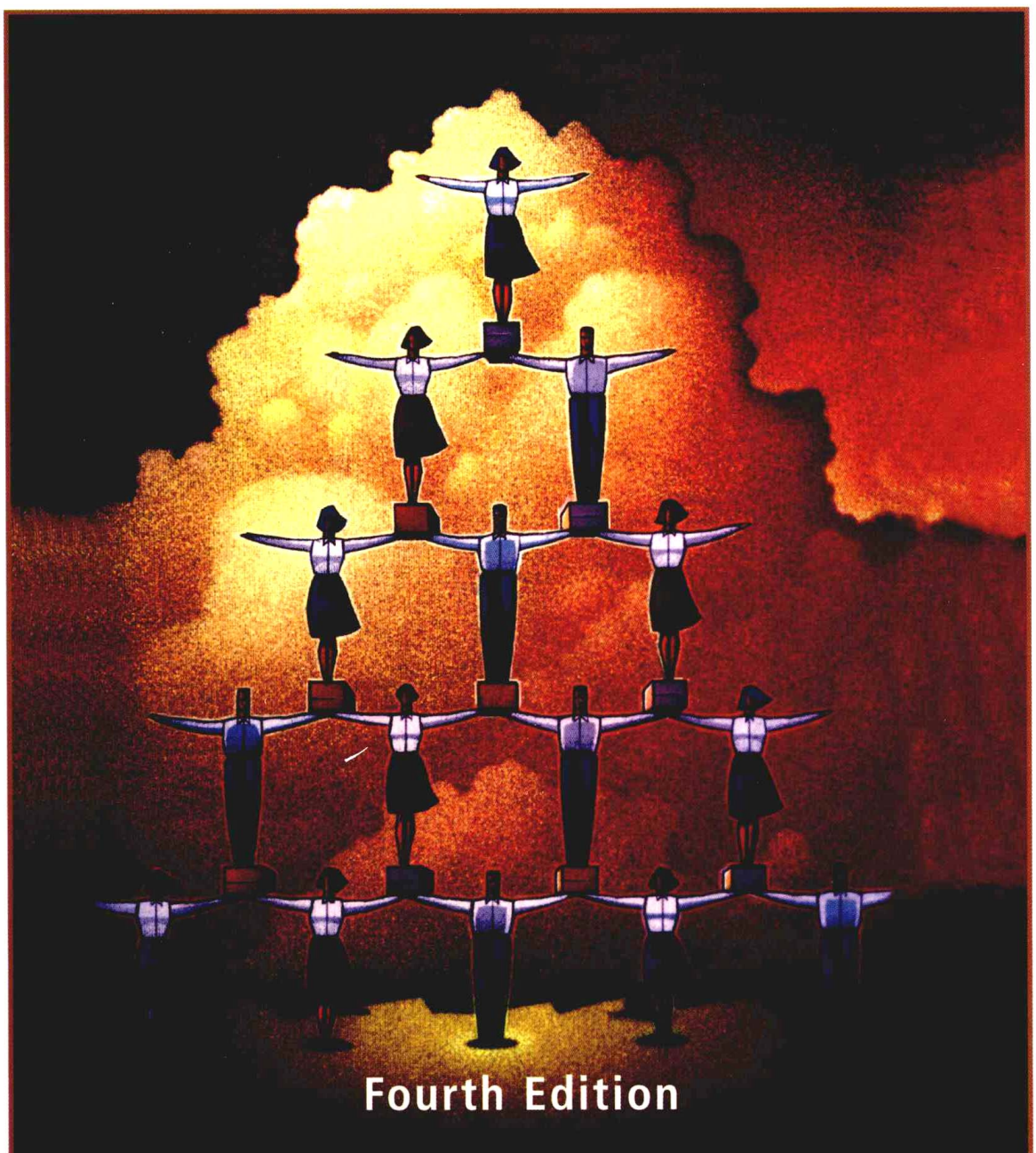
Paul E. Spector

INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY

Research and Practice



Fourth Edition

INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY:

RESEARCH AND PRACTICE
FOURTH EDITION

PAUL E. SPECTOR
Department of Psychology
University of South Florida

JOHN WILEY & SONS, INC.

