Handbook of Industrial and Organizational Psychology

SECOND EDITION

Volume 1

Marvin D. Dunnette and Leaetta M. Hough
Editors

Consulting Psychologists Press, Inc.
Palo Alto, California
Contents

CHAPTER 1  Blending the Science and Practice of Industrial and Organizational Psychology: Where Are We and Where Are We Going?  1
Marvin D. Dunnette
University of Minnesota

SECTION I  Theory in Industrial and Organizational Psychology  29

CHAPTER 2  The Role of Theory in Industrial and Organizational Psychology  39
John P. Campbell
University of Minnesota

CHAPTER 3  Motivation Theory and Industrial and Organizational Psychology  75
Ruth Kanfer
University of Minnesota
CHAPTER 4  Learning Theory and Industrial and Organizational Psychology  171
Howard M. Weiss
Purdue University

CHAPTER 5  Individual Differences Theory in Industrial and Organizational Psychology  223
Phillip L. Ackerman
University of Minnesota
Lloyd G. Humphreys
University of Illinois, Champaign-Urbana

CHAPTER 6  Judgment and Decision-making Theory  283
Mary Kay Stevenson & Jerome R. Busemeyer
Purdue University
James C. Naylor
Ohio State University

SECTION II  Measurement and Method in Industrial and Organizational Psychology  375

CHAPTER 7  Research Methods in the Service of Discovery  381
Morgan W. McCall, Jr.
University of Southern California
Philip Bobko
Rutgers University

CHAPTER 8  Research Strategies and Tactics in Industrial and Organizational Psychology  419
Paul R. Sackett
University of Minnesota
James R. Larson, Jr.
University of Illinois, Chicago
CHAPTER 9  Quasi Experimentation  491
Thomas D. Cook
Northwestern University
Donald T. Campbell
Lehigh University
Laura Peracchio
University of Wisconsin, Milwaukee

CHAPTER 10  Item Response Theory  577
Fritz Drasgow & Charles L. Hulin
University of Illinois, Champaign-Urbana

CHAPTER 11  Multivariate Correlational Analysis  637
Philip Bobko
Rutgers University

CHAPTER 12  Modeling the Performance Prediction Problem in Industrial and Organizational Psychology  687
John P. Campbell
University of Minnesota
Contents

CHAPTER 1  Cognitive Theory in Industrial and Organizational Psychology  1

Robert G. Lord
Karen J. Maher
University of Akron

SECTION 1  Individual Behavior and Organizational Practices  63

CHAPTER 2  Job Analysis  71

Robert J. Harvey
Virginia Polytechnic Institute and State University

CHAPTER 3  The Structure of Work: Job Design and Roles  165

Daniel R. Ilgen
John R. Hollenbeck
Michigan State University

CHAPTER 4  Human Factors in the Workplace  209

William C. Howell
Rice University and U.S. Air Force Human Resources Laboratory
CHAPTER 5  Job Behavior, Performance, and Effectiveness  271
Walter C. Borman
University of South Florida

CHAPTER 6  Personnel Assessment, Selection, and Placement  327
Robert M. Guion
Bowling Green State University

CHAPTER 7  Recruitment, Job Choice, and Post-hire Consequences: A Call for New Research Directions  399
Sara L. Rynes
University of Iowa

CHAPTER 8  Adaptation, Persistence, and Commitment in Organizations  445
Charles L. Hulin
University of Illinois, Champaign-Urbana

CHAPTER 9  Training in Work Organizations  507
Irwin L. Goldstein
University of Maryland, College Park

CHAPTER 10  Utility Analysis for Decisions in Human Resource Management  621
John W. Boudreau
Cornell University

SECTION II  Attributes of Individuals in Organizations  747

CHAPTER 11  Physical Abilities  753
Joyce C. Hogan
University of Tulsa
CHAPTER 12 Vocational Interests, Values, and Preferences  833
   René V. Dawis
   University of Minnesota

CHAPTER 13 Personality and Personality Measurement  873
   Robert T. Hogan
   University of Tulsa
Contents

CHAPTER 1  **Aptitudes, Skills, and Proficiencies**  1

David Lubinski  
*Iowa State University*

René V. Dawis  
*University of Minnesota*

CHAPTER 2  **Developmental Determinants of Individual Action:**  
**Theory and Practice in Applying Background Measures**  61

Michael D. Mumford  
*George Mason University*

Garnett S. Stokes  
*University of Georgia*

SECTION 1  **Organizational Behavior:**  
**Individual, Group, and Environmental Influences**  139

