WORK IN THE 21st CENTURY

AN INTRODUCTION TO INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY

FOURTH EDITION

FRANK J. LANDY

Late Professor Emeritus, Penn State University

JEFFREY M. CONTE

San Diego State University

WILEY

About the Authors

Frank J. Landy (1942–2010) was Professor Emeritus of Industrial Psychology at Penn State University, where he taught for 26 years. In addition to serving at Penn State, he was a visiting lecturer or researcher at Stanford University, the University of California at Berkeley, Stockholm University, Gothenburg University, Cluj-Napoca University (Romania), Griffeths University (Australia), and Ljubljana University (Slovenia). He received his PhD in Industrial and Organizational Psychology from Bowling Green State University. Throughout the course of his academic career, Frank published over 70 journal articles, more than 20 book chapters, and 15 books. He served as president of the Society for Industrial and Organizational Psychology and was involved in the development of the Civil Rights Act of 1991, the Age Discrimination in Employment Act, and the Americans with Disabilities Act. In addition to his academic work, Frank had a successful consulting career, working with organizations in the United States and abroad. He testified as an expert witness in numerous state and federal employment discrimination cases that had significant implications for the organizations involved. In his private life, Frank was a true 21stcentury Renaissance man. He traveled widely and lived abroad when possible. He spoke foreign languages and was highly interested in global events. Frank was an avid runner, completing over 60 marathons. He loved to fly fish and ski. Frank played and collected guitars and was a great lover of music. And when the mood struck him, he acted in community theater. Of all of his pursuits, writing brought him the most enjoyment.

Jeffrey M. Conte is an Associate Professor in the Department of Psychology at San Diego State University. He received his BA in Psychology and Biology from the University of Virginia and his PhD in Industrial and Organizational Psychology from Penn State University. He teaches approximately 800 students each year in I-O psychology and personality psychology courses. He has conducted research on a variety of topics, including personnel selection, personality predictors of job performance, time management, polychronicity and multitasking, the measurement of emotional intelligence, and the factors associated with health and stress in the workplace. Jeff also has interests in cross-cultural research and has conducted research in organizations across the United States as well as in Canada and France. Jeff's research has been funded by the National Institute of Mental Health and the U.S. Army Research Institute for the Behavioral and Social Sciences. His research has been published in a variety of I-O psychology and management journals, including the Journal of Applied Psychology, Academy of Management Review, Journal of Organizational Behavior, Human Performance, Journal of Business and Psychology, Personality and Individual Differences, Journal of Managerial Psychology, and Journal of Applied Social Psychology. Jeff has worked with a variety of organizations, dealing with such issues as human resource selection, test construction/validation, work attitudes, performance appraisal, job-related stress, compensation systems, downsizing, and organizational factors related to safety. He has also performed job analyses, conducted statistical analyses, and contributed to written briefs and reports in a variety of employment discrimination court cases. His research and practice have included a wide variety of occupations, including lawyers, engineers, managers, firefighters, police officers, and public transportation drivers. In his spare time, Jeff enjoys running, soccer, tennis, and other outdoor sports. Jeff lives in San Diego with his wife, Michelle, and daughters, Caroline and Colleen.





Brief Contents

Pretace	XX
PART 1 FUNDAMENTALS	
1 What Is Industrial and Organizational Psychology?	3
2 Methods and Statistics in I–O Psychology	49
PART 2 INDUSTRIAL PSYCHOLOGY	
3 Individual Differences and Assessment	87
4 Job Analysis and Performance	155
5 Performance Measurement	197
6 Staffing Decisions	241
7 Training and Development	275
PART 3 ORGANIZATIONAL PSYCHOLOGY	
8 The Motivation to Work	317
9 Attitudes, Emotions, and Work	355
10 Stress and Worker Well-Being	395
11 Fairness and Diversity in the Workplace	441
12 Leadership	473
13 Teams in Organizations	517
14 The Organization of Work Behavior	547
Glossary	G-1
References	R-1
Name Index	I-1
Subject Index	I-16

XX

Preface

PART 1 FUNDAMENTALS

What Is Industrial and Organizational Psychology?	3
Module 1.1 The Importance of I-O Psychology	4
The Importance of Work in People's Lives	4
The Concept of "Good Work"	5
Authenticity: A Trend of Interest to I-O Psychologists	7
How Does I-O Psychology Contribute to Society?	7
What Is I-O Psychology?	7
Evidence-Based I-O Psychology	11
SIOP as a Resource	12
How This Course Can Help You	12
The Importance of Understanding the Younger Worker	14
Module 1.2 The Past, Present, and Future of I-O Psychology	17
The Past: A Brief History of I-O Psychology	17
1876–1930	18
1930–1964	20
The Present: The Demographics of I-O Psychologists	23
Pathways to a Career in I-O Psychology: A Curious Mixture	24
What We Call Ourselves	25
The Future: The Challenges to I-O Psychology in the 21st Centu A Personal View of the Future: Preparing for a Career in	ary 25
I-O Psychology	26
Education and Training	26
<i>Getting into a Graduate Program</i>	27
Module 1.3 Multicultural and Cross-Cultural Issues in I-O Psychology	29
The Multicultural Nature of Life in the 21st Century	29
Cross-National Issues in the Workplace	31
Why Should Multiculturalism Be Important to You?	33
Why Is Multiculturalism Important for I-O Psychology?	33
Some Theories of Cultural Influence	35
Hofstede's Theory	35
Some Thoughts on Theories of Cultural Influence	39
Module 1.4 The Organization of This Book	41
Themes	41
Parts	42

