

THE PSYCHOLOGY OF WORK AND ORGANIZATIONS

STEPHEN A. WOODS
MICHAEL A. WEST

i n

SOUTH-WESTERN
CENGAGE Learning

Australia • Brazil • Japan • Korea • Mexico • Singapore • Spain • United Kingdom • United States

DETAILED CONTENTS

List of case studies xii
Acknowledgements xiii
About the authors xiv
Walk-through tour xvi
About the website xviii

1 Introduction 3

Learning objectives 3
The psychology of work and organizations: first encounters 4
A brief history of Work and Organizational Psychology 6
Contemporary themes in Work and Organizational Psychology 10
The psychology of work and organizations: this book 15
Summary 17
Web resources 18
Further reading 18
References 19

PART ONE

FOUNDATIONS OF WORK AND ORGANIZATIONAL PSYCHOLOGY 21

Research methods in Work and Organizational Psychology 23

Learning objectives 23
A remarkable finding about the value of HRM 24
The scientific method 24
Problem-solving using research in organizations 30
Research methods in Work and Organizational Psychology 35
So how did they do it? 54
Summary 55
Discussion questions 55
Web resources 56
Case studies 56
Further reading 60
References 60

3 Individual differences at work 63

Learning objectives 63
 Introduction to individual differences 64
 Intelligence 65
 Personality 71
 Individual differences at work 83
 Emotions 88
 Measuring individual differences: psychometrics
 Summary 94
 Discussion questions 94
 Web resources 94
 Case studies 95
 Further reading 98
 References 99

4 Attitudes and behaviour in organizations 103

Learning objectives 103
 What is organizational behaviour? 104
 Management influences: shaping and controlling behaviour at work 105
 Attitudes and behaviour 109
 Wider influences on behaviour at work 119
 Social influences on behaviour 125
 Summary 132
 Discussion questions 132
 Web resources 133
 Case study 133
 Further reading 140
 References 140

5 Motivation at work 145

Learning objectives 145
 A framework for motivation theories 146
 Need theories of motivation 147
 Motivation as a trait 150
 Cognition and motivation 152
 Treating people fairly: justice and equity perspectives on motivation 160
 Job design and motivation 163
 Motivating people at work; integrating theories of motivation 166
 Summary 170
 Discussion questions 171
 Web resources 171
 Case studies 172
 Further reading 179
 References 179

PART TWO

PROFESSIONAL PRACTICE OF WORK AND ORGANIZATIONAL PSYCHOLOGY i₈₅

6 Recruitment and selection 187

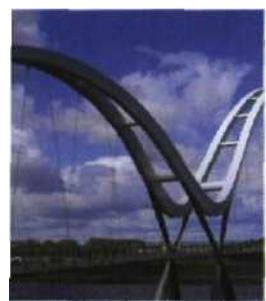
- Learning objectives 187
- The organizational imperative 188
- The recruitment and selection process: an overview 188
- Job and competency analysis 192
- Foundations of assessment: reliability and validity 195
- Attracting the right people 199
- Assessment methods 200
- Contemporary developments in recruitment selection and assessment 213
- Fairness in selection 216
- Evaluation of selection models 219
- Summary 221
- Discussion questions 222
- Web resources 222
- Case studies 223
- Further reading 226
- References 226

7 Learning, training and development 231

- Learning objectives 231
- Learning, training and development in organizations 232
- The process and implementation of learning, training and development 233
- Success and failure of learning, training and development 250
- The bottom line: does learning and development make a difference in organizations? 256
- Summary 257
- Discussion questions 257
- Web resources 258
- Case study 258
- Further reading 260
- References 260

8 Performance measurement and management 265

- Learning objectives 265
- The importance of performance measurement and management 266
- Measuring job performance 267
- Performance improvement and management 283
- Summary 296
- Discussion questions 297



Web resources 297
 Case studies 298
 Further reading 307
 References 307

9 Careers and career management 311

Learning objectives 311
 Careers in the 21st century 312
 The development of careers over time 314
 Career interests and choices 322
 Social, cultural and organizational influences on careers 331
 Career management in organizations 336
 Summary 339
 Discussion questions 340
 Web resources 340
 Case study 340
 Further reading 341
 References 341

