

The Oxford Handbook of Organizational Psychology

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Section 1

An Introduction to Organizational Psychology

The Nature of Organizational Psychology

Steve W. J. Kozlowski
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Abstract

Organizational psychology is *the science of psychology applied to work and organizations*. This field of inquiry spans more than a century and covers an increasingly diverse range of topics as the nature of work and organizations continue to evolve. The purpose of this chapter is to provide a concise overview of industrial and organizational psychology as a field of inquiry and the topics covered in this handbook, which endeavors to encapsulate key topics of research and application, summarize important research findings, and identify innovative directions for research and practice. The chapter is organized around four sections. First, it begins with a brief overview of the evolution of the concept of work and the changing career model to provide a backdrop to our examination of the psychology of organizations. Second, it describes several dialectic tensions – industrial *and* organizational psychology, employee well being *and* organizational effectiveness, basic *and* applied science, science *and* practice activities, and individual *and* organizational levels – that characterize industrial and organizational psychology as an applied, translational science. The tensions are a source of challenges that require a dynamic balance, but also create important synergies for the field. Third, I highlight important trends over the last 35 years in the evolution of the field – it is increasingly multilevel, encompassing teams, studying dynamic phenomena, and expanding its breadth of coverage – that are shaping the field ... and its future. Finally, I close with a tour of the structure of the volume and the topics that illustrate the breadth and diversity of this *science of psychology applied to work and organizations*.

A History of Industrial and Organizational Psychology

Laura L. Koppes Bryan
University of West Florida

Andrew J. Vinchur
Lafayette College

Abstract

This chapter is an historical overview of the evolution of industrial and organizational (I-O) psychology both in the United States and abroad, from the late 19th century to its current incarnation as a complex, wide-ranging scientific and applied discipline. Contextual background is integrated with the development of science and practice from a chronological perspective, partitioning this history into seven somewhat arbitrary time periods. Following a discussion of pre-1900 precursors, we discuss the genesis of the field from 1900 to 1914, when dynamic cultural, economic, and other external forces influenced early efforts in areas such as advertising, fatigue, and selection. Industrial psychology became established in 1915-1919, due in large part to the Division of Applied Psychology at the Carnegie Institute of Technology and to psychologists' efforts in World War I. The period 1920 to 1939 included the influential Hawthorne Studies and the maturation of industrial psychology, while 1940 to 1959 saw considerable expansion during World War II and its aftermath. This expansion continued during the 1960 to 1979 period, with "industrial" psychology now "industrial-organizational" psychology. We close with an overview of developments from 1980 to the present day.

Section 2

The Foundation

Seeking the Holy Grail in Organizational Psychology:

Establishing Causality through Research Design

Paul J. Hanges
University of Maryland

Mo Wang
University of Florida

Abstract

In this chapter, we focus on the importance of establishing causal relationships for Organizational Psychology. Specifically, we provide an explicit definition of a causal relationship, identify several different forms that have been explored in the scientific literature, and discuss the conditions under which causality can be established. Specifically, we discuss the Campbell Causal Model (CCM) which emphasizes threats to causal interpretations and the elimination of these threats as well as the Rubin Causal Model (RCM) which emphasizes the biasing effect of non-random assignment of participants to conditions (i.e., selection bias) and how to overcome this bias in observational research. A variety of quasi-experimentation designs (e.g., regression discontinuity approaches, longitudinal designs) that enable Organizational Psychologists to study phenomena in the field are discussed. We finish our chapter by considering the recent trend conceptualizing organizations as complex system and we argue that this perspective may change the kinds of causality questions researchers ask in the future.

Multivariate Dynamics in Organizational Science

Richard P. DeShon
Michigan State University

Abstract

Theories in organizational science place increased emphasis on dynamic relations among multiple theoretically relevant variables. Variants of the hierarchical linear model provide the primary approach used to evaluate dynamic processes in organizational science. This model is well suited to the analysis of univariate outcomes with recursive relations. However, many theories in organizational science posit cycles of influence among multiple variables. The analysis of multivariate, nonrecursive data structures requires a new analytic approach. The vector autoregressive model is presented as a useful approach for the analysis of longitudinal data that may possess dynamic cycles of influence among multiple variables. The implementation and applicability of this data analytic approach to the modeling and evaluation of organizational science theories is demonstrated using multiple examples.