.....

	Resources Case Study 1.1	42 45
2	Methods and Statistics in I-O Psychology	49
	Module 2.1 Science	50
	What Is Science?	50
	The Role of Science in Society	51
	Why Do I-O Psychologists Engage in Research?	52
	Module 2.2 Research	54
	Research Design	54
	Methods of Data Collection	56
	Qualitative and Quantitative Research	56
	The Importance of Context in Interpreting Research	57
	Generalizability and Control in Research	58 58
	<i>Generalizability</i> Case Study 2.1	59 58
	Control	59 60
	Ethical Behavior in I-O Psychology	60
	Module 2.3 Data Analysis	63
	Descriptive and Inferential Statistics	63
	Descriptive and interential statistics	63
	Inferential Statistics	65
	Statistical Significance	65
	The Concept of Statistical Power	66
	Correlation and Regression	66
	The Concept of Correlation	67
	The Correlation Coefficient Multiple Correlation	67 69
	Correlation and Causation	69
	Meta-Analysis	71
	Micro-, Macro-, and Meso-Research	72
	Module 2.4 Interpretation	74
	Reliability	74
	Test–Retest Reliability	75
	Equivalent Forms Reliability	75
	Internal Consistency	76
	Inter-Rater Reliability	76
	Validity	77
	Criterion-Related Validity	78 80
	Content-Related Validity Construct-Related Validity	80 81
	Validity and the Law: A Mixed Blessing	83

viii

PART 2 INDUSTRIAL PSYCHOLOGY

3	Individual Differences and Assessment	87
	Module 3.1 An Introduction to Individual Differences	88
	Some Background	88
	Differential Psychology, Psychometrics, and I-O Psychology	89
	Identifying Individual Differences	90
	Varieties of Individual Differences	91
	Module 3.2 Human Attributes	93
	ABILITIES	93
	Cognitive Abilities	93
	Intelligence as "g"	93
	Is "g" Important at Work?	94
	Is "g" as Important in Other Countries as It Is in the United States?	95
	Can Your Level of "g" Change? Specific Cognitive Abilities beyond "g"	95 96
	Physical, Sensory, and Psychomotor Abilities	98 98
	Physical Abilities Sensory Abilities	98 99
	Psychomotor Abilities	100
	Personality and Work Behavior	101
	The Big Five and Other Models of Personality	101
	Case Study 3.1	102
	Implications of Broad Personality Models	102
	ADDITIONAL ATTRIBUTES	106
	Skills	106
	Knowledge	106
	Competencies	108
	Emotional Intelligence	108
	Module 3.3 Foundations of Assessment	111
	The Past and the Present of Testing	111
	What Is a Test?	113
	What Is the Meaning of a Test Score?	113
	What Is a Test Battery? Where to Find Tests	114
		115
	Administrative Test Categories	115 115
	Speed versus Power Tests Group versus Individual Tests	115
	Paper-and-Pencil versus Performance Tests	116
	Testing and Culture	117
	International Assessment Practices	117
	Module 3.4 Assessment Procedures	120
	Assessment Content versus Process	120
	Assessment Procedures: Content	120

.....

ix

	Cognitive Ability Tests Knowledge Tests	120 123
	c	123
	Tests of Physical Abilities Psychomotor Abilities	125
	Personality	121
	Practical Issues Associated with Personality Measures	125
	Integrity Testing	129
	Emotional Intelligence	130
	Individual Assessment	131
	Interviews	132
	Interview Content	132
	Interview Process	134
	Assessment Centers	135
	Work Samples and Situational Tests	138
	Work Sample Tests Situational Judgment Tests	138 139
	Situational Juagment Tesis	139
	Module 3.5 Special Topics in Assessment	143
	Incremental Validity	143
	Biographical Data	144
	Grades and Letters of Recommendation	146
	Minimum Qualifications	146
	Controversial Assessment Practices: Graphology and	1 4 7
	the Polygraph	147
	Drug and Alcohol Testing	148
	Computer-Based and Internet Assessment Unproctored Internet Testing	149 151
	Who Is a Candidate?	151
	Computer Adaptive Testing	152
4	Job Analysis and Performance	155
	Module 4.1 A Basic Model of Performance	156
	Campbell's Model of Job Performance	156
	Typical versus Maximum Performance	160
	Criterion Deficiency and Contamination	161
	Module 4.2 Extensions of the Basic Performance Model	163
	Task Performance versus Organizational Citizenship Behavior	163
	Causes and Correlates of OCB	165
	The Dark Side of Performance: Counterproductive Work Behaviors	166
	Causes of and Treatments for CWB	168
	OCB and CWB: Two Ends of the Same Continuum?	170
	Adaptive Performance	170
	A Brief Recap	172
	A Comprehensive Framework for Considering Performance:	100
	The "Great Eight" The Case of Expert Performance	173 174
	Types of Performance Measures	174
	Types of renormance measures	1/4

