PSYCHOLOGY APPLIED TO WORK

An Introduction to Industrial and Organizational Psychology

THIRD EDITION

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An Introduction to Industrial and Organizational Psychology

Paul M. Muchinsky
Iowa State University

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To Carly
Thank you

Preface

There is an old saying, "If something is not broken, don't fix it." I recently heard an updated version of the saying: "If something is not broken, improve it." This third edition of my book represents an attempt to improve upon something that has been favorably received within the field of industrial/organizational psychology.

I strove to maintain three major aspects of the book that have contributed to its popularity. First, I like to write in an engaging, personal style. I feel it serves to bring the reader closer to material that can sometimes appear to be rather cold and sterile. One of the highest compliments I get from people is to be told my writing makes the material "interesting and enjoyable." I trust you will find this edition to be written in the same readable style as its predecessors.

Second, by its very nature industrial/organizational psychology is concerned with the generation of knowledge, as well as its application to solve real-world problems. That is, the field is directed toward both science and practice. When writing a book, one can easily stray too far in one direction or the other. I have tried to strike a balance between the two. I would be performing a disservice to the scientific aspect of our profession if I exclusively wrote a lengthy series of applications without explaining their conceptual bases. Likewise, it is difficult to imagine how abstract theories can ever be applied in practice if there is no attempt to provide illustration of their use. On many occasions I've had incredulous students ask me if "all this stuff can really be used in everyday life?" My answer is a resounding "Yes!" I have tried to capture both the science and practice of industrial/organizational psychology in writing this book.

Third, I have retained and further developed a number of instructional devices that I feel enhance the value of the book: case studies, field notes, photographs, cartoons, and summary tables. I believe they all serve to embellish the text material by increasing the avenues of learning.

Finally, I have added some new material—organizational theory, alcoholism and drug abuse in the workplace, genetic screening, computer-adaptive testing, organizational culture, emerging views of leadership, ergonomics, and much more—and deleted some dated material from the earlier edition. I hope you will find the material to be current and comprehensive. All in all, I believe this edition is a worthy successor to its predecessors.

I would like to thank a number of colleagues who served as reviewers for this edition. They were Janet Barnes-Farrell, University of Connecticut; John Binning,

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Illinois State University at Normal; Douglas Cellar, DePaul University, Chicago, Illinois; Dean Frost, Portland State University; Larry Gregory, New Mexico State University; Shepard Insel, San Francisco State University; Karl Kuhnert, University of Georgia; Lynn Offerman, George Washington University, Washington, D.C.; David Weckler, San Jose State University; Ladd Wheeler, University of Rochester; and a special thanks to K.H.E. Kroemer, Virginia Polytechnic Institute. Their comments and suggestions were most gratefully received. I would also like to thank two of my graduate students, Laura Reichel and Judy Collins, for their invaluable assistance. My loyal secretary, Martha Behrens, once again typed the book in its entirety. Marty, the book, and I are all aging gracefully, but she more than I. Finally, to my children, Andrea and Brian, who represent two of the really good things in life, you kept asking me when I'd be done with the book. Well, here it is.

Paul M. Muchinsky

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