<table>
<thead>
<tr>
<th>Subject</th>
<th>Page(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieveement,</td>
<td>88, 103, 105</td>
</tr>
<tr>
<td>Achievement striving (AS),</td>
<td>410</td>
</tr>
<tr>
<td>Acquisitions.</td>
<td>See Mergers and acquisitions</td>
</tr>
<tr>
<td>Active practice,</td>
<td>278</td>
</tr>
<tr>
<td>Actual criterion,</td>
<td>158</td>
</tr>
<tr>
<td>ADA.</td>
<td>See Americans with Disabilities Act (ADA)</td>
</tr>
<tr>
<td>Adaptive performance,</td>
<td>167–168</td>
</tr>
<tr>
<td>Affirmative action programs (AAPs),</td>
<td></td>
</tr>
<tr>
<td>Affirmative action,</td>
<td>448–452</td>
</tr>
<tr>
<td>Affiliation need,</td>
<td>472</td>
</tr>
<tr>
<td>Affirmative action,</td>
<td>448–452</td>
</tr>
<tr>
<td>Affirmative action programs (AAPs),</td>
<td>241, 448–451</td>
</tr>
<tr>
<td>Age discrimination,</td>
<td>260, 297, 387</td>
</tr>
<tr>
<td>Age Discrimination in Employment Act (ADEA),</td>
<td>260, 261, 297</td>
</tr>
<tr>
<td>Aggression,</td>
<td>165–166. See also Workplace violence</td>
</tr>
<tr>
<td>Agreeableness,</td>
<td>102, 104, 129, 141, 162, 165, 264, 499, 522</td>
</tr>
<tr>
<td>Aircraft design,</td>
<td>21</td>
</tr>
<tr>
<td>Airline cockpit crew,</td>
<td>513, 531</td>
</tr>
<tr>
<td>Alarm reaction,</td>
<td>388</td>
</tr>
<tr>
<td>Alcohol testing,</td>
<td>145–147, 447</td>
</tr>
<tr>
<td>Allstate Insurance,</td>
<td>528, 537</td>
</tr>
<tr>
<td>ALQ.</td>
<td>See Authentic Leadership Questionnaire (ALQ)</td>
</tr>
<tr>
<td>Al-Qaeda,</td>
<td>539</td>
</tr>
<tr>
<td>Altruism,</td>
<td>160</td>
</tr>
<tr>
<td>Ambivalent identification,</td>
<td>361</td>
</tr>
</tbody>
</table>

**American Ground: Unbuilding the World Trade Center**, 523

American Psychological Association (APA), 24 ethical standards, 59
American Psychological Society (APS), 24
Americans with Disabilities Act (ADA), 100, 116, 124, 290, 267, 435
Angoff method, 248
Anticipatory socialization, 559
APA. See American Psychological Association (APA)
Apple, 548
Applicants. See also Recruitment;
Staffing decisions selection fairness, 445–448 staffing decisions, 240–241 Application blank, 113, 142 Applied psychology, 16–17, 21, 35 Appraisal support, 417 Appreciation award, 437 Apprenticeship, 283–284 APS. See American Psychological Society (APS) Argyris’s growth perspective, 543–544 Aristotle, 278 Armed Services Vocational Aptitude Battery (ASVAB), 122, 150 Army Alpha test, 19 Army Beta test, 19 Arthur Andersen, 305 AS. See Achievement striving (AS) ASA. See Attraction-selection-attrition (ASA) model ASEAN. See Association of Southeast Asian Nations (ASEAN)
As Good as It Gets, 485
Assessment, 126–127, 130–131. See also Testing
biographical data, 141–143, 446
calendar-based, 147–150
central tendency error, 120
developmental process, 120
definitions of, 111–119
reflective point average, 143
graphology, 145
incremental validity, 140–141
individual, 130–131, 133–134
international practices, 118–119
Internet, 147–150
interviews, 131–133, 447
letters of recommendation, 143–144
measuring implicit variables at work, 141
minimum qualifications, 144–145
mobile assessment, 149
polygraph, 145
Assessment center, 22, 133–135, 300, 447
Assimilation model, 456
Association of Southeast Asian Nations (ASEAN), 33
ASVAB. See also Armed Services Vocational Aptitude Battery (ASVAB)
AT&T, 197, 511, 548
Attitudes, 348–384 at work, 355
Attraction-selection-attrition (ASA) model, 563–565
Authentic leadership, 488–489
Autocratic climate, 551
Automation, 278
Autonomous work group, 511, 512, 526
Autonomy, 162, 344, 391. See also Control
Avis, 199
Awareness monitoring, 197
Awareness training diversity, 459
sexual harassment, 303–305

**B**

Baby Boomers, 345
Bara, Mary, 494
BARS. See Behaviorally anchored rating scales (BARS)
Base rate, 249
Behavioral approach leadership, 477–479
Behavioral criteria (training), 293
Behaviorally anchored rating scales (BARS), 299
Behavioral modeling, 276, 283, 284, 296
Behavioral observation scale (BOS), 210
Behavioral rating, 209–210
Behaviorist approach, 312, 322
Ben & Jerry’s, 537, 550
Bennett Test of Mechanical Comprehension, 121
Bias, 117
central tendency error, 218
performance rating, 218, 233
Big Five, 162, 172, 182, 204, 318, 410, 518, 530. See also Agreeableness; Conscientiousness; Emotional stability; Extraversion; Openness to experience emotional intelligence and job performance, 109
