SEVENTH EDITION

Psychology
applied to work

PAUL M. MUCHINSKY

Psychology Applied to Work

AN INTRODUCTION TO INDUSTRIAL
AND ORGANIZATIONAL PSYCHOLOGY

SEVENTH EDITION

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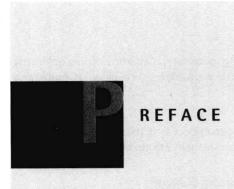- *Training in Organizations,* 4th edition, by Irwin L. Goldstein and Kevin Ford

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To the victims and their families
of the terrorist attack on the United States
September 11, 2001

ABOUT THE AUTHOR

Paul M. Muchinsky was born and raised in Connecticut. He received his B.A. degree in psychology from Gettysburg College, his M.S. degree in industrial/organizational psychology from Kansas State University, and his Ph.D. from Purdue University. He was a faculty member of Iowa State University for twenty years. In 1993 he was appointed the Joseph M. Bryan Distinguished Professor of Business at the University of North Carolina at Greensboro. Throughout his career, Dr. Muchinsky has been very active in a wide range of professional activities within the field of industrial/organizational psychology. Many of the cases and examples of concepts presented in this book come directly from his professional experiences. When not engaged as an I/O psychologist, Dr. Muchinsky fantasizes about playing baseball for the New York Yankees.

PREFACE

An author always feels a great sense of excitement and gratification when a new edition is published. I am delighted to have written the 7th edition of *Psychology Applied to Work: An Introduction to Industrial and Organizational Psychology.* This edition retains many of the qualities that have been manifested in previous editions of the book over the past 20 years. It is the single most comprehensive portrayal of industrial/organizational (I/O) psychology in the field. The book is written from a research-based, scientific perspective with abundant applications to the world of work.

The revisions for this edition include the following:

■ **Chapter 1:** The Historical Background of I/O Psychology

New material on the history of I/O psychology and cross-cultural issues in our field; updates on the demographics of our membership and salaries paid.

■ **Chapter 2:** Research Methods in I/O Psychology

New material on the role of theory in I/O psychology, research in industry, survey research, qualitative research, and ethics in research.

■ **Chapter 3:** Criteria: Standards for Decision Making

New material on job analysis, the O*NET, dynamic performance criteria, and competency modeling; new field note and new case study.

■ **Chapter 4:** Predictors: Psychological Assessments

New material on a unified theory of validity, predictor constructs, Big 5 personality factors, faking on tests, integrity tests, Computerized Adaptive Testing, situational judgment tests, interviews, assessment centers, and work experience as a predictor of job performance.

■ **Chapter 5:** Personnel Decisions

New material on the social context of personnel decisions, how the changing nature of work is affecting personnel selection decisions, legal context of personnel decisions, ADA, affirmative action, and validity generalization.

- **Chapter 6:** Training and Development

  New material on self-efficacy in learning, Secretary's Commission on Achieving Necessary Skills (SCANS), training needs assessment, web-based training, and cultural diversity training.

- **Chapter 7:** Performance Appraisal

  New material on the theory of person perception as it relates to appraising job performance, 360-degree assessment, contextual performance, self-assessments, and appraisal "politics."

- **Chapter 8:** Organizations and Organizational Change

  New chapter: three theories of organizations, reorganizing and downsizing, components of social systems, organizational change, organizational resistance to change, organizational change interventions; new case study.

- **Chapter 9:** Teams and Teamwork

  New chapter: origins of work teams, level of analysis, types of teams, principles of teamwork, team structure, team processes, shared mental models, decision making in teams, virtual teams, social loafing, personnel selection for teams, training in teams, performance appraisal in teams; new case study and three new field notes.

- **Chapter 10:** Organizational Attitudes and Behavior

  New material on job satisfaction, emotions in the workplace, organizational commitment, organizational justice, organizational citizenship behavior, psychological contract, and antisocial behavior in the workplace.

