

# THE PSYCHOLOGY OF WORK AND ORGANIZATIONS

STEPHEN A. WOODS  
MICHAEL A. WEST

i n

SOUTH-WESTERN  
CENGAGE Learning

Australia • Brazil • Japan • Korea • Mexico • Singapore • Spain • United Kingdom • United States

# DETAILED CONTENTS

List of case studies xii  
Acknowledgements xiii  
About the authors xiv  
Walk-through tour xvi  
About the website xviii

## 1 Introduction 3

Learning objectives 3  
The psychology of work and organizations: first encounters 4  
A brief history of Work and Organizational Psychology 6  
Contemporary themes in Work and Organizational Psychology 10  
The psychology of work and organizations: this book 15  
Summary 17  
Web resources 18  
Further reading 18  
References 19

## PART ONE

### FOUNDATIONS OF WORK AND ORGANIZATIONAL PSYCHOLOGY 21

#### Research methods in Work and Organizational Psychology 23

Learning objectives 23  
A remarkable finding about the value of HRM 24  
The scientific method 24  
Problem-solving using research in organizations 30  
Research methods in Work and Organizational Psychology 35  
So how did they do it? 54  
Summary 55  
Discussion questions 55  
Web resources 56  
Case studies 56  
Further reading 60  
References 60

### 3 Individual differences at work 63

Learning objectives 63  
 Introduction to individual differences 64  
 Intelligence 65  
 Personality 71  
 Individual differences at work 83  
 Emotions 88  
 Measuring individual differences: psychometrics  
 Summary 94  
 Discussion questions 94  
 Web resources 94  
 Case studies 95  
 Further reading 98  
 References 99

### 4 Attitudes and behaviour in organizations 103

Learning objectives 103  
 What is organizational behaviour? 104  
 Management influences: shaping and controlling behaviour at work 105  
 Attitudes and behaviour 109  
 Wider influences on behaviour at work 119  
 Social influences on behaviour 125  
 Summary 132  
 Discussion questions 132  
 Web resources 133  
 Case study 133  
 Further reading 140  
 References 140

### 5 Motivation at work 145

Learning objectives 145  
 A framework for motivation theories 146  
 Need theories of motivation 147  
 Motivation as a trait 150  
 Cognition and motivation 152  
 Treating people fairly: justice and equity perspectives on motivation 160  
 Job design and motivation 163  
 Motivating people at work; integrating theories of motivation 166  
 Summary 170  
 Discussion questions 171  
 Web resources 171  
 Case studies 172  
 Further reading 179  
 References 179

## PART TWO

# PROFESSIONAL PRACTICE OF WORK AND ORGANIZATIONAL PSYCHOLOGY i<sub>85</sub>

## 6 Recruitment and selection 187

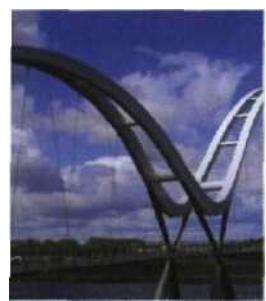
- Learning objectives 187
- The organizational imperative 188
- The recruitment and selection process: an overview 188
- Job and competency analysis 192
- Foundations of assessment: reliability and validity 195
- Attracting the right people 199
- Assessment methods 200
- Contemporary developments in recruitment selection and assessment 213
- Fairness in selection 216
- Evaluation of selection models 219
- Summary 221
- Discussion questions 222
- Web resources 222
- Case studies 223
- Further reading 226
- References 226

## 7 Learning, training and development 231

- Learning objectives 231
- Learning, training and development in organizations 232
- The process and implementation of learning, training and development 233
- Success and failure of learning, training and development 250
- The bottom line: does learning and development make a difference in organizations? 256
- Summary 257
- Discussion questions 257
- Web resources 258
- Case study 258
- Further reading 260
- References 260

## 8 Performance measurement and management 265

- Learning objectives 265
- The importance of performance measurement and management 266
- Measuring job performance 267
- Performance improvement and management 283
- Summary 296
- Discussion questions 297



Web resources 297  
 Case studies 298  
 Further reading 307  
 References 307

## 9 Careers and career management 311

Learning objectives 311  
 Careers in the 21 st century 312  
 The development of careers over time 314  
 Career interests and choices 322  
 Social, cultural and organizational influences on careers 331  
 Career management in organizations 336  
 Summary 339  
 Discussion questions 340  
 Web resources 340  
 Case study 340  
 Further reading 341  
 References 341

## 10 Safety, stress and health at work 345

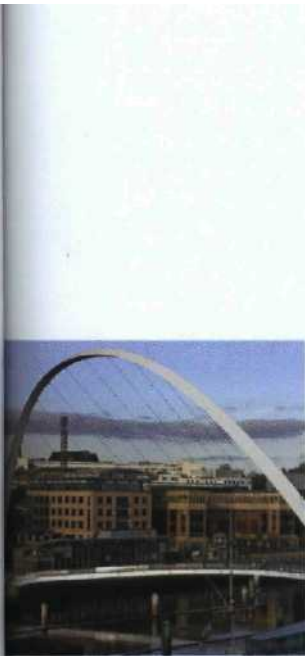
Learning objectives 345  
 Positive emotion at work 345  
 Occupational health and safety 346  
 Stress and strain at work 349  
 Understanding stress at work 360  
 Reducing and managing stress 363  
 Burnout and engagement 368  
 Summary 374  
 Discussion questions 374  
 Web resources 375  
 Case study 375  
 Further reading 378  
 References 378

## PART THREE

### ORGANIZATIONS 365

## 11 Organizations: strategy and structure 367

Learning objectives 387  
 Organizational strategy 388  
 Major perspectives on strategy 392  
 Conclusion 404  
 Organizational structure 408  
 Strategy and structure 416



Summary 419  
Discussion questions 420  
Web resources 420  
Case study 421  
Further reading 425  
References 425

## 12 Leadership in organizations 420

Learning objectives 429  
Introduction 429  
What is leadership? 430  
Research into leadership 432  
Trait approaches to leadership 433  
Behavioural theories 440  
Contingency approach 445  
Dyadic theories of leadership: leader-member exchange theory 449  
Charismatic and transformational leadership 450  
Gender and leadership 456  
Leadership development 459  
Summary 465  
Discussion questions 466  
Web resources 467  
Case study 467  
Further reading 476  
References 476

## 13 Teams and teamwork 481

Learning objectives 481  
What is a team? 482  
What do teams do? 485  
Why work in teams? 486  
What makes an effective team? 489  
Summary 511  
Discussion questions 512  
Web resources 512  
Case studies 513  
Further reading 516  
References 516

## 14 Organizational culture, climate and change 523

Learning objectives 523  
Organizational culture 524  
Organizational climate 534  
Organizational change 540  
Summary 551  
Discussion questions 552

- ' Web resources 552
- Case study 553
- Further reading 561
- References 561

## 15 The psychology of work and organizations 565

- Learning objectives 565
- Insights from Work and Organizational Psychology 566
- The potential contributions of Work and Organizational Psychologists 574
- Contemporary themes and challenges 577
- Summary and conclusion 579

- Glossary 581
- Index 590