

GLOSSARY

- 360-degree Feedback:** An extension (and in some literature, a synonym) for multi-source feedback, which captures data from supervisors, peers, subordinates and customers. The individual is figuratively in the centre of a circle of feedback, hence 360-degrees.
- Absenteeism:** Refers to unscheduled employee absences from the workplace.
- Action Learning:** Proposes that organizations should continuously review their functioning, diagnosing gaps between current and desired performance, identifying objectives for change, implementing change, evaluating the outcomes and institutionalizing the whole approach.
- Action Research:** The process of using research to both analyze and intervene in organizations. Guided by the Action Research Cycle.
- Active Learning:** A recent trend in organizational learning systems, which emphasizes the importance of self-directed analysis of learning needs, and personal responsibility for addressing them.
- Adverse Impact:** Effect by which the use of a specific assessment in selection leads to unequal proportions of successful candidates from different demographic groups (e.g. ethnic groups or men versus women).
- Affect:** A broad and general term referring to individual feelings. Positive affect refers to positive feelings and a predisposition to experience them. Negative affect refers to negative feelings and a predisposition to experience them.
- Affective Events Theory:** A theory that explains how behaviour is affected by emotions.
- Analyzes of Differences:** Statistical tests that aim to determine whether two or more groups differ from one another in some way. Include t-tests and analysis of variance (ANOVA) techniques.
- Applicant Reactions:** The perceptions of applicants and candidates about the fairness and/or adequacy of selection processes.
- Application Form:** Standardized written form, designed by organizations and used by job applicants to indicate job relevant information.
- Applied Psychology:** The aspect of psychology concerned with applying psychology theory and methodology to solving real-world problems.
- Assessment Centre:** The process of assessment that involves multiple assessors, assessing candidates in multiple exercises (work samples) and on multiple dimensions.
- The Aston Studies:** A seminal collection of studies on organizations conducted in the 1960s and 1970s at Aston University in Birmingham.
- Attitude Change (Central Route):** The process of changing attitudes by careful consideration of arguments and evidence. A reasoned change of attitude.
- Attitude Change (Peripheral Route):** The process of changing attitudes without careful thought and consideration. An unreasoned change of attitude.
- Attitudes:** The way that a person feels about, thinks about or behaves towards a specific target (object or person).
- Attribution Theories:** Theories that explain how people understand behaviour and attribute causes to that behaviour.
- BARS:** Behaviourally Anchored Rating Scales; scales for the assessment of behaviour that have explicitly clear behavioural definitions that anchor each scale point.
- Behavioural Event Interview:** Refers to a research method where participants are asked to identify critical incidents in their work and the ways in which they dealt with them.
- Behavioural Interviews:** A form of structured interviewing that involves questions that require interviewees to describe past behaviour.
- Behavioural Learning Theories:** Theories that focus on how people learn behaviours through reinforcement, and knowledge of behavioural consequences (positive and negative).
- Behavioural Observation Scale:** A scale used in performance assessment that prompts assessors to estimate the frequency with which they observe performance behaviours.
- Behaviourism:** Theoretical perspective suggesting that all human behaviours are simple responses to environmental stimuli.
- Belbin's Team Roles Model:** This proposes that a mix of team roles, i.e. dominant leader, facilitating leader, creative person, warm supporter task completer and external networker together predict team performance.
- The Big Five Model:** A largely agreed framework of personality traits, comprising Extraversion, Agreeableness, Conscientiousness, Emotional Stability and Openness/Intellect.
- Biodata:** (Biographical Data) Scoreable forms of information from people's past experience, which focus on past behaviour.
- Boundaryless Career:** Describes careers that are not subject to boundaries of culture, countries and norms of development and progression.
- Bounded Rationality:** A perspective on decision-making that explains how human decisions are necessarily based on limited information and reasoning.
- Burke-Litwin Model:** A systems model of organizational performance, emphasizing the multiple relations between different organizational factors.

- Burnout:** Refers to the experience of long-term exhaustion and diminished interest in work as a consequence.
- Business Process Re-engineering:** A business solution that focuses on finding ways of dramatically speeding up and making more efficient the processes in the business, whether it is making products or responding to customer complaints.
- Career Anchors:** A set of career themes. Individuals supposedly develop a preference for one and this subsequently guides their career decisions and development.
- Career Counselling:** The provision of guidance to people about the most suitable career choices and pathways, drawing on models of career development and vocational interests.
- Career Development Theories:** Theories that aim to explain and model common pathways of career development.
- CJAM:** The Combination Job Analysis Method, which is an integrated approach to job analysis combining different methods of investigation.
