

Brief Contents

PART I

INTRODUCTION

CHAPTER 1

Introduction 3

CHAPTER 2

Research Methods in I/O
Psychology 20

PART II

ASSESSMENT OF JOBS, PERFORMANCE, AND PEOPLE

CHAPTER 3

Job Analysis 49

CHAPTER 4

Performance Appraisal 74

CHAPTER 5

Assessment Methods for Selection
and Placement 101

PART III

SELECTING AND TRAINING EMPLOYEES

CHAPTER 6

Selecting Employees 131

CHAPTER 7

Training 161

PART IV

THE INDIVIDUAL AND THE ORGANIZATION

CHAPTER 8

Theories of Employee Motivation 187

CHAPTER 9

Feelings About Work: Job Attitudes and
Emotions 209

CHAPTER 10

Productive and Counterproductive
Employee Behavior 238

CHAPTER 11

Occupational Health Psychology 263

PART V

THE SOCIAL CONTEXT OF WORK

CHAPTER 12

Work Groups and Work Teams 295

CHAPTER 13

Leadership and Power in Organizations 319

CHAPTER 14

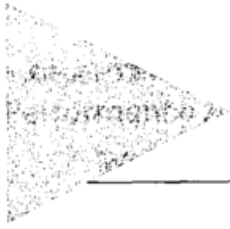
Organizational Development
and Theory 346

References 367

Glossary 407

Author Index 421

Subject Index 431



Contents

PART I

INTRODUCTION

CHAPTER 1

Introduction 3

- What Is I/O Psychology? 5
- Activities and Settings of I/O Psychologists 6
- I/O Psychology as a Profession 8
- I/O Psychology as a Science 8
- History of the Field of I/O Psychology 10
- I/O Psychology Beyond the United States and United Kingdom 13
- What It Takes to Become an I/O Psychologist 14
- Internet Resources for I/O Psychologists and Students 16
- Ethics of the I/O Field 16
- Humanitarian Work Psychology 18
- Chapter Summary 18

CHAPTER 2

Research Methods in I/O Psychology 20

- Research Questions 22
- Important Research Design Concepts 23
 - Variables 23
 - Research Setting 24
 - Generalizability 24
 - Control 25
 - Random Assignment and Random Selection 26
 - Confounding 26
- Research Designs 27
 - Experiments 27
 - Survey Designs 28
 - Observational Designs 29
 - Qualitative Studies 30
- Measurement 30
 - Classical Measurement Theory 31
 - Reliability 32
 - Validity 33
- Statistics 35
 - Descriptive Statistics 35
 - Measures of Central Tendency and Dispersion* 35

<i>Correlation</i>	36
Regression	39
Inferential Statistics	40
Meta-Analysis	42
Mediator and Moderator Variables	43
Ethics of Research	43
Chapter Summary	44

PART II

ASSESSMENT OF JOBS, PERFORMANCE, AND PEOPLE

CHAPTER 3

Job Analysis 49

What Is Job Analysis?	50
The Job-Oriented Approach	51
The Person-Oriented Approach	53
Purposes of Job Analysis	53
Career Development	54
Legal Issues	54
Performance Appraisal	55
Selection	56
Training	56
Vocational Counseling	56
Research	57
How Job Analysis Information Is Collected	57
Who Provides the Information?	58
Approaches to Collecting Job Analysis Information	58
<i>Perform Job</i>	58
<i>Observe Employees Working</i>	58
<i>Interview Employees</i>	59
<i>Administer a Questionnaire</i>	59
<i>Multiple Approaches</i>	59
Methods of Job Analysis	59
Job Components Inventory	59
Functional Job Analysis	61
<i>Occupational Information Network</i>	62
Position Analysis Questionnaire	62
Task Inventory	64
Choosing a Job Analysis Method	66
Job Analysis Methods for Work Teams	66
Reliability and Validity of Job Analysis Information	67
Reliability	67
Validity	67
Job Evaluation	68
Comparable Worth	70
Chapter Summary	70

CHAPTER 4**Performance Appraisal 74**

Why Do We Appraise Employees? 75

Administrative Decisions 75

Employee Development and Feedback 76

Research 76

Performance Criteria 76

Characteristics of Criteria 77

Actual Versus Theoretical Criterion 77*Contamination, Deficiency, and Relevance* 77*Level of Specificity* 79

Criterion Complexity 79

Dynamic Criteria 81

Contextual Performance 81

Methods for Assessing Job Performance 81

Objective Measures of Job Performance 82

Subjective Measures of Job Performance 84

Graphic Rating Forms 84*Behavior-Focused Rating Forms* 85*Development of Behavior-Focused Forms* 87*Cognitive Processes Underlying Ratings* 88*Models of the Rating Process* 88*Content of Subordinate Effectiveness* 89*Rater Bias and Error* 90*Halo Errors* 90*Distributional Errors* 91*Control of Rater Bias and Error* 91*Error-Resistant Forms to Assess Performance* 92*Rater Training to Reduce Errors* 92*Other Factors That Influence Job Performance Ratings* 94

