

Industrial and Organizational Psychology: *Research, Theory, and Applications*

Andrew J. DuBrin

*Professor of Management, Emeritus
Saunders College of Business
Rochester Institute of Technology*

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Paperback (black/white): ISBN-13: 978-1-955543-45-3
ISBN-10: 1-955543-45-3

Paperback (color): ISBN-13: 978-1-955543-48-4
ISBN-10: 1-955543-48-8

Loose-leaf version (B/W): ISBN-13: 978-1-955543-47-7
ISBN-10: 1-955543-47-X

Online version: ISBN-13: ISBN-13: 978-1-955543-50-7
ISBN-10: 1-955543-50-X

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Preface

Welcome to *Industrial and Organizational Psychology: Research, Theory, and Applications* designed for courses in I-O psychology that have a strong applied focus. The industrial and organizational psychology field has maintained a strong interest as organizations compete for talent, and seek research-based and well-reasoned solutions to human resource problems. Most students who take this course have taken courses in introduction to psychology, and many have also studied management. Industrial and organizational psychology courses are usually offered in departments of psychology. Much of the content of industrial and organizational psychology has found its way into human resource management and organizational behavior, with courses in these two fields usually offered in a department of management.

Although each chapter packs a lot of information, chapters consistently emphasize the essential and the practical. A major strategy was to de-emphasize elaborate theories and findings that are no longer the subject of active research, practice, or training programs. Another strategy was to write a book that contains human interest, examples, and useful applications. *Industrial and Organizational Psychology* injects cases, self-quizzes, discussion questions, and in-action inserts to capture student interest.

The emphasis of this book is on information, cases, and skill-development exercises, and self-assessments that translate into skill development in many aspects of industrial and organizational psychology. We incorporate relevant theory and research findings where appropriate, but the major thrust of the book is direct application of knowledge. The size and scope of the book are well suited to college courses that supplement a core textbook with journal articles, major projects, and online information, or other instructional media.

The Features

Industrial and Organizational Psychology is an applied text that summarizes and synthesizes relevant information about I-O psychology topics and provides concrete examples of strategies and tactics in action. In addition, the book incorporates many useful features to make the material more accessible, collaborative, and incisive. A key emphasis to the features of the book is to present information helpful in acquiring industrial and organizational psychology knowledge and skills backed by theory and research when feasible.

- *Learning Objectives* introduce the major themes of each chapter and provide a framework for study.
- *Boldfaced key terms* are defined in the margins, listed at the end of each chapter, and reinforced in an end-of-book glossary.
- *Industrial and Organizational Psychology Concepts in Action* box inserts describe the actions of managers and professionals in dealing with human-resource problems usually illustrating techniques described in the chapter. Several of the inserts describe in depth the research of industrial and organizational psychologists in relation to a topic within the chapter.
- *Applying Industrial and Organizational Psychology Concepts* allow for direct practice in the skills necessary for making use of basic research about workplace behavior as a manager or corporate professional. Many of the exercises involve contacting people in the student's network to gather information on an industrial

and organizational psychology topic, such as investigating potential accidents for remote workers. A few of the applying psychology concepts are designed for the student to collect live data about a topic under study. Several other exercises are aimed at developing skill in key human-resource activities such as conducting a performance appraisal or job interview. All the skill-development exercises are designed to consume a reasonable amount of time, and not be perceived as busy-work for the student.

- *Summaries of Key Points* located toward the end of each chapter integrate all key topics and concepts into several cogent paragraphs, providing an overview of the chapter that can be used as a framework for studying. The summaries of key points are tied to the learning objectives.
- *Key Terms and Phrases* provide a useful review of each chapter's terminology.
- *Discussion Questions and Activities*, located toward the end of each chapter, are suitable for individual or group analysis. Many of the questions ask the student's opinion on a controversial human resource topic, such as the fairness of basing a starting salary partially on formal education.
- *Case Problems* at the end of each chapter are suitable for individual or group analysis. The cases are uniquely designed to complement the textbook, and include relevant follow-up discussion questions.
- *Self-quizzes* facilitate the student personalizing the topic under consideration. Two examples are a quiz about work engagement tendencies and another about having a proactive personality.