Facebook profile analysis by, 266
leadership, 469, 470, 499
Bin Laden, Osama, 489
Biodata, 446. See also Biographical data
Biofeedback, 417
defined, 30, 552
faces of, 37
history, 552
and leader-member exchange theory, 484
safety, 555–557
Culture-general assimilator, 308
Culture shock, 306
Culture-specific assimilator, 308
Culture-specific characteristics of leadership, 501
Curvilinear relationship, 68
Customer ratings, 217
Cut score, 246–248
CWB. See Counterrproductive work behavior (CWB)
Cyberbullying, 429

D
Data analysis, 62–74
Data collection, 55–56
Deadline control, 410
Decision making:
staffing (See Staffing decisions) teams, 523–524
Declarative knowledge (DK), 107, 155
Deep acting, 394
Delivery Information Acquisition Device (DIAD), 173, 197
Demand-control model, 405–406
Democratic climate, 551
Demographics:
diversity, 448, 454, 519
I-O psychology, 24–25
leadership, 494–496
relational demography, 453–454
Dependability, 105
Dependent variable, 54
Depersonalization, 398
Deposition, 264
Derailed leader, 466
Descriptive statistics, 62–63
Deselection, 255–256
Destructive criticism, 225–226
Destructive leader, 466–468
Determined of performance, 156
Development, 299. See also Training and development
Deviance, 163. See also Counterrproductive work behavior (CWB)
DFWA. See Drug Free Workplace Act (DFWA)
DIAD. See Delivery Information Acquisition Device (DIAD)
Dictionary of Occupational Titles (DOT), 183
Differential psychology, 90
Dirty Jobs, 352
Discovery, 264
Discrimination, 112. See also Employment discrimination
theories, 262–266
Dishonesty, 164
Disidentification, 360
Disinterestedness, 51
Disparate treatment, 262
Dispositions, 368
Dissonance theory, 325

Distance learning, 285–288
Distress, 388
Distributed practice, 280
Distributive justice, 436–438, 442, 443, 448, 457
Distrust, 434
Diversity, 452–460. See also Cultural diversity demographic, 448, 454, 519
group and multicultural, 455–456
leadership, 459, 502–503
management, 456–459
multicultural, 452–453, 455–456
psychological, 519
resistance, 455, 459
tems, 519–520
training, 457–459
DK. See Declarative knowledge (DK)
Domain-referenced cut scores. See Criterion-referenced cut scores
DOT. See Dictionary of Occupational Titles (DOT)
Downsizing, 174, 211, 255, 342
Drives, 312
Drug Free Workplace Act (DFWA), 146
Drug testing, 145–147, 447
Duke Power, 199
Duties, 204
Emotional intelligence quotient (EQ), 130
Emotional labor, 394–395
Emotional stability, 90, 103, 104, 124, 128–130, 135, 139, 142, 266, 370,
464, 498, 499
Emotional support, 417
Emotion-focused coping, 389
Employee assistance programs (EAPs), 418–419
Employee comparison methods, 210–212
Employee engagement, 363
Employee sabotage, 164–165
Employee theft, 164
Employment discrimination, 11
adverse impact, 262–263
adverse treatment, 262
age discrimination, 260, 297, 387
case study, 262–266
Civil Rights Act of 1964, 22, 112, 191, 260, 303
outside the United States, 261–262
Employment interview, 131–133
Employment litigation. See Legal issues
Employment testing. See Assessment
Engagement, employee, 363
Enron, 164, 305, 302, 466
Enron: The Smartest Guys in the Room, 362
Entrepreneurs, 354–357
attributes, 356
Environmentally conscious organizations, 8
Episodic change, 567–568
EPM. See Electronic performance monitoring (EPM)
EQ. See Emotional intelligence quotient (EQ)
Equal Employment Opportunity Commission (EEOC), 260, 262, 264, 297, 304
Equality, 436
Equal Pay Act of 1963, 190, 260
Equity norm, 436
Equity theory, 325–326
Equivalent forms reliability, 77
Error management training, 275
Ethics, 51, 59–60
training, 305–306
Ethnocentrism, 553
European Union (EU), 33, 455
Eustress, 388, 396
Event sampling, 369
Evidence-based I/O psychology, 9–10
Exhaustion, 388, 398
Expatriates, 36, 306
Expectancy framework, 275
Experience sampling, 369
Sampling, 369
Experimental control, 58
Experimental design, 53, 69
Expert performance, 168–169
Expert power, 477
Expert witness, 52, 260
Explanations, 433, 453, 440
External criteria (training), 293
Extraversion, 102–104, 126, 127, 130, 135,
464, 498, 499
Extrinsic satisfaction, 357
competencies, 108, 272
emotional intelligence, 16, 91, 108–110
identifying, 90–91
knowledge, 91, 106–108, 155
personality, 91, 102–106, 318, 498–499
psychomotor abilities, 123
sensory abilities, 100–101
skills, 92, 106, 108, 110, 113, 132, 136, 139, 148
varieties of, 91–92