360-Degree Feedback 95

The Impact of Technology on Performance Appraisal 96

Legal Issues in Performance Appraisal 96

Chapter Summary 98

CHAPTER 5**Assessment Methods for Selection and Placement 101**

Job-Related Characteristics 103

Psychological Tests 103

Characteristics of Tests 104

Group Versus Individually Administered Tests 104*Closed-Ended Versus Open-Ended Tests* 104*Paper-and-Pencil Versus Performance Tests* 105*Power Versus Speed Tests* 105

Ability Tests 105

Cognitive Ability Tests 105*Psychomotor Ability Tests* 106

Knowledge and Skill Tests 107

Personality Tests	109
Emotional Intelligence Tests	111
Integrity Tests	112
Vocational Interest Tests	113
Drug Testing	114
Biographical Information	114
Interviews	116
Work Samples	119
Assessment Centers	120
Electronic Assessment	124
Electronic Administration of Psychological Tests	124
Computer Adaptive Testing	126
Chapter Summary	126

PART III

SELECTING AND TRAINING EMPLOYEES

CHAPTER 6

Selecting Employees 131

The Planning of Human Resource Needs	133
Recruiting Applicants	134
Selecting Employees	136
How Do Organizations Select Employees?	137
Conducting a Validation Study	138
Step 1: Conduct a Job Analysis	138
Step 2: Specify Job Performance Criteria	139
Step 3: Choose Predictors	139
Step 4: Validate the Predictors	140
Step 5: Cross-Validate	140
Validity Generalization	141
How Predictor Information Is Used for Selection	141
Multiple Hurdles	141
Regression Approach	142
Alternatives to Conducting Validation Studies	145
Getting Applicants to Accept and Keep Jobs Offered	145
The Utility of Scientific Selection	147
How Valid Selection Devices Work	148
Baserate	148
Selection Ratio	148
Validity	149
How Valid Predictors Increase Success Rates	149
Computing the Utility of Scientific Selection	150
International Differences in Selection Practices	152
Legal Issues	152
Legal Selection in the United States	153
Uniform Guidelines on Employee Selection	154
Essential Functions and Reasonable Accommodation	156

<i>Affirmative Action</i>	156
Legal Selection Outside the United States	157
Chapter Summary	158

▶ CHAPTER 7

Training	161
Needs Assessment	162
Objectives	163
Training Design	164
Trainee Characteristics	165
Design Factors That Affect Transfer of Training	165
<i>Feedback</i>	165
<i>General Principles</i>	166
<i>Identical Elements</i>	166
<i>Overlearning</i>	166
<i>Sequencing of Training Sessions</i>	168
Work Environment	169
Training Methods	170
<i>Audiovisual Instruction</i>	170
<i>Autoinstruction</i>	171
<i>Conference</i>	171
<i>Lecture</i>	171
<i>Modeling</i>	171
<i>On-the-Job Training</i>	172
<i>Role-Playing</i>	172
<i>Simulations</i>	172
Electronic Training	172
Mentoring	173
Executive Coaching	175
Delivery of a Training Program	175
Evaluation of a Training Program	176
Set Criteria	176
Choose Design	178
<i>Pretest-Posttest</i>	179
<i>Control Group</i>	179
Choose Measures of the Criteria	180
Collect Data	180
Analyze and Interpret Data	180
Chapter Summary	181

PART IV

THE INDIVIDUAL AND THE ORGANIZATION

▶ CHAPTER 8

Theories of Employee Motivation	187
What Is Motivation?	188
Work Motivation Theories	188

Need Theories	189
Need Hierarchy Theory	190
Two-Factor Theory	191
Reinforcement Theory	191
Expectancy Theory	193
Self-Efficacy Theory	195
Justice Theories	198
Goal-Setting Theory	201
Control Theory	203
Action Theory	204
Chapter Summary	206

➤ **CHAPTER 9**

Feelings About Work: Job Attitudes and Emotions	209
The Nature of Job Satisfaction	210
How People Feel About Their Jobs	211
The Assessment of Job Satisfaction	213
Job Descriptive Index (JDI)	213
Minnesota Satisfaction Questionnaire (MSQ)	215
Job in General Scale (JIG)	215
Is Global Satisfaction the Sum of Facets?	216
Antecedents of Job Satisfaction	216
Environmental Antecedents of Job Satisfaction	217
<i>Job Characteristics</i>	217
<i>Pay</i>	220
<i>Justice</i>	220
Personal Antecedents of Job Satisfaction	221
<i>Personality</i>	221
<i>Gender</i>	223
<i>Age</i>	223
<i>Cultural and Ethnic Differences</i>	224
Person-Job Fit	224
Potential Effects of Job Satisfaction	226
Job Satisfaction and Job Performance	226
Job Satisfaction and Turnover	227
Job Satisfaction and Absence	227
Health and Well-Being	227
Job and Life Satisfaction	228
Organizational Commitment	228
Assessment of Organizational Commitment	230
Organizational Commitment and Other Variables	231
Emotions at Work	233
Causes and Consequences of Emotions at Work	233
Emotional Labor	234
Chapter Summary	235