Keywords: Dynamics, Multivariate, Longitudinal, Hierarchical linear model, Vector autoregressive model

Individual Differences: Challenging our Assumptions

Ann Marie Ryan
Michigan State University

Paul R. Sackett
University of Minnesota

Abstract

Organizational psychologists often make assumptions regarding the variability and stability of individual differences (e.g., ability, personality, interests). In this chapter, we discuss the evidence regarding interindividual variability in individual differences in workplace contexts, intra-individual stability in individual differences across adult working years, and intraindividual variability across attributes (e.g., variability across a profile of ability or personality characteristics). We highlight how mistaken assumptions may affect conclusions regarding the predictive and explanatory power of individual differences, and provide suggestions for research to enhance understanding of the variability and stability of commonly assessed individual differences.

Behavior, Performance, and Effectiveness – In the 21st Century

John P. Campbell
University of Minnesota

Abstract

Sometime during the 1980's Industrial and Organizational Psychology stopped merely complaining about the "criterion problem" and began thinking about occupational or work role performance as a construct that could be substantively modeled. Subsequently, there has been considerable theory and research dealing with the substantive latent structure of performance, performance dynamics, and performance measurement issues. This chapter reviews these developments and argues that despite differences in terminology and points of emphasis, there is virtually complete convergence concerning the principal components of job performance. The convergent picture is described, along with its implication for theory and research in I/O Psychology. Finally, and somewhat unexpectedly, it is argued that at a particular level of generality/specificity the substantive structure of individual work performance is invariant, regardless of occupation, organizational level, situational context, or performance dynamics.

Section 3

Aligning Person and Job Characteristics

Recruitment and Competitive Advantage: A Brand Equity Perspective

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Daniel M. Cable, Ph.D.
University of North Carolina

Abstract

Leaders care about applicant reactions to their recruitment and hiring processes due to the profound effect on the organization's future composition and sustained competitive advantage. In addition to causing applicants to select into or out of the organization, recruitment experiences presocialize job seekers about what to expect from the organization (i.e., culture and values) and the job (i.e., required skills and abilities). In this chapter we take a strategic look at recruitment by applying a resource-based view. We argue that firms can use applicant reactions to recruitment and hiring processes to create and sustain competencies that are valuable, rare, and hard to imitate. Recruitment facilitates applicant self selection because it communicates to them the unique attributes that characterize successful employees in the firm. Drawing upon ideas from person-environment fit, organizational image, and job design, our chapter covers the process and benefits of using the recruitment process to differentially attract a workforce that delivers a consistent and unique product to customers. In this way, recruitment can be a key component of the value creation process that drives a firm's competitive advantage.

Personnel Selection:

Ensuring Sustainable Organizational Effectiveness

Through the Acquisition of Human Capital

Robert E. Ployhart
University of South Carolina

Abstract

In this chapter I propose a vision for the field of personnel selection: *Ensuring sustainable organizational effectiveness through the acquisition of human capital*. This vision is used to organize and review historical approaches to selection, critique contemporary approaches, and identify future research needs. It is argued that while there is a rich history of research on personnel selection practices and techniques, this research falls short of achieving the vision. Rather, scholars will need to take a broader, and frequently more contextualized, orientation if they are to show the organizational benefits of selection procedures.

Work Design:**Creating Jobs And Roles That Promote Individual Effectiveness**

John Cordery
University of Western Australia

Sharon K. Parker
University of Western Australia

Abstract

In this chapter, our objective is to review existing knowledge relating to the psychological impact of work design (task, job and work role characteristics) on individuals, and to set a clear, specific agenda for future research. Our starting point is an analysis of emergent trends in the characteristic nature of tasks and work roles within major contemporary and developing forms of work and occupation. This is necessary, as recent decades have witnessed dramatic shifts in how work is typically organized and performed within most occupations and industries, reflecting broader societal, environmental, technological and economic changes. Following this analysis, we review key historical perspectives on work design before presenting an integrative theoretical model for considering work design's effects on people. The chapter then moves to a consideration of the primary psychological processes and states linking three broad categories of work design characteristics (task-related, relational and contextual characteristics) to individual effectiveness outcomes. Our concern here is to update and expand theory relating work design's effects integrating major recent bodies of research and theory, such as those dealing with motivational states and goal striving, self-determination, regulatory focus, work engagement, and social identity. The chapter concludes with a comprehensive research agenda for the years that follow.