	Module 4.3 Job Analysis: Fundamental Properties and Practices	176
	The Uses of Job Analysis Information	176
	Types of Job Analysis	179
	How Job Analysis Is Done	181
	Module 4.4 Job Analysis: Newer Developments	183
	Electronic Performance Monitoring as Part of a Job Analysis	183
	Cognitive Task Analysis	184
	Personality-Based Job Analysis	185
	A Summary of the Job Analysis Process	187
	Computer-Based Job Analysis	187
	O*NET	187
	Competency Modeling	189
	Module 4.5 Job Evaluation and the Law	192
	Job Evaluation	192
	The Concept of Comparable Worth	193
	Job Analysis and Employment Litigation	194
5	Performance Measurement	197
		177
	Module 5.1 Basic Concepts in Performance Measurement	198
	Uses for Performance Information	198
	Relationships among Performance Measures	199
	Hands-On Performance Measures	199
	Electronic Performance Monitoring	200
	Performance Management	203
	Module 5.2 Performance Rating—Substance	205
	Close-Up on a Rating System	205
	Theories of Performance Rating	207
	Focus on Performance Ratings	207
	Overall Performance Ratings	207
	Trait Ratings	208
	Task-Based Ratings Critical Incidents Methods	209 209
	OCB and Adaptive Performance Ratings	209
	Structural Characteristics of a Performance Rating Scale	210
	Rating Formats	210
	Graphic Rating Scales	212
	Checklists	212
	Behavioral Rating	212
	Employee Comparison Methods	215
	A New Variation on the Paired Comparison Method: CARS	216
	Concluding Thoughts on Performance Rating Formats	216
	Module 5.3 Performance Rating—Process	219
	Rating Sources	219
	Supervisors	219
	-	

xi

	Peers	221
	Self-Ratings	221
	Subordinate Ratings	221
	Customer and Supplier Ratings	222
	360-Degree Systems	222
	Rating Distortions	222
	Central Tendency Error	223
	Leniency/Severity Error	223
	Halo Error	223
	Rater Training	224
	Administrative Training	224
	Psychometric Training	224
	Frame-of-Reference Training	224
	The Reliability and Validity of Ratings	225
	Reliability	225
	Validity	225
	Module 5.4 The Social and Legal Context of Performance Evaluation	227
	6	227
	The Motivation to Rate Goal Conflict	227
	Performance Feedback	229
	"Destructive" Criticism	230 230
	360-Degree Feedback	230
	Performance Evaluation and Culture	231
	Performance Evaluation and the Law	233
	Performance Evaluation and Protected Groups	234
	Terjornance Drananon and Trocerca Groups	207
6	Staffing Decisions	241
	Module 6.1 Conceptual Issues in Staffing	242
	An Introduction to the Staffing Process	242
	The Impact of Staffing Practices on Firm Performance	243
	Stakeholders in the Staffing Process	245
	Line Managers	245
	Co-Workers	245
	Applicants	246
	Staffing from the International Perspective	247
	Modulo 4.2 Evaluation of Staffing Outcomes	240
	Module 6.2 Evaluation of Staffing Outcomes	249
	Validity	249
	Selection Ratios Prediction Errors and Cut Scores	250
	Establishing Cut Scores	251 252
	6	
	Utility Fairness	253 254
	1 01111033	254
	Module 6.3 Practical Issues in Staffing	256
	A Staffing Model	256
	Comprehensive Selection Systems	256
	Compensatory Selection Systems	256

