

Contents

- 1. Introduction** **1**
Industrial and Organizational (I/O) Psychology: Context. Process. Content. The Challenge to I/O Psychology.

- 2. Methods of Industrial and Organizational Psychology** **15**
Observation: Levels of Measurement. Statistics and Levels of Measurement: Central Tendency. Dispersion, or Variability. Measures of Association. The Concept of Correlation: Experimental Methods. A Problem of Control.

- section one*
PERSONNEL PSYCHOLOGY **45**

- 3. Predictor-Related Issues** **47**
Testing in Perspective. Evaluation in Psychological Measurement. Reliability and Validity: Reliability. Validity. Validity and Predictive Efficiency. Finding and Selecting Tests: Test Users. Types of Tests. Traditional Administrative Categories. Test Content: Intellectual Abilities. Mechanical and Spatial Abilities. Perceptual Accuracy. Motor Abilities. Personality and Interest Inventories. Multiple Aptitude Test Batteries. Assessment Centers.

- 4. Criterion-Related Issues** **87**
The Criterion Construct: Some Controversies. The Complex Nature of Criteria: Criterion Characteristics. Job Analysis. Job Evaluation. Perfor-

mance Appraisal: *Objective Production Data. Personnel Data. Judgmental Data. Rating Errors. Employee Comparison Methods. Checklist. New Methods of Obtaining Judgments: Mixed Standard Rating Scales. Behaviorally Anchored Scales. Constructing a Behaviorally Anchored Scale. Factors Affecting Ratings: Individual Differences in Raters. Individual Differences in Ratees. Organizational Characteristics. The Performance Appraisal Interview: Managerial Performance Appraisal. Challenges for Criterion Research: The Government. The Workers. The Science.*

5. Personnel Decisions 131

Classes of Personnel Decisions. The Evaluation of Testing Programs: Validity Revisited. Job Component Validity. Decision Accuracy versus Prediction Accuracy. Validity, Selection Ratio, and Success Rate. Summary. Using Multiple Predictor Information: Multiple Correlation. Multiple Regression. Multiple Cutoff. Multiple Hurdles and Sequential Decision Making. Profile Matching. Cross-Validation and Re-Evaluation. Moderator Variables and Subgroup Analysis. Identification of Suppressor Variables. Modern Selection Models: Cronbach and Gleser's Model. Dunnette's Selection Model. Placement Decisions. Further Considerations.

6. Interviews and Other Non-Test Predictors 170

The Interview: The Role of the Interviewer. Clinical versus Actuarial Predictions. Evaluation of the Interview: Accuracy of Interview Information. Reliability of Interviewer Ratings. Factors Affecting Reliability. Interviewer Validity: Concurrent Validity. Predictive Validity. Interview Validities. Interviewer Validities. Scope of the Interview. A Systematic Evaluation of an Interview Program. Analytic Studies of the Interview: Factors in Interviewer Ratings. The Application Blank: Evaluating Personal Data Items. Work Sample and Situational Tests: Work Sample Tests. Situational Tests. Peer Ratings.

7. Personnel Training and Development: Concepts and Models 221

Determining Training Needs: Job and Worker Analysis. Critical Incidents. Analytic Employee Appraisals. Further Specification of Training Needs: What Is to Be Learned? Determinants of Performance: Training for Job Adjustment. Efficient Training Procedures: Learning Principles. Steps in Training. Sequencing Learning Experiences: Optimum Sequences. Implications for Training in Business and Industry. Behavior Models for Training: Miller's Models. The Behavior Modification Model. Programmed Instruction: "Teaching Machines." Attitude Change Models. The Goal-Setting Model.