Individualism, 38–40, 501, 533
Individualist-collectivist continuum, 36
Individualist culture, 36, 37
Individualized consideration (leadership), 486
Individual tests, 116
Industrial and organizational psychology. See also I-O psychology
Industrial psychology: assessment, foundations of, 111–119
firm, 238–239
history and definition, 16–20
individual differences, 88–95
performance measurement, 193–235
staffing decisions, 237–276
understanding performance, 153–192
Inequitable payments, 326
Inferential statistics, 64
Informal training, 303
Informational justice, 440, 448
Informational support, 417
In-group members, 483, 503
Initiating structure (leader behavior), 478
Injustice, 441–442. See also Fairness; Justice; Legal issues
Innovation, 525
Input/output ratio, 325
Input-process-output model, 516–526
Input, 325
Insecurity, 376–377
In situ performance, 258
Inspirational motivation (leadership), 486
Instinct, 312
Instrumental motivation, 472
Instrumental support, 417
Integrity, 104, 113, 129
Integrity testing, 127–129
Intel Corporation, 186, 230, 455
Intellectual stimulation (leadership), 486
Intelligence, 89–91, 94–99, 109. See also Emotional intelligence (EI); “g”
Intelligence quotient (IQ), 94
Intelligence test, 19, 89
Intentional discrimination, 262
Interpersonal justice, 440
Interrater reliability, 77–78
Interviews, 131–133, 177, 447
Intrinsic satisfaction, 357
Introspection, 55
I-O psychology. See also Industrial psychology; Organizational psychology
career development, 25
challenges, 26–27
common areas of concentration, 6
course values, 11–13
defined, 4–5
demographics, 24–25
areas of primary employment, 24
education/training, 27–28
evidence-based, 9–10
graduate programs, 28
history, 16–23
importance, 2–14
job titles, 7
journals, 43
labels used by psychologists, 25
motivation theory, 312–313
psychometrics, 89–90
research, 32–53
resources, 42–44
and sustainable/environmentally conscious organizations, 8
textbooks, 42–44
time line, 18
I-O research. See Research
iPhone, 548
IQ. See Intelligence quotient (IQ)
Iraq, 3
Irrelevant science, 27
IRS. See Internal Revenue Service (IRS)
J
JAP. See Journal of Applied Psychology (JAP)
JDI. See Job Descriptive Index; Job Descriptive Index (JDI)
JIG. See Job In General (JIG) scale
JIT. See Just-in-time (JIT) production
Job analysis, 57, 79, 81, 108, 171–178
cognitive task analysis, 181–182
computer-based systems, 183
defined, 171
electronic performance monitoring, 180–181
methods, 175–178
O*NET, 94, 107, 183–185
personality-related position requirements form, 182
process, 183
types, 175–176
uses, 171–175
Job assignment, 172
Job characteristics theory, 517
Job control, 405
Job crafting, 383
Job demand, 405
Job description, 160, 171, 174, 178
Job Descriptive Index (JDI), 356, 384
overall vs. facet satisfaction, 356–357
satisfaction questionnaires, 356–357
withdrawal behaviors, 373
Job design, 173–174, 414–415
Job embeddedness, 359, 382
Job enrichment, 344–345
Job evaluation, 189
Job family, 172
Job In General (JIG) scale, 356
Job interview, 131–133
Job ladder, 172
Job loss, 375–377
Job maturity, 479
JobNet, 10
Job performance, Campbell’s model of, 153–157
Job rotation, 284
Job satisfaction, 349–357
affectivity, 368
antecedents/consequences, 351–354
commitment, 358–360
core evaluations, 371–372
cross-cultural perspective, 383–384
defined, 349
genetics, 370–371
historical overview, 349–354
intrinsic vs. extrinsic satisfaction, 357
job crafting, 384
job embeddedness, 383
measurement, 354–357
mood vs. emotion, 365–373
team members, 526
Job withdrawal, 373
Journal of Applied Psychology (JAP), 17
Journals, 17, 43
Judgmental measures, 169
Judgmental performance measures, 196
Junk science, 27
vs. legitimate science, 52
Justice, 454. See also Fairness; Injustice; Organizational justice
cross-cultural perspective, 383–384
concepts, 432–434
perceptions, 443–451
trust, 434–435
Justice hypothesis of workplace violence, 425–427
Just-in-time (JIT) production, 573
K
Kirkpatrick’s four-level model of training criteria, 292
Kissinger, Henry, 472
Knowledge, 106–108
declarative, 107, 155
defined, 91
-orientated organizations, 492
procedural, 107
tacit, 107
tests, 122
KSAOs (knowledge, skills, abilities, other characteristics), 108, 113, 176, 177
as competencies, 108
and competency modeling, 186–187
and disaster management, 538
and leadership, 548
Subject Index

KSAOs (contd.)  
