

## **CHAPTER 1: INTRODUCTION**

### **Learning Objectives**

After covering this material, your students should be able to:

1. Define I/O psychology and know the difference between industrial and organizational psychology.
2. Describe the major activities of I/O psychologists in research and practice settings.
3. Explain why research is important and how it relates to practice.
4. Explain how the field began and cite events that shaped its development.
5. Identify individuals who affected the development of the field.
6. Explain the importance of the Hawthorne studies.
7. Describe the role of I/O psychology worldwide.
8. Explain how an I/O psychologist is trained.
9. Describe the ethical principles guiding I/O psychologists.

### **TESTBANK:**

#### **Multiple Choice Questions**

1. Mary is experiencing feelings of insecurity and depression. She is having difficulty finding the motivation to complete even the simplest tasks at work and when at home she just sits and stares at her TV. Her employer has suggested she seek the help of a professional. What type of psychologist is she MOST likely to go to for help?
  - a. A clinical psychologist
  - b. An experimental psychologist
  - c. A forensic psychologist
  - d. An industrial/organizational psychologist

**Answer: a**

**Learning Objective: 1**

**Page: 5**

2. Industrial/Organizational Psychology is LEAST concerned with:
  - a. the treatment of emotional or personal problems in the workplace.
  - b. the assessment of job performance.
  - c. designing employee selection methods.
  - d. the development of organizational safety programs.

*Answer: a*

*Learning Objective: 1*

*Page: 5*

3. Miranda is interested in majoring in psychology and wants to know of the difference between industrial and organizational psychology. She knows that you are taking a psychology course and asks you to explain to her the major areas of interest of organizational psychology. You would be most likely to tell her that organizational psychology is concerned with
- organizational efficiency.
  - the development and application of scientific principles to the workplace for the benefit of management.
  - efficient job design, performance appraisal, and employee selection.
  - understanding behavior and enhancing the well being of employees in the workplace.

*Answer: d*

*Learning Objective: 1*

*Page: 5*

4. Erin is applying for a job at a major fast food chain. What type of psychologist is most likely to have developed the employee selection procedures, training sessions and performance appraisal system that she will be subjected to?
- An organizational psychologist
  - An industrial psychologist
  - An applied psychologist
  - A clinical psychologist

*Answer: b*

*Learning Objective: 1*

*Page: 5*

5. The division of I/O psychology that emphasizes a management perspective of organizational efficiency through the appropriate use of human resources is
- Industrial psychology.
  - Employee psychology.
  - Human relations psychology.
  - Organizational psychology.

**Answer: a**

**Learning Objective: 1**

**Page: 5**

6. An I/O psychologist has been asked by a major electronics firm to examine the happiness and well being of employees. She then examines employee attitudes, behavior, and job stress as well as supervisory practices. She is acting as a(n)
- Clinical psychologist.
  - Experimental psychologist.
  - Organizational psychologist.
  - Industrial psychologist.

*Answer: c*

*Learning Objective: 1*

*Page: 5*

7. When Compaq Computer Corporation experienced a downturn in demand for its products, it was forced to reorganize and layoff employees. To assist them in this

- process they would be most likely to turn to a(n):
- a. Clinical Psychologist.
  - b. Relocation Specialist.
  - c. Industrial Psychologist.
  - d. Business Psychologist.

*Answer: c*

*Learning Objective: 1*

*Page: 3-5*

8. I/O psychology is an “evidence-based” field. This means that:
- a. the things practitioners do are based on scientific methods and principles
  - b. most I/O practitioners work in the judicial system
  - c. many I/O psychologists investigate criminal activity
  - d. I/O practitioners use an intuitive approach to solving organizational problems

*Answer: a*

*Learning Objective: 2*

*Page: 4*

9. I/O psychology is NOT an applied field like clinical psychology
- a. True
  - b. False

*Answer: b*

*Learning Objective: 1*

*Page: 5*

10. The two major divisions of industrial and organizational psychology
- a. overlap very little
  - b. grew out of similar traditions in the history of the field
  - c. suggest the field is very narrowly-focused
  - d. cannot be easily separated

*Answer: d*

*Learning Objective: 1*

*Page: 5*

11. Becky has finally finished her degree in I/O psychology! What are the three most common settings in which she would be most likely to work?
- a. university, health care, private company
  - b. university, government, health care
  - c. consulting, health care, private company
  - d. consulting, private company, university