8. Personnel Training and Development: Methods and Research 256

Methods of Training: Information Presentation Techniques. Simulation Methods. On-the-Job Methods. The Evaluation of Training Programs and

Techniques: *Criteria for Evaluation. Research Designs. Training Research: Management Training and Development. The Maintenance of Effectiveness: Retraining and Updating. Updating and Retraining Programs: The Technology Utilization Project. The Lincoln Training System. University versus In-Company Training.*

section two

THE SOCIAL FRAMEWORK OF INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY

291

9. The Motivation to Work **293**

Theories of Work Motivation: *Need Hierarchy Theory. Instrumentality Theory. Some Thoughts on Expectancy Theory. Reinforcement Approaches (Behaviorism). Balance Theories. Other "Theories."* Summary of the Models: *Effort Expenditure. Job Performance. Job Enrichment. Participation in Decision Making. Intrinsic versus Extrinsic Factors. Motivation of Minority Workers. Concluding Comments.*

10. Job Satisfaction and the Meaning of Work **336**

The Role of Satisfaction in the Motivational Models: *Need Theory. Instrumentality Theory. Reinforcement Theory. Balance Theory.* A Short History of Satisfaction Research: *The Hawthorne Studies. Hoppock Study. Schaffer.* Current Research and Theory: *Two-Factor Theory. Lawler Model of Facet Satisfaction: Job Satisfaction and Occupational Level. Job Satisfaction and Sex. Job Satisfaction and Race. The Measurement of Job Satisfaction. Job Satisfaction and Life Satisfaction. Job Satisfaction and the Meaning of Work. A View of Job Satisfaction.*

11. The Supervisor as Leader **365**

Some Basic Issues in the Study of Leadership: *Leader Effectiveness versus Leader Emergence. Content versus Process. Laboratory Studies versus Field Studies. The Supervisory Role. Power and Supervision. An Overview of Leadership Research. Theories of Leadership. The Ohio State Studies. Fiedler's Contingency Model. Path-Goal Theory.* Additional Variables to Consider: *Perceptual Discrepancies. Cultural Issues. Climates: Organizational and Suborganizational: Theory X/Theory Y. Directive versus Participative Climates.*

12. The Role of (the) Organization in Behavior **407**

Classic Organization Theory: *Span of Control. Structure.* Modern Organization Theory: *McGregor's Theory X/Theory Y. Chris Argyris. Lawrence and Lorsch.* Organizational Characteristics: *Organizational Climate. Decision Making and Conflict Resolution. Concluding Comments.*

*section three***PEOPLE, MACHINES, AND THE PHYSICAL
WORK ENVIRONMENT**

437

13. Designing Machines for People

439

Predecessors to Human Engineering. Awareness of Human Engineering Problems. Identifying Human Engineering Problems: *The Arrangement of Displays. The Design of Machine Controls. Identifying Problems of Machine Control. The Interactions of Controls and Displays.* Systems. A Model for Man-Machine Systems: *Humans as Sensing Devices. Humans as Processors of Information. Communications Theory and the Measurement of Information.* Humans as Response Systems. An Analysis of System Error: *Implications for Reducing Systems Error.* Automation and Man-Machine Systems. Solving Human Engineering Problems: *Human Engineering Research. Problem- versus Principle-Oriented Research. "Comparative" versus "Comprehensive" Research.* An Example of Principle-Oriented Research. Realism in Human Engineering Research. A Program of Systems Research: *Preliminary Investigations. System Simulation and Evaluation. Experimental Variables. Research on the ATC Simulator. Evaluation of the ATC Research Program. Design for Whom? Research and Common Sense: Design for Safety.*

14. Performance Abilities and Limitations

480

Human Transfer Functions. More about Information Measures. An Information Processing Model. Processing Capacities and Limitations: *Input Capacities and Limitations. Discriminating among Signals. The Amount of Information in Absolute Judgments.* Limited Attention. Response Limitations. Amplitude, Speed, and Accuracy of Movements. Timing and Anticipation. Human Performance Abilities.

15. The Physical Work Environment

529

Stresses from the Environment. Effects of Single Environmental Stressors. Sound and Noise: *Noise and Performance.* Heat and Cold: *Stressors and Information Processing. Aftereffects of Stressors.* The Interactions of Two or More Stressors: *A Model of Multiple-Stressor Effects. Noise and Sleep Loss. Knowledge of Results and Sleep Loss. Knowledge of Results and Other Stressors. A Summary of Combined Effects.* Stress and the Concept of Arousal.

Author Index

571

Subject Index

577