ACQUISITIONS EDITOR	Ryan Flahive
ASSISTANT EDITOR	Jessica Bartelt
PRODUCTION MANAGER	Pamela Kennedy
PRODUCTION EDITOR	Sarah Wolfman-Robichaud
SENIOR MARKETING MANAGER	Kate Stewart
SENIOR DESIGNER	Madelyn Lesure
ILLUSTRATION EDITOR	Sandra Rigby
PHOTO EDITOR	Tara Sanford
PROJECT MANAGER – COMPOSITOR	Simon Gauldie
COPYEDITOR	Kathy Drasky

This book was set in 10.5/12.5 Berkeley Old Style Book by John Wiley & Sons Australia, Ltd and printed and bound by Donnelley/Crawfordsville. The cover was printed by Phoenix Color.

This book is printed on acid free paper. ♾

Copyright © 2006 John Wiley & Sons, Inc. All rights reserved.

No part of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, scanning or otherwise, except as permitted under Sections 107 or 108 of the 1976 United States Copyright Act, without either the prior written permission of the Publisher, or authorization through payment of the appropriate per-copy fee to the Copyright Clearance Center, Inc. 222 Rosewood Drive, Danvers, MA 01923, (978)750-8400, fax (978)646-8600. Requests to the Publisher for permission should be addressed to the Permissions Department, John Wiley & Sons, Inc., 111 River Street, Hoboken, NJ 07030-5774, (201)748-6011, fax (201)748-6008.

To order books or for customer service please, call 1-800-CALL WILEY (225-5945).

ISBN: 0-471-69099-6

Printed in the United States of America

10 9 8 7 6 5 4 3 2

To Gail and Steven Spector

Preface

Industrial/organizational or I/O psychology is an exciting field that has been enjoying continual growth in the United States and throughout the industrialized world for almost 100 years. 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 have 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. Many topics are covered, ranging from methods of hiring employees to theories of how organizations work. It is concerned with helping organizations get the most of their employees or human resources, as well as helping organizations take care of employee health and well-being. For this reason 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. Each of the major areas that comprise I/O is covered.

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 is 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 attitudes about the job and the emotions they

此为试读,需要完整PDF请访问: www.ertongbook.com

experience at work. The topic of Chapter 10 is productive and counterproductive work behavior. Chapter 11 deals with occupational health psychology, a rapidly emerging new field that is concerned with worker 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 organization perspective. It covers organizational development and organizational theory.

SPECIAL FEATURES

In each chapter except the first two, there are 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 of 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 American research does or doesn't generalize 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.

At the end of each "I/O Psychology in Practice" case are 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 TO THE FOURTH EDITION

My goal with all four editions was to provide a text that was as current and up-to-date as possible, covering both the traditional core material of the field and the exciting new emerging areas and findings. The first major task I had with the revision was to update the material and add important new developments. The science of I/O psychology is rapidly developing, with new findings and insights emerging almost daily. I added 125 new references, with 95% published in 2002 or later. The overall organization of the book retains the original 14 chapters, but there has been some reorganization within chapters. Chapter 9 includes emotions in the discussion of work attitudes, and Chapter 11 on occupational health psychology has been reorganized. It now contains four major sections dealing with accidents/safety, stress, work/family issues (moved from Chapter 9) and burnout.

Although early development of I/O was primarily in the United States, in the 21st century I/O psychology is international in scope. Across all the editions of this book there has been material concerning the international nature of the I/O field, and the book attempts a broader focus than just the United States. For example, Table 1-2 in Chapter 1, lists I/O graduate programs outside of the United States, and it has grown from edition to edition of the book. In addition, with the 3rd edition came the International Replication feature.

Another characteristic of I/O psychology during most of the 20th century was that its major concern was with employee performance and productivity, and how it contributed to organizational well-being. Much of this was driven by the applied job market and the sorts of services organizations were willing to purchase from consultants or hire psychologists to do. In recent years there has been rapidly advancing interest in the well-being of employees themselves, independent of their organizations. This can be seen in the emerging new field of occupational health psychology (OHP) that 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 well-being.