- Coaching:** A developmental process characterized by a relationship between a coach and client, conducted over a specified, formalized period.
- Cognition:** Thought, and specifically thought processes, patterns, mechanisms and systems.
- Cognitive Ability:** See Intelligence.
- Cognitive Behavioural Therapy:** A psychotherapeutic approach that aims to solve problems concerning dysfunctional emotions, behaviours and cognitions through a goal-oriented, systematic procedure.
- Cognitive Dissonance Theory:** A theory that suggests that people either alter attitudes or behaviour to ensure that the two are commensurate.
- Cognitive Learning:** A model of learning that focuses on how people acquire, organize and apply new information and knowledge.
- Competency-based Assessment:** Assessments of individuals (usually for selection or performance management) that are structured around behaviourally defined competency dimensions.
- Competency Modelling:** The design or application of frameworks of behavioural competencies to describe the person requirements of a job.
- Conformity:** Behaving consistently with others as a consequence of group pressure. Particularly relevant when group behaviour is inconsistent with individual beliefs, attitudes or behaviour.
- Conservation of Resources Theory (CRT):** Proposes that when people lose physical, emotional or cognitive resources they put energy into trying to limit the impact of the loss, which requires additional resources.
- Consideration:** Refers to behaviour which indicates that a leader trusts, respects and values good relationship with his or her followers.
- Construct Validity:** The overall validity of a psychometric measure, or other quantitative assessment, derived from evaluation of, among other indicators, content validity, criterion validity and factor structure of the measure.
- Content Analysis:** A technique for analyzing text-based data such as interview transcripts.
- Content Validity:** The extent to which a psychometric measure or other assessment can be shown to be assessing a construct of interest. May include analyses of convergence and divergence, and qualitative judgements by subject experts.
- Contextual Performance:** See Organizational Citizenship Behaviour.
- Contingent Reinforcement:** Reinforcement delivered in response to specific behaviour or a specific outcome of behaviour. For example, a monetary reward attached to performance.
- Coronary Prone Personality:** Someone characterized by a personality constellation of ambition, impatience, irritability and a sense of time urgency that is associated with coronary heart disease.
- Corporate Social Responsibility:** A cultural value that emphasizes the importance of organizations promoting business activities that bring simultaneous economic, social and environmental benefits and, by extension not undertaking activities that have the opposite effects.
- Correlation:** A statistic that indicates the strength and direction of relationships between variables. Cannot be used to infer cause and effect.
- Correlational Research:** Research that examines relationships between variables.
- Counter-productive Work Behaviour:** Behaviour that is damaging to the organization or to others at work. May include behaviours such as absence, lateness, drug/alcohol abuse or, in more extreme cases, theft, sabotage or violence.
- Criterion:** An outcome variable in organizations, which may include performance, satisfaction or other individual work behaviours and attitudes.
- The Criterion Problem:** The observation that valid and reliable assessments of performance are difficult to find in organizations.
- Criterion Validity:** The strength of association between a psychometric measure, or other quantitative assessment, and a criterion or outcome (e.g. job performance).
- Cronbach's Alpha:** A common and accepted method for assessing the internal consistency of psychometric measures, denoted by the Greek letter α . Values of 0.7 and above are usually accepted as indicating reliability.
- Crystallized Ability:** Learned strategies for solving problems such as those related to education and cumulative work experience.
- Culture:** 'Culture consists in patterned ways of thinking, feeling and reacting, acquired and transmitted mainly by symbols, constituting the distinctive achievements of human groups, including their embodiments in artefacts; the essential core of culture consists on traditional (i.e. historically derived and selected) ideas and especially their attached values.' Kluckhorn (1951; p. 86).
- Curriculum Vita:** A candidate-produced document that describes, among other things, education and work history, and job-relevant experiences and KSAOs.

- Deep Acting:** When the employee modifies his/her inner feelings in order to appear authentic to customers.
- Defensive Routines:** The policies or actions we put in place to prevent ourselves and our organizations from experiencing embarrassment or threat and that may well be unconscious.
- Demand-Control Model:** Suggests that two factors are prominent in producing job stress: high job demands and low individual control.
- Dependent Variable:** A measured variable that is either uncontrolled by the researcher, or conceptualized at the outcome or criterion in research design.
- Derail:** A psychological term which refers to failing/failure, especially in relation to leaders.
- Desk Research:** The use of published sources to find out about areas of interest. Usually includes searching databases of research literature, such as journal articles.
- Development Centres:** Adaptation of the Assessment Centre method designed to provide development experience and detailed feedback to participants.
