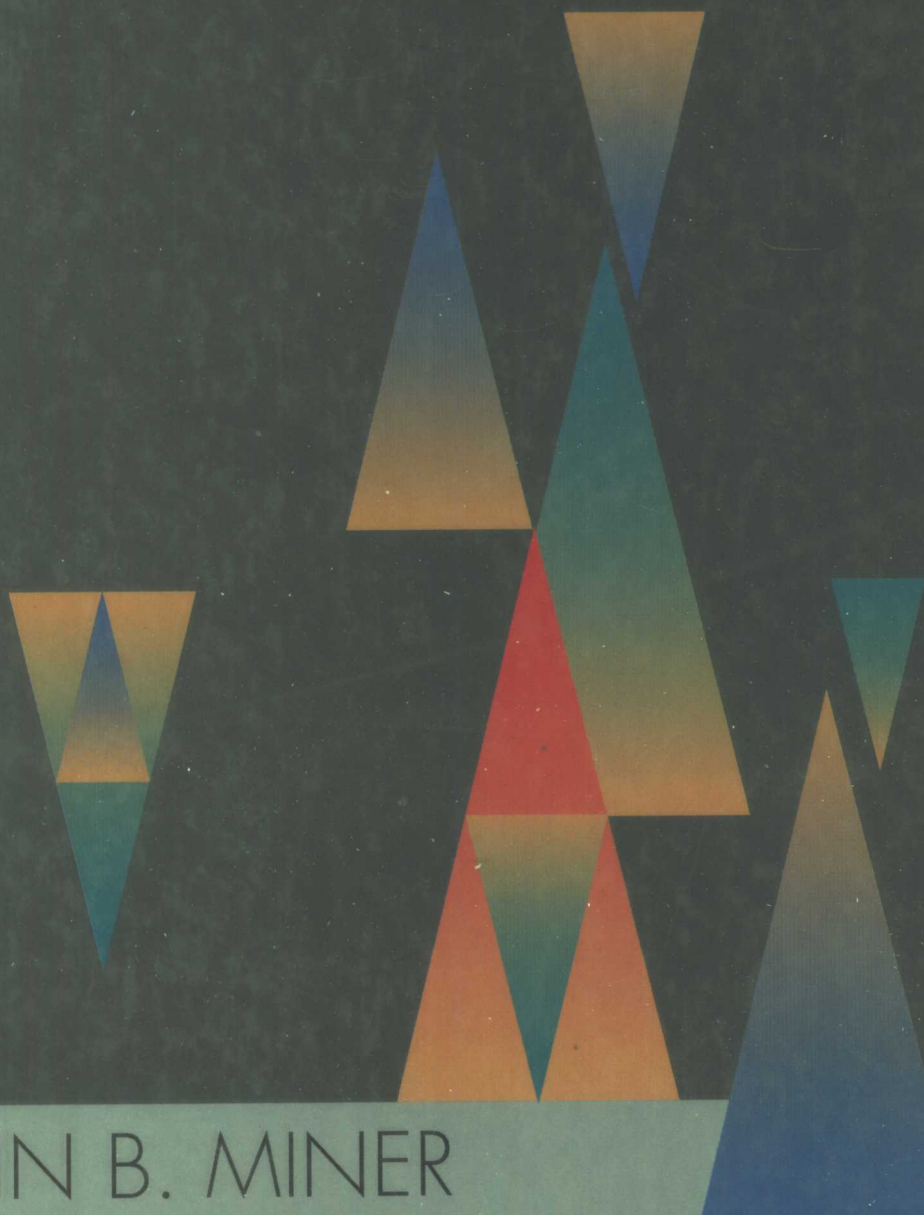# INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGY

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Industrial-
Organizational
Psychology

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Preface

In recent decades, industrial-organizational psychology has been changing rapidly. Twenty-five years ago the textbooks carried titles such as *Industrial Psychology* and *Personnel and Industrial Psychology*. Their content concentrated heavily on personnel matters, with a smattering of organizational psychology and human factors psychology. Consumer psychology and applications of psychological knowledge to marketing might or might not be covered.

