BRIEF CONTENTS

Preface

PART Intro	duction				1
psych chapte this m	ology, learn warer is an overvious the standard ology is	hat it is, and examine ew of social scientific is used by I/O psycholo	industrial/organizationalits history. The second research methods and horgists. This section sets the	w	
1.	INTRODUCT	ION: DEFINITIONS A	ND HISTORY		
2.	RESEARCH N PSYCHOLOG		TRIAL/ORGANIZATIONA	pw to noise grand OVI n will-maintail	22
PART Perso	ill onnel Issues	5			61
organ recrui	izations. We v	vill examine how jobs	" of personnel functions are analyzed, how worked ers' job performance is ex	rs are	
3.	JOB ANALYS	IS: UNDERSTANDING	WORK AND WORK TAS	SKS	63
			CTION, AND PLACEMEN		90
5.			SELECTING EMPLOYEES		110
	EVALUATING	S EMPLOYEE PERFOR	MANCE		145
	EMPLOYEE 1	TRAINING AND DEVE	LOPMENT		178

xvii

	ker Issues	SEMBTMOD TEINE	213
that i satisfa job d	three chapters will examine import influence employee work behavior: the action one gets from a job, and the se emands. These three states represent and what happens to them internal ands.	he motivation to work, the stress that occurs because of the vital issues of why people	
8.	MOTIVATION		215
9.	POSITIVE EMPLOYEE ATTITUDES		247
10.	WORKER STRESS AND NEGATIVE AND BEHAVIORS		281
PART	FEB INDUCTION OF SHIP AND USED WITH THE PARTY		
forma intera within organ betwe	e next five chapters, we will examine ation of work groups and larger work ction of workers and work groups on I/O psychology known as organizational issues, we will start small, then two workers, and finish big, examined at two workers are designed and structured in the start of the start	k organizations. The study of this omprises a good part of the area ational psychology. In reviewing looking at communication mining how large work	
11.	COMMUNICATION IN THE WORK	PLACE	319
12.	GROUP PROCESSES IN WORK OF	RGANIZATIONS	348
13.	LEADERSHIP		384
14.	INFLUENCE, POWER, AND POLIT	ICS	418
15.	ORGANIZATIONAL STRUCTURE,	CULTURE, AND DEVELOPMENT	449
	References Credits		488 500 572
	Index		576

CONTENTS

	Preface	xvi
Intro	duction	1
1.	INTRODUCTION: DEFINITIONS AND HISTORY	3
	What is Industrial/Organizational Psychology?	_
	The Science and Practice of Industrial/Organizational Psychology	5
	The Roots and Early History of Industrial/Organizational Psychology	7
	The Beginnings	7
	World War I and the 1920s	10
	The Great Depression Years and World War II	11
	The Postwar Years and the Modern Era	12
	Industrial/Organizational Psychology Today and in the Future	13
	First Trend: The Changing Nature of Work	14
	Second Trend: Expanding Focus on Human Resources	15
	Third Trend: Increasing Diversity and Globalization	
	of the Workforce	17
	Fourth Trend: Increasing Relevance of I/O Psychology in	
	Policy and Practice	19
	Summary	19
	Study Questions and Exercises	20
	Web Links	21
	Suggested Readings	21
2.	RESEARCH METHODS IN INDUSTRIAL/ORGANIZATIONAL	
	PSYCHOLOGY	22
	Social Science Research Methods	24
	Goals of Social Science Research Methods	25
	Steps in the Research Process	25
	Major Research Designs	30
	The Experimental Method	31
	Quasi-Experiments	35

End of the fill of the plant, Still of the wind the line and the still be a surface of the still of the surface of the surface

	The Correlational Method	36
	Complex Correlational Designs	38
	Meta-Analysis	39
	The Case Study Method	40
	Measurement of Variables	41
	Observational Techniques	42
	Self-Report Techniques	42
	Key Issues in Measuring Variables: Reliability and Validity	43
	Measuring Work Outcomes: The Bottom Line	44
	Interpreting and Using Research Results	46
	Ethical Issues in Research and Practice in I/O Psychology	47
	Summary	49
	Study Questions and Exercises	50
	Web Links	51
	Suggested Readings	51
	Appendix: Statistical Analyses of Research Data	52
	Descriptive Statistics	53
	Inferential Statistics	55
	Statistical Analysis of Experimental Method Data	56
	Statistical Analysis of Correlational Method Data	58
	Appendix Summary	60
PART		
Pers	onnel Issues	61
3.	JOB ANALYSIS: UNDERSTANDING WORK AND WORK TASKS	63
	Job Analysis	65
	Job Analysis Methods	67
	Observations	69
	Participation	70
	Existing Data	70
	Interviews	71
	Surveys	71
	Job diaries	72
	Specific Job Analysis Techniques	72
	Job Element Method	73
	Critical Incidents Technique	73
	Position Analysis Questionnaire	74
	Functional Job Analysis	76
	Comparing the Different Job Analysis Techniques	77
	O*NET: A Useful Tool for Understanding Jobs	
	Job Analysis and the ADA	81
	Job Evaluation and Comparable Worth	82
	J. T.	0 2

