## **CONTENTS**

86

|    | Introduction  | ]          |
|----|---|------------|
| 1. | An Introduction to Functional Job Analysis, Sidney A. Fine and Wretha W. Wiley                                    | $\epsilon$ |
| 2. | Relationships among Criteria of Job Performance, Stanley E. Seashore, Bernard P. Indik, and Basil S. Georgopoulos | 14         |
| 3. | Composite vs. Multiple Criteria, Frank L. Schmidt and Leon B. Kaplan  | 25         |
| 4. | Some Determinants of Supervisory Esteem, David Kipnis   | 37         |
| 5. | Using Critical Incidents to Measure Job Proficiency Factors, Wayne K. Kirchner and Marvin D. Dunnette             | 47         |
| 6. | Development of First-Level Behavioral Job Criteria, Lawrence Fogli, Charles L. Hulin and Milton R. Blood          | 53         |
| 7. |   | 61         |
|    | SECTION TWO. PERSONNEL SELECTION  |            |
|    | Introduction  | 73         |
| 8. | Research on the Selection Interview, Robert E. Carlson, Paul W. Thayer, Eugene C. Mayfield and Donald A. Peterson | 77         |
| 9. | Using the Application Blank to Reduce Office Turnover, Edwin A. Fleishman and Joseph Berniger                     | 86         |

хi

SECTION ONE. CRITERION DEVELOPMENT

AND PERFORMANCE APPRAISAL

| XII | Contents |
|-----|----------|
|     |          |

| 10.<br>11. | Guide to Using Psychological Tests, Richard S. Barrett  Employment Test Validation for Minority and Nonminority Tele-              | 93  |
|------------|--|-----|
|            | phone Company Service Representatives, Sidney Gael and Donald L. Grant   | 102 |
| 12.        | Selection of Salesmen by Means of an Assessment Center, Douglas W. Bray and Richard J. Campbell                                    | 111 |
| 13.        | A Modified Model for Test Validation and Selection Research,  Marvin D. Dunnette   | 120 |
|            | SECTION THREE. TRAINING EMPLOYEES AND MANAGERS   |     |
|            | Introduction   | 127 |
| 14.        | Training and Principles of Learning, Robert M. Gagné   | 132 |
| 15.        | Programmed Instruction—Past, Present, Future, John S. Abma   | 138 |
| 16.        | Management Games for Training Decision-Makers, William R. Dill   | 157 |
| 17.        | Laboratory Education: Impact on People and Organizations, Marvin D. Dunnette and John P. Campbell                                  | 168 |
| 18.        | Leadership Climate, Human Relations Training, and Supervisory Behavior, Edwin A. Fleishman   | 183 |
| 19.        | Effectiveness of Two Orientation Approaches in Hard-Core Unemployed Turnover and Absenteeism, <i>Hjalmar Rosen and John Turner</i> | 197 |
|            | SECTION FOUR. MOTIVATION, ATTITUDES AND JOB SATISFACTION   |     |
|            | Introduction   | 207 |
| 20.        | The Human Side of Enterprise, Douglas M. McGregor  | 214 |
| 21.        | How Do You Motivate Employees?, Frederick Herzberg   | 225 |
| 22.        | Job Attitudes, Effort, and Performance: A Theoretical Model, Edward E. Lawler, III and Lyman W. Porter                             | 240 |
| 23.        | Expectancy Theory Predictions of Work Effectiveness,  J. Richard Hackman and Lyman W. Porter                                       | 248 |
| 24.        | Motivational Aspects of Pay, Robert L. Opsahl and Marvin D. Dunnette   | 256 |
| 25.        | The Development of a Method of Measuring Job Satisfaction: The Cornell Studies, Patricia Cain Smith                                | 272 |
| 26.        | The Effect of Performance on Job Satisfaction,  Edward E. Lawler III and Lyman W. Porter   | 279 |
|            | SECTION FIVE. LEADERSHIP AND SUPERVISION   |     |
|            | Introduction   | 291 |
| 27.        | Leadership Behavior Related to Employee Grievances and Turn-<br>over, Edwin A. Fleishman and Edwin F. Harris                       | 296 |
| 28.        | Patterns in Management, Rensis Likert  | 307 |
| 29.        | Norman R. F. Maier and Marshall Sashkin  | 320 |
| 30.        | Leader Influence and Performance, John M. Ivancevich and James H. Donnelly   | 329 |