Content Changes in the Fourth Edition

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

New section on team job analysis
New section on assessment of contextual performance
New section on drug testing
Expanded discussion of justice theories
New section on control theory
New section on emotions
Expanded discussion of employee mistreatment
New section on organizational politics as a job stressor
New discussion of group problem solving
New section on group diversity
Expanded discussion of cross-cultural issues in leadership
Expanded discussion of employee acceptance of change.

In addition there is a new appendix that contains a guide for students interested in applying to I/O graduate programs. It begins with tips on preparing for an I/O career, and offers advice about how to apply, what programs look for, and how to choose the right program. A discussion of etiquette in dealing with student recruitment is also provided.

Textbook Internet Support Site (http://chuma.cas.usf.edu/~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 3- to 5-year revision cycle of most upper level texts. The Internet, however, provides a means of doing just that. My Web site continues to be a resource to both instructors and

students to support this textbook. The *Industrial and Organizational Psychology: Research and Practice* section will contain updated information, as well as other supplemental features.

I teach an introductory I/O course myself, and I will keep a copy of my own notes and overheads on the site. Some of the overheads are outlines of my lectures, while 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 additional material not covered in the book, or present it 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 jpeg format. As updated information becomes available (e.g., 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. At present 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, for each of the case people there is a link to their employer and/or the organization in which the 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 is the practice exams for each chapter. These contain short-answer questions that do not overlap in format with the testbank for the book. 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 he or she has mastered the material well. If the student does poorly on the practice exam, additional preparation and study is needed.

Outside of the textbook section are additional Web site features. Perhaps of most interest is the extensive links part. Although a few are shown in Chapter 1, Web addresses change rapidly, so by the time you read this some might no longer be correct. A more extensive list with site descriptions can be found on my Web site, which I will keep updated. This includes links to professional associations, not all of which are in the United States, including Academy of Management, American Psychological Association, American Psychological Society, British Psychological Society, International Association of Applied Psychology, and 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 be referred to the links for additional information (e.g., I regularly suggest 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 can check out their extensive and interesting Web sites.

ACKNOWLEDGMENTS

In writing all three editions of this book, I was lucky to have had advice and assistance from many people. I express my sincere thanks to the many colleagues and students who provided such help as well as the Wiley people who did a superb job.

First are the members of the USF I/O group:

Tammy Allen
Walter Borman
Michael Brannick
Michael Coovert
Edward Levine
Carnot Nelson
Herb Meyer
Louis Penner

There are colleagues and friends from around the world who provided feedback and information:

Seymour Adler, Assessment Solutions, Inc.
Julian Barling, Queens University, Canada
John Bernardin, Florida Atlantic University
Stephen Bluen, South Africa
Peter Chen, Colorado State University
Yochi Cohen-Charash, Baruch University
Steven Cronshaw, University of Guelph, Canada
Donald Davis, Old Dominion University
Dov Eden, Tel Aviv University, Israel
Barbara Ellis, University of Houston
Michael Frese, University of Giessen, Germany
Yitzhak Fried, Wayne State University
Barbara Fritzsche, University of Central Florida
Joan Hall, Naval Air Warfare Center Training Systems Division
Paul Jackson, University of Sheffield, England
Richard Jeanneret, PAQ Services, Inc.
Steve Jex, University of Wisconsin, Oshkosh
Boris Kabanoff, University of New South Wales, Australia
Filip Lievens, University of Ghent, Belgium
John C. Munene, Makere University, Uganda
Lakshmi Narayanan, Florida Gulf Coast University
Brian O'Connell, American Institutes for Research
Richard Perlow, University of Lethbridge
Mark Peterson, Florida Atlantic University
Ivan Robertson, University of Manchester Institute of Science and Technology, England
Juan Sanchez, Florida International University
Oi-Ling Siu, Lingnan University
Arie Shirom, Tel Aviv University, Israel
Dirk Steiner, Universite de Nice-Sophia, France
Paul Taylor, University of Waiko, New Zealand
Richard Vosburgh, Hewlett-Packard

