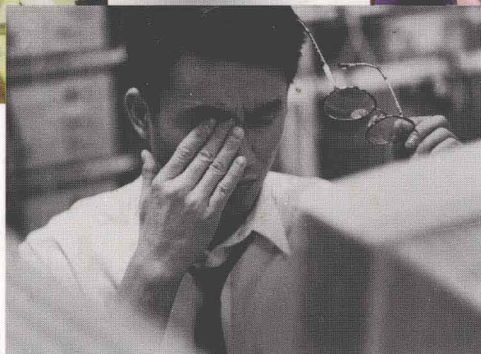
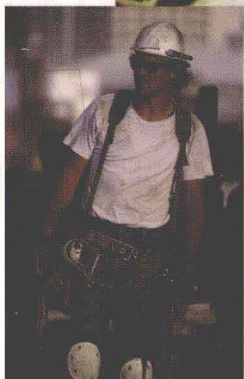
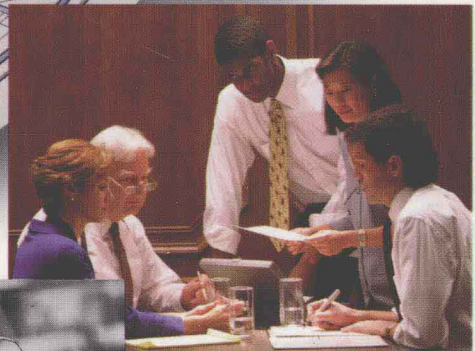
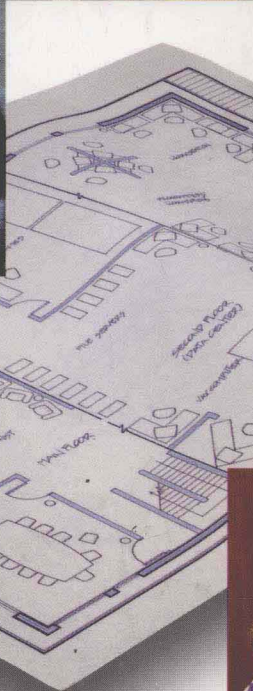
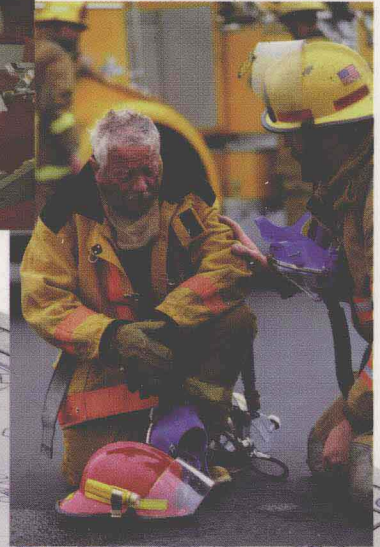
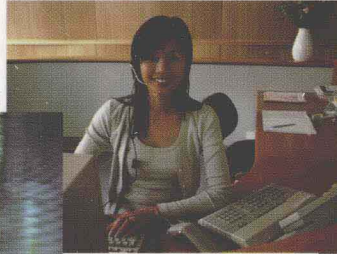
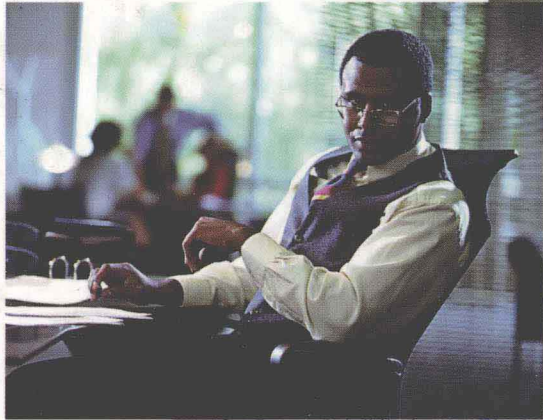


Paul M. Muchinsky

# Psychology Applied to Work

Sixth Edition



# Psychology Applied to Work

**AN INTRODUCTION TO INDUSTRIAL  
AND ORGANIZATIONAL PSYCHOLOGY**

**SIXTH EDITION**

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**PAUL M. MUCHINSKY**

*University of North Carolina at Greensboro*



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*To Noël*

*Whose Love and Support Made This Book Possible*

## 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.

It is with great delight that an author has the opportunity to recraft a book into a new edition. This 6th edition of *Psychology Applied to Work: An Introduction to Industrial and Organizational Psychology* represents the most comprehensive portrayal of our discipline to date. Since the basic structure has worked well for teachers and students alike, I have retained the same 4-section and 16-chapter format. When I began this edition I did not anticipate how much new material had entered our field since the previous edition, most notably in the area of international I/O psychology. Given expanding interest in cross-cultural issues and the development of new areas of interest, the knowledge base in I/O psychology is mushrooming. I/O is a growing, exciting, and changing field, and I've tried to capture some of that excitement and flavor in the three general themes to this revision:

