

TABLE OF CONTENTS

Section I	<i>I/O Psychology in Context</i>	2
CHAPTER 1	PSYCHOLOGY, ORGANIZATIONS, AND SOCIETY	5
	The I/O Psychologist	6
	The Psychological Context	8
	Psychological Specialties	8
	The Scientist–Practitioner Model	9
	I/O’s Role in Psychological Science	10
	I/O’s Role in the Practice of Psychology	10
	Ethics and Competence	12
	An Historical Overview	14
	The Organizational Context	18
	Major Perspectives	18
	Organizational Theory	21
	Closed- and Open-System Views	21
	Rational and Natural Theories	23
	Levels of Analysis	23
	Selected Theories	24
	The Societal Context	30
	The Early Years (1900–1929)	32
	The Depression Years (1930–1939)	33
	World War II and the Postwar Years (1940–1959)	34
	The Chaotic Period (1960–1979)	36
	The Reagan/Bush Years (1980–1992)	37
	Transition to the 21st Century	39
	Conclusions	40
CHAPTER 2	I/O PSYCHOLOGY AS A SCIENCE	43
	Distinguishing Science from Nonscience	44
	Nonscientific Sources of Knowing	44

Scientific Knowledge	45
Science Is Empirical	45
Science Is Objective	46
Science Is Concerned with Understanding	
General Principles	46
Science Is Precise	46
Science Is Probabilistic	46
Science Is Logical	47
The Scientific Method	47
The Goals of Scientific Research	47
Some Basic Terms	47
Statistics	49
Distributions	49
Descriptive Statistics	50
Inferential Statistics	55
Measurement of Variables	56
Alternative Types of Scales	56
Errors of Measurement	56
Reliability	57
Validity	58
Designing Research for Explanation	62
Hold Constant or Eliminate Variables	64
Manipulate the Variable	64
Measure the Variable as It Naturally Occurs	65
Random Assignment	65
Match on the Variable	66
Different Types of Research	66
Experimental versus Nonexperimental	66
Laboratory versus Field Research	67
Obtrusive versus Unobtrusive	68
Factors Influencing the Validity of Explanations	68
Threats to Internal Validity	68
Construct Validity	71
External Validity	71
Prediction in I/O Psychology	74
Ethics of I/O Research	75

The Academic Model versus Practical Realities	76
<i>Case: In Search of Excellence</i>	80

**Section II *Organizational Psychology: The
Social Psychology of Work
Behavior* 82**

CHAPTER 3	WORK MOTIVATION	85
	Work Motivation and Personal Characteristics: Need Theory	87
	Maslow's Need Hierarchy	87
	ERG Theory	89
	Need for Achievement	90
	Need for Power	92
	Work Motivation and Environmental Characteristics: Behaviorism and Behavior Modification	94
	Theoretical Assumptions	94
	Research and Application	96
	Implications and Current Trends	98
	Work Motivation: Personal and Environmental Characteristics	99
	Equity Theory	99
	Theoretical Assumptions	99
	Research and Application	101
	Implications and Current Trends	102
	Goal-Setting Theory	106
	Theoretical Assumptions	106
	Research and Applications	107
	Implications and Current Trends	108

Valence–Instrumentality–Expectancy (VIE) Theory	113
Theoretical Assumptions	113
Research and Application	117
Implications and Current Trends	119
Cognitive Evaluation Theory	121
Theoretical Assumptions	121
Research and Application	122
Implications and Current Trends	122
The Job Characteristics Model	123
Theoretical Assumptions	123
Research and Application	126
Implications and Current Trends	128
Integrative Approaches to Work Motivation Theory	129
Converging Operations Approach	130
Amalgamation Approach	131
A Final Summation and a Look at the Future	133
<i>Case: The American Worker: Lazy or Overworked?</i>	136
CHAPTER 4	
JOB ATTITUDES	139
A Brief History of Job Attitudes	141
Scientific Management	141
The Hawthorne Studies	142
The Hoppock Study	145
Theories of Job Satisfaction	147
Two-Factor Theory	147
Comparison Theories	149
Opponent Process Theory	152
Locke and Latham’s High Performance Cycle	153
The Measurement of Job Satisfaction	154
Faces Scales	155
Minnesota Satisfaction Questionnaire (MSQ)	156
Job Descriptive Index (JDI)	156