	Combining Information	257
	Statistical versus Clinical Decision Making	257
	The Hurdle System of Combining Scores	258
	Combining Scores by Regression (The Compensatory Approach)	259
	Score Banding	260
	Subgroup Norming	261
	Deselection	261
	Number of Decisions to Be Made	262
	Large Staffing Projects	262
	Small Staffing Projects	263
	21st-Century Staffing	264
	Module 6.4 Legal Issues in Staffing Decisions	267
	Charges of Employment Discrimination	267
	Employment Discrimination Outside of the United States	268
	Theories of Discrimination	269
	Intentional Discrimination or Adverse Treatment	269
	Unintentional Discrimination or Adverse Impact	269
	Case Study 6.1	271
7	Training and Development	275
	Module 7.1 Foundations of Training and Learning	276
	• •	
	Training, Learning, and Performance	277
	Training Needs Analysis	278 281
	The Learning Process in Training Trainee Characteristics	281
	Learning and Motivational Theories Applied to Training	281
	Principles of Learning	285
	Learning Organizations	287
	Module 7.2 Content and Methods of Training	290
	Training Methods	290
	On-Site Training Methods	290
	Off-Site Training Methods	292
	Distance Learning and Computer-Based Training	293
	Training "Critical Thinking"	294
	Transfer of Training	295
	Module 7.3 Evaluating Training Programs	298
	Training Evaluation	298
	Training Criteria	299
	Utility Analysis	300
	Training Evaluation Designs	300
	Equal Employment Opportunity Issues in Training	302
	Module 7.4 Specialized Training Programs	304
	Management and Leadership Development	304
	Assessment Centers	304
	360-Degree Feedback	305

Coaching	306
Informal Training	307
Sexual Harassment Awareness Training	308
Ethics Training	309
Cross-Cultural Training	310

.....

PART 3 ORGANIZATIONAL PSYCHOLOGY

8	The Motivation to Work	317
	Module 8.1 An Introduction to Motivation	318
	The Central Position of Motivation in Psychology	318
	A Brief History of Motivation Theory in I-O Psychology	319
	Metaphors for Motivation	320
	Person as Machine	320
	Person as Scientist	321
	The Meaning and Importance of Motivation in the Workplace	322
	Motivation and Performance	322
	Motivation and Work–Life Balance	323
	Motivation and Personality	324
	Module 8.2 Motivational Theories—Classic Approaches	326
	Person-as-Machine Theories	326
	An Internal Mechanical Theory: Maslow's Need Theory	326
	An External Mechanical Theory: Reinforcement Theory	328
	Person-as-Scientist Theories	329
	Vroom's VIE Theory	330
	Equity Theory	331
	Module 8.3 Modern Approaches to Work Motivation	334
	Person-as-Intentional Approaches	334
	Goal-Setting Theory	334
	Control Theories and the Concept of Self-Regulation	338
	The Concept of Self-Efficacy in Modern Motivation Theory	339
	Action Theory	340
	Common Themes in Modern Approaches	341
	A New Motivational Topic: The Entrepreneur	342
	Module 8.4 Practical Issues in Motivation	346
	Can Motivation Be Measured?	346
	Cross-Cultural Issues in Motivation	340 347
	Generational Differences and Work Motivation	349
	Motivational Interventions	351
	Contingent Rewards	351
	Job Enrichment	352
	ProMES	353

Attitudes, Emotions, and Work	355
Module 9.1 Work Attitudes	356
The Experience of Emotion at Work	356
Job Satisfaction: Some History	357
The Early Period of Job Satisfaction Research	357
Antecedents and Consequences of Job Satisfaction	359
The Measurement of Job Satisfaction	361
Overall versus Facet Satisfaction	363
Satisfaction Questionnaires	363
The Concept of Commitment	365
Forms of Commitment	365
Organizational Identification	367
Employee Engagement	370
Module 9.2 Moods, Emotions, Attitudes, and Behavior	372
Is Everybody Happy? Does It Matter If They Are?	372
The Concept of "Resigned" Work Satisfaction	372
Satisfaction versus Mood versus Emotion	374
Dispositions and Affectivity	376
The Time Course of Emotional Experience	377
Genetics and Job Satisfaction	379
The Concept of Core Self-Evaluations	379
Withdrawal Behaviors	382
Module 9.3 Special Topics Related to Attitudes and Emotions	384
Job Loss	384
Telecommuting	386
Work–Family Balance	388
Psychological Contracts	390
Work-Related Attitudes and Emotions from the Cross-	

10 Stress and Worker Well-Being

Cultural Perspective

395

391

Module 10.1 The Problem of Stress	396
Studying Workplace Stress	396
What Is a Stressor?	398
Common Stressors at Work	399
Physical/Task Stressors	399
Psychological Stressors	400
Consequences of Stress	404
Behavioral Consequences of Stress	404
Psychological Consequences of Stress	405
Physiological Consequences of Stress	407
Work Schedules	408
Shift Work	408
Flexible and Compressed Workweek Schedules	409