10 Safety, stress and health at work 345

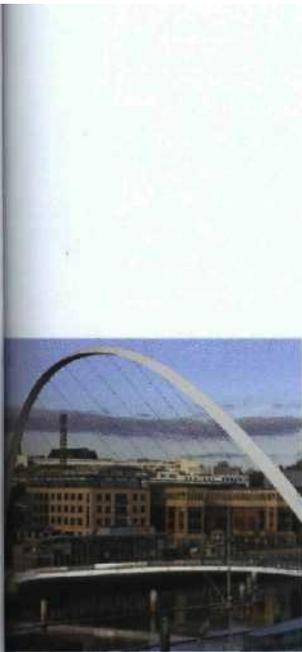
Learning objectives 345
 Positive emotion at work 345
 Occupational health and safety 346
 Stress and strain at work 349
 Understanding stress at work 360
 Reducing and managing stress 363
 Burnout and engagement 368
 Summary 374
 Discussion questions 374
 Web resources 375
 Case study 375
 Further reading 378
 References 378

PART THREE

ORGANIZATIONS 365

11 Organizations: strategy and structure 367

Learning objectives 387
 Organizational strategy 388
 Major perspectives on strategy 392
 Conclusion 404
 Organizational structure 408
 Strategy and structure 416



Summary 419
Discussion questions 420
Web resources 420
Case study 421
Further reading 425
References 425

12 Leadership in organizations 420

Learning objectives 429
Introduction 429
What is leadership? 430
Research into leadership 432
Trait approaches to leadership 433
Behavioural theories 440
Contingency approach 445
Dyadic theories of leadership: leader-member exchange theory 449
Charismatic and transformational leadership 450
Gender and leadership 456
Leadership development 459
Summary 465
Discussion questions 466
Web resources 467
Case study 467
Further reading 476
References 476

13 Teams and teamwork 481

Learning objectives 481
What is a team? 482
What do teams do? 485
Why work in teams? 486
What makes an effective team? 489
Summary 511
Discussion questions 512
Web resources 512
Case studies 513
Further reading 516
References 516

14 Organizational culture, climate and change 523

Learning objectives 523
Organizational culture 524
Organizational climate 534
Organizational change 540
Summary 551
Discussion questions 552

- ' Web resources 552
- Case study 553
- Further reading 561
- References 561

15 The psychology of work and organizations 565

- Learning objectives 565
- Insights from Work and Organizational Psychology 566
- The potential contributions of Work and Organizational Psychologists 574
- Contemporary themes and challenges 577
- Summary and conclusion 579

- Glossary 581
- Index 590

Psychology at work is known under many names such as work psychology, industrial organizational psychology, organizational psychology, and the like. We all have to admit that the workplace can be quite a stressful setting. Since this is very much a basic contribution to a business's bottom line, organizations would have to get the research findings from positive psychologists who are looking for ways to harness, develop, and apply creativity in the workplace. Current research has assessed the processes wherein group members can work together that would produce creative work, the characteristics of very creative and field changing persons, and the probability that people may progress towards these characteristics more or less. Industrial and organizational psychologists study and assess individual, group and organizational dynamics in the workplace. They apply that research to identify solutions to problems that improve the well-being and performance of organizations and their employees. In addition, an understanding of the science of psychology – for example, by earning a bachelor's degree in the subject – can help students in their careers and their lives.

Explore classroom resources Understanding the science of psychology can help students in their careers and their lives. Psychological science is the foundation of many interesting career paths. Learn what it takes to pursue a career in psychology You don't have to look far to see the impact that psychologists make. Managerial psychology draws from frameworks and descriptions about the psychology and sociology of organizations and the institutional context of work and careers. This chapter introduces the reader to behavioural science concepts, constructs, theories, methods, and tools that are used and applied to issues that people encounter in their work and career. The chapter provides an overview of work and organizations in contemporary industrial society. It considers individual behaviour, then moves to behaviour in groups or teams, and finally discusses organizations as a whole. After reading the chapter they excellently organize the work, flawlessly set the desired standards, strive persistently for the set goal, while others are good at the roles of social leaders. They firmly unite a team, settle any conflict, always render support if necessary. A modern organization's executive is not a soloist, but a conductor of a choir whose concurrence determines the harmonious evolvement of the cause he serves for. The personnel training system of nearly all specialities includes such a subject as "Management Psychology". In essence, the psychology of management was called to solve the following two tasks: 1) personnel selection for performing various functions and to match one another according to their individual traits; 2) influencing employees' psyche through stimulation. Sometimes called industrial-organisational psychology, business psychology, or simply "work psychology" organisational psychology is the scientific study and application of psychological principles to organisations and the workplace. It's the science of how people think and behave at work. If this is your first time hearing about organisational psychology, you're not alone. It's a small field, but there are a number of reasons why you should care about organisational psychology. Organisational psychology helps people. From finding the right work-life balance to helping people become more sat