*Answer: d*

*Learning Objective: 2*

*Page: 6*

12. The settings in which I/O psychologists work can be classified into what two broad categories?
- a. manufacturing and services
  - b. research and practice
  - c. management and labor
  - d. economics and administration

*Answer: b*

*Learning Objective: 2*

*Page: 5-7*

13. Stephanie is a college professor specializing in Industrial/Organizational Psychology. She is MOST likely to be found engaging in which of the following activities?
- a. Designing training programs
  - b. Teaching students and doing research
  - c. Developing psychological tests for industry
  - d. Designing an employee performance appraisal system

*Answer: b*

*Learning Objective: 2*

*Page: 6-7*

14. Justin is a practicing Industrial psychologist. He is most likely to be found engaging in which of the following activities?
- a. Designing employee selection systems and training programs
  - b. Writing research papers and presenting them at meetings
  - c. Developing courses
  - d. Writing textbooks

*Answer: a*

*Learning Objective: 2*

*Page: 6-7*

15. I/O psychologists attempt to change organizations so that they are healthier places for people to work, even if the effectiveness of the organization is not boosted.
- a. True
  - b. False

*Answer: a*

*Learning Objective: 2*

*Page: 7*

16. What is the name of the largest professional/scientific society that is comprised entirely of I/O psychologists?
- a. The Society for Industrial and Organizational Psychology
  - b. The American Psychological Association
  - c. The American Psychological Society
  - d. The Academy of Management

*Answer: a*

*Learning Objective: 2*

*Page: 7*

17. I/O psychologists often conduct research. Why is research important to I/O psychologists?
- a. Research involves the use of psychological principles to solve real world problems.
  - b. Research helps organizations function more effectively.
  - c. Research provides the principles that can be applied in practice.
  - d. Research provides new information for professors to discuss in their classes.

*Answer: c*

*Learning Objective: 3*

*Page: 5*

18. Research and practice overlap in I/O psychology.
- a. True
  - b. False

*Answer: a*

*Learning Objective: 3*

*Page: 5*

19. Which of the following best explains why research is important in I/O psychology?
- a. It keeps I/O psychology in step with other branches of psychology.
  - b. It provides the theories and principles that are applied in practice.
  - c. It keeps the field from becoming outdated.
  - d. It is necessary in the training of new I/O psychologists.

**Answer: b**

**Learning Objective: 3**

**Page: 8-9**

20. Which of the following is NOT true of research in I/O psychology?
- a. Research is often intended to develop new methods and procedures that can be used to solve problems I/O psychologists frequently face in practice.
  - b. Research results may be presented at conferences but the primary source of research results is scientific journals.
  - c. Research sometimes focuses on understanding a phenomenon like employee absenteeism.
  - d. Research that meets minimum standards is automatically published because of the importance of having as much information as possible available to the field.

*Answer: d*

*Learning Objective: 3*

*Page: 8-9*

21. Which percentage of submitted articles are actually published in the top I/O psychology journals?
- a. 10-20%
  - b. 30-40%
  - c. 40-50%
  - d. 65-75%

*Answer: a*

*Learning Objective: 3*

*Page: 8*

22. I/O psychology has its primary roots in
- a. Experimental psychology.
  - b. Industrial engineering and management.
  - c. Sociology.
  - d. Clinical psychology.

*Answer: a*

*Learning Objective: 4*

*Page: 4, 9*

23. I/O psychology has its beginnings with
- applied work by James McKeen Cattell in the late 19<sup>th</sup> century.
  - the use of intelligence tests by the U.S. Army in World War I.
  - the surprising results of the Hawthorne studies at Western Electric.
  - applied work by experimental psychologists in the early 1900's.

*Answer: d*

*Learning Objective: 4*

*Page: 9*

24. If your great grandfather was an early industrial psychologist, which of the following issues would he be most concerned with?
- Employee productivity and organizational efficiency
  - Employee feelings and opinions
  - Job redesign
  - Job satisfaction

*Answer: a*

*Learning Objective: 4*

*Page: 10*

25. The U.S. Army began to use I/O psychologists in \_\_\_\_\_ ; the first large-scale application of psychological testing to place individuals into jobs.
- World War I
  - World War II
  - the 1950's
  - the 1970's

*Answer: a*

*Learning Objective: 4*

*Page: 11*

26. If your great grandfather had been in the US military during World War I, how would the emerging field of Industrial psychology have impacted his life?
- He would have been one of the first to use Lillian Gilbreth's foot-pedal trash can.
  - He would have been a subject in a time and motion study in which his motion and timing in conducting tasks would have been monitored.
  - He would have been given a test for mental ability designed by a group of I/O psychologists.
  - He would have been a subject in the Hawthorne studies.