and practical intelligence, 137  
rating of, 176  
and staffing, 251, 256  
and successful job performance, 134  
and training/development, 273, 279, 283, 286

L  
Laboratory studies, 55, 58, 83  
Laissez-faire leadership, 487  
Lanning v. SEPTA, 248  
Large batch and mass production  
organization, 544  
 Layoffs, 195, 255, 425, 426, 434, 439–440, See also Downsizing  
Leader  
defined, 468  
development, 300, 471–472  
emergence, 464  
Leader-member exchange (LMX) theory, 483–485, 503, 564  
Leadership, 463–505. See also Leadership theories  
abusive supervision, 467–468  
attempted, 468  
authentic, 488–489  
Big Five factors, 464, 469, 470, 499  
changing workplace, 492–494  
charismatic, 489–491, 503  
correlation and causation, 69–70  
cross-cultural studies, 500–502  
defining outcomes, 465–466  
demographics, 494–496  
derailed leader, 466  
destructive leader, 466–468  
development, 299–303, 471–472  
diversity, 459, 502–503  
dynasty effect, 464  
effective, 468, 503–504  
great man theories, 475–476  
guidelines, 503–504  
interpersonal competence, 471  
laissez-faire, 487  
leader effectiveness, 464  
leader vs. manager or supervisor, 468–470  
male vs. female leaders, 494–498  
management, 468–470  
motivation to lead, 472–473  
and neuroscience, 499–500  
participative, 478, 480  
personality, 498–499  
successful, 468  
supportive-disloyal leader, 467  
transactional, 485–488  
transactional, 485–488, 503  
trust, 434–435  
tyrannical leader, 466  
workplace safety, 555–557  
Leadership theories, 475–482  
behavioral approach, 477–479  
charismatic leadership theory, 490  
contingency approach, 479  
full-range theory, 487  
leader-member exchange theory, 483–485, 503, 564  
Ohio State University studies, 477–478  
path-goal theory, 479  
power approach, 477  
situational theory, 479  
systems theory, 548  
trait approach, 469, 476, 498  
University of Michigan studies, 478–479  
Vroom-Yetton model, 480–481  
Lean production manufacturing, 544, 573–575  
Learning, 270–271. See also Training and development  
distance learning, 286–288  
principles, 278–279  
process, 274–280  
Learning criteria (training), 292–294  
Learning organizations, 281–282  
Learning theories, 276–278  
Legal issues. See also Justice;  
Organizational justice  
performance evaluation, 229–234  
staffing decisions, 260–267  
Legitimate power, 477  
Legitimate science  
against junk science, 52  
Leniency error, 218  
Lewin’s field theory, 313  
Letters of recommendation, 143–144  
Lie detector test, 145  
Life cycle of leader-follower relationship, 483  
Life-work balance, 4, 14, 317  
Life-cycle of leader-follower relationship, 483  
Life-span  
periods and stages, 15–17  
Linguistics, 46  
Linear relationship, 68  
Linear programming, 285  
Linear relationship, 68  
Line managers, 239. See also Management  
Ligation, 293  
Literals, 463  
LMX. See Leader-member exchange (LMX) theory  
Locus of control (LOC), 318, 338, 408  
Long-term vs. short-term orientation, 38, 40, 162  
Lordstown syndrome, 165  
Loss of work, 375–377  
Low personal accomplishment, 398  
Low personal accomplishment, 398  
Ludlow Massacre, 433  
M  
Machine metaphor. See Person as machine  
Macro-research, 72–73  
Madow, Bernard, 164  
Male leaders, 494–498  
Management  
development, 299–303  
leadership and, 468–470  
Marcus Aurelius Antoninus, 413  
Masculinity, 38, 40  
Maslach Burnout Inventory (MBI), 398  
Maslow’s need theory, 312, 320–321, 331, 344  
Massed practice, 280  
Mass production manufacturing, 544  
Mastery experiences, 333  
Mastery orientation, 275  
Maturity, 479  
Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT), 130  
MBI. See Maslach Burnout Inventory (MBI)  
MCA. See Mortgage Company of America (MCA)  
McDonald’s, 192, 281–282  
McGregor’s Theory X/Y, 544  
Mean, 62  
Measurement, 66  
Measure of central tendency, 62  
Mechanistic organization, 545  
Median, 62  
Meditation, 419  
Memory, 97  
Mental ability, 23, 89–90. See also “g”  
Mental Measurements Yearbook (MMY), 115  
Mental models, 519  
Mental test, 89, 111  
MELCOSUR. See Southern Cone Common Market (MERCOSUR)  
Mergers and acquisitions, 553, 566, 567  
Merit or equity norm, 436  
Merrill Lynch, 287  
Meso-research, 72–73  
Meta-analysis, 71–72, 95  
Metric, 89  
Micro-research, 72–73  
Millennials. See Generation Xers and Yers  
Mindfulness, 420  
Mindfulness interventions, 416–417  
Minimum Qualifications (MQs), 144–145  
Minnesota Multiphasic Personality Inventory II (MMPI-II), 124  
Minnesota Satisfaction Questionnaire (MSQ), 357, 384  
Mission statements, 186  
Mitsubishi, 304  
MLQ. See Multifactor Leadership Questionnaire (MLQ)  
MMPI-II. See Minnesota Multiphasic Personality Inventory II (MMPI-II)  
MMY. See Mental Measurements Yearbook (MMY)  
Mobbing, 429  
Mobile assessment, 149  
Mode, 62  
Modeling, 333  
Moderator hypothesis, 418  
Moderator variable, 104, 105  
Molly McGuire’s, 432  
Mood, job satisfaction, 365–373  