Correlates of Job Satisfaction	158
Personal Characteristics	159
Gender	159
Race	159
Age	160
Personality	160
Is Job Satisfaction a Stable Trait?	161
Job-Related Behaviors	162
Performance	162
Withdrawal Behaviors: Absenteeism and Turnover	164
Life Satisfaction	168
Other Job Attitudes: Job Involvement and Organizational Commitment	169
Job Involvement	169
Organizational Commitment	171
The Three Job Attitudes: An Integrated Perspective	174
A Final Summation and a Look at the Future	175
<i>Case: A Question of Job Attitudes: The Case of the "New" Big Blue</i>	178
CHAPTER 5	
SOCIAL BEHAVIOR IN ORGANIZATIONS	181
Social Processes	184
Communication in Organizations	184
Matching the Medium to the Message	189
Computer-Mediated Communication	189
Influence and Power	191
Competition, Conflict, and Cooperation	194
Contextual Causes of Conflict	195
Personal Causes of Conflict	198
The Development of Conflict	198
Managing Conflict	199
Prosocial Behavior	202

Social Structures in the Organization	203
Interaction Patterns	203
Social Norms	206
Social Roles	209
Social Cohesion	211
Climate and Culture	212
Organizational Climate	213
Organizational Culture	213
Functional and Dysfunctional Cultures	214
Shared Meaning	216
The Maturation and Decline of Social Systems	217
Improving Group Effectiveness	220
Hackman and Morris's (1975) Model of Group Effectiveness	220
Why Do Groups So Often Fail to Achieve Their Potential?	222
Strategies for Improving Group Performance	223
Team Building and Process Consultation	223
Group Problem-Solving Techniques	226
Autonomous Work Groups	228
Performance Feedback	230
Goal Setting	230
Group Rewards	231
A Final Summation and a Look at the Future	232
<i>Case: The Bell Atlantic Way</i>	235
CHAPTER 6	
LEADERSHIP IN THE ORGANIZATION	239
Leader Traits	241
What Traits Distinguish Leaders From Nonleaders?	242
What Are the Traits of the Effective Manager?	242
Is Gender Related to Managerial Effectiveness?	245
Leader Behavior	246
The Search for Fundamental Dimensions of Leadership	247
Influence and Power	250

Communication	253
Styles of Conflict Management	254
The Leader-Member Exchange (LMX) Model	255
Situational Influences in Leadership	256
The Effects of the Situation on Leader Behavior	257
The Effects of the Situation on Effectiveness	258
Implications of Situational Theory for Leader Effectiveness	258
Cognitive Approaches	260
Cognitive Categorization in Leadership	260
Self-Fulfilling Prophecies of the Leader	262
Impression Management	264
Contingency Theories	265
Fiedler's Contingency Theory	266
Path-Goal Theory of Leadership	268
Leader Directiveness	269
Leader Supportiveness	269
Leader Participativeness	269
Achievement-Oriented Leadership	270
Vroom/Yetton/Jago's Decision Model of Leadership	270
Hersey and Blanchard's Situational Leadership Model	276
Charismatic, Inspirational, and Transformational Leaders	277
A Final Summation and a Look at the Future	280
<i>Case: Leadership at Nucor</i>	284
CHAPTER 7	
ORGANIZATIONAL STRESS	287
Introduction to the Study of Stress	289
What Is Stress?	289
The Physiology of Stress	290
The Psychology of Stress	293

