

BRIEF CONTENTS

PART ONE	INTRODUCTION	1
	1 INTRODUCTION: DEFINITIONS AND HISTORY	1
	2 RESEARCH METHODS IN INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY	23
PART TWO	PERSONNEL ISSUES	57
	3 JOB ANALYSIS AND PERFORMANCE	57
	4 PERSONNEL RECRUITMENT, SCREENING, AND SELECTION	93
	5 PERSONNEL TRAINING AND DEVELOPMENT	127
PART THREE	WORKER ISSUES	155
	6 MOTIVATION	155
	7 JOB SATISFACTION, WORK STRESS, AND QUALITY OF WORK LIFE	183
PART FOUR	ORGANIZATIONAL ISSUES	219
	8 COMMUNICATION IN THE WORK PLACE	219
	9 GROUP PROCESSES IN WORK ORGANIZATIONS	246
	10 LEADERSHIP	278
	11 INFLUENCE, POWER, AND POLITICS	307
	12 ORGANIZATIONAL STRUCTURE AND DEVELOPMENT	334
PART FIVE	WORK ENVIRONMENT ISSUES	371
	13 HUMAN FACTORS IN WORK DESIGN	371
	14 WORK CONDITIONS AND WORK SAFETY	402

CONTENTS

PART ONE	INTRODUCTION	1
	1 INTRODUCTION: DEFINITIONS AND HISTORY	1
	What Is Industrial/Organizational Psychology?	3
	The Science and Practice of Industrial/Organizational Psychology	5
	The Roots of Industrial/Organizational Psychology	6
	Scientific Management . The Human Relations Movement . Comparing Scientific Management and Human Relations . Personnel Testing and the World Wars . Industrial/Organizational Psychology After World War II	
	Industrial/Organizational Psychology Today and in the Future	13
	The Study of Work Behavior: A Multidisciplinary, Cooperative Venture . Trends Affecting the Future of Industrial/Organizational Psychology	
	How to Read and Study This Book	20
	Chapter Conclusion	21
	INSIDE TIPS: UNDERSTANDING INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY	2
	APPLYING I/O PSYCHOLOGY: SCIENTIFIC MANAGEMENT: DRAMATIC CHANGES IN WORK EFFICIENCY	9
	2 RESEARCH METHODS IN INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY	23
	Social Scientific Research Methods	26
	Goals of Social Scientific Research Methods . Steps in the Research Process	
	Types of Research Models	30
	Research Designs	33
	The Experimental Method . The Correlational Method . The Case Study Method	

Measurement of Variables 40

Observational Techniques . Self-Report Techniques . Measuring Dependent (Outcome) Variables: The Bottom Line . Key Issues in Measurement: Reliability and Validity

Statistical Analyses of Research Data 45

Descriptive Statistics . Inferential Statistics . Statistical Analysis of Experimental Method Data . Statistical Analysis of Correlational Method Data

Interpreting and Using Research Results 52

Chapter Conclusion 54

INSIDE TIPS: UNDERSTANDING THE BASICS OF RESEARCH METHODS AND DESIGN 25

UP CLOSE: HOW TO USE RESEARCH METHODS IN YOUR OWN LIFE 31

APPLYING I/O PSYCHOLOGY: THE HAWTHORNE EFFECT: A CASE STUDY IN FLAWED RESEARCH METHODS 46

ON THE CUTTING EDGE: META-ANALYSIS: A STATISTICAL TECHNIQUE FOR COMBINING THE RESULTS OF STUDIES 53

PART TWO

PERSONNEL ISSUES 57

3 JOB ANALYSIS AND PERFORMANCE 57

Job Analysis 59

Job Analysis Methods . Specific Job Analysis Techniques . Job Evaluation and Comparable Worth

Job Performance and Performance Appraisals 72

Purposes of Performance Appraisals . The Measurement of Job Performance . Methods of Rating Performance . Problems and Pitfalls in Performance Appraisal . Legal Concerns in Performance Appraisals . The Performance Appraisal Process