In addition, twelve I/O psychologists provided the "Psychology in Practice" cases:

Joan Brannick, Brannick HR Connections
Jonathan Canger, Human Resource Management Center
Janis Cannon-Bowers, University of Central Florida
Amy Carver, Wachovia Bank
Jeanne Carsten, Chase Manhattan Bank
Stephen Cohen, Dove Consulting
Anna Erickson, Questar
Chuck Evans, Jackson Leadership Systems
Charles Michaels, University of South Florida
Stacey Moran, St. Paul Travelers Insurance Co.
Lynn Summers, Performaworks
Tom White, Changelink, Australia

The reviewers of the various drafts of the book did a superb job, and the comments of every one of them were a tremendous help.

Robert B. Bechtel, University of Arizona
David V. Day, Pennsylvania State University
Janet Barnes Farrell, University of Connecticut
M. Jocelyne Gessner, University of Houston
Sigrid Gustafson, American Institutes for Research
Jane Halpert, De Paul University
Leslie Hammer, Portland State University
Joseph Horn, University of Texas at Austin
David Kravitz, George Mason University
Marjorie Krebs, Gannon University
Karl Kuhnert, University of Georgia
Dan Landis, University of Mississippi
Terese Macan, University of Missouri-St. Louis
Karen Maher, California State University at Long Beach
Patrick McCarthy, Middle Tennessee State University
John Meyer, University of Western Ontario
Susan Mohammad, Pennsylvania State University
George Neuman, Northern Illinois University
Gerald L. Quatman, Xavier University
Ann Marie Ryan, Michigan State University
Steven Scher, Eastern Illinois University
Susan Shapiro, Indiana University East
Kenneth Shultz, California State University at San Bernardino
Steven Stern, University of Pittsburgh at Johnstown
Ladd Wheeler, University of Rochester
H. A. Witkin, Queens College

I had the good fortune to be able to work with three editors on this edition, Lili DeGrasse, Kristen Babroski, and Jessica Bartelt. Deepa Chungi, the psychology administrative assistant, was helpful in a variety of ways, and handled the reviews of the manuscript.

The production staff at Wiley did an outstanding job of turning my manuscript into the final book form. They were my Production Editor, Sarah Wolfman-Robichaud, Illustration Editor, Sandra Rigby, Photo Editor, Tara Sanford, Designer, Madelyn Lesure, and Copyeditor, Kathy Drasky.

Finally, I would like to thank my wife, Gail Spector, for helping in many ways, including helping me make the hundreds of little decisions involved in writing a book.

Paul E. Spector
June 2, 2004

Brief contents

Part One
INTRODUCTION 1
Chapter 1 Introduction 3
Chapter 2 Research Methods in I/O Psychology 23

Part Two
ASSESSMENT OF JOBS, PERFORMANCE, AND PEOPLE 49
Chapter 3 Job Analysis 51
Chapter 4 Performance Appraisal 76
Chapter 5 Assessment Methods for Selection and Placement 104

Part Three
SELECTING AND TRAINING EMPLOYEES 133
Chapter 6 Selecting Employees 135
Chapter 7 Training 167

Part Four
THE INDIVIDUAL AND THE ORGANIZATION 191
Chapter 8 Theories of Employee Motivation 193
Chapter 9 Feelings about Work 216
Chapter 10 Productive and Counterproductive Employee Behavior 245
Chapter 11 Occupational Health Psychology 271

Part Five
THE SOCIAL CONTEXT OF WORK 299
Chapter 12 Work Groups and Work Teams 301
Chapter 13 Leadership and Power in Organizations 323
Chapter 14 Organizational Development and Theory 351

APPENDIX 373

REFERENCES 381

GLOSSARY 405

NAME INDEX 415

SUBJECT INDEX 424

PHOTO CREDITS 430

此为试读,需要完整PDF请访问: www.ertongbook.com

Contents

PART ONE
INTRODUCTION 1

Chapter 1 Introduction 3
What Is I/O Psychology? 4
Activities and Settings of I/O Psychologists 5
I/O Psychology as a Profession 7
I/O Psychology as a Science 8
History of the Field of I/O Psychology 9
I/O Psychology Around the World 13
What It Takes to Be an I/O Psychologist 15
Internet Resources for I/O Psychologists and Students 20
Ethics of the I/O Field 20
Chapter Summary 22