- Differential Validity:** A property of unfair assessments by which assessment scores predict job performance differently for different demographic groups (e.g. ethnic groups or genders).
- Disciplinary Processes:** Formal proceedings for the purpose of challenging persistent failings in performance and/or behavioural problems at work.
- Distraction-Conflict Theory:** A theory that suggests that when people are distracted, attention and cognition are diverted away from the task at hand and performance consequently relies on automatic, well-learned behaviours and responses.
- Distress:** The harmful effects of demands (stress).
- Distributive Justice:** The perception of fairness in relation to the rewards that people receive for their work in comparison to others.
- Drive Theory:** A theory that explains the role of arousal in social facilitation effects, leading to performance enhancement or inhibition.
- E-learning:** Describes learning activities and systems that are delivered on computer or online, and which are self-directed.
- Emotion:** Specific individual feelings (e.g. joy, hate, anger, fear) directed towards some target in the environment.
- Emotional Dissonance:** The feeling of unease that occurs when someone evaluates an emotional experience as a threat to his or her identity.
- Emotional Intelligence:** The term used to describe the ability to perceive emotions of others, to be aware of one's own emotions and to apply this information in behaviour and interaction. Misleading in the sense that it cannot be considered a form of 'intelligence'.
- Emotional Labour:** The extent to which individuals at work have to manage their emotions in the course of their work.
- Employability:** A person's creation, acquisition and fulfilment of work opportunities through optimizing the value of their competencies and KSAOs.
- Employee Engagement:** The attitude related to feeling involved in and enthusiastic about work.
- Engagement:** A positive work-related state of fulfilment that is characterized by vigour, dedication and absorption.
- Epistemology:** A way of understanding the world around us. Positivist epistemology suggests that the world can be understood through science, whereas constructionist epistemology suggests that people create understanding through social interaction and discourse.
- Equity Theory:** A theory of motivation that suggests that people are motivated when they perceive that they are fairly rewarded in relation to others.
- ERG Theory:** A need theory of motivation that suggests that motivation arises from the drive to fulfill Existence, Relatedness and Growth needs.
- Ergonomics:** Design factors for the workplace, intended to maximize productivity by minimizing operator fatigue and discomfort.
- Ethics:** The consideration of the moral implications of decisions and actions. In organizations it is related to the wider implications of business. In research it is related to the treatment of research participants.
- Eustress:** The enjoyment of challenging demands that otherwise might be interpreted as distressing.
- Evaluation Apprehension:** A person's anxiety about the way they will be evaluated by others.
- Expectancy Theory:** A cognitive theory of motivation that explains that motivation arises from perceptions of valence, likelihood of acquisition and required behaviour for obtaining some reward or outcome.
- Experimental Research:** Research that examines the effects of interventions by comparing treatment groups with matched control groups (for which there is no intervention).
- Face Validity:** A qualitative judgement made by test-takers (participants) about whether a psychometric measure appears relevant for its intended purpose.
- Factor Analysis:** A method for determining the nature of underlying 'factors' that explain the relations between measured variables. E.g. the relationship between the personality traits sociable and gregarious could be explained by the common underlying factor 'Extraversion'.
- Field Theory:** A theory that states that the status quo in organizations is held constant by a set of opposing forces. These forces are analyzed in the change tool Forcefield Analysis.
- Fight or Flight Reaction:** Refers to humans' physiological and psychological response to acute episodic stress.
- Fluid Ability:** The ability to solve novel problems with no prior knowledge or education relating to the problem.
- Focus Group:** A method of collecting qualitative data from groups of people. Comprises a facilitated discussion of specified issues.
- Forcefield Analysis:** A general tool for systematically analyzing the influencing factors found in complex change processes in organizations. It frames problems in terms of factors or pressures that support the status quo (restraining forces) and those pressures that support change in the desired direction (driving forces).

- Free Rider:** A person who consumes more than his or her fair share of a public resource, or shoulders less than a fair share of the costs of its production.
- Gap Analysis:** A process of identifying the space between where the organization is today, where stakeholders would like it to be and the necessary actions needed to reduce the gap.
- Garbage Can Model:** Explains organizational decision-making from a systemic-anarchic perspective. Decision-making is accidental and is the product of problems and solutions that get associated randomly.
- General Adaptation Syndrome:** A three-stage model for understanding how sustained stressors affect health.
- General Mental Ability:** See Intelligence. Refers to general, non-specific reasoning ability.
- Glass Ceiling:** A term used in describing discrimination that women and minorities often experience when trying to advance into an organization's senior management levels.