	Summary	87
	Study Questions and Exercises	87
	Web Links	88
	Suggested Readings	88
4.	EMPLOYEE RECRUITMENT, SELECTION, AND PLACEMENT	90
	Human Resource Planning	92
	Steps in the Employee Selection Process	93
	Employee Recruitment	94
	Employee Screening	98
	Employee Selection and Placement	98
	A Model for Employee Selection	98
	Making Employee Selection Decisions	99
	Employee Placement	102
	Equal Employment Opportunity in Employee Selection	102
	and Placement	104
		104
	Summary Study Questions and Exercises	107
	Web Links	108
	Suggested Readings	108
	Suggested Readings	100
5.	METHODS FOR ASSESSING AND SELECTING EMPLOYEES	110
	Employee Screening and Assessment	111
	Evaluation of Written Materials	112
	References and Letters of Recommendation	114
	Employment Testing	115
	Considerations in the Development and Use of Personnel	11)
	Screening and Testing Methods	115
	Types of Employee Screening Tests	118
	The Effectiveness of Employee Screening Tests	130
	Assessment Centers	133
	Hiring Interviews	136
		142
	Study Ouestions and Eversiess	143
	Study Questions and Exercises Web Links	143
		143
	Suggested Readings	144
6.	EVALUATING EMPLOYEE PERFORMANCE	145
0.	LVALOATING LIVITLOTEL PERFORMANCE	143
	Job Performance and Performance Appraisals	146
	The Measurement of Job Performance	148
	Objective Versus Subjective Performance Criteria	148
	Sources of Performance Ratings	152

	Methods of Rating Performance
	Comparative Methods
	Individual Methods
	Problems and Pitfalls in Performance Appraisals
	Leniency/Severity Errors
	Halo Effects
	Recency Effects
	Causal Attribution Errors
	Personal Biases
	Cross-Cultural and International Issues
	The Dynamic Nature of Performance Today
	The Performance Appraisal Process
	Legal Concerns in Performance Appraisals
	Team Appraisals
	Summary
	Study Questions and Exercises
	Web Links
	Suggested Readings
7.	EMPLOYEE TRAINING AND DEVELOPMENT
	Areas of Employee Training
	New Employee Orientation and Training
	Retraining and Continuing Education Programs
	Retirement Planning and Preparation
	Employee Career Development
	Training Workers for International Assignments
	Training in Diversity Issues, Harassment, and
	Ethical Behavior
	Team Training
	Fundamental Issues in Employee Training
	Key Issues in the Success of Training Programs
	Common Problems in Employee Training Programs
	A Model for Successful Training Programs
	Assessing Training Needs
	Establishing Training Objectives
	Developing and Testing of Training Materials: Employee
	Training Methods
	Implementation of the Training Program
	Evaluation of the Training Program
	Equal Employment Opportunity Issues in Employee Training
	Summary
	Study Questions and Exercises
	Web Links
	Suggested Readings

	PART III Worker Issues	
8.	MOTIVATION	215
	Defining Motivation	210
	Need Theories of Motivation	217
	Basic Need Theories	217
	McClelland's Achievement Motivation Theory	218
	Behavior-Based Theories of Motivation	221
	Reinforcement Theory	221
	Extrinsic Versus Intrinsic Motivation	225
	Self-Determination Theory	220
	Goal-Setting Theory	227
	Job Design Theories of Motivation	228
	Herzberg's Two-Factor Theory	228
	Job Characteristics Model	230
	Cognitive Theories of Motivation	234
	Equity Theory of Motivation	235
	Expectancy (VIE) Theory of Motivation	238
	Comparing, Contrasting, and Combining the Different	
	Motivation Theories	240
	The Relationship Between Motivation and Performance	242
	Systems and Technology Variables	243
	Individual Difference Variables	243
	Group Dynamics Variables	244
	Organizational Variables	244
	Summary	244
	Study Questions and Exercises	245
	Suggested Readings	246
9.	POSITIVE EMPLOYEE ATTITUDES AND BEHAVIORS	247
	Employee Engagement	249
	Job Satisfaction	249
	The Measurement of Job Satisfaction	251
	Job Satisfaction and Job Performance	258
	Organizational Commitment	260
	Organizational Commitment and Job	
	Satisfaction	260
	Employee Attitudes and Employee Attendance	263
	Employee Absenteeism	263
	Employee Turnover	264
	Increasing Employee Engagement, Job Satisfaction, and	
	Organizational Commitment	266

