALYSIS. JOB EVALUATION. THE EVALUATION OF JOB EVALUATION. PSYCHOLOGICAL CONTRIBUTIONS TO JOB ANALYSIS AND EVALUATION. OCCUPATIONAL INFORMATION. CLUSTERING OR GROUPING OCCUPATIONS.
18. *Accidents, Safety, and Fatigue* 516  
ACCIDENT PRONENESS PRINCIPLE. ACCIDENT REDUCTION. PREDICTING ACCIDENTS. FATIGUE. HOURS OF WORK AND PRODUCTION. THE ULTIMATE WORKWEEK. UNPRODUCTIVE WORKING TIME. REST PAUSES. ABSENTEEISM.
19. *Work Environment* 553  
MUSIC IN INDUSTRY. THE "AROUSAL" HYPOTHESIS. NOISE. ILLUMINATION. COLOR. VIBRATION. MISCELLANEOUS FACTORS.
20. *Human Performance* 571  
TIME AND MOTION STUDY METHODOLOGY. POTENTIAL FAILURE OF TIME AND MOTION STUDIES. RESISTANCE TO TIME AND MOTION STUDIES. MEN IN MOTION. SOME SIMPLE PRINCIPLES. NEED FOR ALLOWANCES IN TIME AND MOTION STUDY. TIME AND MOTION STUDY IN THE HOME. EXAMPLES OF CONTINUED INEFFICIENCIES. BREAKING RESISTANCE. HUMAN ENGINEERING. CODING DISPLAYS AND CONTROLS. PRINCIPLES OF HUMAN PERFORMANCE. PERCEPTUAL-MOTOR SKILLS. INFORMATION PROCESSING BEHAVIOR. MONITORING BEHAVIOR.

Appendix:	NAYLOR-SHINE TABLE FOR DETERMINING THE INCREASE IN MEAN CRITERION SCORE OBTAINED BY USING A SELECTION DEVICE.	609
Indices		619
INDEX OF NAMES		621
INDEX OF SUBJECTS		629