- **Chapter 11:** Occupational Health

  New chapter: the concept of occupational health, positive psychology, work stress, work/family conflict, dual-career families, work schedules, alcoholism and drug abuse in the workplace, psychological effects of unemployment, child labor and exploitation; new field note.

- **Chapter 12:** Work Motivation

  New material on conceptual basis of work motivation, goal setting, self-regulation theory, job enrichment, synthesis and integration of motivational theories; new field note.

- **Chapter 13:** Leadership

  New material on leadership vs. management, charismatic leadership, leader–member exchange theory, transformational leadership, diversity in leadership issues, and integrating motivation and leadership.

- **Chapter 14:** The Changing Nature of Work

  New material on emotions in the workplace, rise of a temporary workforce, and the role time plays in our lives.

- **Appendix:** Union/Management Relations

  A new feature designed to be of optional use. Formerly a regular chapter in previous editions, this 7th edition appendix presents new material on I/O psychology used to assist "union-busting," the growing use of arbitration as a means of dispute settlement, and trying to implement organizational change in a unionized company.

InfoTrac College Edition

InfoTrac College Edition is available (free of charge) to students who purchase this book. InfoTrac is a fully searchable online university library that contains complete articles and images from more than 700 scholarly and popular publications. Such access can help students with independent study on topics relevant to I/O psychology. Journals of interest include *Science, Across the Board, Discover, Executive Female, Success, Working Woman, Training & Development, Commentary, Online, Policy Review, Social Justice, Human Relations, Social Policy, The Futurist, New Statesman, Washington Monthly, The Humanist, Dollars and Sense,* and *Reason.*

Learning Aids

I have provided several learning aids to help students understand the text material. New to this edition is a glossary that defines more than 250 terms used in the book. Consistent with previous editions, three field notes are presented per chapter that personalize the material for students and show practical illustrations of the conceptual material.

A case study is presented at the end of each chapter. The case studies present real dilemmas that involve making tough but necessary decisions, such as the theft of company property and changing an organization. These cases are designed to involve the students in the practice side of I/O psychology, which draws upon the knowledge learned from the research side. One-third of the case studies are new to this edition. Over the years I've heard from students and teachers alike that the cartoons shed light on the more technical aspects of I/O psychology with some humor. Three new cartoons are added to this edition.

Ancillaries for Students and Teachers

As with the previous edition, a *Study Guide and Exercise Workbook* and an *Instructor's Manual/Test Bank* are both available. The *Study Guide and Exercise Workbook* consists of more examples and practical applications that reveal the potency of I/O psychological concepts in the contemporary work world. The *Instructor's Manual/ Test Bank* presents multiple-choice, true-false, fill-in, short-answer, and essay questions as well as transparency masters for the teachers. Topics are also presented for class discussion as well as instructor tips on how to make the best use of the exercises in the *Study Guide and Exercise Workbook.*

Three new ancillaries have been added to this edition:

1. Included free with every copy of the book, **Concept Charts for Study and Review** offers a two-page chart for each chapter that highlights the major concepts and visually reinforces the chapter content by showing how ideas and concepts are related.
2. **Lecture Outlines** in Microsoft® Powerpoint® can be downloaded from the text's Web site.
3. A new release in the **CNN® Today Industrial/Organizational Psychology video series,** Volume 4 offers approximately 45 minutes of news clips originally broadcast on CNN.

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The quality of a revision is only as good as the quality of the reviewers. I am most grateful to the following reviewers who contributed their time, efforts, and insights into the crafting of this edition:

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I would like to express my love and gratitude to my wife Noël for her unrelenting support and encouragement in writing this book. In many ways this is "our" book. Finally, I hope one day they create a "Secretaries Hall of Fame." My secretary, Lynn Southard, would be a first-round, unanimous-vote, charter member. I couldn't have written this book without her extraordinary skills.

Paul M. Muchinsky

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