Chapter 2 Research Methods in I/O Psychology 23
Research Questions 24
Important Research Design Concepts 25
Variables 26
Research Setting 26
Generalizability 26
Control 27
Random Assignment and Random Selection 28
Confounding 29
Research Designs 29
The Experiment 30
Survey Designs 31
Observational Designs 32
Qualitative Studies 33
Measurement 33
Classical Measurement Theory 34
Reliability 35
Validity 36
Statistics 38
Descriptive Statistics 38
Regression 42

Inferential Statistics 43
Meta-Analysis 46
Ethics of Research 46
Chapter Summary 47

PART TWO
ASSESSMENT OF JOBS, PERFORMANCE, AND PEOPLE 49

Chapter 3 Job Analysis 51
What Is Job Analysis? 52
The Job-Oriented Approach 52
The Person-Oriented Approach 54
Purposes of Job Analysis 55
Career Development 55
Legal Issues 56
Performance Appraisal 57
Selection 58
Training 58
Research 58
How Job Analysis Information Is Collected 59
Who Provides the Information? 59
Approaches to Collecting Job Analysis Information 60
Methods of Job Analysis 61
Job Components Inventory 62
Functional Job Analysis 62
Position Analysis Questionnaire 64
Task Inventories 66
Choosing a Job Analysis Method 68
Job Analysis Methods for Work Teams 68
Reliability and Validity of Job Analysis Information 69
Reliability 69
Validity 69
Job Evaluation 70
Comparable Worth 72
Future Issues and Challenges 72
Chapter Summary 73
I/O Psychology in Practice 75

Chapter 4 Performance Appraisal 76
Why Do We Appraise Employees? 77
Administrative Decisions 77
Employee Development and Feedback 77
Criteria for Research 78
Performance Criteria 78
Characteristics of Criteria 78
Criterion Complexity 82
Dynamic Criteria 83
Contextual Performance 84

Methods for Assessing Job Performance 84
Objective Measures of Job Performance 84
Subjective Measures of Job Performance 87
360-Degree Feedback 98
The Impact of Technology on Performance Appraisal 99
Legal Issues in Performance Appraisal 99
Future Issues and Challenges 101
Chapter Summary 102
I/O Psychology in Practice 103

Chapter 5 Assessment Methods for Selection and Placement 104
Job-Related Characteristics 105
Psychological Tests 106
Characteristics of Tests 107
Ability Tests 108
Knowledge and Skill Test 112
Personality Tests 112
Emotional Intelligence Tests 114
Integrity Tests 115
Vocational Interest Tests 116
Drug Testing 117
Biographical Information 117
Interviews 119
Work Samples 123
Assessment Centers 124
Electronic Assessment 128
Electronic Administration of Psychological Tests 128
Tailored Testing 130
Future Issues and Challenges 130
Chapter Summary 131
I/O Psychology in Practice 132

PART THREE
SELECTING AND TRAINING EMPLOYEES 133

Chapter 6 Selecting Employees 135
The Planning of Human Resource Needs 136
Recruiting Applicants 139
Selecting Employees 140
How Do Organizations Select Employees? 141
Conducting a Validation Study 143
Validity Generalization 146
How Predictor Information Is Used for Selection 146
Getting Applicants to Accept and Keep Job Offers 150
The Utility of Scientific Selection 152
How Valid Selection Devices Work 153
Computing the Utility of Scientific Selection 155

International Differences in Selection Practices 157
Legal Issues 158
Legal Selection in the United States 158
Legal Selection Outside the United States 163
Future Issues and Challenges 164
Chapter Summary 165
I/O Psychology in Practice 166