- Global Gender Gap Report:** A report produced by the World Economic Forum on the state of gender equality around the world.
- Globalization:** The transition from national and local organizations and businesses, to international, global, multi-national organizations.
- Goal Orientation:** A person's orientation to particular kinds of objectives, at work and more widely.
- Goal Setting Theory:** An influential theory which examines the performance-enhancing and motivational effects of setting people goals and objectives.
- Group:** 'Two or more people who share a common definition and evaluation of themselves, and behave in accordance with that definition'. Hogg and Vaughan, (2008; p. 268)
- Group Polarization:** Refers to the tendency of work teams to make more extreme decisions than the average of individual members' opinions or decisions.
- Group Think:** The act or practice of reasoning or decision-making by a group when characterized by uncritical acceptance of, or conformity to, prevailing points of view. It occurs when the pressure to conform within a group interferes with the group's analysis of a problem and causes poor group decision-making.
- Guanxi:** A term used in China to refer to relationships with other people. Relevant for understanding career progression, and other social exchanges and processes in China.
- Halo Effect:** A bias in judgement whereby a person selectively attends to only the positive aspects of a person or other target. The opposite is the horns effect.
- Hawthorne Effect:** The supposed unintended improvement of performance from any intervention or change to work design.
- Herzberg's Two-factor Theory:** A theory that distinguishes the motivation effects of so-called hygiene factors and motivators at work.
- Holland's RIASEC Model:** A practical, influential framework for representing occupational interests, classifying them into six types (Realistic, Investigative, Artistic, Social, Enterprising, Conventional).
- Implicit Attitude:** An unconscious attitude held about a specific target, which is activated automatically and beyond the conscious awareness of the individual.
- Implicit Personality Theory:** An everyday layperson understanding about personality and individual behaviour.
- Independent Variable:** A measured variable that is either in the control of the researcher, or is conceptualized as the 'predictor' in research design.
- Individual Differences (or Differential Psychology):** The study of differences between individuals that lead to differences in behaviour or life outcomes. Major areas of interest are individual differences in personality, cognitive ability and emotion.
- Input-Process-Output Model:** A model that shows the relationships between team inputs and outputs, and implies that processes mediate the input-output relationship.
- Intellectual Capital:** Refers to the knowledge that employees hold in their heads and that the organization retains in its 'memory'. Such capital is a vital resource, as much as land, buildings and technology.
- Intelligence:** A general mental capability that reflects people's capability for comprehending their surroundings, making sense of things and figuring out how to solve problems.
- Interactional Justice:** People's perceptions of whether they are treated with respect by others at work, and kept informed of changes and decisions that affect them.
- Internal Consistency:** The extent to which items on a test or measure of a single attribute or construct are consistent (correlated) with one another.
- Interpersonal Conflict:** A situation that occurs when an individual or group frustrates, or tries to frustrate, the goal attainment efforts of the other.
- Interview (Research):** The collection of oral responses to oral questions or enquiries for the purposes of compiling data for research.
- Interview (Selection):** The collection of oral responses to oral enquiries for the purpose of determining the suitability, and predicting the future performance of a job candidate.
- Intuition:** Gut feeling about the correct or incorrect decision or course of action.
- ISD Model:** Instructional Systems Design Model. A systematic method of training needs assessment, training design and delivery, and training evaluation, reflecting the training cycle.
- Job Analysis:** The systematic process of determining the tasks and person requirements of a particular job.
- Job Autonomy:** The amount of freedom the individual has to do the job in their own way.
- Job Characteristics Model:** A model which suggests that motivation and satisfaction at work stem from specific characteristics of jobs and work design.
- Job Design:** The process of formulating all aspects of a specific job in an organization, going beyond simple task and activity inventories.
- Job Involvement:** Attitude-related to how invested a person feels in their job.

- Job Rotation:** A system of encouraging leadership development by assigning people to multiple jobs within the organization in a short space of time.
- Job Satisfaction:** Attitudes held by a person about their job, which may be general or targeted towards specific aspects of employment.
- Job Transition:** The process of leaving one job and moving into a new one.
- Kirkpatrick's Levels:** A well-cited model and framework for evaluating the effects of training, comprising four levels of increasing sophistication: Reactions, Learning, Behaviour, Results.
- Knowledge Management:** Systems designed to capture, share and utilize knowledge held by the members of an organization.
- KSAOs:** Shorthand for the major person requirements of jobs in organizations; Knowledge, Skills, Abilities, Other Characteristics and Competencies.