Mortgage Company of America (MCA), 263–264  
Motivation, 194, 199  
Campbell’s model of job performance, 155  
defined, 356  
history of motivation theory, 312–313  
leadership, 472–473  
metaphors, 313–316  
pay-path-goal theory, 325, 479  
to rate, 222–224  
trainees, 275  
VIE theory, 325–325  
to work (See Motivation to work)  
Motivational interventions, 343–346  
Motivational theories, 276–278
Motivational trait questionnaire (MTQ), 338–339
Motivation to work
job satisfaction, 350
Maslow's need theory, 312
two-factor theory, 350
Motivation to work:
common themes in modern approaches, 334
contingent rewards, 343–345
cross-cultural issues, 339–340
dissonance theory, 325
entrepreneurs, 334–337
equity theory, 325–326
generational differences, 340–343
goal-setting theory, 328–331
interventions, 343–346
job enrichment, 344–345
Maslow's need theory, 320–321, 331, 344
motivational trait questionnaire, 338–339
performance, 316–317
personality, 318
person as intentional approach, 314, 328–332
person as machine theories, 320–323
person as scientist theories, 323–326
ProMES, 345–346, 529–530, 575
reinforcement theory, 321–323
self-efficacy, 332–334
self-regulation, 331–332
two-factor theory, 321
VIE theory, 323–325
work-life balance, 4, 14, 317
Motivator needs, 321
Motor abilities, 106
Motorola, 511, 572
Motorola University, 281
Movement quality, 100
MQs. See Minimum Qualifications (MQs)
MSCEIT. See Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT)
MTQ. See Motivational trait questionnaire (MTQ)
Multicultural diversity, 452–453, 455–456
Multiculturalism, 30–40, 457. See also Cultural diversity
importance of, 34–36
Multifactor Leadership Questionnaire (MLQ), 488
Multinational staffing, 242
Multiple correlation, 69, 254
Multiple correlation coefficient, 69
Multiple hurdle system, 253–254
Multiple regression analysis, 254–255
Muscular endurance, 99

N
NA. See Negative affectivity (NA)
NAFTA. See North American Free Trade Agreement (NAFTA)
National Aeronautics and Space Administration (NASA), 508
Nature vs. nurture controversy, 312
Need norm, 320–321, 436
Needs, 312, 472. See also Maslow's need theory
Negative affectivity (NA), 368
Negative correlation, 67
Negative feedback, 215, 225, 226, 228
NEO-PI personality test, 124, 129
Neuroscience of leadership, 499–500
Neuroticism, 318, 371
Neutral identification, 361
New Orleans, Hurricane Katrina in, 538
Nietzsche, Friedrich, 529
Nonexperimental design, 53
Nonlinear relationship, 68
Nontechnical skills, 106
NYPD staffing project, 256, 257

O
Objective performance measures, 169, 195
Observation, 177
Observational design, 54
OCB. See Organizational citizenship behavior (OCB)
Occupational commitment, 359
Occupational health psychology, 413
Occupational Information Network, See O*NET
Ocean's Eleven (movie), 550
OCQ. See Organizational Commitment Questionnaire (OCQ)
Office of Strategic Services (OSS), 22
Office Space, 395
Off-site training methods, 285–286
Ohio State leadership studies, 477–478
OID. See Organizational identification (OID)
O*NET (Occupational Information Network), 94, 107, 183–185
On-the-job experiences, 303
On-the-job training, 283, 287
Openness to experience, 102, 103, 127, 464, 498
Open systems theory, 547–548
Organic organization, 545
Organizational analysis, 271–273
Organizational change, 566–567
continuous change, 568–569
episodic change, 567–568
freeze-rebalance-unfreeze model, 568
large-scale initiatives, 571–575
resistance, 570–571
Six Sigma, 544, 572–574
total quality management, 339, 544, 554, 572
unfreeze-change-refreeze model, 566, 568, 569
Organizational chart, 541
Organizational citizenship behavior (OCB): and bullying, 429
and counterproductive work behaviors, 166–167
and fuzzy job boundaries, 494
and lean production manufacturing, 574
and performance measurement, 198, 203–205
and socialization, 560
task performance vs., 162–163
Organizational climate, See Climate
Organizational Commitment Questionnaire (OCQ), 358
Organizational culture, See Culture
Organizational Culture Inventory, 552
Organizational fit:
person-job fit, 407, 562–563
person-organization fit, 407, 562–563
Organizational identification (OID), 360–362
Organizational justice, 435–442, See also Justice
affirmative action, 448–452
applicant perceptions, 445–448
deferred, 435
distributive justice, 436–438, 442, 443, 448, 457
interpersonal justice, 439–441
justice vs. injustice, 441–442
performance evaluation, 444–445
procedural justice, 438–439, 448, 457
selection fairness, 445–448
testing, 447
Organizational psychology:
attitudes, emotions, and work, 348–384
defined, 6
diversity, 452–460
fairness, 432–460
leadership, 463–505
organization of work behavior, 537–575
teams, 507–534
Organizational socialization, See also Socialization
Organizational theories, 541–549
classical organizational theory, 541–543
contingency theories, 544–547
human relations theory, 543–544
McGregor’s Theory X/Y, 544
systems theory, 547–548
Organization of work behavior, 537–575