Chapter 7 Training 167
Needs Assessment 168
Objectives 169
Training Design 169
Trainee Characteristics 170
Design Factors That Affect Transfer of Training 171
Work Environment 175
Training Methods 176
Delivery of a Training Program 180
Evaluation of a Training Program 180
Set Criteria 181
Choose Design 183
Choose Measures of the Criteria 185
Collect Data 185
Analyze and Interpret Data 186
Future Issues and Challenges 187
Chapter Summary 188
I/O Psychology in Practice 189

PART FOUR
THE INDIVIDUAL AND THE ORGANIZATION 191

Chapter 8 Theories of Employee Motivation 193
What Is Motivation? 194
Work Motivation Theories 194
Need Theories 196
Need Hierarchy Theory 196
Two-Factor Theory 197
Reinforcement Theory 198
Expectancy Theory 200
Self-Efficacy Theory 202
Justice Theories 205
Goal-Setting Theory 208
Control Theory 210
Action Theory 211
Future Issues and Challenges 213
Chapter Summary 213
I/O Psychology in Practice 215

Chapter 9 Feelings about Work: Job Attitudes and Emotions 216
The Nature of Job Satisfaction 217
How People Feel about Their Jobs 218
The Assessment of Job Satisfaction 220
Job Descriptive Index (JDI) 220
Minnesota Satisfaction Questionnaire (MSQ) 222
Job in General Scale (JIG) 223
Is Global Satisfaction the Sum of Facets? 223
Antecedents of Job Satisfaction 223
Environmental Antecedents of Job Satisfaction 224
Personal Antecedents of Job Satisfaction 228
Person-Job Fit 232
Potential Effects of Job Satisfaction 234
Organizational Commitment 236
Assessment of Organizational Commitment 238
Organizational Commitment and Other Variables 239
Emotions at Work 241
Causes and Consequences of Emotions at Work 241
Emotional Labor 242
Future Issues and Challenges 242
Chapter Summary 243
I/O Psychology in Practice 244

Chapter 10 Productive and Counterproductive Employee Behavior 245
Productive Behavior: Job Performance 246
Ability and Performance 247
Motivation and Performance 247
Personal Characteristics and Performance 247
Environmental Conditions and Job Performance 250
Organizational Constraints 257
Organizational Citizenship Performance 258
Counterproductive Behavior: Withdrawal 260
Absence 261
Lateness 262
Turnover 263
Counterproductive Behavior: Aggression, Mistreatment, Sabotage, and Theft 265
Mistreatment 268
Labor Unrest and Strikes 268
Future Issues and Challenges 268
Chapter Summary 269
I/O Psychology in Practice 270

Chapter 11 Occupational Health Psychology 271
Occupational Health and Safety 273
Accidents and Safety 273
Infectious Disease 276
Loud Noise 276

Repetitive Actions 278
Toxic Substances 278
Workplace Violence 280
Work Schedules 281
Night Shifts 281
Long Shifts 283
Flexible Work Schedules 284
Occupational Stress 285
The Occupational Stress Process 285
Job Stressors 287
Work-Family Conflict 293
Burnout 295
Future Issues and Challenges 296
Chapter Summary 297
I/O Psychology in Practice 298

PART FIVE
THE SOCIAL CONTEXT OF WORK 299

Chapter 12 Work Groups and Work Teams 301
Work Groups versus Work Teams 302
Important Group and Team Concepts 303
Roles 303
Norms 304
Group Cohesiveness 305
Process Loss 305
Team Commitment 306
Team Mental Model 306
Group Performance 307
Performance in the Presence of Others 308
Group versus Individual Performance on Additive Tasks 309
Brainstorming 310
Group Problem Solving 311
Group Decision Making 311
Group Diversity 315
Interventions with Workgroups in Organizations 316
Autonomous Work Team 416
Quality Circles 318
Team Building 319
Future Issues and Challenges 320
Chapter Summary 321
I/O Psychology in Practice 322

Chapter 13 Leadership and Power in Organizations 323
What Is Leadership? 324
Sources of Influence and Power 324
French and Raven's (1959) Bases of Power 324
Yukl's (1989) Sources of Political Power 326

此为试读,需要完整PDF请访问: www.ertongbook.com