Performance Management

James W. Smither
La Salle University

Abstract

This chapter focuses on the continuous process of performance management rather than the discrete event of performance appraisal. The chapter begins by defining job performance and then reviews research concerning each of the core elements of performance management including goal setting, feedback, developing employees (including coaching), evaluating performance, and rewarding performance. Several topics are reviewed that are of special interest to performance management: contextual performance, counterproductive work behavior, team performance, the role of technology, cross-cultural issues, and perceptions of fairness. The chapter concludes by presenting directions for future research.

Learning, Training, and Development in Organizations

Eduardo Salas, Sallie J. Weaver, and Marissa L. Shuffler
University of Central Florida

Abstract

A 2008 Bureau of Labor Statistics report indicates that the youngest of the baby boom generation (i.e., individuals born between 1957 and 1964) held an average of 10.8 different jobs between the ages of 18 and 42. To remain viable, today's workforce must continually develop new knowledge, skills, and attitudes in order to adapt to changing technological and environmental demands. Training is the classic mechanism for such skill enhancement. This chapter provides an overview of training and other developmental activities from the organizational science perspective, including mentoring and coaching. Several classic models of training are reviewed and an overarching organizational framework delineating the key variables of the training process is presented. Several suggestions for furthering our understanding of training and other forms of development are also offered.

Person-Environment Fit in Organizational Settings

Cheri Ostroff
University of Maryland

Abstract

The purpose of this chapter is to review and synthesize research on the fit, congruence, and alignment between individuals and their organizational environment. Theoretical foundations and conceptualizations of fit are reviewed, highlighting areas of ambiguity and controversy. The framework of fit addresses different fit perspectives (similarity, fulfillment, and compilation), fit to different hierarchical levels (person-individual, person-job, person-group, and person-organization fit), and different modes of defining the environment (person-based versus situational-based). Distinctions are drawn between objective and subjective fit, and a set of organizational and individual differences variables are hypothesized to increase the convergence between the two. Further, misfit is defined and moderators of the relationship between fit, misfit, and individual outcomes are suggested. Finally, the notion that individuals simultaneously desire to fit in terms of being similar to others and being distinctive from others is addressed as a means to further future research in the PE fit in organizations.

The Research-Practice Gap in I/O Psychology and Related Fields:

Challenges and Potential Solutions

Sara L. Rynes
University of Iowa

Abstract

The gap between science and practice in I/O psychology and related fields is large and, some believe, getting larger. Although not everyone views this as a matter for concern, there is growing momentum to take actions to strengthen the interface between science and practice. The present paper examines three underlying sources of the gap: lack of awareness of what the other side knows and cares about; lack of belief or confidence in the knowledge generated or held by the other side; and lack of implementation of knowledge or ideas, even in the face of awareness and belief. Based on this analysis, proposed solutions are offered for each source of the gap, as are directions for future research and practice.

Section 4

Motivation, Job Attitudes and Affect, and Performance

Work Motivation: Theory, Practice, and Future Directions

Ruth Kanfer
Georgia Institute of Technology

Abstract

This chapter focuses on recent scientific advances and use-inspired research on motivation related to adult work. The chapter is divided into four sections. The first section reviews basic motivation constructs and processes, and the issues that delineate the scope and content of the field. The second section reports on research progress and the implications of new conceptualizations for understanding and predicting work behaviors and performance. The third section reviews findings on the major determinants of work motivation, organized into three broad categories: Content (person variables), Context (situation variables), and Change (temporal variables). The fourth and final section identifies current gaps in our knowledge, practical challenges, and promising new research directions.

Job Satisfaction and Job Affect

Timothy A. Judge
University of Notre Dame

Charles L. Hulin
University of Illinois

Reeshad S. Dalal
George Mason University

Abstract

Job satisfactions—multidimensional psychological responses to one’s job—have a long and rich tradition of research in psychology. Comparing and contrasting job attitudes with social attitudes, the present chapter presents various theoretical models of job attitudes. These theoretical approaches give rise to an integrative model which draws most heavily from the Cornell model of job attitudes. We then consider newer theoretical approaches, including engagement, affective events, personality, and unit-level satisfaction. Capitalizing on recent trends in personality, affect, and multilevel research, we also present a core self-evaluations multilevel model. We conclude with a discussion of measurement issues in job satisfaction research.