*Answer: c*

*Learning Objective: 4*

*Page: 11*

27. Before the 1920's, an I/O psychologist could NOT have worked in which of the following settings?
- a military base
  - a factory
  - a university
  - a consulting firm

*Answer: d*

*Learning Objective: 4*

*Page: 10-12*

28. The two world wars were important influences on the field of I/O psychology because they
- a. Allowed psychologists to make money from the government.
  - b. Forced all the males into military service, causing females to join the workforce.
  - c. Allowed for large-scale application of psychological testing to place individuals in jobs.
  - d. Allowed for the creation of the Psychological Corporation.

*Answer: c*

*Learning Objective: 4*

*Page: 11-12*

29. Modern I/O psychology in the U.S. was impacted greatly by which of the following significant events that forced changes in the employment practices of most organizations?
- a. World Wars I and II.
  - b. The passage of the Civil Rights Act of 1964.
  - c. The formation of the Society for Industrial and Organizational Psychology.
  - d. The passage of the Americans with Disabilities Act (ADA) in 1991.

*Answer: b*

*Learning Objective: 4*

*Page: 12-13*

30. The first application of group testing for mental ability
- a. was referred to as project A.
  - b. used the Army Alpha and the Army Beta.
  - c. was led by Walter Dill Scott.
  - d. was led by James McKeen Cattell.

*Answer: b*

*Learning Objective: 4*

*Page: 11*

31. The Psychological Corporation
- a. was founded by Walter Dill Scott.
  - b. based its business on the psychology of advertising.
  - c. was founded by James McKeen Cattell.
  - d. went out of business in the 1990's.

*Answer: c*

*Learning Objective: 4*

*Page: 12*

32. Your employer ascribes to the principles of Scientific Management. Which of the statements below would they be LEAST likely to agree with?
- a. Each job should be analyzed to determine the best way of doing it.
  - b. Employees should be selected so as to get along with other members of their work group.
  - c. Employees should be carefully trained at their jobs.
  - d. Employees should be rewarded for productivity.

*Answer: b*

*Learning Objective: 4*

*Page: 10*

33. Which of the following issues are members of The Society for Occupational Health Psychology NOT concerned with?

- a. Employee health
- b. Employee safety
- c. Employee job satisfaction
- d. Employee well-being

Answer: c

Learning Objective: 4

Page: 7

34. Your boss gives special privileges to those employees that do a good job such as allowing them to leave early or take longer lunches. She is using which of Taylor's principles of Scientific Management?

- a. Each job should be analyzed so that the optimal way of doing a task is identified.
- b. Employees should be carefully trained for their jobs.
- c. Employees should be hired so that their personal characteristics are related to job performance.
- d. Employees should be rewarded for productivity to encourage high levels of performance.

Answer: d

Learning Objective: 4

Page: 10

35. An expert in efficiency studies is carefully studying jobs by making detailed assessments of the amount of time it takes workers to complete tasks. This expert is conducting what type of study?

- a. An ergonomic study
- b. A job analysis
- c. A time and motion study
- d. All of the above

Answer: c

Learning Objective: 4

Page: 9

36. What does the acronym SIOP represent?

- a. The Society in Organizational Behavior Processes
- b. The Social Industry of Psychology
- c. The Society for Industrial and Organizational Psychology
- d. Safety in Organizational Processes

Answer: c

Learning Objective: 4

Page: 12

37. Who were the two individuals credited with being the fathers of I/O psychology?

- a. Walter Dill Scott and Hugo Munsterberg
- b. Hugo Munsterberg and Frederick Taylor
- c. Frank Gillbreth and Lillian Gillbreth
- d. Robert Yerkes and Walter Dill Scott

Answer: a

Learning Objective: 5

Page: 9



38. Walter Dill Scott and Hugo Munsterberg are credited with being the fathers of I/O psychology. What were their professional backgrounds?
- a. Both were clinical psychologists.
  - b. Both were experimental psychologists.
  - c. Walter Dill Scott was an experimental psychologist, and Hugo Munsterberg was a clinical psychologist.
  - d. Walter Dill Scott was an engineer, and Hugo Munsterberg was an experimental psychologist.