Models of Stress	294
The Process Model of Task Performance	295
The Integrative Transactional Process Model of Stress	296
Methods and Measures of Stress	298
The Nature of Job-Related Stress	301
Sources of Job-Related Stress (Potential Stressors)	301
The Job or Occupation	301
Environmental Stressors	304
Organizational Stressors	306
Nonwork Stressors	308
Effects/Outcomes of Stress (Strains)	309
Health Effects	309
Organizational Effects	314
Moderators of Stress: Personal Characteristics	318
Gender	319
Race	320
Personality	321
Social Support	321
The Management of Stress	323
Changing the Person: Individual Methods	324
Exercise	324
Relaxation/Meditation Techniques	325
Other Stress Management Techniques	326
Changing the Environment: Organizational Methods	327
Team Building: Interventions for Work Groups	327
Structural Interventions: Changing the Organization	328
Stress Management Programs: Do They Really Work?	329
A Final Summation and a Look at the Future	330
<i>Case: Stress in the Post Office</i>	333

Section III	<i>Personnel Psychology: Improving the Person-Work Fit</i>	336
CHAPTER 8	ANALYZING WORK	339
	What Is a Job?	340
	Why Conduct a Job Analysis?	343
	Reducing Role Conflict and Ambiguity	343
	Design and Evaluation of Training	344
	Performance Appraisal and Criterion Development	344
	Job Design	344
	Personnel Selection	345
	Wage and Salary Administration	345
	Compliance with Civil Rights Legislation	346
	What Is Measured in a Job Analysis?	346
	How Is a Job Analysis Conducted	348
	Methods of Collecting Job Information	348
	Who Provides the Information?	349
	How Much Information Is Needed?	350
	Specific Methods of Job Analysis	351
	Behaviorally Oriented Techniques	352
	The Task Inventory	352
	Functional Job Analysis	352
	The Position Analysis Questionnaire	356
	Techniques Focused on Requirements	360
	Critical Incident Technique	360
	Ability Requirements Scales	361
	Eclectic Techniques	362
	Job Evaluation as the Basis for Wage and Salary Administration	365
	Ranking	365
	Classification	365
	Factor Comparison	366

Point Systems	366
Establishing the Pay Structure	368
The Policy-Capturing Approach	368
Which Is the Best Method?	370
Comparable Worth Controversy	370
Origins of the Gender Gap in Wages: The Case of Secretarial Work	370
The Concept of Comparable Worth	371
Biases in Job Evaluation	371
A Final Summation and a Look at the Future	372
<i>Case: San Jose Tries Comparable Worth</i>	375
CHAPTER 9	PERFORMANCE APPRAISAL AND FEEDBACK
	379
What Are the Characteristics of a Good Appraisal Measure?	380
What Is Evaluated?	382
How Do We Measure Performance?	384
Objective Measures of Performance	384
Judgmental Measures of Performance	386
Rating Effects	387
Alternative Measures of Performance	392
Other Attempts to Improve Ratings	402
Who Should Judge Performance?	404
Supervisors	404
Peers	404
Self-Appraisals	405
Subordinates	405
Customers	405
Processes Involved in Performance Rating	406
Cognitive Processes in Ratings	406
The Encoding, Integration, and Storage of Ratee Behavior	408
Causal Attributions	408
Information Gathering	409

Recall	409
Data Integration and Final Evaluation	410
The Cognitive Structures of Raters	410
Organizational Determinants of the Rating Process	411
Purpose of the Rating	411
Differences in Organizational Culture/Climate	411
Accountability of the Rater for the Appraisal	412
Politics of the Organization	413
Feedback of Performance Appraisal	414
Feedback Giving and Seeking	415
Processing of Feedback	416
Feedback in the Formal Appraisal Session	417
A Final Summation and a Look at the Future	419
<i>Case: Teacher Evaluation in Texas</i>	422