Organizational Justice

Jason A. Colquitt
University of Georgia

Abstract

This chapter frames the development of the justice literature around three literature-level trends: differentiation, cognition, and exogeneity. The differentiation trend has impacted how justice is conceptualized, with additional justice dimensions being further segmented into different sources. The cognition trend has created a rational, calculative theme to the most visible justice theories. The exogeneity trend has resulted in justice occupying the independent variable position in most empirical studies. Taken together, these trends have resulted in a vibrant and active literature. However, I will argue that the next phase of the literature's evolution will benefit from a relaxation—or even reversal—of these trends. Path-breaking contributions may be more likely to result from the aggregation of justice concepts, a focus on affect, and the identification of predictors of justice.

Dynamic Performance

Sabine Sonnentag
University of Konstanz

Michael Frese
National University of Singapore and University of Lueneburg

Abstract

This chapter reviews research on dynamic job performance. It summarizes the empirical literature and presents conceptual and theoretical approaches of conceptualizing performance change and performance fluctuations over time. It addresses longer-term performance changes, describes predictors (e.g., ability, personality) and outcomes of individual differences in these changes, and incorporates a life-span perspective. It discusses vicious and positive cycles with performance and its outcomes reinforcing one another. It presents a within-person approach that focuses on short-term performance variability within persons and describes action-related and self-regulation process models of dynamic performance.

The chapter closes with a taxonomy of dynamic performance processes and a research agenda for the future.

Section 5

Informal Learning, Meaning Creation, and Social Influence

Organizational Socialization:

Background, Basics, and a Blueprint for Adjustment at Work

Georgia T. Chao
Michigan State University

Abstract

Organizational socialization is defined as a learning and adjustment process that enables an individual to assume an organizational role that fits both organizational and individual needs. It is a dynamic process that occurs when an individual assumes a new or changing role within an organization. A description of general socialization within the field of psychology is presented as a background for the study of organizational socialization. Four theories: uncertainty reduction theory, the need to belong, social exchange theory, and social identity theory are presented as theoretical foundations for organizational socialization. Against this background, the basic components of organizational socialization – its processes, content, and outcomes are reviewed. Emphasis is given to organizational and individual tactics used to facilitate socialization; and to specific content of what is learned. Finally, a blueprint for future research directions is presented to address current gaps in a general model of organizational socialization. In particular, a call for research to understand how organizations learn from the socialization process is presented to balance the study of work adjustment from individual and organizational perspectives.

Workplace Mentoring: Past, Present and Future Perspectives

Lillian T. Eby
University of Georgia

Abstract

This chapter reviews the existing research on workplace mentoring from the perspective of both the protégé and the mentor. Factors related to the initiation, maturation, and decline of mentoring relationships are discussed, along with the major theoretical frameworks that have been used to study mentoring relationships and show promise in pushing mentoring scholarship in new directions. Consistent with emerging research workplace mentoring, both the positive and potentially negative aspects of mentoring are highlighted in order to present a comprehensive perspective on this unique type of work relationship. The organizational context is also considered in terms of its influence on the initiation of workplace mentoring relationships as well as the relational patterns that emerge in workplace mentoring relationships. Finally, methodological challenges associated with the study of mentoring are outlined and considered in terms of important avenues for future research on the topic.

Organizational Culture and Climate

Dov Zohar
Technion-Israel Institute of Technology

David A. Hofmann
University of North Carolina

Abstract

Although there have been several attempts to address the conceptual ambiguities in the literature discussing organizational climate, organizational culture, or their inter-relationship; there remains much confusion and a general lack of clarity about what these two constructs represent as well as how they may interrelate. In order to provide some clarity, we provide a comprehensive review of both constructs and conclude with a model describing how organizational climate can be viewed as a bottom-up (i.e., flowing from employee perceptions) indicator of the underlying core values and assumptions that form the organization's culture. Recommendations for researchers seeking to investigate organizational climate and culture as well as suggestions for future research are discussed throughout the chapter.

A Social Network Perspective on Industrial/Organizational Psychology

Daniel J. Brass
University of Kentucky

Abstract

This paper applies a social network perspective to the study of industrial/organizational psychology. Complementing the traditional focus on individual attributes, the social network perspective focuses on the relationships among actors. The perspective assumes that actors (whether they be individuals, groups, or organizations) are embedded within a network of interrelationships with other actors. It is this intersection of relationships that defines an actor's position in the social structure, and provides opportunities and constraints on behavior. A brief introduction to social networks is provided, and research focusing on the antecedents and consequences of networks is reviewed. The social network framework is applied to organizational behavior topics such as recruitment and selection, performance, power, and leadership, with a focus on research results obtained and directions for future research.