- ♦ Infusing cross-cultural I/O psychological issues in nearly all chapters. For example, you'll find material on the Asian concept of *face* as a motivational basis, the universality versus cultural-specific viewpoints of leadership, and cultural differences in the social acceptability of personnel selection methods.
- ♦ Repositioning job attitudes (job satisfaction, job involvement, and organizational commitment) in a specific section of the book (Chapter 9), as well as including the subject of job attitudes in nearly all chapters.
- ♦ Updating all content areas within the book, reflected by more than 250 new references that were written in the past three years.

Some of the specific revisions deal with the following topics:

- ♦ The distinction between primary and secondary research methods as means of conducting scientific investigations.
- ♦ Expansion of Functional Job Analysis and Fleishman's Taxonomy of Human Abilities as methods of understanding jobs.

- ◆ Discussion of the newly created Occupational Information Network (O\*NET) by the U.S. Department of Labor.
- ◆ Sternberg's theory of intelligence and how it relates to I/O psychology.
- ◆ Discussion of changing societal views of affirmative action and how they influence personnel recruitment and selection.
- ◆ Emotional intelligence as an emerging construct of interest.
- ◆ HIV disease as a source of stress among coworkers.
- ◆ Antisocial behavior in organizations that can culminate in workplace violence.
- ◆ The practical implications of using various motivational strategies to enhance performance.
- ◆ The emerging area of emotions in the workplace as a topic of interest among I/O psychologists.

## Learning Aides

I've had the good fortune to be able to draw upon my professional experiences to highlight and exemplify the text material. I present three Field Notes per chapter that personalize the material for students and often reveal how theory and practice can depart. I've added a brief descriptive title to each Field Note to facilitate its retention. One-third of the Field Notes are new to this edition.

The case studies presented at the end of each chapter are open-ended real dilemmas that involve making tough but necessary decisions, such as how to deal with poor performers and how to make layoff decisions. 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.

Over the years I've heard from students and teachers alike that the cartoons serve to enlighten the more technical aspects of I/O psychology with some humor. Six new cartoons were selected that will be familiar to today's student.

## 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 further 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 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*.

Two new ancillaries have been added with this edition. Instructors adopting this edition can give their students *free* access to InfoTrac College Edition, a world-class, on-line library that offers the full text of articles from hundreds of scholarly and popular publications. Both instructors and their students receive unlimited access for one academic semester (four months) if the instructor chooses to couple InfoTrac College Edition with the textbook. InfoTrac is a virtual university library

that is updated daily and has 24-hour access. Hot-linked, expertly indexed, and ready to use, InfoTrac College Edition presents articles going back as far as four years. A simple interface quickly and seamlessly gives the instructor and students access to user-oriented applications of I/O psychology. You can also print complete articles whenever you wish. While hundreds of articles are available, I have identified eight articles per chapter (along with a brief summary of each article) that discuss and expand the text material in nontechnical publications.

Finally, instructors who adopt this text have access to a special, *free* videotape: *CNN Today: Industrial/Organizational Psychology Video Series*. The video allows the instructor to integrate the news gathering and programming power of CNN into the classroom to demonstrate the relevance of I/O psychology to students' everyday lives. Organized by topics covered in a typical I/O psychology course, these videos are divided into short segments (2 to 7 minutes in length) that are highly effective for introducing key concepts. Among the issues covered are worker empowerment, job-related stress, and human performance. Instructors can use the motivating and attention-getting perspectives of this medium to initiate lectures.

Collectively, I have tried to establish more linkages between the science and practice of I/O psychology using a variety of media and sources. I feel this is critical given the extensiveness of both the science and practice of our field. I hope you are pleased with the finished product.

## Acknowledgments

With great sadness I note the passing of Elliott in my life. He somehow endured five editions with me. With great joy I welcome the entrance of Ernie into my life. May he inspire me through many future editions.

The revisions for this edition were guided by a particularly fine set of critical reviews. I would like to express my sincere gratitude to the reviewers for their time and effort. They were:

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Finally, a previous employer of my secretary, Lynn Southard, once told her she was the “second best secretary in the world.” When Lynn inquired as to the identity of the best secretary, she was told, “there has to be someone out there better than you, but I haven’t met the person.” Neither have I.

*Paul M. Muchinsky*

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