- Leader-Member Exchange Theory:** A theory that describes the different kinds of relationships that may develop between a leader and a follower and the implications for the practice of leadership.
- Leadership:** The process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives.
- Lean Manufacturing:** Reducing to the minimum and optimizing production processes.
- Learning Goal Orientation:** The tendency to form or perceive goals and objectives that emphasize depth of learning, quality or mastery.
- Learning Organization:** Such an organization deliberately tries to create, acquire and transfer knowledge in order that the organization adapts itself continually on the basis of new knowledge and insight, as well as to the myriad powerful external forces that influence its survival.
- Learning:** The process of acquiring, organizing and developing strategies to apply new information, knowledge, skills, abilities or competencies.
- Likert Scale:** A common response scale used in surveys, comprising multiple anchored points (most commonly 5, ranging from strongly agree to strongly disagree).
- Locus of Control:** The extent to which people believe that they are in control of events in their lives versus being at the mercy of factors and events outside their control.
- Longitudinal Research:** Research that examines relations or change over time. Especially useful where cause and effect are to be disentangled.
- Maslow's Hierarchy of Needs:** A need theory of motivation that suggests that psychological needs can be organized as a hierarchy.
- Maximum Performance Tests:** Psychometric tests that assess peak performance, typically aspects of cognitive ability.
- McClelland's Needs Theory:** A theory that suggests that motivation stems from inner trait-like needs for Achievement, Affiliation and Power.
- Meaningfulness at Work:** A key aspect of the Job Characteristics Model, which relates to the extent to which a person feels that their job matters in some way.
- Mechanistic Organizational Structure:** This type of structure aims to ensure that the actions, decisions and processes in organizations are regulated, controlled and predictable.
- Mediator:** A variable or phenomenon that explains entirely the relationship between two other variables.
- Mentoring:** Informal developmental process by which an individual is assisted by or paired with a more experienced person (the mentor).
- Meta-Analysis:** The technique by which the results of multiple studies can be combined statistically to give an overall result, corrected for the effects of statistical artefacts such as unreliability and sampling error. Highly influential in research, as it allows conclusions to be drawn from accumulated published studies.
- Midlife Transition:** A key stage of Levinson's model of career development, which was proposed as occurring at ages 40–45, sometimes referred to popularly as the midlife crisis.
- Moderator:** A variable or phenomenon that affects the strength of a relationship between two other variables.
- Moods:** General feelings that may be pleasant, or unpleasant, and which are not focused on a specific cause.
- Motivation:** Processes that explain why people initiate behaviour and effort at work, and which determine its intensity, direction towards goals and maintenance over time.
- Multi-source Feedback:** A system for collecting and reporting back performance data collected from multiple raters about a specific employee.
- Musculoskeletal Disorders:** Problems affecting the muscles, tendons, ligaments, nerves or other soft tissues and joints.
- Need Theories of Motivation:** Theories which explain how motivation arises from the impetus to fulfil psychological needs.
- Networking:** The process of meeting and building relationships with relevant others in respect of work.
- O*NET Database:** An online database of job information, containing detailed and standardized job analysis data for a vast array of jobs.
- Obedience:** Behaving in ways instructed by an authority figure. Particularly relevant when those instructions are counter to values or attitudes.
- Objective Performance Measures:** Non-subjective performance data, such as sales figures, call volume or attendance.
- Observational Methods:** The collection of data by observing individual behaviour, which may take place in controlled or uncontrolled settings.
- Occupational Illness:** Represents any abnormal condition or disorder, other than one resulting from an occupational injury, caused by exposure to factors associated with employment.

- Occupational Injury:** Represents a wound or damage to the body resulting from trauma, unintentional acute exposure to energy or from the acute absence of essential elements caused by a specific event, incident or series of events within a single workday or shift.
- Online Testing:** Psychometric tests administered online, which job candidates often complete at home or off-site.
- ORCE Model:** A common method of observing and assessing individual behaviour by Observing, Recording, Classifying and Evaluating that behaviour.
- Organic Organizations:** Seek to decentralize decision-making to the front line and to encourage high levels of communication, integration and innovation.
- Organization:** Refers to a social arrangement for achieving controlled performance in pursuit of collective goals.
- Organization Structure:** The formal system of task design and management reporting relationships that controls, coordinates and motivates staff so that they work together effectively to achieve the organization's goals.
- Organizational Behaviour:** The study of processes, antecedents and consequences of behaviour at work, drawing on Work and Organizational Psychology, alongside other disciplines such as Sociology, Economics and Anthropology.
- Organizational Change:** Occurs when an organization changes its overall strategy for success, adds or removes a major structure, process or practice and/or wants to alter the very nature by which it operates.
