

# INDUSTRIAL & ORGANIZATIONAL PSYCHOLOGY

RESEARCH AND PRACTICE

THIRD EDITION



PAUL E. SPECTOR

**3<sup>rd</sup> Edition**

# **INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY**

Research and Practice

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# PREFACE

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Industrial/organizational, or I/O, psychology is an exciting field that has been enjoying tremendous growth in the United States and throughout the industrialized world, especially over the past two decades. What began as a tiny subspecialty of psychology, known only to a few practitioners and professors, has grown to be one of the major applied specialties in psychology worldwide. This attention is due to two factors. First, I/O is concerned with the workplace, so its findings and principles are relevant to everyone who has held a job. Second, I/O has developed proven methods that organizations find of value. I/O psychologists are often called upon to help organizations achieve a more efficient and healthier workforce.

The field of I/O psychology has a dual nature. First, it is the science of people at work. This aspect ties it to other areas of psychology, such as cognitive and social. Second, I/O psychology is the application of psychological principles of organizational and work settings. There is no other area of psychology in which a closer correspondence between application and science exists, making I/O a good example of how society can benefit from the study of psychology.

The field of I/O is a large and diverse one. It covers many topics ranging from methods of hiring employees to theories of how organizations work. It is concerned with helping organizations get the most from their employees or human resources, as well as with helping organizations take care of employee health and well-being. A single text can provide only an overview of the major findings and methods that I/O psychologists use. The goal of this book is to provide such an overview, as well as a comprehensive understanding of the field. The book addresses each of the major areas of I/O.

Part One of this book provides an overview of the I/O field. Chapter 1 covers the nature of the field and its history. I/O is discussed as both a practice and a science. The chapter describes what a career in I/O involves and what it takes to become an I/O psychologist. Chapter 2 provides an overview of the basic principles of I/O research methods.

The remainder of the book is divided into four major sections. In Part Two, Chapter 3 discusses job analysis or the assessment of jobs. Chapter 4 focuses on the assessment of employee job performance. Chapter 5 explores the way in which employee characteristics are measured. Part Three contains two chapters. Chapter 6 deals with the methods that organizations use to hire new employees. Chapter 7 follows those new as well as experienced employees through their training programs.

The four chapters in Part Four discuss the relationship between the individual and the organization. Chapter 8 covers theories of motivation. Chapter 9 focuses on how people feel about their jobs—their level of job satisfaction and commitment to the organization. The topic of Chapter 10 is productive and counterproductive work behavior. Chapter 11 deals with occupational health psychology, a rapidly emerging field that is concerned with workers' health, safety, and well-being.

The final part of the book, Part Five, is concerned with the social context of work. Chapter 12 explores small work groups or work teams and their effect on the individual. Chapter 13 discusses leadership and supervision in the workplace. Chapter 14, the last chapter, takes an organizational perspective, addressing organizational development and organizational theory.

## **SPECIAL FEATURES**

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Each chapter in Parts Two through Five contains three special features. First, there is a detailed summary of a research study from one of the major I/O journals. Each Research in Detail was chosen to give added insight through a study that is relevant to topics covered in the chapter. The implications of each study for the practice of I/O are also discussed. Second, there is a detailed summary of a research study conducted outside the United States. Most I/O research until relatively recently has been conducted within the United States and a handful of culturally similar western countries, such as Canada and England. These International Replications explore the extent to which U.S. research generalizes to other countries and cultures. Third, a case study describes how a practicing I/O psychologist was able to help an organization with a problem. These I/O Psychology in Practice cases were chosen to represent the wide variety of settings and applied work that involve I/O psychologists.

Each I/O Psychology in Practice case is followed by discussion questions. The purpose of these questions is to encourage students to think about the principles discussed in the book. They require the student to apply the chapter principles to a real situation. The questions can be used in a variety of ways. They can be assigned to groups of students or to individuals. They can be used for in-class debates, discussions, oral presentations, or written assignments. The cases themselves are provided to help show students the connections between practice and research in the I/O field. Students often have a difficult time seeing the relevance to their lives of much of what they study in college. I/O psychology is a field that is relevant to almost everyone.

