# CONTENTS


List of tables ix
List of figures xi
List of case studies xiii
List of exercises xv
Preface xvii
Guided tour xxiii
Acknowledgements xxvi

**1 Work psychology: an initial orientation** 2

Introduction • Basic psychology and work psychology • Five traditions in psychology • The origins of work psychology • Work psychology today • The changing world of work • Workplace trends and work psychology • Summary • *Test your learning* • *Relevant websites* • *Suggested further reading*

**2 Theory, research and practice in work psychology** 54

Introduction • The nature of theory in work psychology • Theory and practice in work psychology • Research methods in work psychology • Research designs • Key principles in hypothesis testing using quantitative data • Some common statistical tests • Other phenomena in statistical testing • Analysing qualitative data • Summary • *Test your learning* • *Relevant websites* • *Suggested further reading*

**3 Individual differences** 102

Introduction • Traditional models of cognitive ability • Systems models of intelligence • Trait views of personality • Socio-cognitive approaches to individual differences • Summary • *Test your learning* • *Relevant websites* • *Suggested further reading*

## 4 The foundations of personnel selection: Analysing jobs, competencies and selection effectiveness 132

Introduction • The design and validation process in selection • Job analysis • Competencies and competency analysis • Job analysis data • Using job analysis information • Validation process • Reliability • Financial utility • Summary • *Test your learning* • *Relevant websites* • *Suggested further reading*

## 5 Personnel selection and assessment methods: What works? 170

Introduction • An overview of personnel selection methods • How well do selection methods work? • Interviews • Psychometric tests and measures of personality • Assessment centres • Other methods • The impact of selection procedures on applicants • The use of technology in selection • Summary • *Test your learning* • *Relevant websites* • *Suggested further reading*

## 6 Assessing performance at work 214

Introduction • Defining work performance • Measuring work performance • Performance assessment at work • Multi-source feedback • Improving performance • Summary • *Test your learning* • *Relevant websites* • *Suggested further reading*

## 7 Attitudes at work and the employment relationship 246

Introduction • What is an attitude? • How are attitudes measured? • Attitudes and behaviour • Job satisfaction • Organisational commitment • Employee turnover • Unemployment • The psychological contract • Attitude change through persuasion • Negotiation and conflict at work • Employee relations • Summary • *Test your learning* • *Relevant websites* • *Suggested further reading*

## 8 Approaches to work motivation and job design 306

Introduction • Overview of motivation • Common-sense approaches to motivation • Need theories • Expectancy theory: what's in it for me? • Justice and citizenship theories: am I being fairly treated? • Goal-setting theory: how can I achieve my aims? • Goals and self-regulation • Self-concept and individual differences in motivation • Intrinsic motivation, extrinsic motivation and pay • Motivation through job redesign • Integration of motivation theories • Summary • *Test your learning* • *Relevant websites* • *Suggested further reading*

## 9 Design at work 360

Introduction • Design in a sociotechnical context • Stages in design • Human-centred design • Summary • *Test your learning* • *Relevant websites* • *Suggested further reading*

## 10 Communication technology 384

Introduction • Core features of dispersed collaborations • Designing for dispersion • Summary • *Test your learning* • *Relevant websites* • *Suggested further reading*

## 11 Training and development 400

Introduction • The training cycle • Training needs analysis • Training design • Training evaluation • Transfer of learning • Threats to accurate evaluation • Designs for training evaluation • Learning organisations and the future of training • Communities of practice • Summary • *Test your learning* • *Relevant websites* • *Suggested further reading*

## 12 Stress and well-being at work 430

Introduction • Work-related stress • The consequences and costs of work stress • Factors linked to employee stress and well-being • Interventions to tackle work stress and promote employee well-being • The healthy organisation • Improving psychological well-being at work: a problem-solving approach • Summary • *Test your learning* • *Relevant websites* • *Suggested further reading*

## 13 Groups, teams and teamwork 498

Introduction • Group decision-making • Relations between groups at work • Teams in the twenty-first century workplace • How do teams work? • Putting together a good team: selecting people for teams • Teams: a view from the inside • Factors influencing team performance • Participation in decision-making in organisations • Topics for future research • Summary • *Test your learning* • *Relevant websites* • *Suggested further reading*

## 14 Leadership 550

Introduction • Some important questions about leadership • The early leader-focused approaches to leadership • Contingency theories of leadership • Transformational leadership and charisma • Critiquing transformational leadership • Perceiving leadership • Global leadership • Summary • *Test your learning* • *Relevant websites* • *Suggested further reading*

## 15 Careers and career management 590

Introduction • The context of careers • Career forms • Career success • Career choice • All change: approaches to lifelong career development • Career management in organisations • Summary • *Test your learning* • *Relevant websites* • *Suggested further reading*

## 16 Understanding organisational change and culture 648

Introduction • The importance of change management • Changing organisational culture • The planned approach to organisational change • The emergent approach to organisational change • Organisational change: approaches and choices • Summary • *Test your learning* • *Relevant websites* • *Suggested further reading*

Glossary of terms 693
References 717
Index 799


**Supporting resources**

Visit **www.pearsoned.co.uk/workpsych** to find valuable online resources:

**Companion Website for students**

- Multiple-choice questions to help test your learning
- Links to relevant sites on the web
- Online glossary to explain key terms

**For instructors**

- PowerPoint slides that can be downloaded and used for presentations
- Complete, downloadable Instructor's Manual

**Also:** The Companion Website provides the following features:

- Search tool to help locate specific items of content
- E-mail results and profile tools to send results of quizzes to instructors
- Online help and support to assist with website usage and troubleshooting

For more information please contact your local Pearson Education sales representative or visit **www.pearsoned.co.uk/workpsych**