CHAPTER 10

STAFFING: ATTRACTION, SELECTION, AND PLACEMENT	425
Staffing and the Matching Strategy	426
Strategy Complications	427
The Definition Problem	427
The Fairness Issue	427
Implementation Substrategies or Tactics	428
Attraction and Job Search	429
Misrepresentation and Realistic Job Previews (RJP)	430
Moral/Ethical versus Scientific Questions	431
Selection	432
The Logic of Selection	432
Contrasting Examples: Implicit versus Explicit (Scientific) Approaches	433
I/O Psychology's Role	436

Adaptation to Special Circumstances	436
Alternative Uses	436
Evaluation of Measurement Techniques	437
Reliability Indexes	438
Validity Indexes	441
Personnel Decision-Making: Use of Selection Tools	449
Compensatory and Noncompensatory Selection Strategies	459
Placement	460
Selection and Placement Tools: Predictors	461
Interviews	461
Biographical Information	462
Tests	463
Standardization and Norming	463
Types of Tests	464
Computerized Psychological Testing	475
A Final Summation and a Look at the Future	476
<i>Case: Selection of Firefighters in Cleveland</i>	479
CHAPTER 11	TRAINING AND DEVELOPMENT
	481
Needs Assessment	484
Organization Analysis	484
Task Analysis	485
Person Analysis	486
An Example of a Needs Assessment	486
Specification of Instructional Objectives	488
Learning Outcomes	488
Stating Instructional Objectives	489
Training and Development Phase	491
Incorporating the Findings of Learning Research	491
Practice and Recite	491
Use Distributed Practice	492

Use Whole-Task Learning for Tasks High on Complexity and Organization	493
Give Knowledge of Results	494
Set Goals	494
Give Positive Reinforcement	494
Provide Models	495
Make Learning a Team Effort	495
Gagne's Model of Instructional Design	496
Transfer and Maintenance of Training	497
Alternative Training Media	503
On-the-Job Techniques	503
Off-the-Job Techniques	506
Choosing Among Alternative Methods	515
Implementation	516
Evaluating Training Effectiveness	517
Criteria for Evaluation	517
Summative versus Formative Evaluations	518
Research Design in Training Evaluation	519
Individual Differences Among Trainees	520
Special Training Needs	521
Retraining	521
Training for Work Force Diversity	522
Training the Chronically Unemployed	524
A Final Summation and a Look at the Future	525
<i>Case: Developing Leaders and Teamwork Through Outdoor Adventure Training</i>	528
CHAPTER 12	
THE WORK CONTEXT	531
Background and Systems Orientation	532
Psychological and Behavioral Factors in the Work Context	535
Human Error and Reliability	535
Types of Human Error	535
Human Reliability	536

Human Capabilities and Limitations	537
Auditory Functioning	538
Visual Functioning	539
Signal Detection	540
Human Information Processing	541
Attention and Mental Work Load	543
Physical and Temporal Factors in the Work Context	546
Equipment Design	546
Displays	546
Controls	549
Control-Display Relationships	550
Computers	552
Environmental Design	553
Work Spaces	554
Automation and Computerization	556
Temporal Design	559
Shiftwork	559
Alternative Work Schedules	566
Safety at Work	567
Occupational Accidents	567
Learning Models	568
Cognitive Models	569
Personality Models	570
Life Stress Models	572
Biological Models	572
Safety Legislation	575
Legal Issues	576
A Final Summation and a Look at the Future	577
<i>Case: Safety Issues in the Work Place: United Auto Workers v. Johnson Controls</i>	580
CHAPTER 13	
CONCLUSIONS AND FUTURE TRENDS	583
Major Themes	584

What Does the Future Hold for I/O Psychology?	586
The Destabilizing of the World Order	586
Technological Change	589
Demographic Change	590
Restructuring of the Large Corporation	590
The Shift to Services	592
The Increasing Use of Team Management	592
Conclusions	593
REFERENCES	594
CREDITS	C-1
NAME INDEX	I-1
TOPIC INDEX	I-15