XV

	Module 10.2 Theories of Stress	413
	Demand–Control Model	413
	Person-Environment Fit Model	414
	Individual Differences in Resistance to Stress	415
	The Type A Behavior Pattern	416
	Module 10.3 Reducing and Managing Stress	421
	Primary Prevention Strategies	422
	Work and Job Design	422
	Cognitive Restructuring	423
	Secondary Prevention Strategies	423
	Stress Management Training	424
	Relaxation and Biofeedback Techniques	424
	Social Support	425
	Tertiary Prevention Strategies	426
	Summary of Stress Intervention Strategies	426
	Future Work Trends and Challenges to Stress and	
	Stress Management	427
	Module 10.4 Violence at Work	429
	Stress and Workplace Violence	430
	Levels of Violence	431
	The Experiential Sequence of Violence	432
	The "Typical" Violent Worker	432
	Theories of Workplace Violence	433
	Frustration–Aggression Hypothesis The "Justice" Hypothesis	433 434
	A Special Type of Violence: Bullying	436
	What Can We Conclude about Workplace Violence?	439
	L	
11	Fairness and Diversity in the Workplace	441
	Module 11.1 Fairness	442
	The Concept of Justice	442
	Justice, Fairness, and Trust	444
	Approaches to Organizational Justice	445
	Distributive Justice	446
	Procedural Justice	447
	Interactional Justice	449
	Deontic Justice	451
	Justice versus Injustice	451
	Module 11.2 The Practical Implications of Justice Perceptions	450
		453
	Performance Evaluation	454
	Applicant Perceptions of Selection Procedures	455
	A Special Case of Applicant Reactions: Stereotype Threat	457

xvi

The Special Case of Affirmative Action	459
Culture and Affirmative Action Programs	462
Markeda 11.2 Diversity	

Module 11.3 Diversity	464
What Does Diversity Mean?	464
The Dynamics of Diversity	465
Group and Multicultural Diversity	467
Managing Diversity from the Organizational Perspective	468
Leadership and Diversity	471

12 Leadership

The Charismatic Leader

473

500

Module 12.1 The Concept of Leadership	474
Some Conceptual Distinctions	474
Leader Emergence versus Leadership Effectiveness	475
Leader Emergence	475
The Problem of Defining Leadership Outcomes	476
Negative Leadership Outcomes: The Destructive Leader	477
Leader versus Manager or Supervisor	478
The Blending of Managerial and Leadership Roles	479
Leader Development versus Leadership Development	481
The Motivation to Lead	482

Module 12.2 Traditional Theories of Leadership	485
The "Great Man" Theories	485
The Trait Approach	486
The Power Approach to Leadership	486
The Behavioral Approach	487
The Ohio State University Studies	487
The University of Michigan Studies	489
The Contingency Approach	490
The Consequences of Participation: The Vroom–Yetton Model	491

Module 12.3 New Approaches to Leadership	494
Leader–Member Exchange (LMX)	494
Transformational Leadership	496
Authentic Leadership	499

Module 12.4 Emerging Topics and Challenges in Leadership Research	503
Leadership in a Changing Workplace	503
Male and Female Leaders: Are They Different?	505
The Demographics of Leadership	505
The Leadership Styles of Men and Women	507
Personality and Leadership	509

