Book Review. Industrial and Organizational Psychology: Research and Practice. 8th Edition. By Paul E. Spector. John Wiley & Sons, 2021. 416 pp. Price: $75.95 (Paperback) and $67.00 (eBook).

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Psychology refers to the study of human behaviour and mental processes. Psychologists employ a range of evidence-based practices and methods to understand and respond to complex social problems. They may work within family and community contexts, at schools, in clinical settings, as well as in the workforce (Riggio, 2018; Gruman, Schneider, & Coutts, 2017; Spector, 2017; Norcross, VandenBos, Freedheim, & Krishnamurthy, 2016). Currently, there are 54 divisions of the American Psychological Association, representing different sub-disciplines (APA, 2021). The 14th division is known as the Society for Industrial and Organizational (I-O) Psychology, which covers practice in all

types of organizational and workplace settings. The division focuses on skills assessment, leadership development, staff management, teamwork, occupational health and safety, diversity in the workplace, and work-life balance.

Numerous benefits may be realized by employers with the capacity to manage the health, safety, and well-being of employees through the use of psychological practice aimed at meeting organizational needs. Nevertheless, expertise in I-O psychology requires development among organizational leaders, supervisors and workers in Cambodia. For example, in Cambodia's workplaces, I-O psychology should have been playing an effective role in improving leadership and job satisfaction in the workplace; as well as in enhancing intrinsic and extrinsic motivational factors such as recognition of work and effective interpersonal communication (Sorm & Gunbayi, 2018; Anastasiou & Garametsi, 2021). Further, expertise in I-O psychology has been applied successfully to the hotel services industry in Cambodia to better understand the nature of interpersonal communication, emotional dissonance, and attitudes to work among leaders and employees (Rabiul, Patwary, & Panha, 2021). These examples demonstrate the potential for I-O psychology to play a practical role in evaluating and improving workplace behaviour in the country.

With the above context in mind, the 8th e-book edition of the text *Industrial and Organizational Psychology: Research and Practice*, recently published by well-known American psychologist, Paul E. Spector (2021) is reviewed in this paper. The content of the book is summarized, with key

changes noted; while important theoretical contributions made to the sub-discipline are evaluated. Insights are then provided on how to apply these ideas in the workplace. The book is presented in five parts, retaining 14 chapters from previous editions (Spector, 2012; 2016). In the preface of the 8th edition, the structure of the book is briefly outlined, highlighting the updated range of topics drawing from sources published by experts in the field since previous editions were published. A brief paragraph summarizing these topics has also been included at the end of each chapter.

The first part of the book is the *"Introduction"*, which comprises two chapters providing an overview of the I-O psychology. Chapter 1 defines the field, its history, and the accredited pathways to becoming an I-O psychologist. A comprehensive list of graduate programs at the Masters and PhD level in various country contexts is provided. The chapter discusses the ethical standards professionals are expected to adhere to. Practitioners in I-O psychology are expected to be committed to using their skills to promote workplace health and safety. However, this may be particularly challenging in countries where the occurrence of unhealthy or hazardous conditions is common. In providing an overview of the I/O psychological practice, the important role the field plays in managing human behaviour, cognition, emotions, and motivation in these types of employment settings is highlighted.

In Chapter 2, the basic principles of I-O research methods are introduced. These may be of value to students or early career researchers who may wish to apply them either in the field or the laboratory. Several research design

methodologies, data collection methods, and analytical approaches are presented alongside the ethical principles of conducting research in I-O psychology. There is a focus in this chapter on evidence-based practice, whereby psychologists employ scientific methods to collect and analyze and interpret data to aid in addressing organizational issues.

The second part of the book, *"Assessment of Jobs, Performance, and People"*, focuses on methods for assessing the psychological capacity of human resources within organizations. There are three chapters in this section, which address various aspects of job analysis. Various techniques used by I-O psychologists to characterize jobs and the personal attributes required for the successful placement of employees and the evaluation of their performance in the workplace are presented.