Organizations, See also Organizational theories
climate and culture, 550–557
continuous process, 544
defined, 538
delagation of authority, 541
division of labor, 541
as integration, 540–541
large batch and mass production, 544
mechanistic, 545
organic, 545
people and, 537–540
small batch, 544
social dynamics, 550–565
span of control, 541
structure, 541
Orientation, 559–560
OSS. See Office of Strategic Services (OSS)
Outcome/input ratio, 325
Outcomes, 325
Out-group members, 483, 503
Overall satisfaction, 354–355
Overlearning, 278–279
Overtime pay, 175, 191–192
Overt integrity test, 128–129

P
PA. See Positive affectivity (PA)
Paired comparison, 211–212
Palme, Olaf, 465
Panasonic, 8
Paper-and-pencil tests, 22, 54, 113, 116, 119, 120, 126, 128, 130, 131, 133, 139, 140, 147, 150, 183, 256, 300, 357, 447, 518
PAQ. See Position analysis questionnaire (PAQ)
Participative behavior, 478
Participative leadership, 480
Part learning, 279–280
Part-time workers, 494
Paternalism, 554
Path-goal theory, 323, 479
P–E. See Person–environment (P–E) fit
Peers, 133, 216. See also Co-workers
Pensions, 457
People skills, 106
Pepsico, 465
Perceptual-motor abilities, 94
Perceptions of fair interpersonal treatment
Performance appraisal, 199–201, 528
Performance evaluation, 175. See also
Performance measurement;
Performance rating
culture and, 228–229
fairness, 444–445
legal issues, 229–234
protected groups, 233–234
Performance feedback, 225–228, 444. See also
360 degree feedback
Performance management, 199–201, 445
Performance measurement, 169–170, 193–235. See also Performance evaluation;
Performance rating
behaviorally anchored rating scales, 209
behavioral observation scale, 210
destructive criticism, 225–226
electronic monitoring, 180–181, 187, 197–199
employee comparison methods, 210–212
hands-on measures, 196–197
objective performance measures, 195
performance feedback, 225–228
performance management, 199–201
relationships among measures, 195–196
types of performance data, 195
uses for performance information, 194–201
walk-through testing, 197
Performance orientation, 275
Performance rating, 202–210. See also
Performance evaluation; Performance measurement
anchors, 207, 210, 212
behaviorally anchored rating scales, 209
behavioral observation scale, 210
behavioral rating, 209–210
bias, 218, 233
critical incidents methods, 177, 204–205
criticism, 226
customer and supplier ratings, 217
distortions, 218–219
errors, 218–219
forced-choice format, 208–209
forced distribution rating system, 230
formats, 207–210
goal conflict, 224
graph rating scales, 207–208
motivation to rate, 222–224
OCB/adaptive performance ratings, 205
organizational goals, 224
overall, 203–204
paired comparison, 211–212
peers, 216
process model, 202
rate goals, 223–224
rater goals, 223
reliability, 220
self-ratings, 216
simple ranking, 210
sources, 214–217
structural characteristics of rating scale, 205–207
subordinate ratings, 217
supervisors, 214–216, 218, 220
task-based ratings, 204
theories, 202–203
360 degree feedback, 214, 217, 226–228, 233, 235, 300–301
trait ratings, 204
validity, 221
Performance tests, 116
Personality, 102–106
cultural diversity, 103
defined, 91
and entrepreneurship, 335
Facebook profile analysis of, 266
leadership, 498–499
motivation, 318
Personality-related integrity test, 128–129
Personality-Related Position Requirements
Form (PPRF), 182
Personality testing, 124–129, 446
Person analysis, 273
Person as godlike. See Person as scientist
Person as intentional approach, 314, 328–332
Person as judge, 315
Person as master, 314, 320–323
Person as scientist, 314–316, 323–326
Person-environment (P–E) fit model, 406–407
Person-job (P–J) fit, 407, 562–563
Personnel measures, 169
Personnel psychology, 5–4
Person–organization (P–O) fit, 407, 562–563
Peter Principle, 464
PFIT (perceptions of fair interpersonal treatment) scale, 441
Phone interviews, 133
Physical abilities, 91, 99–100
tests, 99, 122–123
Physical fidelity, 279, 286
Physical stressors, 390
Physiological consequences of stress, 399–400
Physiological states, 333
Piece rate system, 326
P–J. See Person–job (P–J) fit
PKS. See Procedural knowledge and skill (PKS)
PMA. See Primary mental abilities (PMA)
P–O. See Person-organization (P–O) fit
Policy capturing, 231
Polycentrism, 553
Polygraph, 145
Position analysis questionnaire (PAQ), 178
Positive affectivity (PA), 368
Positive feedback, 226
Positive organizational behavior, and stress management, 420
Positive psychology, 161
and stress management, 420
Positive reinforcement, 276
Positive work environments, 316
Power approach, leadership, 477
Power distance, 38, 40, 301, 500
<table>
<thead>
<tr>
<th>Subject</th>
<th>Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Power motive</td>
<td>472</td>
</tr>
<tr>
<td>Power, statistical</td>
<td>65–66</td>
</tr>
<tr>
<td>Power test</td>
<td>115–116</td>
</tr>
<tr>
<td>PPRF. See Personality-Related Position Requirements Form (PPRF)</td>
<td></td>
</tr>
<tr>
<td>Practice Series (textbooks)</td>