Leadership

David V. Day
University of Western Australia

Abstract

Issues related to leadership theory, research, and practices within the field of industrial-organizational (I-O) psychology are examined. Several special circumstances with regard to leadership are first considered, including the varied domains in which leadership is relevant, its multilevel nature, the multiple sources of origin for leadership, and the multiple outcomes in terms of leader emergence and effectiveness. Various leadership theories and frameworks are then reviewed, organized around classical theories (evolutionary, trait, behavior, and contingency), bridging theories (charismatic/transformational, leader-member exchange, and leadership perceptions), and emerging approaches (team, shared, and capacity approaches). Future directions in terms of leadership theory, research, and practice are proposed, concluding with a summary of what I-O psychologists know about leadership and speculation as to what has yet to be learned.

Section 6

Work Teams in Organizations

Team Structure:

Tight Versus Loose Coupling in Task-Oriented Groups

John R. Hollenbeck
Michigan State University

Matthias Spitzmuller
National University of Singapore

Abstract

By definition, teams are made up of multiple, interdependent individuals. The individuals within a team are separate and holistic units with their own identity, but this interdependence also means that the team is a holistic unit with its own separate identity. The dual set of identities embodied in teams creates an inherent figure versus ground confusion. In this chapter we use the concept of loosely structured systems (Weick, 1976) to help unravel this figure versus ground paradox. We show how the literature has operationalized four specific dimensions of structural interdependence, including (a) task allocation structure (horizontal interdependence), (b) decision-making structure (vertical interdependence), (c) reward structure (outcome interdependence), and (d) communication structure (spatial interdependence). The literature reveals that organizations can no longer compete successfully via uncoupled structures, but at the same time, organizations resist the formation of tightly coupled systems. We discuss the virtues and liabilities of each of the four types of interdependence in teams, and describe the reasons why loose coupling may be a normative, and not just a descriptive practice of organizations.

Team Participation and Empowerment: A Multilevel Perspective

Gilad Chen and Paul Tesluk
University of Maryland

Abstract

In this chapter, we review and integrate the literatures on team empowerment and team participation. We first delineate the individual and collective phenomena that underlie team empowerment and participation, and suggest that the two constructs collectively capture psychological and behavioral aspects of team engagement, respectively. Second, we delineate a multilevel framework that includes individual-level, team-level, and organizational-level antecedents and outcomes of team empowerment and participation. In building this framework, we propose that adopting a multilevel perspective that considers both emergent and contextual phenomena can enhance our understanding of the bases for, as well as nature and function of, team empowerment and participation. Following this framework, we end the chapter by suggesting a set of research questions that can help extend the current state of knowledge pertaining to team empowerment and participation.

Across Borders and Technologies: Advancements in Virtual Teams Research

Bradley L. Kirkman
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Cristina B. Gibson
University of California, Irvine

Kwanghyun Kim
California State University, East Bay

Abstract

Research on virtual teams continues to grow as this form of teaming is increasingly adopted by organizations worldwide. To comprehensively analyze the growing literature on virtual teams, we reviewed 197 articles published between 1986 and 2008. We organize our review both by level of analysis (i.e., individual, group, and organization) and by relevance to the input-emergent state-process-output (IEPO) framework, yielding 11 theoretically meaningful categories of research. We summarize and synthesize this research over the last 22 years in each of these 11 areas, and we conclude with directions for future research related to five overarching themes including: (a) the conceptualization of virtuality; (b) team development; (c) virtual team leadership; (d) levels of analysis; and (e) multidisciplinary approaches.

Team Learning: A Theoretical Integration and Review

Bradford Bell
Cornell University

Steve Kozlowski
Michigan State University

Sabrina Blawath
University of St. Gallen

With the increasing emphasis on work teams as the primary architecture of organizational structure, scholars have begun to focus attention on team learning, the processes that support it, and the important outcomes that depend on it. Although the literature addressing learning in teams is broad, it is also messy and fraught with conceptual confusion. This chapter presents a theoretical integration and review. The goal is to organize theory and research on team learning, identify actionable frameworks and findings, and emphasize promising targets for future research. We emphasize three theoretical foci in our examination of team learning, treating it as multilevel (individual *and* team, not individual *or* team), dynamic (iterative and progressive; a *process* not an *outcome*), and emergent (outcomes of team learning can manifest in different ways over time). The integrative theoretical heuristic distinguishes team learning process theories, supporting emergent states, team knowledge representations, and respective influences on team performance and effectiveness. Promising directions for theory development and research are discussed.