The Framework

Industrial and Organizational Psychology is a blend of description, research, theory where appropriate, skill development, insight, and prescription. Divided into 16 chapters and four parts, the book presents information about both the traditional and more recent activities and subject areas of industrial and organizational psychology. Chapter 1 is about the nature and scope of industrial and organizational psychology, and also explains how the field is both a science and a practice. The chapter also contains information about the ethical and legal challenges with the field. Chapter 2 digs into what might be considered the foundation for industrial and organizational psychology—research methods. The major topics covered are the research process, research designs, measures of reliability and validity, statistical analysis of research data, and research ethics.

Chapter 3 covers basic topics of industrial psychology and human resource management: job analysis, job descriptions, job specifications, and job evaluation. Chapter 4 deals with the recruitment phase of selection, a subject of inherent interest to students. Nonstandard chapter topics include attractive titles, employer branding, and ways to recruit a diverse workforce. Chapter 5 is about employee selection methods, a field of activity that was once the heart of personnel psychology. Among the key topics are validity of selection devices, adverse impact, psychological testing, hiring of teams, and the use of artificial intelligence and algorithms in selection.

Chapter 6 covers the far-reaching topics of job attitudes, emotions, engagement, and satisfaction. We take an objective rather than a hard-sell look at engagement. We also cover organizational citizenship behavior because of the surge of research interest in the topic. Chapter 7 covers the perennial subject of training and development. Among the key topics are the assessment of training and development needs, management and leadership development, and the measurement of training and development effectiveness. Chapter 8 describes the all-important subjects of performance evaluation and management. The major topics include both traditional and newer forms of performance appraisal, the legal aspects of performance appraisal, and human-resource management high-performance programs.

Chapter 9 is about the core organizational psychology subject of worker motivation. The key topics are need theories of motivation, goal-setting theory, job design theories,

intrinsic motivation, and how to choose an appropriate motivational model. Chapter 10 is about the crucial subjects of worker stress, safety, and wellness. Among the key topics included are work stress, employee safety and accident prevention, employee assistance programs, wellness programs, and occupational health psychology. Chapter 11 deals with the multidisciplinary subject of interpersonal and organizational communication. Our approach is to focus on such subjects as the communication process, nonverbal communication, and ways to overcome barriers to communication.

Chapter 12 deals with the socially relevant subject of diversity and inclusion, with careful attention paid to evidence about the matter. Key topics include the scope, competitive advantages, and potential problems of cultural diversity; multicultural workers and organizations; barriers to good cross-cultural relation, and initiatives to enhance cultural diversity, equity, and inclusion in organizations. Chapter 13 deals with a traditional topic of organizational psychology: groups, teams, and teamwork. A feature of the chapter is a comprehensive analysis of the characteristics of an effective work group. Other major chapter topics are self-managed work teams, group problem solving and decision making, and potential problems within work groups.

Chapter 14 deals with leadership, another central subject of organizational psychology. Among the topics highlighted in the vast field of leadership are leadership traits and characteristics, leadership behaviors and styles, contingency leadership, and transformational and charismatic leadership. Of interest to many students, attention is also paid to developing one's leadership potential. Chapter 15 extends the study of leadership by covering the subjects of power, politics, and influence. Key chapter topics include sources of individual and subunit power, empowerment of group members, organizational politics, and influence tactics. Chapter 16 is about organizational culture and organization development, with the latter often used to change the former. Key chapter topics include the consequences and implications of organizational culture, and organizational development as a change strategy. OD techniques covered include a process model of organization development, team building, and Six Sigma.

Online and in Print

Student Options: Print and Online Versions

Industrial and Organizational Psychology is available in multiple versions: online, in PDF, and in print as either a paperback or loose-leaf text. The content of each version is identical. The most affordable version is the online book, with upgrade options including the online version bundled with a print version. What is nice about the print version is that it offers you the freedom of being unplugged—away from your computer. The people at Academic Media Solutions recognize that it is difficult to read from a screen at length and that most of us read much faster from a piece of paper. The print options are particularly useful when you have extended print passages to read.

The online edition allows you to take full advantage of embedded digital features, including search and notes. Use the search feature to locate and jump to discussions anywhere in the book. Use the notes feature to add personal comments or annotations. You can move out of the book to follow Web links. You can navigate within and between chapters using a clickable table of contents. These features allow you to work at your own pace and in your own style, as you read and surf your way through the material. (See “Harnessing the Online Version” for more tips on working with the online version.)