|            | Contents   | iiix       |
|------------|--|------------|
| 31.        | Use of Leadership Powers in Industry, David Kipnis and Joseph Cosentino  | 339        |
| 32.        | Situational Factors Related to Leadership Effectiveness, Fred E. Fiedler   | 349        |
|            | SECTION SIX. COMMUNICATION AND ORGANIZATIONAL BEHAVIOR   |            |
| 33.        | Introduction  An Experimental Approach to Organizational Communication,  Alex Bavelas and Dermot Barrett                               | 361<br>366 |
| 34.        | Some Effects of Feedback on Communication, Harold J. Leavitt and Ronald A. H. Mueller  | 374        |
| 35.        | Organizational Developments and the Fate of Bureaucracy, Warren G. Bennis  | 383        |
| 36.<br>37. | Being Human and Being Organized, Chris Argyris   | 397        |
| 38.        | Likert and David G. Bowers   | 404        |
| 39.        | David G. Bowers  | 417        |
|            | Organizations, John D. W. Andrews  | 429        |
|            | SECTION SEVEN. FATIGUE, ACCIDENTS,<br>AND CONDITIONS OF WORK   |            |
| 40.        | Introduction   | 439        |
| 41.        | R. A. McFarland  | 445        |
| 42.        | Industrial Monotony, Patricia Cain Smith   | 453<br>464 |
| 43.        | Worker Adjustment to the Four-Day Week, Walter R. Nord and Robert Costigan   | 472        |
| 44.        | The Phenomenon of Accident Proneness, A. G. Arbous and J. E. Kerrich   | 482        |
| 45.        | Complementary Theories of Safety Psychology, Willard Kerr  SECTION EIGHT, ENGINEERING PSYCHOLOGY                                       | 493        |
|            | Introduction   | 501        |
| 46.        | Psychology and the Design of Man-Machine Systems, Franklin V. Taylor   | 504        |
| 47.        | On the Allocation of Functions between Men and Machines, Alphonse Chapanis   | 510        |
| 48.        | The Speed and Accuracy of Reading Horizontal, Vertical, and Circular Scales, Norah E. Graham   | 520        |
| 49.        | Monitoring of Complex Visual Displays—Some Vigilance and Decision-Making Problems, Jack A. Adams, Herbert H. Stenson and John M. Humes | 526        |
| 50.        | Men, Machines, and Models, Alphonse Chapanis   | 536        |

|     | Contents |
|-----|----------|
| XIV | Contents |

|             | SECTION NINE. CONSUMER PSYCHOLOGY  |
|-------------|--|
|             | Introduction   |
| 51.         | Potential Contributions of the Consumer-Oriented Psychologist, Robert Perloff  |
| 52.         | Prediction of Food Preferences by Laboratory Methods, David R. Peryam and John G. Haynes   |
| <b>5</b> 3. | An Experimental Consumer Panel Technique, Edwin A. Fleishman   |
| 54.         | Pupil Dilation as a Measure of Consumer Response,  Herbert E. Krugman  |
| 55.         | Operant Conditioning Techniques in Advertising Research, Lewis C. Winters and Wallace H. Wallace   |
| 56.         | An Experimental Investigation of Three Methods of Providing Weight and Price Information to Consumers, Robert D. Gatewood and Robert Perloff |
| Nan         | e Index  |
| Subj        | ect Index  |
|             |  |