<td>42–44</td>
</tr>
<tr>
<td>Practice sessions</td>
<td>276, 278, 280</td>
</tr>
<tr>
<td>Pragmatic science</td>
<td>27</td>
</tr>
<tr>
<td>Prediction errors</td>
<td>246–247</td>
</tr>
<tr>
<td>Predictive validity</td>
<td>80</td>
</tr>
<tr>
<td>Predictor</td>
<td>79</td>
</tr>
<tr>
<td>Pretest posttest control group design</td>
<td>296</td>
</tr>
<tr>
<td>Primary mental abilities (PMA)</td>
<td>122</td>
</tr>
<tr>
<td>Primary prevention strategies</td>
<td>413–415</td>
</tr>
<tr>
<td>Problem-focused coping</td>
<td>589</td>
</tr>
<tr>
<td>Procedural justice</td>
<td>438–439, 442, 448, 457</td>
</tr>
<tr>
<td>Procedural knowledge</td>
<td>107</td>
</tr>
<tr>
<td>Procedural knowledge and skill (PKS)</td>
<td>155</td>
</tr>
<tr>
<td>Process emotions</td>
<td>367</td>
</tr>
<tr>
<td>Production teams</td>
<td>511–512</td>
</tr>
<tr>
<td>Productivity</td>
<td>14, 19–21, 153, 155, 163, 174, 476</td>
</tr>
<tr>
<td>defined</td>
<td>155</td>
</tr>
<tr>
<td>Productivity Measurement and Enhancement System</td>
<td>See ProMES</td>
</tr>
<tr>
<td>Productivity norms</td>
<td>521</td>
</tr>
<tr>
<td>Program commitment</td>
<td>359</td>
</tr>
<tr>
<td>Programmed instruction</td>
<td>285</td>
</tr>
<tr>
<td>Progression hypothesis</td>
<td>373</td>
</tr>
<tr>
<td>Progressive muscle relaxation</td>
<td>417, 419</td>
</tr>
<tr>
<td>Project teams</td>
<td>512</td>
</tr>
<tr>
<td>ProMES (Productivity Measurement and Enhancement System)</td>
<td>345–346, 529–530, 575</td>
</tr>
<tr>
<td>Promotion</td>
<td>172, 195, 324</td>
</tr>
<tr>
<td>Prospective emotions</td>
<td>367</td>
</tr>
<tr>
<td>Protection model</td>
<td>457</td>
</tr>
<tr>
<td>Protestant work ethic</td>
<td>359</td>
</tr>
<tr>
<td>Psychological contracts</td>
<td>381–382</td>
</tr>
<tr>
<td>Psychological diversity</td>
<td>519</td>
</tr>
<tr>
<td>Psychological fidelity</td>
<td>279, 286</td>
</tr>
<tr>
<td>Psychological maturity</td>
<td>479</td>
</tr>
<tr>
<td>Psychological stressors</td>
<td>391–395</td>
</tr>
<tr>
<td>Psychometrician</td>
<td>90</td>
</tr>
<tr>
<td>Psychometrics</td>
<td>89–90</td>
</tr>
<tr>
<td>Psychometric training</td>
<td>219</td>
</tr>
<tr>
<td>Psychomotor abilities</td>
<td>101, 123</td>
</tr>
<tr>
<td>Purdue Pegboard Dexterity Test</td>
<td>123</td>
</tr>
<tr>
<td>Pyramid (TV show)</td>
<td>115</td>
</tr>
<tr>
<td>Reaction time</td>
<td>89, 95, 101, 115, 146, 148</td>
</tr>
<tr>
<td>Reading ability</td>
<td>98</td>
</tr>
<tr>
<td>Realistic job preview (RJP)</td>
<td>559</td>
</tr>
<tr>
<td>Reality TV shows</td>
<td>4</td>
</tr>
<tr>
<td>Rebalance</td>
<td>569</td>
</tr>
<tr>
<td>Recommendation letters</td>
<td>143–144</td>
</tr>
<tr>
<td>Recruitment</td>
<td>171, 445, 558–559. See also Staffing decisions</td>
</tr>
<tr>
<td>Reference sources</td>
<td>42–44</td>
</tr>
<tr>
<td>Referent power</td>
<td>477</td>
</tr>
<tr>
<td>Refreezing</td>
<td>115–116</td>
</tr>
<tr>
<td>Satisfaction questionnaires</td>
<td>356–357</td>
</tr>
<tr>
<td>Saturday Night Live</td>
<td>392</td>
</tr>
<tr>
<td>Saville Consulting Wave</td>
<td>124, 132</td>
</tr>
<tr>
<td>Scattpplot</td>
<td>66</td>
</tr>
<tr>
<td>Schneider’s ASA model. See Attraction selection-attrition (ASA) model</td>
<td></td>
</tr>
<tr>
<td>Scholastic Aptitude Test (SAT)</td>
<td>77, 122</td>
</tr>
<tr>
<td>Schwartzkopf, Norman</td>
<td>490</td>
</tr>
<tr>
<td>Science. See also Research common methods</td>
<td>50–51</td>
</tr>
<tr>
<td>defined</td>
<td>50</td>
</tr>
<tr>
<td>legitimate vs. junk</td>
<td>52</td>
</tr>
<tr>
<td>role of</td>
<td>51–52</td>
</tr>
<tr>
<td>Scientific journals</td>
<td>43</td>
</tr>
<tr>
<td>Scientific management</td>
<td>19</td>
</tr>
<tr>
<td>Scientist metaphor. See Person as scientist</td>
<td></td>
</tr>
<tr>
<td>Scientist-practitioner model</td>
<td>7</td>
</tr>
<tr>
<td>Screening: and assessment</td>
<td>116</td>
</tr>
<tr>
<td>and employment discrimination</td>
<td>265–265</td>
</tr>
<tr>
<td>for leadership training programs</td>
<td>473</td>
</tr>
<tr>
<td>and performance measurement</td>
<td>196</td>
</tr>
<tr>
<td>and personality</td>
<td>123, 128, 145, 148, 150</td>
</tr>
<tr>
<td>and staffing</td>
<td>241</td>
</tr>
<tr>
<td>Screen in tests</td>
<td>124</td>
</tr>
<tr>
<td>Screen out tests</td>
<td>124</td>
</tr>
<tr>
<td>Secondary prevention strategies</td>
<td>415–418, 420</td>
</tr>
<tr>
<td>Second World War. See World War II</td>
<td></td>
</tr>
<tr>
<td>Selection</td>
<td>172, 445–448. See also Recruitment; Staffing decisions</td>
</tr>
<tr>
<td>Selection ratio (SR)</td>
<td>245–246</td>
</tr>
<tr>
<td>Self-efficacy</td>
<td>277, 332–334, 338</td>
</tr>
<tr>
<td>Self-esteem</td>
<td>315, 333, 338, 408, 439</td>
</tr>
<tr>
<td>Self-presentation</td>
<td>126–127</td>
</tr>
<tr>
<td>Self-ratings</td>
<td>216</td>
</tr>
<tr>
<td>Self-regulation</td>
<td>331–332</td>
</tr>
<tr>
<td>Sensorimotor abilities. See Psychomotor abilities</td>
<td></td>
</tr>
<tr>
<td>Sensory abilities</td>
<td>100–101</td>
</tr>
<tr>