xvii

13 Teams in Organizations 517 Module 13.1 Types of Teams 518 Groups and Teams: Definitions 519 Types of Teams 519 Quality Circles 520 Project Teams 521 Production Teams 521 Virtual Teams 523 Module 13.2 Input-Process-Output Model of Team Effectiveness 527 Team Inputs 528 Organizational Context 528 Team Composition 528 Team Optorsity 531 Team Processes 532 Norms 532 Communication and Coordination 533 Decision Making 535 Team Outputs 536 Module 13.3 Special Issues in Teams 539 Team Appraisal and Feedback 539 ProMES 540 Team Roles 541 Team Development 542 Team Training 544 Cultural Issues in Teams 547 Module 14.1 The Conceptual and Theoretical Foundations of Organizations 548 Organization as Integration 551 <th></th> <th>Cross-Cultural Studies of Leadership Leadership in a Diverse Environment Guidelines for Effective Leadership</th> <th>511 514 515</th>		Cross-Cultural Studies of Leadership Leadership in a Diverse Environment Guidelines for Effective Leadership	511 514 515
Module 13.1 Types of Teams 518 Groups and Teams: Definitions 519 Types of Teams 520 Quality Circles 520 Project Teams 521 Production Teams 521 Virtual Teams 523 Module 13.2 Input-Process-Output Model of Team Effectiveness 527 Team Inputs 528 Organizational Context 528 Team Task 528 Team Composition 528 Team Diversity 531 Team Processes 532 Norms 532 Communication and Coordination 533 Ocesion 533 Decision Making 535 Team Outputs 539 Team Roles 541 Team Development 542 Team Roles 541 Team Roles 541 Team Roles in Teams 545 Module 14.1 The Conceptual and Theoretical Foundations of Organizations 548 Organization and People 548 Organization and People 548 Organization and People			
Groups and Teams: Definitions519Types of Teams519Quality Circles520Project Teams521Production Teams521Virtual Teams523Module 132 Input-Process-Output Model of Team Effectiveness527Team Inputs528Organizational Context528Team Task528Team Obversity531Team Diversity531Team Diversity531Team Diversity531Team Processes532Norms532Communication and Coordination533Decision Making535Team Outputs536Module 13.3 Special Issues in Teams539Team Roles541Team Roles541Team Roles541Team Development542Team Training544Cultural Issues in Teams545 14 The Organization of Work Behavior 547Module 14.1 The Conceptual and Theoretical Foundations of Organizations548Organization as Integration551Theories of Organization552Classic Organization552Classic Organizational Theory554Contingency Theories555Systems Theory559	13	Teams in Organizations	517
Types of Teams519Quality Circles520Project Teams521Production Teams521Virtual Teams523Module 132 Input-Process-Output Model of Team Effectiveness527Team Inputs528Organizational Context528Team Task528Team Outposition528Team Diversity531Team Processes532Norms533Communication and Coordination533Decision Making535Team Outputs536Module 13.3 Special Issues in Teams539Team Roles541Team Development542Team Development544Cultural Issues in Teams54514 The Organization of Work Behavior547Module 14.1 The Conceptual and Theoretical Foundations of Organizations548Organization as Integration551Theories of Organization552Classic Organizational Theory552Systems Theory559Systems Theory559		Module 13.1 Types of Teams	518
Quality Circles520Project Teams521Production Teams521Virtual Teams523Module 132Input-Process-Output Model of Team Effectiveness527Team Inputs528Organizational Context528Team Task528Team Outposition528Team Diversity531Team Processes532Norms533Communication and Coordination533Decision Making535Team Outputs536Module 133Special Issues in TeamsTeam Roles541Team Roles541Team Roles541Cultural Issues in Teams545Value 14.1The Conceptual and Theoretical Foundations of OrganizationsStation as Integration548Organization as Integration551Theories of Organizational Theory552Classic Organizational Theory552Systems Theory559		Groups and Teams: Definitions	519
Project Teams521Production Teams521Virtual Teams523Virtual Teams523Module 132 Input-Process-Output Model of Team Effectiveness527Team Inputs528Organizational Context528Team Task528Team Composition528Team Diversity531Team Processes532Norms532Communication and Coordination533Decision Making535Team Outputs536Module 13.3 Special Issues in Teams539Team Roles541Team Roles541Team Roles544Cultural Issues in Teams54514 The Organization of Work Behavior547Module 14.1 The Conceptual and Theoretical Foundations of Organizations548Organization as Integration551Theories of Organization552Classic Organization Theory552Classic Organization Theory555Systems Theory559			519
Production Teams521Virtual Teams523Module 132Input-Process-Output Model of Team Effectiveness527Team Inputs528Organizational Context528Team Task528Team Organizational Context528Team Diversity531Team Processes532Norms532Communication and Coordination533Cohesion533Decision Making535Team Outputs536Module 13.3Special Issues in TeamsTeam Roles540Team Roles541Team Development542Team Training544Cultural Issues in Teams54514The Organization of Work Behavior547Module 14.1The Conceptual and Theoretical Foundations of Organizations548Organization as Integration551551Theories of Organization552552Human Relations Theory552Systems Theory559Systems Theory559			
Virtual Teams523Module 132Input-Process-Output Model of Team Effectiveness527Team Inputs528Organizational Context528Team Task528Team Task528Team Diversity531Team Processes532Norms533Communication and Coordination533Octision533Decision Making535Team Outputs536Module 13.3Special Issues in TeamsSpecial Issues in Teams539Team Roles541Team Training544Cultural Issues in Teams54514The Organization of Work Behavior547Module 14.1The Conceptual and Theoretical Foundations of Organizations548Organization as Integration551552Theories of Organization552552Human Relations Theory552Systems Theory559Systems Theory559			