CHAPTER 3  **Theory and Research on Leadership in Organizations**  147

Gary Yukl  
*State University of New York at Albany*

David D. Van Fleet  
*Arizona State University West*
<table>
<thead>
<tr>
<th>CHAPTER 10</th>
<th>Stress in Organizations</th>
<th>571</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Robert L. Kahn</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Philippe Byosiere</td>
<td></td>
</tr>
<tr>
<td></td>
<td>University of Michigan</td>
<td></td>
</tr>
<tr>
<td>CHAPTER 11</td>
<td>Conflict and Negotiation Processes in Organizations</td>
<td>651</td>
</tr>
<tr>
<td></td>
<td>Kenneth W. Thomas</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Naval Postgraduate School</td>
<td></td>
</tr>
<tr>
<td>CHAPTER 12</td>
<td>Organizational Development: Theory, Practice, and Research</td>
<td>719</td>
</tr>
<tr>
<td></td>
<td>Jerry I. Porras</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Stanford University</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Peter J. Robertson</td>
<td></td>
</tr>
<tr>
<td></td>
<td>University of Southern California</td>
<td></td>
</tr>
<tr>
<td>CHAPTER 13</td>
<td>Behavior Change: Models, Methods, and a Review of Evidence</td>
<td>823</td>
</tr>
<tr>
<td></td>
<td>Lowell W. Hellervik</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Joy Fisher Hazucha</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Robert J. Schneider</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Personnel Decisions, Inc.</td>
<td></td>
</tr>
</tbody>
</table>

SECTION III | Organization Design and Strategy | 897 |

| CHAPTER 14 | Alternative Metaphors for Organization Design | 901 |
|            | D. Douglas McKenna               |     |
|            | Seattle Pacific University       |     |
|            | Patrick M. Wright               |     |
|            | Texas A & M University          |     |
| CHAPTER 15 | Strategic Decision Making | 961 |
|            | Ronald N. Taylor                |     |
|            | Rice University                 |     |
| CHAPTER 16 | Strategic Reward Systems | 1009 |
|            | Edward E. Lawler III            |     |
|            | University of Southern California |   |
|            | G. Douglas Jenkins, Jr.         |     |
|            | University of Arkansas          |     |
Contents

CHAPTER 1 Contemporary Meta-trends in Industrial and Organizational Psychology 1
Raymond A. Katzell
New York University

SECTION 1 Industrial and Organizational Psychology in Individualistic Cultures 95

CHAPTER 2 Cross-cultural Industrial and Organizational Psychology 103
Harry C. Triandis
University of Illinois

CHAPTER 3 Selection and Assessment in Europe 173
C. Lévy-Leboyer
Université René Descartes, Paris

CHAPTER 4 Technological Change in a Multicultural Context: Implications for Training and Career Planning 191
Beryl Hesketh
Stephen Bochner
University of New South Wales, Sydney, Australia
CHAPTER 5  An Underlying Structure of Motivational Need Taxonomies: A Cross-cultural Confirmation  241
Simcha Ronen
Tel Aviv University, Israel

CHAPTER 6  Action as the Core of Work Psychology: A German Approach  271
Michael Frese
Dieter Zapf
University of Gissen, Gissen, Germany

CHAPTER 7  Time and Behavior at Work  341
Henk Thierry
Tilburg University, The Netherlands
Theo Meijman
The University of Amsterdam

CHAPTER 8  Cross-cultural Leadership Making: Bridging American and Japanese Diversity for Team Advantage  415
George B. Graen
University of Cincinnati
Mitsuru Wakabayashi
Nagoya University, Japan

CHAPTER 9  Aging and Work Behavior  447
José A. Forteza
José M. Prieto
Complutense University, Madrid

CHAPTER 10  Age and Employment  485
Peter Warr
University of Sheffield, Sheffield, England

SECTION II  Industrial and Organizational Psychology in Collectivist Cultures  551
CHAPTER 11 Toward a Model of Cross-cultural Industrial and Organizational Psychology  559
Miriam Erez
Technion-Israel Institute of Technology

CHAPTER 12 The Japanese Work Group  609
Yoshihisa Kashima
La Trobe University, Australia
Victor J. Callan
The University of Queensland, Australia

CHAPTER 13 The Nature of Individual Attachment to the Organization: A Review of East Asian Variations  647
S. G. Redding
A. Norman
A. Schlander
University of Hong Kong

CHAPTER 14 Culture, Economic Reform, and the Role of Industrial and Organizational Psychology in China  689
Zhong-Ming Wang
Hangzhou University, People's Republic of China

CHAPTER 15 Culture Embeddedness and the Developmental Role of Industrial Organizations in India  727
Jai B. P. Sinha
A.N.S. Institute of Social Studies, Patna, India

SECTION III Cultural Variation and Diversity in the United States  765

CHAPTER 16 Workplace Diversity  769
Harry C. Triandis
Lois L. Kurowski
Michele J. Gelfand
University of Illinois