Chapter 3 outlines a series of both job-oriented, and person-oriented approaches to analyzing jobs. For instance, one person-oriented approach is outlined in the analysis of knowledge, skills, abilities, and other personal characteristics (KSAOs) held by employees. A range of job-oriented approaches such as the evaluation of job performance via interviews, observations, and self-reporting questionnaires are outlined. These methods may be used by a job analyst or I-O psychologist for working on problems such as addressing gender-based salary inequities among employees, as an example.

Chapter 4 focuses on performance appraisal in the workplace. It discusses the objective and subjective nature of appraising job performance by supervisors or managers. In doing so several types of rating methods are

presented that may minimize bias and human error in managing employees. These include behaviorally anchored rating scales, mixed standard scales, behaviour observation scales, and 360-degree feedback.

Chapter 5, the final chapter of Part 2, covers some assessment methods used for the selection and placement of staff. It describes the most common psychological tests used to identify the KSAOs essential for successful performance in a job and how they may be administered using printed or electronic forms. In this chapter, a range of new technical terms has been newly defined by the author including automated web-based interviews, gamification in assessment, situational interviews, situational judgement tests, and social media for assessment.

The third part of the book, *"Selecting and Training Employees"*, discusses the specialization of some I-O psychologists in issues related to evidence-based methods for selecting and training employees. This topic is central to human resource development within organizations and is covered in two chapters. Chapter 6 describes the process of recruiting new employees using scientific methods. It describes the four steps of the recruitment process, including (1) planning the need for new employees, (2) getting the right people to apply for vacant positions (recruitment), (3) deciding who to hire (selection), and (4) motivating the selected candidates to accept the position. The third step of this process is elaborated upon in-depth. It is described as being supported by the development of an effective selection system that utilizes a validation study based on KSAOs as predictors of job performance. The chapter delves into the legal issues that may be faced by organizations

that adopt discriminatory selection practices that do not adhere to this approach.

Chapter 7 describes the use of training programs for both new and experienced staff, driven by a needs assessment for the organization, job, and person employed (Goldstein, 1993). Using a list of KSAOs alongside an effective process for designing training programs within an organization; as well as scientific methods for evaluating training outcomes are the main focus of this chapter. The book suggests that this is one of the most important aspects of human resource development as it enables an employee's knowledge, skills, and capacity to perform their job effectively to be upgraded. The five steps of designing an effective training program are discussed including (1) determining training needs through needs assessment; (2) setting objectives for the training; (3) designing the training; (4) delivering the training; and (5) evaluating the training.

The fourth part of the book discusses the relationship between *the individual and the organization.* It comprises four chapters that discuss the relationship depicted in the title. Chapter 8 discusses nine theoretical aspects of employee motivation. One significant change in the 8th edition is the replacement of the two-factor theory presented in the 6th and 7th editions with the theory of *self-determination*. The discussion of motivation theories in this chapter aids the understanding of workplace behaviours among different groups of employees from widely diverging perspectives.

Chapter 9 focuses specifically on how employees perceive their jobs. It provides details of various assessments of job satisfaction, affectivities, and

commitment to the organization. This interplay between job satisfaction, emotions related to work, commitment to the organization, absenteeism, and employee turnover is the focus of this chapter.

Chapter 10 presents key concepts of productive and counterproductive workplace employee behaviours, which is a key area of concern for I-O psychology. The performance of an organization as a whole is often highly dependent on the interplay between the ability and motivation of employees and their level of job satisfaction. Thus, understanding the personality characteristics of employees, and supervisors that positively influence behaviour is important. For this reason, the chapter focuses on how to evaluate employee attitudes and how these attitudes impact job performance.

The most interesting chapter in Part 4 is Chapter 11, which is concerned with occupational psychology related to the health, safety, and well-being of employees. The chapter describes the negative consequences of poor physical and nonphysical work conditions. It is informed by updated findings specific to the 8th edition. These draw on research highlighting the importance of providing respite that enhances the mental health of employees. Types of respite activities outlined in the book include micro-breaks, meal breaks, and vacations. Respite activities are shown to help employees psychologically detach from their work. However, as the book outlines, employees require training in how to take advantage of these activities. Both work and family conflicts experienced by men and women require flexible working schedules that provide opportunities for reflective practices. Burnout of often

associated with both physical and psychological job stressors. Thus, this chapter discusses strategies that may be used to enhance an employee's health safety and well-being.