Criteria Issues and Team Effectiveness

John E. Mathieu and Lucy Gilson
University of Connecticut

Abstract

Despite the proliferation of research about teams in the past few decades, relatively little attention has been devoted to understanding the criteria space of team effectiveness.

Accordingly, we identify two fairly general forms of criteria, namely *tangible outputs* and *members' reactions*. We further differentiate three types of tangible outcomes: (a) *productivity*; (b) *efficiency*; and (c) *quality*, and also distinguish between team-level member reactions (i.e., *emergent states*) and individual-level *attitudes, reactions, behaviors, and person development*.

We illustrate alternative assessment schemes for each type of criteria. Finally, we discuss how gaining an appreciation for four temporal-related factors: (a) postdictive versus predictive designs; (b) aggregation lags and periods; (c) episodic cycles; and (d) developmental processes will enhance our understanding of the team effectiveness criteria construct.

Section 7

Organizational Learning, Development, and Adaptation

Organizational Learning and Knowledge Management

Linda Argote
Carnegie Mellon University

Abstract

Research on organizational learning and knowledge management has increased dramatically over the last twenty years. The chapter discusses reasons for the surge in research. Approaches to defining organizational learning and knowledge are described and levels at which learning occurs are discussed. Major findings about creating, retaining and transferring knowledge are presented. Gaps in our understanding are identified and directions for future research are developed. Because organizational learning and effective knowledge management are sources of performance improvements in organizations, a greater understanding of these topics has the potential to advance practice as well as theory.

Organizational Development and Change:

Linking Research from the Profit, Nonprofit and Public Sectors

J. Kevin Ford and Pennie Foster-Fishman
Michigan State University

Abstract

We review the organizational psychology, community psychology, and organizational behavior literatures in order to provide an integrated perspective to change and the factors that impact the success or failure of organizational change initiatives. Chapter provides a historical context around the changing focus and key tensions in the field, describes key change theories that help us understand change processes, review empirical work in the for profit, nonprofit and public sectors relevant to understanding core concepts of readiness for change, change capacity, and organizational learning. We identify recent conceptual and methodological approaches that take seriously what it means to take a systems perspective to change. The chapter concludes with thoughts on the sustainability of change and the identification of needed research that can inform practice.

Keywords: Change theories, readiness for change, change capability, organizational learning, systems thinking, and sustainability

Strategic Human Resource Management

Charles C. Snow
Pennsylvania State University

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University of Virginia

Abstract

The essence of strategic human resource management (SHRM) is a systemic view of the management of a firm's human resources as well as an orientation towards the future. The management of human resources must be linked to the organization's total management system, and human resource professionals must work to ensure that the organization anticipates its future human resource needs and is prepared to address them. Our chapter examines two perspectives on the strategic management of human resources. The first perspective is that of *systemic fit* which characterizes much of the early SHRM research. This perspective focuses on planned human resource deployments and activities that achieve continuity over time as well as consistency with other management decisions and actions. An organization needs to achieve systemic fit both internally and externally, and it needs to maintain fit in a dynamic environment. The other perspective is called *strategic resources and capabilities* which characterizes much of the more recent SHRM research. This perspective focuses on the future and helps the organization identify opportunities to use strategic human resource management to its competitive advantage. Increasingly in today's knowledge-intensive industries and the rapidly evolving global economy, human resource management systems that are designed to develop and reinforce processes of organizational learning and innovation can be used to propel the formulation of business strategies. We review the empirical evidence related to both the systemic fit and strategic resources/capabilities perspectives, and we suggest future research directions for scholars in SHRM.

Section 8

Managing Differences Within and Across Organizations

Managing Diversity

Quinetta M. Roberson
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Abstract

As we hear time and time again in the scholarly literature and business press, workforces have become more diverse. As such, there is a substantial body of research that investigates the concept of diversity, its effects, and the processes that underlie these effects. Interestingly, the findings from this body of research and subsequent conclusions that can be drawn are not very straightforward. This chapter summarizes the findings of research focused on the conceptualization of diversity, theoretical perspectives on the effects of diversity, such effects across levels of analysis, and the evolution of diversity management. In addition, challenges, unanswered questions, and other gaps in the diversity literature are highlighted and directions for future research in this area are suggested.

