contents

	preface	xiii
1	an introduction to industrial and organizational psychology	1
	A BRIEF HISTORY OF INDUSTRIAL AND ORGANIZATIONAL	3
	PSYCHOLOGY THE PLAN OF THIS BOOK	15
	A NOTE TO THE STUDENT	15
	SUMMARY	17
Ŋ		
ß	research in industrial and organizational psychology: methods and problems	19
	RESEARCH ORIENTATION OF INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY	19
	PROBLEMS IN INDUSTRIAL PSYCHOLOGICAL RESEARCH	19 27
	EVALUATING THE SIGNIFICANCE OF RESEARCH FINDINGS	36
	SUMMARY	38
	vii	



motivational factors in work performance

CONSCIOUS GOALS AS A DETERMINANT OF PERFORMANCE SUMMARY	60
INTERPERSONAL INFLUENCES ON WORK PERFORMANCE	57
THE NEED FOR ACHIEVEMENT	51
INCENTIVE THEORY	47
A THEORY OF WORK BEHAVIOR	40

39



abilities, role perceptions, and job performance 62 GENERAL INTELLIGENCE, VERBAL ABILITIES, AND JOB PERFORMANCE 62 THE MOTOR ABILITIES 67 THE CREATIVE ABILITIES 70 COGNITIVE COMPLEXITY AND JOB PERFORMANCE 74 ABILITY AND MOTIVATION 77 ROLE PERCEPTIONS AND JOB PERFORMANCE 78 SUMMARY 82



the psychology of organization	83
ORGANIZATIONS	84
PROPOSALS FOR CHANGE	101
THE WORK GROUP	107
. SOCIAL ENVIRONMENT AS A DETERMINANT	
OF THE MOTIVATION TO WORK	112
SUMMARY	112

contents



leadership

THE NATURE OF LEADERSHIP	114
ORGANIZATIONAL AND STRUCTURAL INFLUENCES ON LEADERSHIP BEHAVIOR	116
CHARACTERISTICS OF THE EFFECTIVE LEADER	122
CHOICE OF LEADERS	130
LEADERSHIP DECISION MAKING	134
SUMMARY	137

114



job satisfaction 138 THEORIES OF JOB SATISFACTION 139 SOME PRACTICAL PROBLEMS 154 CORRELATES AND DETERMINANTS OF JOB SATISFACTION-ENVIRONMENTAL EFFECTS 157 CORRELATES OF JOB SATISFACTION-PERSONAL VARIABLES 162 JOB DISSATISFACTION AND ITS CONSEQUENCES 164 JOB FRUSTRATION AND AGGRESSION 171 THE CONTROL OF CONFLICT 174 SUMMARY 176



personnel selection:178the traditional models178THE TRADITIONAL PERSONNEL SELECTION MODEL:179PREDICTIVE VALIDITY179THE CONCURRENT VALIDITY MODEL202SUMMARY203

х



personnel selection: the newer models

THE MODERATOR VARIABLE MODEL	205
THE SYNTHETIC VALIDITY APPROACH	208
CLINICAL OR JUDGMENTAL PREDICTION	210
THE SUPPRESSOR VARIABLE MODEL	213
DIFFERENTIAL PLACEMENT	214
PROBLEMS IN PERSONNEL SELECTION: RACE DISCRIMINATION	216
PROBLEMS IN PERSONNEL SELECTION: ETHICAL QUESTIONS	217
PROBLEMS IN PERSONNEL SELECTION: SOCIAL INFLUENCES	
ON TEST PERFORMANCE	218
A POSSIBLE-SOLUTION TO SOME CONTEMPORARY PROBLEMS: A	
PLACEMENT AND COUNSELING APPROACH TO ORGANIZATIONAL	
SELECTION	219
SUMMARY	221



techniques in personnel selection GENERAL INTELLIGENCE TESTS

	225
MEASURES OF PERSONALITY AND MOTIVATION	230
SUMMARY	241

11

effecting change processes in industry: skill training and attitude change

242

222

223

242
243
257
265
267
268
269

xi



effecting changes in industry: motivational change

270

SENSITIVITY TRAINING	271
RATIONAL TRAINING	278
NEED FOR ACHIEVEMENT TRAINING	281
SOME CONCLUSIONS AND COMMENTS ON MOTIVATIONAL CHANGE	284
A QUESTION OF ETHICS	289
SUMMARY	290



measuring job performance and job satisfaction: conceptual problems

292

JOB SATISFACTION: CONCEPTUAL PROBLEMS	302
SUMMARY	305

14 "

the measurement of job performance and job satisfaction:	
specific techniques	306
OBJECTIVE MEASURES OF JOB PERFORMANCE	306
SUBJECTIVE PERFORMANCE RATINGS	310
SIMULATIONS AS PERFORMANCE CRITERIA	320
THE MEASUREMENT OF JOB SATISFACTION: DIRECT METHODS	321
THE MEASUREMENT OF JOB SATISFACTION: INDIRECT METHODS	327
SUMMARY	330



the newer employee: minorities, females, and the disadvantaged

THE PHYSICALLY DISABLED	340
THE FEMALE EMPLOYEE	341
THE OLD-AGE WORKER	343
SUMMARY	346



accidents, fatigue, and conditions of work

347

331

SUMMARY	360
THE PHYSICAL WORK ENVIRONMENT	354
FATIGUE AND BOREDOM	353
ALERTNESS AND STRESS AS DETERMINANTS OF ACCIDENTS	352
THE THEORY OF ACCIDENT PRONENESS	348
ACCIDENTS	348



the future of industrial and organizational psychology	361
THE GROWTH OF ORGANIZATIONAL PSYCHOLOGY: TWO DIRECTIONS? INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY: WHERE WILL	361
THE TRAINING TAKE PLACE?	362
A GROWING INTEGRATION WITH THE CLINICAL ASPECTS OF PSYCHOLOGY	365
bibliography	366
name index	390

subject index

394