*Answer: b*

*Learning Objective: 5*

*Page: 9*

39. Who wrote the first I/O psychology text?
- a. Frank Gillbreth
  - b. Robert Yerkes
  - c. Walter Dill Scott
  - d. Hugo Munsterberg

*Answer: d*

*Learning Objective: 5*

*Page: 9*

40. The first I/O psychology text, written by Hugo Munsterberg, was entitled:
- a. The Theory of Advertising
  - b. Cheaper by the Dozen
  - c. Psychology and Industrial Efficiency
  - d. Organizational Behavior

*Answer: c*

*Learning Objective: 5*

*Page: 9*

41. Scientific Management was developed in the late nineteenth and early twentieth centuries by \_\_\_\_\_ as an approach to handling production workers in factories.
- a. Hugo Munsterberg
  - b. Walter Dill Scott
  - c. Frederick Winslow Taylor
  - d. Robert Yerkes

*Answer: c*

*Learning Objective: 5*

*Page: 10*

42. I/O psychology has its roots in engineering. The engineer who developed the principles of Scientific Management was
- a. Hugo Munsterberg
  - b. Walter Dill Scott
  - c. Robert Yerkes
  - d. Frederick Winslow Taylor

*Answer: d*

*Learning Objective: 5*

*Page: 10*

43. The husband and wife team that was the subject of the movie *Cheaper By The Dozen* and credited with beginning the study of efficient ways of performing tasks through the time and motion studies was:
- a. Hugo and Lillian Munsterberg
  - b. Walter and Bernadette Scott
  - c. Robert and Sarah Yerkes
  - d. Frank and Lillian Gilbreth

Answer: d

Learning Objective: 5

Page: 10

44. The first I/O Ph.D. was awarded to
- a. Robert Yerkes.
  - b. Lillian Gilbreth.
  - c. Bruce V. Moore.
  - d. Hugo Munsterberg

Answer: c

Learning Objective: 5

Page: 10

45. The surprising outcome of the Hawthorne studies at Western Electric was that
- a. light levels are related to job performance.
  - b. social factors in organizations affect employees' job performance.
  - c. employee training makes little difference in performance.
  - d. the more closely employees are supervised, the less efficient an organization becomes.

Answer: b

Learning Objective: 6

Page: 12

46. The best known Hawthorne study was that of lighting-level effects by Roethlisberger and Dickson (1939). In this study employees were taken to a special room where lighting levels were varied from day to day to see how performance would be affected. They found that
- a. performance depended not only on lighting level, but also on who an employee was working with that day.
  - b. newer employees did better with more light, while more experienced employees were unaffected by light conditions.
  - c. no matter how light levels were changed, productivity remained the same unless established work groups were broken up.
  - d. over the course of the study, productivity increased and seemed to have little to do with lighting levels.

Answer: d

Learning Objective: 6

Page: 12

47. Results of some of the Hawthorne studies were tentatively explained by what has come to be known as the Hawthorne Effect, in which
- a. employee performance increases because the knowledge of participating in a study.

- b. employee performance depends almost entirely on how well established a work group is
- c. newer employees reach optimal performance when paired with experienced employees.
- d. it is almost impossible to have any effect on the productivity of a work group.

**Answer: a**

**Learning Objective: 6**

**Page: 12**

48. The Hawthorne studies were important to the development of I/O psychology because they changed
- a. what I/O psychologists chose to study.
  - b. the ethical principles guiding I/O psychologists.
  - c. how productivity was thought to be related to work groups.
  - d. perceptions of the role of worker experience in productivity.

**Answer: a**

**Learning Objective: 6**

**Page: 12**

49. As an I/O psychologist you are hired by an organization to study the effects of lighting level on optimal performance in their factory. You decide to conduct this study by taking your subjects to a special room in which lighting levels can be changed. You vary lighting levels and measure productivity. In this case you would be replicating which classic study in I/O psychology?
- a. The Gilbreths' Time and Motion study.
  - b. Munsterberg's Industrial efficiency study.
  - c. Taylor's application of Scientific management.
  - d. The Western Electric Hawthorne study.