Chapter Conclusion 90

INSIDE TIPS: JOB ANALYSIS AND JOB PERFORMANCE: ESTABLISHING A FOUNDATION FOR PERSONNEL PSYCHOLOGY 58

ON THE CUTTING EDGE: THE BOSS IS WATCHING: COMPUTERIZED MONITORING OF EMPLOYEE PERFORMANCE 76

**APPLYING I/O PSYCHOLOGY: COMBATING THE
ACTOR-OBSERVER BIAS IN PERFORMANCE
APPRAISALS 87**

**UP CLOSE: HOW TO IMPROVE PERFORMANCE
APPRAISALS 89**

**4 PERSONNEL RECRUITMENT, SCREENING, AND
SELECTION 93**

Personnel Recruitment 95

Personnel Screening 97

**Evaluation of Written Materials . Personnel Testing . Considerations
in the Development and Use of Personnel Screening and Testing
Methods . Types of Personnel Screening Tests . The Effectiveness of
Personnel Screening Tests . Assessment Centers . Hiring Interviews .
Follow-Up Methods: References and Letters of Recommendation**

Personnel Selection 119

**Making Personnel Selection Decisions . Equal Employment Opportunity
in Personnel Selection and Placement**

Chapter Conclusion 123

**INSIDE TIPS: UNDERSTANDING PERSONNEL ISSUES
AND PROCESSES 94**

**ON THE CUTTING EDGE: TESTING FOR EMPLOYEE
HONESTY AND INTEGRITY: DOES IT WORK? 110**

**APPLYING I/O PSYCHOLOGY: THE USE OF AN
ASSESSMENT CENTER FOR MANAGER SELECTION AND
DEVELOPMENT 113**

**UP CLOSE: HOW TO CONDUCT MORE EFFECTIVE
HIRING INTERVIEWS 116**

5 PERSONNEL TRAINING AND DEVELOPMENT 127

Fundamental Issues in Personnel Training 129

Theories of Learning . Criteria for Successful Training

Assessing Training Needs 134

**Organizational Analysis . Task Analysis . Person Analysis .
Demographic Analysis**

Personnel Training Methods 136

**On-Site Methods . Off-Site Methods . Management Training Methods .
Specific Focuses of Personnel Training Programs**

The Evaluation of Training Programs	148
Equal Employment Opportunity Issues in Personnel Training	150
Chapter Conclusion	152

INSIDE TIPS: LINKS BETWEEN LEARNING THEORIES AND TRAINING METHODS 128

ON THE CUTTING EDGE: MENTORING: AN INFORMAL TECHNIQUE FOR TRAINING NEW MANAGERS 138

UP CLOSE: WHY DO SOME ORGANIZATIONS GIVE SO LITTLE ATTENTION TO NEW EMPLOYEE ORIENTATION AND TRAINING? 145

APPLYING I/O PSYCHOLOGY: THE CAREER DEVELOPMENT SYSTEM AT DISNEYLAND 147

PART THREE **WORKER ISSUES** **155**

6 **MOTIVATION** **155**

Defining Motivation **157**

Need Theories of Motivation **158**

**Maslow's Need-Hierarchy Theory . Alderfer's ERG Theory .
McClelland's Achievement Motivation Theory**

Job Design Theories of Motivation **163**

Herzberg's Two-Factor Theory . Job Characteristics Model

Rational Theories of Motivation **169**

Equity Theory of Motivation . VIE Theory of Motivation

Goal-Setting Theory **174**

Reinforcement Theory **175**

The Relationship Between Motivation and Performance **177**

**Systems and Technology Variables . Individual Difference Variables .
Group Dynamics Variables . Organizational Variables**

Chapter Conclusion **180**

INSIDE TIPS: MOTIVATION WITHIN THE CONTEXT OF INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY 156

UP CLOSE: WHAT IS A WORKAHOLIC? 163

APPLYING I/O PSYCHOLOGY: JOB ENRICHMENT IN A MANUFACTURING AND A SERVICE ORGANIZATION 166

ON THE CUTTING EDGE: EQUITY THEORY AND THE TWO-TIER WAGE STRUCTURE 171

**7 JOB SATISFACTION, WORK STRESS, AND QUALITY OF
WORK LIFE 183**

Job Satisfaction 185

**Defining Job Satisfaction . The Measurement of Job Satisfaction . Job
Satisfaction and Job Performance . Organizational Commitment . Job
Satisfaction, Organizational Commitment, and Employee Attendance .
Increasing Job Satisfaction**