CHAPTER 10

Productive and Counterproductive Employee Behavior 238

- Productive Behavior: Task Performance 239
 - Ability and Task Performance 240
 - Motivation and Task Performance 240
 - Personal Characteristics and Task Performance 241
 - The “Big Five” and Task Performance* 241
 - Locus of Control and Performance* 242
 - Age and Performance* 243
 - Environmental Conditions and Task Performance 243
 - Job Characteristics and Task Performance* 244
 - Incentive Systems and Performance* 245
 - Design of Technology* 246
 - Displays and Controls* 246
 - Computer-Human Interaction* 248
 - Organizational Constraints 250
- Organizational Citizenship Behavior (OCB) 251
- Counterproductive Work Behavior: Withdrawal 252
 - Absence 253
 - Lateness 254
 - Turnover 255
- Counterproductive Work Behavior: Aggression, Sabotage, and Theft 257
 - Labor Unrest and Strikes 260
- Chapter Summary 260

CHAPTER 11

Occupational Health Psychology 263

- Occupational Health and Safety 265
 - Accidents and Safety 265
 - Infectious Disease Exposure 268
 - Loud Noise 269
 - Musculoskeletal Disorders (MSDs) 270
 - Harmful Substance Exposure 272
 - Workplace Violence 272
- Work Schedules 274
 - Night Shifts 274
 - Long Shifts 276
 - Flexible Work Schedules 277
- Occupational Stress 277
 - The Occupational Stress Process 278
 - Job Stressors 279
 - Role Ambiguity and Role Conflict* 280
 - Workload* 281
 - Social Stressors* 281
 - Organizational Politics* 283
 - Control* 283

<i>Machine Pacing</i>	285
<i>The Demand/Control Model</i>	286
Alcohol as a Coping Mechanism	287
Work-Family Conflict	287
Burnout	288
Chapter Summary	290

PART V

THE SOCIAL CONTEXT OF WORK

CHAPTER 12

Work Groups and Work Teams	295
Work Groups Versus Work Teams	297
Virtual Teams	297
Important Group and Team Concepts	298
Roles	298
Norms	298
Group Cohesiveness	299
Team Conflict	300
Process Loss	300
Team Commitment	300
Team Mental Model	302
Group and Team Performance	302
Performance in the Presence of Others	302
Group Versus Individual Performance on Additive Tasks	303
Brainstorming	305
Group Problem Solving	306
Group Decision Making	306
<i>Group Polarization</i>	307
<i>Groupthink</i>	308
Team Innovation	310
Team KSAOs	310
Group Diversity	311
Interventions With Work Groups in Organizations	312
Autonomous Work Teams	312
Quality Circles	314
Team Building	315
Chapter Summary	316

CHAPTER 13

Leadership and Power in Organizations	319
What Is Leadership?	320
Sources of Influence and Power	321
French and Raven's (1959) Bases of Power	321
Yukl's (1989) Sources of Political Power	322
Political Skill	323

Abuse of Supervisory Power: Sexual and Ethnic Harassment	323
Approaches to the Understanding of Leadership	325
The Trait Approach	326
The Leader Behavior Approach	327
Fiedler's Contingency Theory	330
Path-Goal Theory	332
Leader-Member Exchange (LMX) Theory	334
Transformational Leadership Theory	335
Vroom-Yetton Model	337
Women in Leadership Positions	339
Gender and Leadership Style	340
Cross-Cultural Issues in Leadership	341
Chapter Summary	343

CHAPTER 14

Organizational Development and Theory	346
Organizational Development	347
Employee Acceptance of Change	348
Management by Objectives	349
Survey Feedback	351
Team Building	352
T-Group	352
Effectiveness of OD Programs	353
Organizational Theories	353
Bureaucracy Theory	354
<i>Division of Labor</i>	354
<i>Delegation of Authority</i>	355
<i>Span of Control</i>	355
<i>Line Versus Staff</i>	356
Theory X/Theory Y	356
Open System Theory	358
Sociotechnical Systems Theory	360
Comparison of the Theories	363
Chapter Summary	364
References	367
Glossary	407
Author Index	421
Subject Index	431