<td>Settlement discussions</td>
<td>265</td>
</tr>
<tr>
<td>Severity error</td>
<td>218</td>
</tr>
<tr>
<td>Sexual harassment awareness training</td>
<td>303–305</td>
</tr>
<tr>
<td>defined</td>
<td>303</td>
</tr>
<tr>
<td>hostile working environment</td>
<td>303</td>
</tr>
<tr>
<td>quid pro quo</td>
<td>303, 304</td>
</tr>
<tr>
<td>Shared mental model</td>
<td>519</td>
</tr>
<tr>
<td>Shift work</td>
<td>400–401</td>
</tr>
<tr>
<td>Short-term vs. long-term orientation</td>
<td>38, 40, 162</td>
</tr>
</tbody>
</table>

- **R**
  - Race and ethnicity. See Cultural diversity
  - Rating. See Performance rating
  - Rational fit | 407 |
  - Reaction criteria (training) | 292
  - Reaction time | 89, 95, 101, 115, 146, 148
  - Reading ability | 98
  - Realistic job preview (RJP) | 559
  - Reality TV shows | 4
  - Rebalance | 569
  - Recommendation letters | 143–144
  - Recruitment | 171, 445, 558–559. See also Staffing decisions
  - Reference sources | 42–44
  - Referent power | 477
  - Refreezing | 115–116
  - Satisfaction questionnaires | 356–357
  - Saturday Night Live | 392
  - Saville Consulting Wave | 124, 132
  - Scatterplot | 66
  - Schneider’s ASA model. See Attraction selection-attrition (ASA) model
  - Scholastic Aptitude Test (SAT) | 77, 122
  - Schwartzkopf, Norman | 490
  - Science. See also Research common methods | 50–51
  - defined | 50
  - legitimate vs. junk | 52
  - role of | 51–52
  - Scientific journals | 43
  - Scientific management | 19
  - Scientist metaphor. See Person as scientist
  - Scientist-practitioner model | 7
  - Screening: and assessment | 116
  - and employment discrimination | 265–265
  - for leadership training programs | 473
  - and performance measurement | 196
  - and personality | 123, 128, 145, 148, 150
  - and staffing | 241
  - Screen in tests | 124
  - Screen out tests | 124
  - Secondary prevention strategies | 415–418, 420
  - Second World War. See World War II
  - Selection | 172, 445–448. See also Recruitment; Staffing decisions
  - Selection ratio (SR) | 245–246
  - Self-efficacy | 277, 332–334, 338
  - Self-esteem | 315, 333, 338, 408, 439
  - Self-presentation | 126–127
  - Self-ratings | 216
  - Self-regulation | 331–332
  - Sensorimotor abilities. See Psychomotor abilities
  - Sensory abilities | 100–101
  - Settlement discussions | 265
  - Severity error | 218
  - Sexual harassment awareness training | 303–305
  - defined | 303
  - hostile working environment | 303
  - quid pro quo | 303, 304
  - Shared mental model | 519
  - Shift work | 400–401
  - Short-term vs. long-term orientation | 38, 40, 162
<table>
<thead>
<tr>
<th>Subject Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work analysis, 178</td>
</tr>
<tr>
<td>Work design, 414–415</td>
</tr>
<tr>
<td>Work diary, 177</td>
</tr>
</tbody>
</table>
| Work environment  
  hostile, 303, 304  
  stress, 387–430  
  positive, 316  
  violence, 421–430 |
| Worker-oriented job analysis, 175 |
| Work-family balance, 379–381 |
| Work-family conflict, 380, 392–393 |
| Workforce reduction/restructuring, 174. See also Downsizing; Layoffs |
| Work incivility, 391–392 |
| Work-life balance, 4, 14, 317 |
| Work, measuring implicit variables at, 141 |
| Workplace bullying, 427–429 |
| Workplace diversity. See Cultural diversity |
| Workplace safety, 12  
  climate and culture, 555–557  
  leaders, 555–557 |
| Workplace stress, 11, 387–430, 574  
  behavioral consequences, 396–397  
  biofeedback, 417, 419  
  burnout, 397  
  cognitive-behavioral skills training, 416, 419–420 |
| cognitive restructuring, 415  
  demand-control model, 405–406  
  employee assistance programs, 418–419  
  individual differences, 408–412  
  mindfulness interventions, 416–417  
  person-environment fit model, 406–407  
  physical/task stressors, 390  
  physiological consequences, 399–400  
  prevention strategies, 413–415  
  psychological consequences, 397–399  
  psychological stressors, 391–395  
  reduction, 413–420  
  relaxation techniques, 417, 419  
  resistance to stress, 408–412  
  secondary prevention strategies, 415–418, 420  
  social support, 393, 407, 417–418  
  stress management training, 416  
  Type A behavior pattern, 409–412  
  violence, 391, 396, 421–422  
  work and job design, 414–415  
  work schedules, 400–403  
  Workplace violence, 421–430  
  aggression, 165–166  
  bullying, 427–429  
  cyberbullying, 429  
  frustration-aggression hypothesis, 423–425  
  increase, 429  
  justice hypothesis, 425–427  
  layoffs, 425, 426  
  mobbing, 429  
  stress, 391, 396, 421–422  
  theories, 423–427  
  typical violent worker, 422–423  
  Work sample tests, 113, 116, 119, 131, 135–136, 447 |
| Work satisfaction. See Job satisfaction |
| Work schedules, 400–403 |
| Work-school conflict, 14 |
| Work withdrawal, 373 |
| WorldCom, 305 |
| World War I, 18, 19 |
| World War II, 18, 19, 21, 112 |
| X |
| Xerox, 281, 511, 528 |
| Y |
| Yellen, Janet, 494 |
| Younger workers, 13–14, 376 |
| Z |
| Zappos, 316 |