Work Stress 202

**Defining Work Stress . Sources of Work Stress . Effects of Work
Stress . Coping with Work Stress**

Quality of Work Life 214

Chapter Conclusion 216

**INSIDE TIPS: JOB SATISFACTION AND WORK STRESS:
HOW ARE THEY CONNECTED? 184**

**UP CLOSE: WHAT ARE THE LEVELS OF JOB
SATISFACTION AND ORGANIZATIONAL COMMITMENT OF
AMERICAN WORKERS? 194**

**ON THE CUTTING EDGE: INCREASING ORGANIZATIONAL
COMMITMENT THROUGH EMPLOYEE OWNERSHIP 201**

**APPLYING I/O PSYCHOLOGY: DESIGNING EFFECTIVE
WORK STRESS MANAGEMENT TRAINING
PROGRAMS 212**

PART FOUR ORGANIZATIONAL ISSUES 219

8 COMMUNICATION IN THE WORK PLACE 219

The Communication Process: A Definition and a Model 221

**Research on the Communication Process . Nonverbal Communication
in Work Settings**

The Flow of Communication in Work Organizations 230

**Downward, Upward, and Lateral Flow of Communication . Barriers to
the Effective Flow of Communication . Communication Networks .
Formal and Informal Lines of Communication: The Hierarchy Versus
the Grapevine**

Organizational Communication and Work Outcomes 241

Chapter Conclusion 243

**INSIDE TIPS: COMMUNICATION: A COMPLEX PROCESS
IN WORK ORGANIZATIONS 220**

ON THE CUTTING EDGE: TELECONFERENCING: HOLDING BUSINESS MEETINGS OVER LONG DISTANCES	226
APPLYING I/O PSYCHOLOGY: INCREASING THE UPWARD FLOW OF ORGANIZATIONAL COMMUNICATION	232
UP CLOSE: WHY ARE COMMUNICATION BREAKDOWNS SO COMMON IN ORGANIZATIONS?	234

9 GROUP PROCESSES IN WORK ORGANIZATIONS 246

Defining Work Groups 248

Roles . Norms . Organizational Socialization: Learning Group Roles and Norms

Basic Group Processes 254

Conformity . Group Cohesiveness . Cooperation and Competition in Work Groups . Conflict in Work Groups and Organizations

Group Decisionmaking Processes 268

Effectiveness of Group Decisionmaking . Group Decisionmaking Gone Awry: Groupthink and Group Polarization

Chapter Conclusion 276

INSIDE TIPS: GROUP PROCESSES: THE CORE OF ORGANIZATIONAL PSYCHOLOGY 247

ON THE CUTTING EDGE: GROUPWARE CREATES COMPUTERIZED WORK TEAMS 258

APPLYING I/O PSYCHOLOGY: REDUCING MANAGEMENT-UNION CONFLICT 267

UP CLOSE: WHAT IS BRAINSTORMING, AND DOES IT WORK? 271

10 LEADERSHIP 278

Universalist Theories of Leadership 281

Great Man-Woman Theory . Trait Theory . McGregor's Theory X and Theory Y

Behavioral Theories of Leadership 283

Ohio State Leadership Studies . University of Michigan Leadership Studies . Evaluation of the Behavioral Theories of Leadership

Contingency Theories of Leadership 287

Fiedler's Contingency Model . The Path-Goal Theory . Vroom and Yetton's Decision Making Model . The Leader-Member Exchange Model . Comparison of the Contingency Theories of Leadership

Applications of Leadership Theories 301

Leadership Training . Job Redesign

Chapter Conclusion 304

INSIDE TIPS: UNDERSTANDING LEADERSHIP THEORIES 279

UP CLOSE: HOW TO BE AN EFFECTIVE LEADER 286

APPLYING I/O PSYCHOLOGY: THE MANAGERIAL GRID®: THE MARKETING OF LEADERSHIP THEORY 288

ON THE CUTTING EDGE: LEADERSHIP TRAITS: A RECONSIDERATION 300

UP CLOSE: ARE THERE DIFFERENCES BETWEEN MALE AND FEMALE LEADERS? 302

11 INFLUENCE, POWER, AND POLITICS 307

Defining Influence, Power, and Politics 309

Influence: The Use of Social Control 311

Power: A Major Force in Work Organizations 313

Power Sources . Power Dynamics in Work Organizations

Organizational Politics 321

Defining Organizational Politics . Types of Political Behaviors . Causes of Organizational Politics