What the field now has come to can be illustrated with reference to a survey of 427 psychologists teaching courses in industrial-organizational psychology. This survey preceded the writing of this book and in a number of respects helped to guide its development. The most striking aspect of the responses was what these psychologists had to say about organizational psychology. Roughly 55 percent taught a course that was equally balanced between organizational and personnel content. Another 30 percent emphasized organizational psychology more than personnel psychology. Only about 15 percent were following the prevailing practice of twenty-five years before. In this book the balance between organizational and personnel content is roughly equal, although there is one more chapter in the organizational part. The part of the book dealing with organizational psychology is placed first to reflect the predominant emphasis in courses at the present time. As indicated in Chapter 1, there is a logical rationale for this placement as well. However, some professors may wish to take up personnel psychology first. The material is presented so as to facilitate doing this.

The survey yielded mixed results regarding human factors and engineering psychology. A slight majority of the respondents gave little or no attention to this subject in their courses. Either they considered it more appropriately taught elsewhere in the curriculum, or they felt that they had insufficient time to include it. Clearly, the time devoted to human factors subject matter in industrial-organizational psychology courses has declined sharply over the past twenty-five years; new developments in personnel-related areas and the burgeoning of the field of organizational psychology have simply pushed it to the periphery. Reflecting this trend, and in order to cover all that is needed in the key organizational and personnel areas, this book does not contain a separate, chapter-length treatment of human factors and engineering psychology. Content from this area is included at various points, however, throughout the book. This is true in particular of the discussion of work redesign in Chapter 4, of work and stress in Chapter 6, of work redesign and sociotechnical interventions in Chapter 11, of job analysis in Chapter 13, and of safety psychology and the work context in Chapter 20.

Consumer psychology has never been part of the standard fare in industrial-organizational psychology. The survey results indicate that it still is not. Just over 70 percent of the professors give little or no attention to this subject. There are a number of reasons for this, including the rise of consumer behavior

and consumer psychology as a separate and distinct field of its own. In any event, this book follows prevailing practice and accordingly devotes little space to this topic.

Twenty-five years ago legal considerations would hardly have been mentioned in a book such as this. Today they are entwined with almost every aspect of the field. The practice here has been to consider relevant legal constraints and methods of dealing with them as appropriate throughout the book. Chapter 12 in particular is concerned with fair employment practices law and its relationship to psychology. The statistical appendix presents various statistical approaches in the context of their relevance for dealing with legal issues.

One factor that has changed very little over the years is the importance of research and research design, including statistical analysis, to industrial-organizational psychology. The field not only uses knowledge gained from research as its stock in trade, it is one of the few social science disciplines where normal professional practice actually involves the conduct of applied research. Accordingly, it should not come as a surprise that substantial attention is given to research procedures and results in this book. In general, the approach has been to take up appropriate research designs as the need to do so emerges. However, Chapters 16 and 19 both contain major segments dealing with research design, and statistics receive special attention in the appendix. Furthermore, among the 100 boxes scattered throughout the book, fifty-eight present actual research studies conducted either in a field setting or in the laboratory. Many more exhibits present the results of research studies.

■ THE ORGANIZATION OF THE BOOK

As noted, organizational psychology comes first, after the introductory chapter. The approach in presenting this material is the common one of moving from aspects of the individual, to groups, and finally to the organizational level, thus dealing with increasing degrees of social complexity. At the individual level, Chapter 2 takes up cognitive processes such as learning, intelligence, and individual decision making. Then there are two chapters dealing with individual motivation, a core aspect of organizational psychology. Chapter 5 considers attitudes, commitments, and values; job satisfaction has long been of major concern to industrial-organizational psychologists. The concluding chapter among those dealing with factors within the individual focuses on human personality, with particular attention to emotional stress.

Chapters 7 and 8 move to the next higher level, dealing with group processes and group decision making, respectively. Chapters 9 and 10 discuss leadership, another key area within organizational psychology. Leadership is both an aspect of group functioning and an organizational activity; as such, the subject bridges the two levels. Chapter 11 discusses issues of exclusively organizational concern.