**Answer: d**

**Learning Objective: 6**

**Page: 12**

50. Early I/O psychologists in \_\_\_\_\_ emphasized job performance and organizational; while I/O psychologists in \_\_\_\_\_ focused more on employee health and fatigue.
- a. the U.S. ; the United Kingdom
  - b. Europe; Canada
  - c. the United Kingdom; the U.S.
  - d. Germany; the U.S.

**Answer: a**

**Learning Objective: 7**

**Page: 13-14**

51. Brian is a practicing I/O psychologist in Scandinavia. How would the topics he studied differ from those studied by I/O psychologists in the United States?
- a. There would be no differences in emphasis as I/O psychologists worldwide study the same topical area(s).
  - b. He would be more concerned with employee selection.
  - c. He would be more concerned with performance appraisal.
  - d. He would be more concerned with employee health and stress issues.

Answer: d

Learning Objective: 7

Page: 13-14

52. The majority of job stress research is done in the United States.

- a. True
- b. False

Answer: b

Learning Objective: 7

Page: 13

53. Your roommate expresses interest in becoming an I/O psychologist. What advice would you give them?

- a. Follow a bachelor's degree with an internship at a large corporation.
- b. Follow a bachelor's degree with on the job training assisting a practicing I/O psychologist.
- c. Earn a graduate degree.
- d. Take the licensing exam after the completing a bachelor's degree and an internship.

Answer: c

Learning Objective: 8

Page: 15-19

54. Which of following areas are you least likely to study while in graduate school in I/O psychology?

- a. Training
- b. Performance appraisal
- c. Work motivation
- d. Treatment of psychological disorders

Answer: d

Learning Objective: 8

Page: 19

55. Most I/O psychology graduate schools educate their students to be a

- a. Scientist-practitioner.
- b. Practitioner.
- c. Scholar-scientist.
- d. Labor-management specialist

Answer: a

Learning Objective: 8

Page: 19

56. To be considered a full-fledged Industrial/Organizational Psychologist in the U.S. what type of degree do you need?

- a. A B.A.
- b. A M.A. or M. S.
- c. A Ph.D.
- d. A Psy.D.

Answer: c

Learning Objective: 8

Page: 15

57. I/O psychologists

- a. can do professional work with a B.A./B.S. degree.
- b. need at least a M.A/M.S. to do professional work.
- c. must have Ph.D. to do professional work.
- d. can do professional work once they are licensed.

**Answer: b**

**Learning Objective: 8**

**Page: 15**

58. Your daughter asks you about the role of women in Industrial psychology. You tell her that
- a. I/O psychology is a predominately female profession.
  - b. women represented 36.7% of the membership of SIOP in 2006.
  - c. Women earn less than half of the Ph.D.'s awarded in the United States.
  - d. Lillian Gilbreth was the only female Industrial psychologist to earn a Ph.D. until 1960.

**Answer: b**

**Learning Objective: 8**

**Page: 20**

59. In recent years, approximately what percent of Ph.D.'s in I/O psychology have been awarded to women?
- a. 8
  - b. 25
  - c. 50
  - d. 80

**Answer: c**

**Learning Objective: 8**

**Page: 20**

60. Which of the following is NOT one of the ethical principles I/O psychologists are supposed to follow?
- a. They should be fair and honest in their professional dealings.
  - b. They must be loyal to their employer, putting the employer's interests above those of employees.
  - c. They must respect the rights and privacy of others.
  - d. They must only do work they are competent to perform.

**Answer: b**

**Learning Objective: 9**

**Page: 21-22**

61. With the aim of solving some recent employee thefts, an I/O psychologist administers a test that's supposed to show how honest employees are. He's not skilled in interpreting this test. Although the employees believe the test to be anonymous, he keeps track of their scores and informs management which two scored lowest on the test. They are fired. How would his behavior be evaluated in the context of the six ethical principles governing I/O psychologists?
- a. He has behaved unethically by doing something he was not competent to do, interpreting the test.
  - b. He has behaved unethically by violating the confidentiality of the employees' results.

- c. He has behaved unethically by harming others through his professional work.
- d. All of the above are true.

