Contents in Brief

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PART I   INTRODUCTION

Psychology is the study of human behavior, but in contrast to most disciplines, it has two faces. One face, that of research, is sometimes called the *science* of psychology. The other, the application side, is called the *profession* of psychology. The profession is similar to that of physicians, engineers, and others concerned with the application of knowledge of some field to the practical problems of the real world.

The scientific aspect of industrial-organizational psychology is rooted in research that provides the knowledge that is a prerequisite for any practical applications. This knowledge can be in the form of theories or in the form of empirically determined relationships. In either case, such knowledge frequently can be applied by organizations to minimize some of the human problems that inevitably arise in the operations of all kinds of organizations.

The first part of the text includes an overall introduction to industrial psychology, a discussion of some of the factors that influence job-related behavior (the "bases" of such behavior), and an overview of behavioral research.

PART II   JOB-RELATED BEHAVIOR AND ITS MEASUREMENT

There are two primary purposes for the "measurement" of job-related behavior. First, virtually all psychological research in industrial-organizational psychology depends on the

measurement of various aspects of behavior in the working environment. Second, certain personnel management functions (such as personnel evaluation) require the measurement in quantitative terms of work-related behavior, such as job performance.

The measurement of job-related behavior has its roots in the nature of the work activities that people perform. Chapter 4 consists of an overview of the field of job analysis. Chapters 5 and 6 deal with the circumstances in which the measurement of job-related behavior is useful, the type of job-related behaviors for which measurements can be developed, the methods of developing or obtaining such measurements, and some of the pitfalls that can be encountered in their development and use.

PART III   PERSONNEL SELECTION

One of the most important roles of some industrial-organizational psychologists is that which is related to personnel selection. Although some psychologists become directly involved in day-to-day personnel selection operations (including interviewing, testing, and appraisal), usually they are behind the scenes carrying out research to establish selection standards, developing and validating tests, and providing related consulting services to those responsible for personnel selection operations.

This part of the text deals with the various aspects of personnel selection with which psychologists become involved, including the development of general practices in personnel selection; the use of personnel tests, biographical data, and interviews in personnel selection. It also addresses the implications of the Equal Employment Opportunity Act and other legislation related to personnel selection.

PART IV   PERSONNEL TRAINING AND DEVELOPMENT

The personnel training provided by an organization should fulfill three broad objectives: (1) it should be compatible with the goals and objectives of the organization; (2) the job-related training should be rooted in an analysis of the job activities that are to be performed; and (3) the training should provide for fulfilling the training needs of individuals, considering their previous experience and training and their potential for further development in the organization.

Although the primary focus of most programs is that of training people to be able to perform their present jobs effectively, there is a trend toward placing additional emphasis on the career development of individuals. Such efforts can be of mutual benefit to the organization and the individual. Chapter 13 reflects this trend.

PART V   THE ORGANIZATIONAL AND SOCIAL CONTEXT OF HUMAN WORK

Working relationships are an important part of a person's life. Motivation and commitment to work and the satisfactions from it, are the mutual concern of the organization and the individual. Thus, the interaction of motivation factors, value systems, attitudes, and the like with the working situation is part of the study of human behavior in industry. In recent years, there has been increasing concern that many workers express dissatisfaction with their work situations. Much of the current interest of industrial-organizatioal psychologists is with regard to this problem.

This part of the text covers some of the personal and situational variables that, in combination, create the organizational and social context within which people perform their work activities. First, individual issues of motivation and job satisfaction are addressed. This is followed by interpersonal issues of power and status differences, leadership, and the communication and execution of work roles in the social context.

PART VI   THE JOB AND WORK ENVIRONMENT

For approximately forty hours a week most people in the labor force perform work activities that are assigned to them within certain predetermined working conditions and environments. In recent decades there has been increased attention to the "design" of the jobs people are expected to perform and the conditions and environments in which they are to work. Chapters 17 and 18 deal with two approaches to job design, namely human factors and job enrichment. The nature of the jobs people perform leads logically to the consideration of the rates of pay for jobs; thus, Chapter 19 deals with job evaluation, a procedure used to establish pay scales. Chapter 20 deals with working conditions (illumination, noise, atmospheric conditions, and work schedules). In turn, Chapter 21 deals with accidents and safety which are integrally related to the nature of the job and to the working conditions.

APPENDICES