Employment Discrimination

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Patrick F. McKay
Rutgers University

Shanna R. Daniels
Tulane University

Sloane M. Signal
Tulane University

Abstract

This chapter reviews the literature on employment discrimination. The review is organized around targets (e.g., sex, race, religion), causes (e.g., cognitive, in-group favoritism), forms (e.g., harassment, adverse impact), and results of discrimination (e.g., costs, stress). Primarily literature from the field of Industrial and Organizational psychology is considered. However, research in other disciplines is also included. The paper concludes with suggestions for future research directions for this rich and diverse area of research: integration across disciplines, integration across levels of theory and analysis, and integration with practice.

Cross-Cultural Organizational Psychology

Zeynep Aycan
Koc University

Michele J. Gelfand
University of Maryland

Abstract

The chapter presents an overview of the cross-cultural organizational psychology literature with three specific aims: (1) to provide future research direction based on a historical projection of the development of the field, (2) to summarize the state-of-the-art literature in substantive areas, including recruitment and selection, nature of jobs, criteria for performance, work motivation, job attitudes, teamwork, leadership, conflict and negotiation, and (3) to discuss challenges faced by cross-cultural researchers (e.g., level of analysis, interaction between cultural and organizational contingencies). Our review indicates that individualism-collectivism attracts the most research attention and accounts for substantial variation in organizational behavior across cultures. Our review also points out that the impact of cultural values on organizational phenomena vary depending on organizational and task-related contingencies. The need is identified to expand the cross-cultural IO literature to include more research on cross-cultural interactions and culture-specific enactments of organizational behavior.

Keywords: culture, motivation, leadership, teamwork, negotiation, organizational attitudes, HRM practices, levels of analysis, cross-cultural interfaces.

Section 9

The Interface of Work and Life

The Work and Family Interface

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Abstract

Work and family is a contemporary topic within the field of industrial and organizational psychology that traverses disciplinary boundaries and has important implications for both individuals and organizations. As family structures have become more heterogeneous, interest in the topic has virtually exploded over the past several decades. The aim of this chapter is to review what we know about work and family interactions. The chapter is organized such that research is reviewed from the perspective of the individual, the family, the organization, and the globe. The chapter concludes with an agenda for future research.

Lifelong Learning

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Abstract

This chapter examines lifelong learning from the standpoint of organizational needs and expectations, the importance of learning and development for career growth, individual differences in propensity for continuous learning, and support and reinforcement for development. The chapter starts by examining alternative definitions of lifelong learning for skill development, discovery, and innovation. Trends driving continuous learning include pressures to maintain competitiveness and readiness to meet future needs. Learning is then viewed in relation to life stage and on-going generativity. Foundational learning theories focus on individual differences affecting learning motivation, life stage models of development, and explanations for how people learn. Support for learning includes the corporate environment and culture, the emergence of learning organizations, empowerment for self-development, and formal and informal methods of development. Technological advances in development include on-line multisource feedback surveys, just-in-time coaching, and Web-based training. The chapter concludes with an agenda for future research and practice, including new modes of education throughout the life cycle, assessments of learning outcomes, ways to meet individual and organizational needs for adaptive, generative, and transformative learning, and forces for future research and practice.

Occupational Safety and Health

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Abstract

Occupational health and safety reflects the effect of the work environment on employees, groups/unit in organizations and organizations as a whole. This chapter provides an overview of the research on workplace safety and specifically discusses safety training, regulatory focus, safety climate, leadership and job design as they relate to safety. Additionally, the literature on occupational health, drawing heavily on the occupational stress literature, discusses the employee-employer relationship from a psychological contract perspective, climate for sexual harassment, collective burnout and its contagion, recovery, and organizational wellness programs. Particular attention is given to primary interventions to enhance safety, health and well-being of employees and to eliminate the harmful effects that may arise through individual characteristics, group/work unit factors, and aspects of the organization.

Work and Aging

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Abstract

Global aging of the workforce will bring significant changes to almost every aspect of public and private life. Changing retirement patterns, changing occupational trends fueled by ever-evolving technological innovations, and changing motivations and capabilities of workers as they age mean the human resource management landscape of tomorrow will be vastly different and more challenging than it is today. This chapter examines the aging workforce from an individual worker, organization, and societal perspective. It includes the latest thinking and research on physical attributes, cognitive abilities, knowledge, personality traits, and motivation, as they relate to aging. In addition, we discuss organizational norms and culture, age stereotyping, and age discrimination. The chapter covers strategies for recruiting and hiring older workers, and job design and redesign to accommodate the effects of aging as well as to make jobs more appealing to workers. The chapter also examines strategies for: keeping skills fresh through training throughout the career life cycle; flexible work alternatives; rethinking/reorganizing employee benefits in ways that are attractive to older workers; and linking employee retention programs directly to knowledge retention tactics. A longer-term HR perspective for an aging workforce is also included by examining career planning and career management, succession planning, long-range workforce planning, and retirement planning. The chapter concludes by laying out an agenda for where research and application should be directed in the future to address issues of an aging workforce.