Part Three takes up subject matter related to personnel and human resources practice. Chapters 12 and 13 form something of a unit. The first deals with the people who come into an organization. The second considers the jobs that they find there. Both subjects, individual differences and job analysis, form a backdrop for the chapters which follow. Chapters 14 and 15 are concerned with the evaluation of employee performance. It is important to understand how performance is graded at an early point, because information of this kind is used subsequently to select people for hiring and placement. The next three chapters focus on the process of bringing people into organizations and jobs: Chapter 16 takes up selection research designs in all their complexity; Chapter 17 deals with interviews, application blanks, references, and the like; and Chapter 18 discusses psychological testing. The remaining two

chapters introduce various topics related to maintaining and improving performance once the individual enters an organization. Training, management development, and career development are considered in Chapter 19. Safety psychology, accident prevention, and a group of procedures which have become the focus of industrial clinical psychology are the concern of Chapter 20.

■ SPECIAL FEATURES AND SUPPORTING MATERIALS

Certain features of *Industrial-Organizational Psychology* require explanation. The boxes, "Research in I/O Psychology" and "I/O Psychology in Practice," have already been noted. These are intended to give some flavor of the field as it really happens. In addition, each chapter is introduced with an episode or illustration intended to provide an introduction to the material that follows. Other aids to learning include an outline of chapter content at the beginning of each chapter and a listing of key terms used in the chapter at the end. These key terms are printed in bold type when initially described in the text and they are included in the glossary at the end of the book. The references cited in the text are listed in full at the back of the book. These titles, and the sources noted for exhibits, boxes, and the like, may be used to explore the various subjects in greater depth. Discussion questions and chapter summaries also appear at the end of the chapters. Along with the statistical appendix at the end of the book are three indexes—one broken down by the names of organizations mentioned, one by the names of individual authors cited, and one by subject matter.

One question asked of professors teaching this course was whether they wanted cases to supplement the text; 65 percent said they did. There are 20 cases, one for each chapter. The cases are presented with questions following, the objective being to focus on key points.

A number of the cases, boxes, and exhibits derive from the author's own experience. Given this, it is appropriate to be somewhat more explicit in this regard. There is no question but that my professional experience has influenced much that is written here. I have been a licensed psychologist since 1960. Early in my career I served as chief psychologist for the Atlantic Refining Company (now ARCO) at corporate headquarters. Later I served in a similar capacity, albeit on a consulting basis, with McKinsey and Company, the international consulting firm. For many years I have handled consulting assignments of a psychological nature for a variety of organizations— Baxter Laboratories; the U.S. Equal Employment Opportunity Commission; Rubbermaid; Towers, Perrin, Forster and Crosby; Western Michigan University; and many others. This experience includes work with a number of lawyers and law firms as an expert witness in discrimination cases. To write effectively about research in industrial-organizational psychology, one needs to have done it. To write about practice, one needs to have done that, too. I am privileged to have had considerable experience in both areas. This experience has had a profound impact at many points in this book.

The survey of professors in the field of industrial-organizational psychology mentioned earlier indicated that 70 percent wanted an instructors' manual. This manual, with test questions, has been provided by Dean McFarlin, Marquette University. Other supporting materials, such as readings, films, experiential exercises, and the like, may also be incorporated in a particular offering, but are not a specific part of the package included with this text.

■ ACKNOWLEDGMENTS

Obviously there are too many to thank individually, but the collective impact of these people on this book's structure and organization has been substantial.

At the next level are seven professors who reviewed all or major portions of the manuscript in considerable detail. These individuals did a great deal of work, and their suggestions resulted in many changes throughout the manuscript. I am most grateful of them: Donald D. Davis, Old Dominion University; Christopher J. Frost, Southwest Texas State University; Jane A. Halpert, DePaul University; Steven W. J. Kozlowski, Michigan State University; Leonard Kroecker, San Diego State University; Rosemary H. Lowe, University of West Florida; Janet A. Sniezek, University of Illinois.

It is difficult to acknowledge all the help received from my publisher, because this book has been through so many hands. Like many other books in the recent past, this one has resulted from the merger of two organizations—the college division of Random House and McGraw-Hill. As a result, more than the usual number of individuals have made a contribution. I do thank all of them.

Finally, I owe a deep debt of appreciation to two people who have become true experts at moving a book such as this through to publication. One is my secretary at SUNY Buffalo, Nancy Carrigan. She has taken the manuscript through every phase, from typing the first chapter into the computer to obtaining the last permissions. Second is my wife, Barbara Miner, who knows every aspect of manuscript publication and accordingly has eased the way at numerous points throughout this lengthy process.

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