The final part of the book, *"The Social Context of Work"*, emphasizes the importance of an inclusive organizational culture driven by leadership, teamwork, and the necessary presence of others for improving job performance. The importance of tailoring work to meet common organizational goals is discussed across three chapters.

Chapter 12 describes the difference between workgroups and teamwork. It outlines some fundamental concepts that may maintain and improve job performance via working as a team. The author highlights the psychosocial phenomena related to the presence of others, be it an audience or coworker, on individual job performance. In this regard, the effects of social facilitation and social inhibition introduced by Triplett (1897) and Zajonc (1965) remain the most widely accepted explanation of how this phenomenon affects task performance. The chapter also addresses how an understanding of group decision-making practices is fundamental to realizing a high-performing workgroup.

In Chapter 13, the author discusses leadership and supervision in the workplace, in particular, the theoretical understanding of the factors that influence the attitudes and working behaviors of leaders toward their followers. Various approaches to studying leadership are highlighted. For instance, the Vroom–Yetton model (1973) is used to provide a practical

framework for identifying five approaches used in the decision-making process in the workplace. These may range from autocratic to democratic.

The final chapter of the book is Chapter 14, which discusses three major aspects of organizational psychology: climate, culture, and organizational development. Four organizational theories are also presented. For instance: (1) sociotechnical systems theory; (2) management by objective; (3) survey feedback and team building; and (4) Theory Y (McGregor, 1960). These theories are used to demonstrate how organizational management and leadership may promote productivity, job satisfaction, and occupational health and safety.

Overall, the book collates a broad range of practical and evidence-based approaches, which may be used by leaders, human resource management professionals and organizational psychologists to enhance Cambodian workplaces. New content in the 8th edition embraces concepts such as moral leadership, the use of technology in the workplace, creativity, and innovation. It also provides up-to-date methods for assessing job performance. However, it is important to note that majority of the new content is based on references citing empirical data from developed countries such as the US, UK, and Canada, with very few examples from Asian contexts. Thus, while the 8th edition may be useful for Cambodian students and practitioners, some limitations remain in how effectively it may apply I-O psychology to human resource development and leadership in the country.

The *I-O Psychology in Practice* case studies developed by experts from Part 2 onwards and the related reflective questions are valuable. They draw

attention to the key principles of each chapter using an authentic practical workplace context. Methods for selecting and training employees, evaluating job performance, and promoting productivity, job satisfaction and mental health at work are clearly explained; and may be used to good effect by Cambodian professionals. Relevant research findings demonstrating the importance of enhancing collective trust across divergent perspectives in the workplace may be useful in complementing the book in this regard. These additional inputs may lead to an enhanced level of reflection and insight into how to optimize healthy communication, job performance, and effective teamwork in Cambodian organizations (Mayer, Davis, & Schoorman, 1995; Gillespie, 2021; Salanova, Acosta-Antognoni, Llorens, & Le Blanc, 2021). The context on *I-O Psychology in Practice* is recommended for helping enhance the use of I-O psychology by leaders in human resource management contexts. It may be useful in both improving the theoretical understanding of workplace behaviour in Cambodia, as well as providing practical advice on how to boost the health and well-being of Cambodian workers (Riggio, 2018).

I-O psychologists have an important role to play in the management of human resources for the future development of Cambodia. This book reviewed in this paper may be of use to leaders and professionals in Cambodia in better understanding workplace relations. It presents best practice approaches to job analysis, recruitment and selection, training and development, incentives and reward systems, and performance appraisal. This is central to enhancing the attitude and motivation of employees, improving their performance, and realizing organizational goals. Overall, the

book is well organized, comprehensive and practical. It can complement the roles of leaders in organizational development in Cambodia; as well as students and professionals who may wish to gain practical knowledge and insights into the field of I-O psychology.

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