Harnessing the Online Version

The online version of *Industrial and Organizational Psychology* offers the following features to facilitate learning and to make using the book an easy, enjoyable experience:

- *Easy-to-navigate/clickable table of contents*—You can surf through the book quickly by clicking on chapter headings, or first- or second-level section headings. And the Table of Contents can be accessed from anywhere in the book.

- *Key terms search*—Type in a term, and a search engine will return every instance of that term in the book; then jump directly to the selection of your choice with one click.
- *Notes and highlighting*—The online version includes study apps such as notes and highlighting. Each of these apps can be found in the tools icon embedded in the Academic Media Solutions/Textbook Media’s online eBook reading platform (www.academicmediasolutions.com).

Instructor Supplements

In addition to its student-friendly features and pedagogy, the variety of student formats available, and the uniquely affordable pricing options that are designed to provide students with a flexibility that fits any budget and/or learning style, *Industrial and Organizational Psychology* comes with the following teaching and learning aids:

- *Test Item File*—This provides an extensive set of multiple-choice, short-answer, and essay questions for every chapter for creating original quizzes and exams.
- *Instructor’s Manual*—This is a condensed version of the book offering assistance in preparing lectures, identifying learning objectives, developing essay exams and assignments, and constructing course syllabi.
- *PowerPoint Presentations*—Key points in each chapter are illustrated in a set of PowerPoint files designed to assist with instruction.
- *Online Video Labs with Student Worksheets*—A collection of high-quality, dynamic, and sometimes humorous video segments (contemporary and classic) produced by a variety of media, academic, and entertainment sources, accessed via the Web. Organized by chapter, the video segments illustrate key topics/issues discussed in the chapters. Each video segment is accompanied by a student worksheet that consists of discussion questions that help students connect the themes presented in the video segment with key topics discussed in the specific chapter.

Student Supplements and Upgrades (Additional Purchase Required)

- *Lecture Guide*—This printable lecture guide is designed for student use and is available as an in-class resource or study tool. Note: Instructors can request the PowerPoint version of these slides either to use as developed or to customize.
- *Quizlet Study Set*—Quizlet is an easy-to-use online learning tool built from all the key terms from the textbook. Students can turbo-charge their studying via digital flashcards and other types of study apps, including tests and games. Students are able to listen to audio, as well as create their own flashcards. Quizlet is a cross-platform application and can be used on a desktop, tablet, or smartphone.

Acknowledgments

Thanks go to the several college professors who provided me some insight into a new type of textbook that would facilitate knowledge and skill development in organizational and industrial psychology. I thank the many professors over the years who have provided me useful feedback on my research and writing. Thanks also to my professors at Purdue and Michigan State who got me started in the field of industrial psychology. Additional thanks go to the staff at Academic Media Solutions (AMS) who worked with me to publish *Industrial and Organizational Psychology*: Daniel C. Luciano, president/founder of AMS, and Victoria Putman and Lori Bradshaw of Putman Productions. Also receiving my appreciation are the human resource management people I have worked with over the years, as well as the clients I have worked with in the area of industrial and organizational psychology.

Finally, writing without loved ones would be a lonely task. My thanks therefore go to my family: Drew, Heidi, Douglas, Gizella, Melanie, Justin, Rosie, Clare, Michael, Camila, Sofia, Eliana, Julian, Carson, and Owen. Thank also go to another part of my family, Stefanie, the woman in my life, and her daughter Sofie.

About the Author

Andrew J. DuBrin is professor emeritus of management in the Saunders College of Business at the Rochester Institute of Technology, where he has taught courses and conducts research in management, organizational behavior, leadership, and human resource management. He has served the college as chairman of the management department and as team leader. He received his PhD in industrial psychology from Michigan State University, and an MS in industrial psychology at Purdue University. DuBrin is a licensed psychologist in New York State and a Diplomate in Industrial Psychology. His business experience is in human resource management, and he consults with organizations and with individuals. His specialties include leadership and career management.

Professor DuBrin is an established author of textbooks, scholarly books, and trade titles. He also has written for professional journals and magazines. He has written textbooks on leadership, managerial psychology, business psychology, human resource management, introduction to management, political behavior in organizations, and human relations. His scholarly books include the subjects of crisis leadership, impression management, narcissism, and the proactive personality. His trade titles cover many current issues, including coaching and mentoring, team play, office politics, coping with adversity, and big-picture thinking.

