

WORK PSYCHOLOGY

Understanding Human Behaviour in the Workplace



WORK PSYCHOLOGY

Work Psychology

Table of Contents

Front Cover

Half Title Page

Title Page

Copyright Page

Brief Contents

Contents

Preface

About the authors

Acknowledgements

1 The discipline of work psychology: An initial orientation

Introduction

Basic psychology and work psychology

Analysing qualitative data

The changing world of work

Summary

Relevant websites

Suggested further reading

2 Individual differences

Introduction

Traditional models of cognitive ability

Systems models of intelligence

Trait views of personality

Socio-cognitive approaches to individual differences

Summary

Relevant websites

Suggested further reading



3 Selection: Analysing jobs, competencies and selection methods

Introduction

The design and validation process in selection

Job analysis data

Reliability

Validation processes

Financial utility

Selection methods

The impact of selection procedures on applicants

Summary

Relevant websites

Suggested further reading

4 Assessing performance at work

Introduction

Purposes of performance assessment

Defining work performance

Measuring work performance

Multi-Source Feedback (MSF)

Technology and performance assessment

Improving performance

Incentives

The future of performance assessment

Summary

Relevant websites

Suggested further reading

5 Attitudes at work

Introduction

What is an attitude?

Measuring attitudes

Attitudes and behaviour

Job satisfaction



Organisational commitment

Employee turnover

The psychological contract

Summary

Relevant websites

Suggested further reading

6 Work motivation

Introduction

Content theories

Context theories

Integrating content and context theories

Process theories

Goal striving

Integrative process theories

Integrative theories

Summary

Discussion points

Relevant websites

Suggested further reading

7 Training and development

Introduction

How training has changed

The training cycle

Training needs analysis

Training design

Self-regulated learning

Training methods

Training evaluation

Training and development in practice

Summary

Relevant websites



Suggested further reading

8 Work-related stress and well-being

Introduction

Work-related stress

Models and theories of work-related stress

The consequences and costs of work stress

Psychological well-being (PWB)

Factors linked to employee stress and well-being

Interventions to tackle work stress and promote well-being

The popularity and effectiveness of interventions

Problem-solving approaches to intervention

Summary

Individual and group discussion questions

Relevant websites

Suggested further reading

9 Groups, teams and teamwork

Introduction

Foundations of group behaviour

Social norms

Roles

Understanding group performance

Group decision-making

Work teams in the wild

Defining real teams

Types of work team

The input-mediator-output model of team effectiveness

Inputs

Mediators

Outputs

Future challenges for teamwork

Summary



Five individual/group discussion points

Relevant websites

Suggested further reading

10 Leadership

Introduction

Some important questions about leadership

Early leader-focused approaches to leadership

Point of integration

Contingency theories of leadership

Transformational leadership and charisma

The limitations and ethics of transformational leadership

What attributes of leaders really matter?

Gender and leadership

Global leadership

Summary

Outlook: Digital transformation and leadership

Suggested exercises

Suggested assignments

Relevant websites

Suggested further reading

11 Careers and career management

Introduction

Psychologists and careers

The context of careers

Career forms and the boundaryless career

Career management in organisations

Career choice

Job search

Summary

Discussion points

Relevant websites



Suggested further reading

12 Understanding organisational change and culture

Introduction

The importance of change management

Changing organisational culture

The planned approach to organisational change

The emergent approach to organisational change

Organisational change: approaches and choices

Summary

Class discussion points

Relevant websites

Suggested further reading

13 The psychology of dispersed work

Core features of dispersed work

Designing for dispersion

Summary

Activities/discussion points

Relevant website

Suggested further reading

Glossary

References

Index

Back Cover