

Introduction

THE FIELD

Psychology is the scientific study of the human mind and behavior. Industrial/organizational (I/O) psychologists focus the lens of psychological science on a key aspect of human life, namely, their work lives. In general, the goals of I/O psychology are to better understand and optimize the effectiveness, health, and well-being of both individuals and organizations.

The specific topics of study in I/O psychology include but are not limited to the following:

- *Team and organizational effectiveness*—organization culture and climate, group dynamics, cross-cultural issues, customer service, labor relations
- *Employee recruitment, selection, and promotion*—recruitment practices, selection strategies and systems, assessment centers, selection process fairness, hiring, consultation and expert testimony on Equal Employment Opportunity and Affirmative Action (EEO/AA)
- *Individual differences, measurement and testing*—human cognitive abilities, physical abilities, personality dispositions, vocational interests, test theory and scale construction, validity and validation strategies
- *Training and development*—executive coaching, management development, training
- *Performance management*—design of job performance measurement systems for feedback and performance improvement, performance appraisal and management
- *Workplace health*—ergonomics, human factors, and safety; overcoming stress; Occupational Safety and Health Administration (OSHA)
- *Employee attitudes and satisfaction*—empowerment, retention, job satisfaction, conflict and stress management, aging and retirement, turnover, organizational commitment
- *Compensation and benefits*—pay, perks, rewards, recognition
- *Communication effectiveness*—organizational communication design, processes, and effectiveness; technology-facilitated communications
- *Employee motivation*—factors that motivate employees, job design and evaluation
- *Change management*—mergers and acquisitions, process reengineering, productivity and quality improvement, downsizing
- *Employee citizenship and deviance*—harassment, bullying, prosocial behavior, violence

Given that I/O psychology is both a science and a practice, enhanced understanding of the foregoing topics leads to applications and interventions that benefit individuals, organizations, and the communities in which people live and work.

The field is experiencing tremendous growth. Take, for example, the following data. Over the 18-year span from 1986 to 2004, there has been a nearly 50% increase in I/O doctoral programs and a greater than 200% increase in I/O master's programs. Membership in the Society for Industrial and Organizational Psychology (SIOP), the principal professional organizational of I/O psychologists, has increased more than 65% since 1991. Attendance at the annual SIOP conference has increased 400% in the last 20 years and is now approaching 4,000 attendees. Arguably, I/O is the fastest growing area of psychology.

This growth has been spurred in part by the steadily increasing demand for the services of I/O psychologists. Employment surveys have been taken for many years by SIOP. For the last 25 years, these surveys have consistently indicated near zero unemployment for the society's membership, a clear

indicator of the need for I/O psychologists. The American Psychological Association's *Report of the Employment Status of 1997 Graduates* and the follow-up *Report of the Employment Status of 2001 Graduates* show that I/O psychologists composed the highest proportion of individuals employed full-time (lowest unemployment rates), compared with other fields of specialization (health service provider, social/personality, developmental/educational, physiological/experimental).

RATIONALE FOR ENCYCLOPEDIA

Though the extraordinary growth of I/O psychology over the last two decades signals the vibrancy of this field, it has also created a void in the literature. With the ever-widening range of topics studied, no single extant reference source captures the diversity and sophistication of the field. In addition, with the increasing visibility of I/O psychology, there is a growing need for a resource appropriate for experts but accessible to nonexperts. The *Encyclopedia of Industrial and Organizational Psychology* was designed to fill this void.

The *Encyclopedia* is designed to be an introduction to the topics of I/O psychology for an audience including undergraduate students, beginning graduate students of I/O psychology and related disciplines, lay audiences seeking a nontechnical description of the field and its practices, practitioners wishing to stay abreast of the changes and updates in the field, and even the PhD-level academic seeking a portal into a new specialty area. It should also be noted that although the *Encyclopedia* is designed to be comprehensive in its coverage of topics, it is not meant to provide comprehensive treatments of any given topic.

CONTENT AND ORGANIZATION

There was an explicit effort to cover every topic that is currently studied by I/O psychologists. This is, of course, a lofty and complex goal, in that it is probably impossible ever to have unanimous consensus on what would constitute such a list. Nonetheless, we have tried to be as comprehensive as possible without being overly redundant. To accomplish this, all entries include several associated topics and cross-references. In some cases, a topic that was covered in the context of a larger topic did not receive its own entry; in those cases, the smaller topic is listed with a cross-reference to the entry in which it is discussed.

To help the reader navigate the *Encyclopedia*, a Readers Guide is provided, organizing the content into four parts comprising 14 sections. Additionally, there is a list of the entries are presented in alphabetical order.

As noted earlier, the content of each entry is designed to be a concise summary of the major aspects of the topic. Further, there was an explicit effort to have the entries written in a nontechnical manner so that they would be accessible to the novice. Each entry is designed to provide the reader with a basic description of the topic that will provide a foundation in that area. Following each entry is a Further Reading section that can take the reader to the next level.

HOW THE ENCYCLOPEDIA WAS CREATED

The *Encyclopedia* was developed in six basic steps:

Step 1—Leading I/O psychologists around the world were invited to serve on the senior editorial board. The senior editorial board includes editors of the field's top journals, prolific researchers, and other leaders in the field. The senior editorial board also includes the associate editor, Dr. Charlie L. Reeve, who represents one of the top young talents in the discipline and a future leader.

Step 2—We created a master list of topics for the book. This step involved two primary parts. First, an initial list of topic headwords was assembled by the editor and associate editor. To do this, we did a page-by-page search of eight major I/O psychology textbooks and handbooks. Then, we went through the last three years of the top I/O journals to cull additional topics. This draft list was then reviewed by the entire senior editorial board, which made a series of additions and subtractions. It should be noted that we explicitly made an effort to include topics that are not readily found in published sources to date, but that we felt were just on the cusp of becoming mainstream given their treatment in recent journal articles. Time will tell the extent to which we have accurately forecast the viability of these topics.

Step 3—We identified and invited contributors. The senior editorial board was first asked to nominate individuals to author the list of entries. We also searched PsychINFO to find people publishing on certain topics, and we consulted with our colleagues for additional suggestions.

Just as we wanted the content of the *Encyclopedia* to accurately reflect the content of the field of I/O psychology, we sought to recruit a collection of contributors that would represent our population. As such, we invited authors from all career stages, ranging

from promising young doctoral students to some of the most well-known and talented luminaries in our field. Likewise, we invited a mix of leading academics and practitioners from around the world. In this sense, we believe the list of contributors itself is a valuable resource, a virtual who's who (or in some cases, a "who will be who") of I/O psychologists.

Based on this initial list, we then invited individuals to contribute. We were pleasantly surprised by the phenomenal acceptance rate in the first round of invitations. In relatively few cases did people decline (usually due to time commitments).

Step 4—Contributors were given basic guidelines and instructions regarding the writing of their entries. In particular, we encouraged them to be thorough in describing the entire topic area and to write in nontechnical, accessible language.

Step 5—The editor and associate editor then reviewed all the entries and asked authors for revisions as necessary.

Step 6—We finalized the volumes and compiled the appendixes.

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—Steven G. Rogelberg