Chapter Conclusion 332

INSIDE TIPS: DEFINING AND DIFFERENTIATING INFLUENCE, POWER, AND POLITICS 308

UP CLOSE: HOW TO RESIST SOCIAL INFLUENCE TACTICS 314

APPLYING I/O PSYCHOLOGY: THE EMPOWERMENT PROCESS: A KEY TO ORGANIZATIONAL SUCCESS 322

ON THE CUTTING EDGE: ORGANIZATIONAL POWER AND POLITICS: TOWARD A CONTINGENCY APPROACH 331

12 ORGANIZATIONAL STRUCTURE AND DEVELOPMENT 334

Organizational Structure 336

Traditional Organizational Structures . Nontraditional Organizational Structures . Other Dimensions of Organizational Structure . Contingency Models of Organizational Structure

Organizational Development 356

Organizational Development Techniques . The Effectiveness of Organizational Development

Chapter Conclusion 368

INSIDE TIPS: ORGANIZATIONAL STRUCTURE AND DEVELOPMENT: UNIFYING CONCEPTS IN INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY 335

UP CLOSE: HOW TO DEVELOP EFFECTIVE WORK TEAMS 357

ON THE CUTTING EDGE: QUALITY CIRCLES AND OTHER ORGANIZATIONAL DEVELOPMENT IMPORTS FROM JAPAN 366

APPLYING I/O PSYCHOLOGY: AN ORGANIZATIONAL DEVELOPMENT PROGRAM "DEVELOPS" AT POLAROID 367

PART FIVE

WORK ENVIRONMENT ISSUES 371

13 HUMAN FACTORS IN WORK DESIGN 371

Human Factors 373

A Brief History of Human Factors

Operator-Machine Systems 375

Displays . Operator Information Processing and Decisionmaking . Machine Controls

Errors in Operator-Machine Systems 390

Automation and Operator-Machine Systems 392

The Work Environment: Workspace Design 395

Chapter Conclusion 399

INSIDE TIPS: HUMAN FACTORS: SEEING THE BIG PICTURE 372

APPLYING I/O PSYCHOLOGY: EARLY VIDEO GAMES: PROBLEMS IN THE DESIGN OF MACHINE CONTROLS 382

UP CLOSE: ACCIDENTS LEAD TO INCREASED ATTENTION TO HUMAN FACTORS IN INDUSTRY	390
ON THE CUTTING EDGE: MEASURING EMPLOYEE CONCERNS ABOUT THE INTRODUCTION OF ROBOTS INTO THE WORK PLACE	393
UP CLOSE: HOW TO DESIGN AN EFFICIENT STUDENT WORK ENVIRONMENT	398

14 WORK CONDITIONS AND WORK SAFETY 402

Work Conditions 404

Physical Conditions of the Work Environment . Psychological Conditions of the Work Environment . Temporal Conditions of the Work Environment: Work Schedules

Work Safety 417

Dangers in the Work Environment . Dangers in Machine Systems . Dangers in Worker Characteristics and Behavior . Programs to Increase Work Safety . Alcohol and Drug Use in the Work Place

Chapter Conclusion 427

INSIDE TIPS: COMING FULL CIRCLE: THE EFFECTS OF WORK CONDITIONS ON THE WORKER 403

APPLYING I/O PSYCHOLOGY: DEALING WITH HOSTILE WORK CONDITIONS: WORKER SAFETY AND HEALTH IN OUTER SPACE 410

ON THE CUTTING EDGE: NEGATIVE IONS: A NEW HELP OR HAZARD IN THE WORK ENVIRONMENT? 412

APPLYING I/O PSYCHOLOGY: MICROCHIP PLANTS: MAINTENANCE OF A "SUPERCLEAN" WORK ENVIRONMENT 413

UP CLOSE: WHAT WILL WORK CONDITIONS BE LIKE IN THE NEXT CENTURY? 426

APPENDIX A: CAREERS IN INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY 431

APPENDIX B: JOURNALS PUBLISHING RESEARCH IN INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY AND RELATED AREAS 439

GLOSSARY 441

REFERENCES 455

ACKNOWLEDGMENTS 483

NAME INDEX 488

SUBJECT INDEX 498