**Answer: d**

**Learning Objective: 9**

**Page: 21-22**

62. I/O psychologists are guided by the APA ethical code. When a member violates the code, APA can

- a. revoke the member's professional license
- b. revoke the member's APA membership
- c. file civil charges against the member
- d. levy fines against the member

*Answer: b*

*Learning Objective: 9*

*Page: 20*

63. The humanitarian work psychology movement

- a. aims to improve the work life of American workers
- b. mobilizes I/O psychologists to use their skills to reduce poverty and improve well-being in developing countries
- c. was sparked by the Hawthorne studies
- d. strives to improve employee efficiency and performance

**Answer: b**

**Learning Objective: 7**

**Page: 21-22**

64. Recently, I/O psychologists have begun working together to bring their experience to bear on the problems experienced in developing countries. This is referred to as:

- a. humanitarian work psychology
- b. cooperative work psychology
- c. developmental assistance psychology
- d. volunteer psychology

**Answer: a**

**Learning Objective: 7**

**Page: 21-22**

65. An I/O psychologist has been working as an executive coach for Steve, the VP of Q Corp., for the past 6 months. Last week, Q Corp. fell victim to a hostile takeover by one of its competitors. Since then Steve has been fraught with anxiety over the situation and has trouble sleeping, excessively worrying about his employees and own job. The I/O psychologist has been counseling Steve regarding his concerns. Which ethical principal has the I/O psychologist violated?

- a. Competence
- b. Respect for People's Rights and Dignity
- c. Concern for Others Welfare
- d. None of the above

**Answer: a**

**Learning Objective: 9**

**Page: 21-22**

66. An I/O psychologist is asked to collect information about employees' opinions on management. After the I/O psychologist collects the information, the employers what to know who is dissatisfied. The psychologist does not give the employees the information and says that she must protect the employee's confidentiality. Which ethic code is the psychology most likely up-holding?
- Competence
  - Integrity
  - Respect for people's rights and dignity
  - Social responsibility

**Answer: c**

**Learning Objective: 9**

**Page 21-22**

### **Essay Questions**

1. Explain how the industrial and organizational sides of the field differ. (Page: 5)
2. Describe the two major settings in which we find I/O psychologists. (Page: 5)
3. What does a practicing I/O psychologist do? How does this compare with what a research I/O psychologist does? (Page: 6-7)
4. In which setting do you find the largest percentage of I/O psychologists? (Page: 6)
5. In the U.S., what is the major association of I/O psychologists called? (Page: 7)
6. What are the two major means of disseminating I/O research results? (Page: 8-9)
7. What historical event is credited with the founding of the I/O field? (Page: 11)8.
8. Describe the principles of Scientific Management. (Page: 10)
9. Choose three of the following people and explain why each was important in the early years of I/O psychology: Robert Yerkes, Hugo Munsterberg, Walter Dill Scott, Frederick Winslow Taylor, or Frank and Lillian Gillbreth. (Page: 9-11)
10. Which two people are credited with being the main founders of the I/O field?  
Receiving the first I/O Ph.D.? (Page: 9)
11. Briefly describe the development of I/O psychology from its founding until 1930. (Page: 9-12)
12. Explain the chief finding of the Hawthorne studies and its importance to I/O psychology research. (Page: 12)

13. Explain how the Civil Rights Act of 1964 shaped I/O psychology. (Page: 13)
14. How do research interests in I/O differ between the U.S., and European countries?  
(Page: 11-12)
15. What kind of degree do you need to be considered a full-fledged I/O psychologist in the U.S.? Describe the process involved in earning such a degree. (Page: 15-19)
16. What is the basic philosophy of the ethical code that guides all I/O work? (Page: 21)
17. As an industrial psychologist, you analyze a job and try to restructure the worker's movements so as to save time and increase productivity. In testing, you find that productivity is increased but that workers are more likely to suffer repetitive motion injuries. Discuss how the ethical principles of I/O psychology apply in this situation. (Page: 21-22)
18. Explain the significance of the first World War to the development of I/O psychology. (Page 11-12)
19. What distinguishes the practice of I/O psychology from that of many other fields? (Page 4)
20. I/O psychologists are trained to be "scientist-practitioners." Explain what that means. (Page 18)

#### Key Terms

- Industrial/organizational psychology
- Time and motion study
- Hawthorne effect
- Society for Industrial and Organizational Psychology