The psychology of behaviour at work

The individual in the organization

Adrian Furnham

University College London

Contents

	Preface	XI
1	Introduction What is organizational or work psychology? 1 Assumptions and premises of work psychology 6 What do work psychologists do? 7 Professional accreditation 8 What, then, is an organization? 15 Terminological differences 17 Management science, work psychology and common sense 21 Knowledge about occupational psychology 25 Evolutionary psychology in business 33 Theories, laws and models in work psychology 36 The direction of causality 39 Conclusion 51	
2	The history of organizational psychology and the study of work psychology Introduction 61 Different approaches to historical understanding 64 Models of man approach to work psychology 66 The great thinker perspective 69 The time-band perspective 84 The school of thought perspective 88 The seminal study approach 94 Integrating the different perspectives 98 Conclusion 99	61
3	Vocational choice, organizational selection and socialization Introduction 107 Vocational choice and guidance 108 Career typology 111 Theories in voca tional psychology 112 Recruitment 116	107

• • •	~
V111	Contents
VIII	Contents

Person—job fit 116 Expectancy theory and occupational choice 126 Personnel selection 129 Job analysis 131 Organizational choice 143 Organizational socialization Conclusion 148 4 Personality and individual differences 159 Introduction 159 S7x approaches to personality and individual differences at work Personality testing at work 170 Trait theories of organizational behaviour 171 The concepts of style and preference 188 The biodata method 196 *Intelligence at work* 204 Self-esteem at work 211 Why personality traits may not predict behaviour at work Conclusion 216 231 5 Work-related attitudes, values and perceptions Introduction Do work attitudes predict behaviour at work? 231 The theories of reasoned action and planned behaviour 233 Work-related belief systems 239 Social values and work 257 Perceiving others at work 261 Conclusion 269 Work motivation and satisfaction 111 Introduction 277 The motivation to work 280 Compensation, money and pay 281 Personality and motivation 285 Need theories 286 Equity theories Value theories 300 Reinforcement theories 302 Expectancy theories 306 Job facet theory and quality of working life 313 A ttributional style 315 Comparison and integration of the different theories 317 *Motivation-enhancing techniques* Work-related locus of control 322

	Measuring job motivation and involvement 327 Work satisfaction 329 Theories of the causes of job satisfaction 331 Job satisfaction and life satisfaction 332 Measuring job satisfaction 339 Current issues 339	
7	Stress at work	354
	Introduction 354	
	Theories and models in stress research 358	
	Occupational stress 363	
	The cause of stress 365	
	The consequences of stress 372	
	Health and safety at work 375	
	The psychology of absenteeism 376	
	Accident proneness 379	
	Conclusion 384	
8	Cooperation, power and ethical behaviour in organizations	394
	Introduction 394	
	Cooperation in organizations 397	
	Conflict in organizations 401	
	TTie conflict process 402	
	Causes of conflict 408	
	Structural solutions 410	
	Conflict management 411	
	Power & influence in organizations 412	
	Organizational politics 416	
	Group power 419	
	Business ethics 422	
	Conclusion 428	
9	Learning and training at work	435
	Introduction 435	
	Education versus training 439	
	Management literacy 441	
	Theories of learning 443	
	Observational learning: learning by modelling others 445	
	Punishing and disciplining undesirable behaviour 448	
	Current trends in training 449	
	Developing a training strategy 455	
	Motivating trainees 458	
	Learning styles 459	
	"raining needs 461	

X	Contents	
	Measuring the effectiveness of training 464 Conclusion 468	
10	Group dynamics Introduction All What is a group? 478 Group development 481 Formal and informal groups 483 Group characteristics 485 The characteristics of an effective workgroup 494 Teamwork 496 Group diversity 491 Individuals, teams and occupational success 499 Benefits and drawbacks of working in groups 505 Intergroup behaviour 510 Women at work 514 Diversity and discrimination at work 515 Conclusion 516	477
11	Decision-making Introduction 525 Personal decision style 531 How "rational" are human beings? 534 Behavioural economics and money decisions 541 Individual versus group decision-making 543 Brainstorming 545 Techniques to improve decision-making 550 Group-think 553 Group polarization when taking risky decisions 556 Conclusion 558	525
12	Leadership Introduction 566 A historical review of approaches to leadership 570 Followership and mutual influence 593 Networking, negotiating and enabling 595 Conclusion 597	566
13	Culture at work Introduction 608 Whence national differences? 610	608

618

Corporate culture 613

The problem of definition 615

Dimensions, factors and other distinctions

	The major impact of corporate culture on organizations 626 Cultural dimensions and international management 631 Assessing and measuring corporate culture 632 Corporate climate 635 The causes and consequences of climate 639 Measuring climate 643 Conclusion 646	
14	Organizational structure, change and development	654
	Introduction 654	
	The uptake of innovation 658	
	Teleworking 659	
	Organizational charts 661	
	Departmentalization 666	
	Kinds of departments 667	
	Centralization versus decentralization 668	
	Big versus small: Over- versus understaffing 671	
	The consequences of a poor structure 672	
	Organizational change 675	
	Factors associated with organizational change 619	
	Characteristics of the change situation 682	
	Reactions to change 683	
	Organization development 685	
	Assessment of change checklist 690	
	Conclusion 691	
15	Working abroad	700
	Introduction 700	
	Types of expatriates 701	
	Culture shock 706	
	The U-curve hypothesis 710	
	Preparing, selecting, training, evaluating and repatriating managers 715	
	Reducing expatriate stress 721	
	Globalization and international relocation 724	
	Coping with job transfers 730	
	Managing cross-culturally 733	
	Considerations for successful relocation 741	
	Conclusion 742	
16	The future of work	752
	Introduction 752	
	optimism and pessimism 754	
	^recasting 756	

xii Contents

The changing nature of work 760

Alternative work arrangements 761

Forecasting the present: The view from 30 years ago 765

Education and the future of work 772

The limitations of past approaches 773

The future of work psychology 111

Conclusion 778

Author Index	787
Subject Index	799