## **CHANGES IN THE THIRD EDITION**

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My goal with all three editions has been to provide a text that is as current and up-to-date as possible, covering both the traditional core material of the field and the exciting new areas and findings. The first major task I had with this revision was to update the material with important new developments. The science of I/O psychology is rapidly changing with new findings and insights emerging almost daily. This edition contains more than 150 new references most of them published in 2000 or later. The overall organization of the book is similar to the organization of prior editions, although it contains several new subsections addressing new topics. There is one new special feature, International Replication. The other special features remain: Cases, (Psychology in Practice) chapter objectives, glossary, and Research in Detail. Four of the cases are new.

This revision was guided in part by trends (discussed at the end of Chapter 1) that are helping shape the I/O field:

Technology  
 Internationalization  
 Skilled Labor Shortages  
 Occupational Health Psychology

Technology has always been a major influence on I/O psychology because it is a major influence on the workplace. The field of I/O, originally called simply industrial psychology, grew out of the rapid industrialization of the United States in the early part of the twentieth century. The pace of technological change, however, has been accelerating, and in the twenty-first century we see these changes affecting the conduct of both the practice and the research of I/O psychology. The third edition of this book discusses how technology, particularly the Internet, has had a tremendous impact on I/O practice and covers some of the new research into how technology affects the workplace.

Although early development of I/O occurred primarily in the United States, in the twenty-first century I/O psychology is international in scope. Across the three editions of this book, Table 1-2 in Chapter 1, listing I/O graduate programs outside the United States, has continued to grow in length. Quite a few of the programs listed in the table didn't exist when the first edition was published, and growth in the number of international programs continues. The large U.S. I/O consulting firms, once limited to North America, are opening offices throughout the world. Two of the largest, Development Dimensions International, or DDI, and Personnel Decisions International, or PDI, changed the original meaning of the I in their names from incorporated, as they expanded their scope beyond the United States. The third edition continues to emphasize international issues, as evidenced by new International Replication feature, as well as through expanded discussions of international issues.

One by-product of technology is that simple, unskilled labor is being replaced by skilled labor in developed, industrialized countries. Countries with strong economies, like the United States, are finding that people with needed skills are often in short supply. This situation challenges the I/O field to switch its focus from choosing which of many applicants to hire, to developing and retaining those employees already hired. To meet this challenge, that I/O practice will likely shift attention to some extent from issues of hiring to issues of training. The current edition of this book discusses performance management systems (Chapter 4) that reflect this trend.

During most of the twentieth century the major concern of I/O psychology was with employee performance and productivity and how they contributed to organizational well-being. Much of this focus was driven by the applied job market and the sorts of services organizations were willing to purchase from consultants or to hire psychologists to do. In recent years there has been rapidly advancing interest in the well-being of employees independent of their organizations. This trend can be seen in the new field of occupational health psychology (OHP), which is developing in large part out of I/O psychology. OHP is a multidisciplinary field that is concerned with the health, safety, and well-being of employees. These topics have been in this book since the first edition, but this edition provides more balance between issues of employee performance and employee well-being. Chapter 11 has been renamed Occupational Health Psychology.

**Content Changes.** Although all the topics covered in the first two editions are still here, some have been expanded or modified and some are new. Of particular note are the following:

