



BRIEF CONTENTS

Preface

xvii

PART I

Introduction

1

In this first section, we discuss the field of industrial/organizational psychology, learn what it is, and examine its history. The second chapter is an overview of social scientific research methods and how this methodology is used by I/O psychologists. This section sets the groundwork for what is to come.

1. INTRODUCTION: DEFINITIONS AND HISTORY

3

2. RESEARCH METHODS IN INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY

22

PART II

Personnel Issues

61

In these five chapters, we will take a “tour” of personnel functions in organizations. We will examine how jobs are analyzed, how workers are recruited and selected for jobs, how workers’ job performance is evaluated, and finally, how workers are trained.

3. JOB ANALYSIS: UNDERSTANDING WORK AND WORK TASKS

63

4. EMPLOYEE RECRUITMENT, SELECTION, AND PLACEMENT

90

5. METHODS FOR ASSESSING AND SELECTING EMPLOYEES

110

6. EVALUATING EMPLOYEE PERFORMANCE

145

7. EMPLOYEE TRAINING AND DEVELOPMENT

178

PART III
Worker Issues **213**

These three chapters will examine important psychological states that influence employee work behavior: the motivation to work, the satisfaction one gets from a job, and the stress that occurs because of job demands. These three states represent the vital issues of why people work and what happens to them internally because of work rewards and demands.

8. MOTIVATION 215

9. POSITIVE EMPLOYEE ATTITUDES AND BEHAVIORS 247

10. WORKER STRESS AND NEGATIVE EMPLOYEE ATTITUDES
AND BEHAVIORS 281

PART IV
Work Group and Organizational Issues **317**

In the next five chapters, we will examine how workers interact in the formation of work groups and larger work organizations. The study of this interaction of workers and work groups comprises a good part of the area within I/O psychology known as organizational psychology. In reviewing organizational issues, we will start small, looking at communication between two workers, and finish big, examining how large work organizations are designed and structured.

11. COMMUNICATION IN THE WORKPLACE 319

12. GROUP PROCESSES IN WORK ORGANIZATIONS 348

13. LEADERSHIP 384

14. INFLUENCE, POWER, AND POLITICS 418

15. ORGANIZATIONAL STRUCTURE, CULTURE, AND DEVELOPMENT 449

Glossary 488
References 500
Credits 572
Index 576