Module 13.2Input-Process-Output Model of Team Effectiveness527Team Inputs528Organizational Context528Team Task528Team Composition528Team Diversity531Team Processes532Norms533Communication and Coordination533Oction Making535Team Outputs536Module 13.3Special Issues in TeamsTeam Roles541Team Roles541Team Noevelopment542Team Training544Cultural Issues in Teams545Module 14.1The Conceptual and Theoretical Foundations of Organizations548Organization and People548Organization and People545Classic Organization552Human Relations Theory552Systems Theory554Contingency Theories555 <tr< th=""><th></th><th></th><th></th></tr<>			
Team Inputs528Organizational Context528Team Task528Team Opersition528Team Diversity531Team Processes532Norms532Communication and Coordination533Cohesion533Decision Making535Team Outputs536Module 13.3 Special Issues in Teams539Team Appraisal and Feedback539ProMES540Team Roles541Team Development542Team Training544Cultural Issues in Teams54514 The Organization of Work Behavior547Module 14.1 The Conceptual and Theoretical Foundations of Organizations548Organization as Integration551Theories of Organization552Classic Organization Theory552Human Relations Theory554Contingency Theories555Systems Theory555		virtual leams	523
Organizational Context528Team Task528Team Composition528Team Diversity531Team Diversity531Team Processes532Norms533Communication and Coordination533Cohesion533Decision Making535Team Outputs536Module 13.3 Special Issues in Teams539Team Appraisal and Feedback539ProMES540Team Roles541Team Roles541Cultural Issues in Teams54514 The Organization of Work Behavior547Module 14.1 The Conceptual and Theoretical Foundations of Organizations548Organization as Integration551Theories of Organization552Classic Organizational Theory552Human Relations Theory552Human Relations Theory554Systems Theory559Systems Theory559			527
Team Task528Team Composition528Team Diversity531Team Diversity531Team Processes532Norms533Communication and Coordination533Cohesion533Decision Making535Team Outputs536Module 13.3 Special Issues in Teams539Team Appraisal and Feedback539ProMES540Team Roles541Team Development542Team Training544Cultural Issues in Teams54514 The Organization of Work Behavior547Module 14.1 The Conceptual and Theoretical Foundations of Organizations548Organization as Integration551Theories of Organization552Classic Organization Theory552Human Relations Theory552Human Relations Theory555Systems Theory559			
Team Composition528 Team DiversityTeam Diversity531Team Processes532 NormsNorms533 Communication and CoordinationSourcestein533 CohesionDecision Making535Team Outputs536Module 13.3 Special Issues in Teams539 ProMESTeam Roles540 Team RolesTeam Training544 Cultural Issues in TeamsTeam Training544 Cultural Issues in Teams14The Organization of Work Behavior547Module 14.1 The Conceptual and Theoretical Foundations of Organizations Organization as Integration Theories of Organization Station548 Organization as Integration 			
Team Diversity531Team Processes532Norms532Communication and Coordination533Cohesion533Decision Making535Team Outputs536Module 13.3 Special Issues in Teams539Team Appraisal and Feedback539ProMES540Team Roles541Team Development542Team Training544Cultural Issues in Teams54514The Organization of Work Behavior547Module 14.1 The Conceptual and Theoretical Foundations of Organizations548Organization as Integration551Theories of Organization552Classic Organization552Human Relations Theory554Human Relations Theory555Systems Theory559			
Team Processes532Norms532Communication and Coordination533Cohesion533Decision Making535Team Outputs536Module 13.3 Special Issues in Teams539Team Appraisal and Feedback539ProMES540Team Roles541Team Development542Team Training544Cultural Issues in Teams54514 The Organization of Work Behavior547Module 14.1 The Conceptual and Theoretical Foundations of Organizations548Organization as Integration551Theories of Organization551Theories of Organization552Classic Organization Theory552Human Relations Theory552Human Relations Theory555Systems Theory559			
Norms532Communication and Coordination533Cohesion533Decision Making535Team Outputs536Module 13.3 Special Issues in Teams539Team Appraisal and Feedback539ProMES540Team Roles541Team Development542Team Training544Cultural Issues in Teams54514The Organization of Work Behavior547Module 14.1The Conceptual and Theoretical Foundations of Organizations548Organizations and People548Organization as Integration551Theories of Organization551Theories of Organizations552Classic Organization Theory552Human Relations Theory554Contingency Theories555Systems Theory559			
Communication and Coordination533 S33 Cohesion533 S33 Decision Making533 S33 Decision MakingTeam Outputs536Module 13.3 Special Issues in Teams539 Team Appraisal and Feedback539 ProMESProMES540 Team Roles541 Team DevelopmentTeam Training544 Cultural Issues in Teams54514The Organization of Work Behavior547Module 14.1 The Conceptual and Theoretical Foundations of Organizations548 Organization as Integration548 S52 S52 Classic Organizational Theory Human Relations Theory551Contingency Theories Systems Theory555 S59555			
Cohesion533 Decision Making535 535Team Outputs536Module 13.3 Special Issues in Teams539 Team Appraisal and Feedback539 ProMESProMES540Team Roles541 Team Development542 Team TrainingTeam Training544 Cultural Issues in Teams54514 The Organization of Work Behavior547Module 14.1 The Conceptual and Theoretical Foundations of Organizations548 Organizations and PeopleOrganization as Integration551 Theories of Organization552 Systems TheoryClassic Organizations Theory554 Systems Theory559			