- Organizational Citizenship Behaviour:** Behaviour or performance that extends beyond task performance, comprising cooperation and support for other people, for the organization, and conscientious initiative for improving work and learning.
- Organizational Climate:** Refers to what it feels like to work in a particular organization – 'what it's like to work here.'
- Organizational Commitment:** The extent to which a person feels an emotional tie, or obligation towards their organization, or an inability to leave the organization.
- Organizational Culture:** Describes the shared meanings, values, attitudes and beliefs of members. It is the set of shared, taken-for-granted, implicit assumptions that members of an organization hold and that determine how they perceive, think about and react to their work environment.
- Organizational Identification:** The process whereby individuals derive a feeling of pride and esteem from their association with an organization.
- Organizational Identity:** Attributes that members feel are fundamental to the organization, uniquely descriptive of it and persisting within it over time.
- Organizational Justice:** A concept that extends equity theory to examine different ways in which people feel fairly treated at work.
- Organizational Strategy:** Defined as a metaphorical road map to guide the organization towards a desired destination and as a means of achieving goals through the use of its resources.
- Participants:** People who contribute to research by providing data through, for example, completion of surveys or interviews.
- Path-Goal Theory:** A leadership theory which states the means by which a leader's behaviour affects the satisfaction, motivation and performance of his subordinates. The theory proposes that the leader clarifies rewards for followers (goal) and the desired behaviours to achieve this (path).
- Peer Reviewed Research:** Research that has been reviewed by relevant scholars prior to publication to assure quality.
- Perception:** The judgements that people make about their environments, and things and people in them.
- Performance Appraisal:** The system of collecting and using performance data in organizations.
- Performance Feedback:** The provision of feedback of any kind on performance at work, which is presented in a more structured format in performance management systems.
- Performance Goal Orientation:** The tendency to form or perceive goals and objectives that are based on attaining a specific performance standard.
- Performance Management:** The use of performance data to design and apply interventions to improve performance of individuals, teams and organizations.
- Performance Measurement:** The collection of data (objective and subjective) in order to better understand the performance of a person, team or organization.
- Person Analysis:** The analysis of the person requirements of a particular job, usually focused on defining KSAOs. Used as part of job analysis for selection and training needs assessments.
- Person Environment Fit Model:** Proposes that the extent to which a person's skills and abilities match the job requirements and work environment within which they find themselves, the better will be their well-being and the lower their levels of strain.
- Personality:** Patterns of behaviour, thought and emotion, combined with mechanisms and processes that determine those patterns.
- Personality Traits:** Regularities or patterns in behaviour, thoughts and emotions.
- Personality Types:** Alternative, and flawed conceptualization of individual differences in personality that suggests that people can be classified into discrete 'types'. Often associated with Jungian theory and the use of the Myers-Briggs Type Indicator.
- Population:** The target group of interest in a research study.
- Positivism:** Epistemology or perspective that suggests that the world, and therefore psychological and organizational phenomena, can be understood through the scientific method. Careful quantitative measurement is a key aspect of positivism.
- Problem Solving Cycle:** A process which guides the use of research methods for solving applied problems in organizations.
- Procedural Justice:** Perceptions of fairness in relation to the systems that are used in an organization to distribute reward.
- Productivity:** A performance measure that indicates how effectively an organization converts its resources into its desired products or services

- Project A Studies:** A series of studies conducted in the US Army to understand components of job performance and their assessment.
- Pro-social Behaviour:** The phenomenon of people helping each other without the expectation of reward or compensation.
- Proxy Measures of Performance:** Indicators of performance that may only be tangentially related to job tasks (e.g. absence, lateness).
- Psychoanalysis:** The field of psychological and personality research founded on the theories of Sigmund Freud.
- Psychological Burnout:** The experience of long-term exhaustion and diminished interest.
- Psychological Contract:** The unwritten set of mutual expectations that exists between employer and employee.
- Psychometrics:** The measurement of psychological attributes and phenomena.
- Pure Psychology:** The aspect of psychology concerned principally with developing knowledge for its own sake (contrast with Applied Psychology).
- Qualitative Research:** Research characterized by the collection and analysis of text-based data (e.g. interview transcripts).
- Qualitative Workload:** The intensity or complexity of the task.
- Quantitative Research:** Research characterized by the collection and analysis of numerical data (e.g. quantified responses to surveys, or psychometric scales).
- Quantitative Workload:** The number of tasks, customers and products the job holder has to deal with.
