

2nd
Edition

The SAGE Handbook of Industrial, Work and Organizational Psychology



Organizational Psychology

Edited by
Deniz S. Ones, Neil Anderson,
Chockalingam Viswesvaran
and Handan Kepir Sinangil

 SAGE reference

Los Angeles | London | New Delhi | Singapore | Washington DC | Melbourne

Contents

<i>List of Figures</i>	viii
<i>List of Tables</i>	ix
<i>Notes on the Editors and Contributors</i>	x
<i>Preface</i>	xxiii
<i>Acknowledgments</i>	xxv
<i>Introduction</i>	xxvi
PART I WORK ATTITUDE AND VALUES	1
1 Attitudes: Satisfaction, Commitment and Involvement <i>Marcus Crede</i>	3
2 Employee Self-Concept and Identity <i>Russell E. Johnson, Chu-Hsiang (Daisy) Chang, You Jin Kim and Szu-Han (Joanna) Lin</i>	25
3 Organizational Justice <i>Stephen W. Gilliland</i>	46
PART II MOTIVATIONAL PERSPECTIVES	67
4 The Building Blocks of Motivation: Goal Phase System <i>Piers Steel and Justin M. Weinhardt</i>	69
5 Self-Determination Theory Applied to Work Motivation and Organizational Behavior <i>Marylène Gagné, Edward L. Deci and Richard M. Ryan</i>	97
6 Action Regulation Theory: Foundations, Current Knowledge and Future Directions <i>Hannes Zacher and Michael Frese</i>	122
7 Goal Setting Theory: Controversies and Resolutions <i>Gary P. Latham and Edwin A. Locke</i>	145
PART III PERFORMANCE MANAGEMENT	167
8 Pay Levels and Pay Changes <i>Jason D. Shaw</i>	169

- 9 Revisiting the Social Context of Performance Management:
Performance Appraisal Effectiveness 196
*Paul E. Levy, Caitlin M. Cavanaugh, Noelle B. Frantz,
Lauren A. Borden and Ariel Roberts*

PART IV TALENT MANAGEMENT AND DEVELOPMENT 213

- 10 Learning, Training and Development in Organizations: Emerging Trends,
Recent Advances and Future Directions 215
Bradford S. Bell and Ozias A. Moore
- 11 Employee Development: The Process and Practice of Work-Related Learning 235
Sarah A. Hezlett and Cynthia D. McCauley

PART V LEADERSHIP, GROUPS AND TEAMS 267

- 12 Leadership in Organizations 269
*Robert Hogan, Gordon Curphy, Robert B. Kaiser and
Tomas Chamorro-Premuzic*
- 13 Team Design Characteristics 289
Greg L. Stewart and Kameron M. Carter
- 14 From Teams in Organizations to Organizing in Teams 307
*Leslie A. DeChurch, Dorothy R. Carter, Raquel Asencio, Amy Wax,
Peter W. Seely, Kathryn Dalrymple, Sidni A. Vaughn, Benjamin R. Jones,
Gabe Plummer and Jessica Mesmer-Magnus*
- 15 Multiteam Systems: The Next Chapter 333
John E. Mathieu, Margaret M. Luciano and Leslie A. DeChurch

PART VI WORK DESIGN AND INTERVENTIONS 355

- 16 Work Design for Performance: Expanding the Criterion Domain 357
Daniela M. Andrei and Sharon K. Parker
- 17 Management Interventions 378
Robert Cardy and T. T. Selvarajan
- 18 Employee Participation 405
*Melissa Chamberlin, Jeffery A. LePine, Daniel W. Newton and
Linn Van Dyne*

PART VII PSYCHOLOGY OF WORK RELATIONSHIPS 433

- 19 Trust at Work 435
Ana Cristina Costa, Donald L. Ferrin and C. Ashley Fulmer

20	Politics in Organizations <i>Gerald R. Ferris, John N. Harris, Zachary A. Russell and Liam P. Maher</i>	469
21	Toxic Emotions at Work <i>Michelle K. Duffy and Lingtao Yu</i>	487
22	Exchange in the Employee–Organization Relationship <i>Lynn M. Shore, Jacqueline A.-M. Coyle-Shapiro and Chiachi Chang</i>	499
	<i>Subject Index</i>	537