Decision Making535Team Outputs536Module 13.3 Special Issues in Teams539Team Appraisal and Feedback539ProMES540Team Roles541Team Development542Team Training544Cultural Issues in Teams54514 The Organization of Work Behavior547Module 14.1 The Conceptual and Theoretical Foundations of Organizations548Organization as Integration551Theories of Organization552Classic Organizational Theory552Human Relations Theory554Contingency Theories555Systems Theory559			
Team Outputs536Module 13.3 Special Issues in Teams539Team Appraisal and Feedback539ProMES540Team Roles541Team Development542Team Training544Cultural Issues in Teams54514 The Organization of Work Behavior547Module 14.1 The Conceptual and Theoretical Foundations of Organizations548Organizations and People548Organization as Integration551Theories of Organizational Theory552Human Relations Theory555Systems Theory559			
Team Appraisal and Feedback539ProMES540Team Roles541Team Development542Team Training544Cultural Issues in Teams54514The Organization of Work Behavior547Module 14.1The Conceptual and Theoretical Foundations of Organizations548Organizations and People548Organization as Integration551Theories of Organization552Classic Organizational Theory552Human Relations Theory554Contingency Theories555Systems Theory559		e	
Team Appraisal and Feedback539ProMES540Team Roles541Team Development542Team Training544Cultural Issues in Teams54514The Organization of Work Behavior547Module 14.1The Conceptual and Theoretical Foundations of Organizations548Organizations and People548Organization as Integration551Theories of Organization552Classic Organizational Theory552Human Relations Theory554Contingency Theories555Systems Theory559			
ProMES540Team Roles541Team Development542Team Training544Cultural Issues in Teams54514The Organization of Work Behavior547Module 14.1The Conceptual and Theoretical Foundations of Organizations548Organizations and People548Organization as Integration551Theories of Organizational Theory552Classic Organizational Theory554Contingency Theories555Systems Theory559			539
Team Roles541Team Development542Team Training544Cultural Issues in Teams54514The Organization of Work Behavior547Module 14.1The Conceptual and Theoretical Foundations of Organizations548Organizations and People548Organization as Integration551Theories of Organizational Theory552 <i>Classic Organizational Theory</i> 554 <i>Contingency Theories</i> 555Systems Theory559			
Team Development542Team Training544Cultural Issues in Teams54514The Organization of Work Behavior547Module 14.1The Conceptual and Theoretical Foundations of Organizations548Organizations and People548Organization as Integration551Theories of Organizational Theory552Classic Organizational Theory552Human Relations Theory554Contingency Theories555Systems Theory559			
Team Training544Cultural Issues in Teams54514The Organization of Work Behavior547Module 14.1The Conceptual and Theoretical Foundations of Organizations548Organizations and People548Organization as Integration551Theories of Organization552Classic Organizational Theory552Human Relations Theory554Contingency Theories555Systems Theory559			
Cultural Issues in Teams54514The Organization of Work Behavior547Module 14.1The Conceptual and Theoretical Foundations of Organizations548Organizations and People548Organization as Integration551Theories of Organizational Theory552Classic Organizational Theory552Human Relations Theory554Contingency Theories555Systems Theory559			
14The Organization of Work Behavior547Module 14.1The Conceptual and Theoretical Foundations of Organizations548Organizations and People548Organization as Integration551Theories of Organization552Classic Organizational Theory552Human Relations Theory554Contingency Theories555Systems Theory559			
Module 14.1The Conceptual and Theoretical Foundations of Organizations548Organizations and People548Organization as Integration551Theories of Organization552Classic Organizational Theory552Human Relations Theory554Contingency Theories555Systems Theory559			545
Organizations and People548Organization as Integration551Theories of Organization552Classic Organizational Theory552Human Relations Theory554Contingency Theories555Systems Theory559	14	The Organization of Work Behavior	547
Organizations and People548Organization as Integration551Theories of Organization552Classic Organizational Theory552Human Relations Theory554Contingency Theories555Systems Theory559			
Organization as Integration551Theories of Organization552Classic Organizational Theory552Human Relations Theory554Contingency Theories555Systems Theory559		,	548
Theories of Organization552Classic Organizational Theory552Human Relations Theory554Contingency Theories555Systems Theory559			
Classic Organizational Theory552Human Relations Theory554Contingency Theories555Systems Theory559			
Human Relations Theory554Contingency Theories555Systems Theory559			
Contingency Theories555Systems Theory559			
Systems Theory 559			
		Conclusions about Theories of Organization	561

Module 14.2 Some Social Dynamics of Organizations	563
Climate and Culture	563
A Brief History of Climate and Culture	564
Organizational Climate and Culture from the	
Multicultural Perspective	565
When Cultures Clash	566
An Application of Culture and Climate: Safety	567
Socialization and the Concept of Person-Organization (P-O) and	
Person–Job (P–J) Fit	570
Organizational Socialization	570
Positive Consequences of Socialization	573
Socialization and National Culture	574
Models of Socialization and Person–Organization Fit	575
Module 14.3 Organizational Development and Change	580
Organizational Change	580
Episodic Change	581
Continuous Change	582
Resistance to Change	584
Examples of Large-Scale Organizational Change Initiatives	585
Total Quality Management (TQM)	585
Six Sigma Systems	586
Lean Production Manufacturing	587
Emerging Commonalities among Organizational Interventions	588
Glossary	G-1
References	R-1
Name Index	
Subject Index	

xix