- Realistic Job Preview:** A clear, unedited and candid description of a particular job, which is designed to help people decide whether to apply for it.
- Reciprocity:** In-kind positive or negative responses of individuals towards the actions of others.
- Recruitment and Selection:** The process of attracting people to apply for jobs in an organization, followed by the systematic identification of the most suitable individual(s) to employ.
- Regression Analyzes:** An extension of correlation analysis that examines linear and non-linear relations between a dependent variable and multiple independent variables.
- Reinforcement:** Intervention to control or shape behaviour, delivered immediately after behaviour has taken place. Reinforcement may be positive (to promote behaviour) or negative (to inhibit or prevent it).
- Reliability:** A quantitative index of the accuracy (consistency and stability) of psychometric measures.
- Research Hypotheses:** Predictions of what should and should not be observed in research, if a proposed theory is correct.
- Resource-based View:** Argues that it is the internal resources and unique capabilities of the firm that drive the strategy of the firm. It suggests that resources determine the fit between the environment in which a firm operates and its capabilities or core competencies
- Retirement:** Officially exiting the world of work, permanently or partially, usually as a consequence of reaching a certain age, or because of ill health or through choice.
- Return on Investment:** The quantifiable benefits associated with investments in projects or interventions, usually financially expressed, but which could be considered more broadly.
- Role Ambiguity:** The degree to which a worker is unclear about the expectation of his/her roles or other roles.
- Role Clarity:** The extent to which members of a team or organization have a clear understanding of everyone's role expectations of them.
- Role Conflict:** Describes a role where there are competing goals such as between quality and quantity of work produced.
- Safety Climate:** Refers to employees' perceptions of the policies, practices and procedures relating to safety.
- Sample:** The group of people, from a specified population, who participate in research.
- Scientific Method:** The formalized process by which scientific knowledge is formulated, tested and developed.
- Secondment:** A short-term assignment to a new team or organization for the purpose of individual development, or to meet organizational needs.
- Select-in:** The process of determining who should be employed from a group of potentially suitable job candidates.
- Select-out:** The process of determining who is unsuitable for a specific job among a group of applicants.
- Sentence Completion Test:** A class of semi-structured projective techniques. They typically provide respondents with beginnings of sentences, referred to as 'stems', and respondents then complete the sentences in ways that are meaningful to them.
- Situational Interviews:** A form of structured interviewing that uses questions designed to tap into interviewee judgements about how to respond to specific situations.
- Situational Judgements:** A method of assessment that focuses on how people judge and respond to hypothetical work situations.
- Sociability:** Sincere friendliness or the emotional non-instrumental relations among individuals who regard one another as friends.
- Social Constructionism:** A perspective that suggests that people create reality through conversation, discourse, social interaction and formation and adherence to social norms and structures. Rejects the use of science to 'uncover' truth.
- Social Facilitation:** Effects of the presence of others on performance.
- Social Identity:** The ways that people perceive their identities by reference to social groups.
- Social Learning:** A theory that suggests that human behaviour is the product of observed, learned and rehearsed responses to environmental stimuli.
- Social loafing:** The tendency of individuals in teams to work less hard than they do when individual contributions can be identified and evaluated.
- Socialization:** The process of entry into a new job and organization during which a person adjusts to social norms and organizational climate and culture.

- Socially Desirable Responding:** The tendency for job candidates to intentionally distort their responses to personality questionnaires to appear more desirable or suitable than they really are.
- Solidarity:** Refers to the emphasis on common tasks and shared goals.
- Spearman's g:** The general factor of intelligence that affects all specific areas of ability and performance on related tasks.
- Specific Abilities:** Ability in a specific area of reasoning, or applied to a specific task (e.g. verbal, numerical, abstract ability).
- State:** Transient individual experience that is typically related to specific emotions (e.g. fear). States represent temporary deviation from homeostasis (i.e. people's general, stable biological rhythms, and patterns of thinking, feeling and behaving).
- Statistical Significance:** Indicates the likelihood that a statistical effect has occurred by chance. To be confident about research results, this likelihood should ideally be less than 5 per cent, or more conservatively, less than 1 per cent.
- Stereotyping:** Bias or shortcut in judgement about another person based on preconceptions derived from a person's appearance or membership of a group.
- Strains:** Undesirable personal outcomes which are a reaction or response to stressors.
- Stress:** Describes a non-specific response of the body to any demand made on it.
- Stress Inoculation:** A type of stress management training that usually joins primary prevention and secondary prevention strategies.
- Stressors:** Factors in the environment that lead to strain.
- Structural Equation Modelling:** A technique for testing whether data fit a theoretical model of relations between measured variables and factors.