Section 10

Technology, System Design, and Human Performance

An Overview of Human Factors Psychology

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Abstract

This chapter presents a contemporary overview of human factors psychology including discussions of its origins, core problems, methodological approaches, and overviews of state-of-the-art research in three key areas likely to be relevant to industrial/organizational psychology. These include human-automation interaction or HAI, situation awareness or SA, and distraction, multitasking and interruption or DMI. Each of these areas has arisen as a result of the increased challenges and opportunities provided by ever increasing levels of technological sophistication in the workplace. The chapter concludes by noting that human factors researchers are increasingly drawing on, and contributing to, social, in addition to cognitive, psychological research. This trend, motivated by both increasing levels of technological autonomy and opacity, as well as by the fact that social coordination and teamwork is increasingly mediated by information and communication technologies, bodes well for human factors and industrial/ organizational psychology to have a even greater symbiotic and mutually-informing relationship in the future.

Cognition and Technology: Interdisciplinarity and the
Impact of Cognitive Engineering Research on Organizational Productivity

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Abstract

In this chapter I describe the dynamic intersection of cognition and technology as it has emerged through the development of cognitive engineering research. This discipline has matured over the past several decades into an interdisciplinary approach melding concepts and methods from cognitive psychology, computer science, and engineering, with a holistic approach to understanding human-technology integration. I show cognitive engineering has contributed to both a fundamental and practical understanding of human performance embedded in context and I offer suggestions for developments in the field that may provide a more cohesive and unified approach to understanding and expanding human-systems integration.

Taxonomy and Theory in Computer Supported Cooperative Work

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Abstract

In the mid-1980s, when most hands-on computer use was still confined to one person and one computer, a group comprising social scientists and technologists began convening under the label Computer Support Cooperative Work to discuss how technology could support groups, organizations, and communities. The resulting research, presented in annual conferences and journals, has had to adjust to the extraordinary growth of activity as the Internet and World Wide Web have transformed work. In this chapter, we examine the evolution of the participants and topics covered in CSCW, the frameworks and typologies that have been used, and we discuss the diverse if somewhat limited roles that theory has played in guiding CSCW research and application.

Decision Making in Naturalistic Environments

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Abstract

Understanding how experts are able to manage the complexity of modern work environments can inform the strategies and tools used to develop and support effective performance. To that end, this chapter provides a comprehensive review of Naturalistic Decision Making (NDM) research for industrial and organizational psychologists. The community of NDM researchers focuses on understanding how experts use their experience to make good decisions in complex real world situations characterized by stress and uncertainty. NDM and the study of expertise in real world settings is a rich scientific and practically-relevant research area that has yet to be integrated with the IO field. This chapter is intended to facilitate this cross-fertilization of perspectives. In this chapter, six specific goals are addressed: (a) definitions of the core features of NDM as a field of inquiry as well as the fundamental issues in the domain are reviewed, (b) an introduction to the fundamental theoretical perspectives in NDM is provided, (c) perspectives on the methodological approaches employed in the process of understanding complex cognition in the real world are summarized, (d) NDM research findings are synthesized and presented as a set of performance mechanisms of expert individual and team decision making, (e) applications of NDM research to improving decision making performance in organizations are reviewed with specific attention to training the expert decision maker, and (f) future directions for NDM as a field of inquiry are outlined.

Postscript

On the Horizon

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Abstract

The collection of chapters in this handbook document the evolution of I/O psychology as a science and practice, its foundational methods for generating knowledge, and the broad range of actionable knowledge created by I/O science that can be applied to enrich employee well being and to enhance the effectiveness of individuals, teams, and organizations. Each of the chapters provides an agenda for continued scientific progress. In that sense, the future of I/O psychology is solid. In this closing chapter, I advocate four desirable evolutionary trends that I believe will enhance the potential, relevance, and impact of the field. It should strengthen its scientific foundation, increase its multi- and inter-disciplinary linkages, focus on multilevel system dynamics as core capabilities, and improve the translation of I/O psychological science into evidence-based practice.

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