New section on current trends that are changing the I/O field  
 Expanded discussion of internationalization of the field  
 Updated salary survey information  
 Expanded discussion of Occupational Information Network O\*NET  
 New section on research uses of job analysis data  
 Expanded discussion of the judgment process underlying job analysis ratings  
 Expanded discussion of 360 feedback  
 New discussion of the impact of technology on performance appraisal  
 New discussion of performance management systems  
 New section on assessment of emotional intelligence  
 New discussion of Web-based assessment  
 Expanded discussion of the validity of biographical inventories  
 Expanded discussion of the effectiveness of different recruitment sources  
 Expanded discussion of Web-based recruitment, including Monster  
 New section on international differences in selection practices  
 New section on computerized and Web-based training (e-learning)  
 New section on mentoring  
 Expanded discussion of German action theory  
 Expanded discussion of justice  
 Expanded discussion on international differences in job satisfaction  
 New section on emotional labor  
 Expanded section on work/family conflict to include family-friendly policies  
 Revised section on computer-human interaction  
 New discussion of telework  
 New discussion of computer-supported cooperative work  
 Completely rewritten section on counterproductive work behavior  
 New discussion of workplace bullying and mobbing  
 Chapter on safety and health renamed Occupational Health Psychology  
 Expanded discussion of accidents and safety culture  
 New section on social stressors, such as interpersonal conflict  
 New section on team commitment  
 New section on team mental models  
 New discussion of virtual teams  
 Expanded discussion of sexual harassment  
 New discussion of ethnic harassment  
 Expanded discussion on transformational leadership  
 New discussion of factors affecting acceptance of organizational change

**Textbook Internet Support Site ([www.wiley.com/college/spector](http://www.wiley.com/college/spector)).** One of the biggest problems with textbooks is that much of their information is quickly outdated or time sensitive. It isn't feasible for publishers to update more often than the three-to-five-year revision

cycle of most upper-level texts. The Internet, however, provides a means of doing just that. The book's website continues to be a resource for both instructors and students that supports this textbook. The *Industrial and Organizational Psychology: Research and Practice* section will contain updated information as well as other supplemental features. Additionally, an Instructors Manual with Testbank is available to instructors at this site.

I teach an introductory I/O course and will keep a copy of my own notes and overheads on the site. Some of the overheads are outlines of my lectures; others provide additional information, such as lists or tables. Although my course tends to follow the text (or more correctly, the text follows my course), there is supplemental information here. I often bring in material not covered in the book or present the book's material in a somewhat different way. All of these notes and overheads can be downloaded and modified or printed for the instructor's own use. The text files are in HTML format, and the graphics files are in jpg format. As updated information becomes available, for example, a new I/O salary survey, it will be put here. A date at the bottom of every document will show the last time it was updated.

I have also included some Internet exercises that are tied to particular topics. There is at least one exercise per chapter. All require the student to find information on one or more Internet sites and either answer questions or write a report. These exercises can be used in a variety of ways, including as the basis for in-class discussions. Most exercises are tied to particular portions of the text and make use of the links on my site. Finally, there are a links to the employer and/or the organization in which each case was conducted. Students can use these links to find more background information that can help put the case in context.

Students tell me that the most useful feature in the book is the practice exams for each chapter. These contain short-answer questions that do not overlap in format with the book's test bank. The questions and answers are provided separately. The best way for the student to use these exams is to take them a few days before an in-class exam. They provide guidance about whether preparation has been sufficient. If the student can answer all or almost all the questions, it is likely that he or she has mastered the material well. If the student does poorly on the practice, additional preparation and study are needed.

Outside of the textbook section are additional website features. Perhaps of most interest is the extensive links section. Web addresses change rapidly, so by the time you read this some might no longer be correct. Although a few are shown in Chapter 1, a more extensive list with site descriptions can be found on the website, which I will keep updated. Links to professional associations, not all of which are in the United States, include links to the Academy of Management, the American Psychological Association, the American Psychological Society, the British Psychological Society, the International Association of Applied Psychology, and the Society of Industrial and Organizational Psychology (SIOP). Links to I/O journals are also provided, many of which contain abstracts and tables of contents to recent issues. A section includes sites that have I/O-related information, such as the Gallup Organization or the U.S. Bureau of Labor Statistics. Another section has links to I/O consulting firms, whose sites explain the services that these companies provide. As I learn of new, relevant sites, they will be added. Students can refer to the links for additional information. For example, I regularly suggest that students try the SIOP link for information about graduate schools in the United States and Canada. A student curious about what the large consulting firms do could check out their extensive and interesting websites.



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