	Changes in Job Structure	267
	Changes in Pay Structure	268
	Flexible Work Schedules	271
	Benefit Programs	272
	Positive Employee Behaviors	274
	Organizational Citizenship Behaviors	274
	Positive Affect and Employee Well-Being	278
	Summary	279
	Study Questions and Exercises	279
	Web Links	
	Suggested Readings	280
	Suggested readings	200
10.	WORKER STRESS AND NEGATIVE EMPLOYEE ATTITUDES	
10.	AND REHAVIORS	281
		201
	Defining Worker Stress	283
	Sources of Worker Stress	285
	Stressful Occupations	285
	Organizational Sources of Work Stress: Situational Stressors	287
	Work Task Stressors	287
	Work Role Stressors	288
	Individual Sources of Work Stress: Dispositional Stressors	293
	Measurement of Worker Stress	295
	Physiological Measures	296
	Self-Report Assessments	296
	Measurement of Stressful Life Events	297
	Measurement of Person—Environment Fit	298
	Effects of Worker Stress	298
	Job Burnout	300
	Coping With Worker Stress	303
	Individual Coping Strategies	303
	Organizational Coping Strategies	305
	Negative Employee Attitudes and Behaviors	309
	Counterproductive and Deviant Work Behaviors	310
	Alcohol and Drug Use in the Workplace	311
	Summary	313
	Study Questions and Exercises	314
	Web Links	314
	Suggested Readings	315
ADT	TO THE PARTY OF TH	
Mark		317
VOLK	k Group and Organizational Issues	317
11.	COMMUNICATION IN THE WORKPLACE	319
	The Communication Process: A Definition and a Model	320
	ALLY VOLUME AND THE ALL VOLUME AND THE ALL	J 44 U

	Research on the Communication Process	
	Nonverbal Communication in Work Settings	
	The Flow of Communication in Work Organizations	
	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	
	Summary	
	Study Questions and Exercises	
	Web Links	
	Suggested Readings	
12.	GROUP PROCESSES IN WORK ORGANIZATIONS	
	Defining Work Groups and Teams	
	Roles	
	Norms	
	Organizational Socialization: Learning Group Roles and Norms	
	Basic Group Processes	
	Conformity	
	Group Cohesiveness	
	Group Efficacy	
	Cooperation and Competition in Work Groups	
	Conflict in Work Groups and Organizations	
	Group Decision-Making Processes	
	Effectiveness of Group Decision Making	
	Group Decision Making Gone Awry: Groupthink and	
	Group Polarization	
	Teams and Teamwork	
	Summary	
	Study Questions and Exercises	
	Web Links	
	Suggested Readings	
13.	LEADERSHIP	
N. L.	What Is Leadership?	
	Defining Leadership	
	Universalist Theories of Leadership	
	Great Man/Woman Theory	
	Trait Theory	
	Behavioral Theories of Leadership	
	Ohio State Leadership Studies	
	University of Michigan Leadership Studies	
	Evaluation of the Behavioral Theories of Leadership	
	Lyaination of the Deliayiolal Incomes of Leadership	

	Contingency Theories of Leadership
	Fiedler's Contingency Model
	The Path-Goal Theory
	The Decision-Making Model
	The Leader—Member Exchange Model
	Charismatic and Transformational Leadership Theories
	Charismatic Leadership Theory
	Transformational Leadership Theory
	Comparing and Contrasting Theories of Leadership
	Applications of Leadership Theories
	Leadership Training and Development
	Job Redesign and Substitutes for Leadership
	Summary
	Study Questions and Exercises
	Web Links
	Suggested Readings
14.	INFLUENCE, POWER, AND POLITICS
÷1.	Opportunitional Scalesce of West Stress Depress Engels
	Defining Influence, Power, and Politics
	Influence: The Use of Social Control
	Power: A Major Force in Work Organizations
	Power Sources
	Power Dynamics in Work Organizations
	Organizational Politics
	Defining Organizational Politics
	Employee Perceptions of Organizational Politics
	Types of Political Behaviors
	Causes of Organizational Politics
	Consequences of Organizational Politics
	Managing Organizational Politics
	A Contingency Approach to Organizational Power and Politics
	Summary
	Study Questions and Exercises
	Web Links
	Suggested Readings
15.	ORGANIZATIONAL STRUCTURE, CULTURE, AND DEVELOPMENT
	Organizational Structure
	Dimensions of Organizational Structure
	Traditional Versus Nontraditional Organizational Structures
	Chain of Command and Span of Control
	Functional Versus Divisional Structure
	Centralized Versus Decentralized Structure

Examples of Traditional and Nontraditional Organizational Structures	457
Traditional Organizational Structures	457
Nontraditional Organizational Structures	460
Contingency Models of Organizational Structure	464
Organizational Culture	468
Societal Influences on Organizational Culture	470
Measuring Organizational Culture	471
Organizational Development	472
Organizational Development Technique	475
The Effectiveness of Organizational Development	484
Summary	485
Study Questions and Exercises	486
Web Links	487
Suggested Readings	487
Glossary	488
References	500
Credits	572
Index	576