- Structured and Unstructured Interviewing:** Structured interviewing is characterized by defined and systematic methods, and superior reliability and validity compared to unstructured (informal, unsystematic) interviewing.
- Subjective Bias:** Any idiosyncratic bias on a person's judgement of others.
- Subjective Performance Measures:** Ratings or judgements of performance made by supervisors, peers, subordinates or others in organizations.
- Super's Career Theory:** An influential theory that defines a series of career development stages progressing through Growth, Exploration, Establishment, Maintenance and Decline/Disengagement.
- Surface Acting:** Modifying facial expression in order to present a positive emotional image.
- Survey Methodology:** The use of surveys to collect research data (most often quantitative, but can also be qualitative).
- Sustainable Development:** 'Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.' Brundtland Commission, 1987. Especially in relation to economic, social and environmental outcomes.
- Systems Thinking:** A way of looking at organizations that emphasizes the interconnections between parts of an organization and their external environments. It is also a method for solving organizational problems and helping organizations change.
- Tacit Knowledge:** Knowledge that cannot be easily communicated, and rather reflects accumulated experience of something.
- Task Analysis:** The analysis of the task requirements of a particular job, constituting part of job analysis.
- Task Focus:** The team's practice of examining their team performance critically.
- Task Performance:** Performance or behaviour at work that is related to the technical core of jobs or the organization more broadly.
- Team Diversity:** The degree to which there are objective or subjective differences between people within the team.
- Team Potency:** Refers to team members' belief in the likelihood of the team's ability to succeed.
- Team Reflexivity:** The extent to which team members collectively reflect upon the team's objectives, strategies and processes, as well as their wider organizations and environments, and adapt accordingly.
- Test-retest Reliability:** Indicator of the stability of measurements made using a psychometric measure, or other quantitative assessment, over time.
- Thematic Analysis:** A form of content analysis that involves identifying themes within text-based data. Has been extended and developed in a series of specific techniques.
- Theory:** Reasoned explanations of observations and facts, which aim to rationally explain why such things occur.
- Theory of Planned Behaviour:** A theory that provides an explanation and model of how attitudes lead to behaviour.
- Total Quality Management:** An organizational strategy that involves continually improving the quality of every part and process of the organization.
- Training:** Formal processes designed to facilitate employee learning of all kinds. Typically perceived as 'classroom' learning, but may be more varied.
- Training Cycle:** The cycle of activities that guide systematic learning and development interventions, comprising training needs assessment, training design and delivery and training evaluation.
- Training Delivery:** The delivery of learning interventions of all kinds, not restricted to formal training.
- Training Evaluation:** The assessment of the impact or benefits of training or other development interventions.
- Training Needs Assessment:** The process of examining the learning needs of people in organizations, referring to several levels of analysis.

- Training Outcomes:** The effects of learning development, expressed at various levels of specificity.
- Training Transfer:** The application of learning acquired outside the work environment in on-job work behaviour and activities.
- Trait Theory:** A theory that proposes that human behaviour can be predicted and understood by stable personality traits. There is disagreement about whether traits should be conceptualized as explaining (i.e. causing) or merely describing regularities in behaviour, thought and emotion.
- Transactional Leadership:** Describes a form of leadership where the leader motivates followers by exchanging rewards for high performance and noticing and reprimanding subordinates for mistakes and substandard performance.
- Transformational Leadership:** A leadership approach that inspires followers by intellectually challenging them, enabling their growth and development and providing an inspiring vision.
- Transition Cycle:** A model of job transition that moves through the stages of preparation, encounter, adjustment and stabilization.
- Typical Performance Tests:** Psychometric tests that assess typical or general styles of behaviour and functioning, typically personality traits.
- Utility Analysis:** Calculation of the financial benefits of using high validity selection methods and assessments.
- Validity:** The extent to which a psychometric or other quantitative assessment can be shown to be measuring that which it claims to measure, and/or to be related to some relevant outcome, such as job performance.
- Variables:** Measurable factors in research studies.
- Vocational Interests:** Interests and preferences for specific kinds of job tasks or occupations.
- Work Sample Test:** An assessment designed to either simulate part of a job, or to reflect activities involved in a job. Work samples are components of Assessment Centres.
- Work Stress:** The consequence when very high demands are placed upon people at work, exceeding the physical, cognitive or emotional capacity they have to cope.
- Workaholism:** Associated with working unnecessarily and not in alignment with organizational goals, and is also associated with negative work experience.
- Work-family Conflict:** Conflict between work roles and roles outside of work.