

# Foreword

This is the nineteenth book in a series initiated by the Society for Industrial and Organizational Psychology in 1983 (SIOP) and published by Jossey-Bass. Originally published as the Frontiers Series, the SIOP Executive Committee voted in 2000 to change the name of the series to Organizational Frontiers Series in order to enhance the identity and visibility of the series. The purpose of the publication of series volumes in a general sense was to promote the scientific status of the field. Ray Katzell first edited the series, and Irwin Goldstein and Sheldon Zedeck followed him.

The editorial board chooses the topics of the volumes and the volume editors. The series editor and the editorial board then work with the volume editor in planning the volume and, occasionally, in suggesting and selecting chapter authors and content. During the writing of the volume, the series editor often works with the editor and the publisher to bring the manuscript to completion.

The success of the series is evident in the high number of sales (now over forty-five thousand). Volumes have received excellent reviews, and individual chapters as well as volumes have been cited frequently. A recent symposium at the SIOP annual meeting examined the impact of the series on research and theory in industrial/organizational (I/O) psychology. Although such influence is difficult to track and volumes have varied in intent and perceived centrality to the discipline, the conclusion of most participants was that the volumes have exerted a significant impact on research and theory in the field and are regarded as being representative of the best the field has to offer.

Another purpose of the series was to bring scientific research from other disciplines to bear on problems of interest to I/O psychologists. This volume, edited by Murray Barrick and Ann Marie Ryan, provides an in-depth examination of the role of personality

in work behavior. Research on the nature of personality and the role of dispositional constructs in explaining a variety of work behavior exploded in the early 1990s. The renewed interest in this area began with the meta-analytic demonstration by Barrick and Mount (1991) that there are generalizable relationships between some personality constructs and work performance and the growing consensus among many personality researchers (Digman, 1990) that the myriad of personality measures and empirical studies on the structure of personality suggested that five major personality constructs represent the personality domain well. This book provides a review of some of this research and then goes well beyond a reexamination of these issues to explore the process by which personality exerts its influence on work outcomes. Also considered is a much wider array of work behavior (including contextual performance, counterproductive behavior, retaliatory behavior, retention, and learning) than simply performance of one's assigned work role. This book brings together basic personality researchers and those interested in applications of personality in the work context, one of the major goals of the series since its inception.

In Chapter One, Saucier and Goldberg provide a definition of personality, examine evidence on the structure of personality attributes, and raise issues about the adequacy of the Big Five model on several important criteria. Lucas and Diener next explore the evidence for, and the importance of, happiness variables (or satisfaction, to use a more common term in the I/O literature) as functional determinants of the choices people make and the behaviors in which they engage. They provide the quite reasonable, but rarely explored, hypothesis that the role of happiness in explaining worker behavior and productivity is dependent on the behaviors that are important and examined. Chapter Three, by Barrick, Mitchell, and Stewart, also reflects the theme that situational and motivational variables influence the relationship between personality and work behavior. Chapters Four (by Johnson), Five (by Weiss and Kurek), and Six (by Cullen and Sackett) explore in detail aspects of the process model of the personality-performance relationship. In Chapter Seven, Stewart makes a strong case that personality-work behavior relationships can be understood only by examining cross-level (individual, team, organization) effects.

Day and Kilduff consider similar issues in Chapter Eight and also point to the role of an individual's skill in monitoring and managing relationships in groups and organizations. In Chapter Nine, Ford and Oswald examine the evidence for and potential benefits of a consideration of dispositional determinants of learning and training performance, as well as the successful transfer of training to one's work situation. Chapter Ten by Ryan and Kristof-Brown considers the nature and importance of the fit between individuals and the organization in which they work. The last two chapters, by Hough and by Mount, Barrick, and Ryan, are consistent with the major message of this book: that models of personality-performance relationships must go well beyond the consideration of bivariate relationships. The challenge that these more complex models present for scientist and practitioner alike should provide an exciting and stimulating research venue for many years to come.

Our target audiences include graduate students in I/O psychology and organizational behavior, as well as doctoral-level researchers and practitioners who want to gain knowledge on the most up-to-date data and theory regarding the important role of personality in determining a variety of work behaviors as well as the reasons that these relationships exist (or do not exist) in various situations. Many of the topics and issues discussed in this book will be novel to many I/O psychologists and human resource practitioners. We have certainly read about personality, but there has not been a similar focus on understanding the mechanisms involved in personality-behavior relationships or the complex interplay of individual differences, situations, and outcomes. To the degree that this book fosters investigation of richer and more complex models of these relationships and stimulates interest among other I/O researchers and practitioners and a collaboration with researchers in other disciplines, it will advance our discipline and contribute to the goals of the Organizational Frontiers series.

The chapter authors deserve our gratitude for pursuing the goal of clearly communicating the nature, application, and implications of the theory and research described in this book. Production of a book such as this involves the hard work and cooperative effort of many individuals. The chapter authors and the editorial board played important roles in this endeavor. Because all royalties from the series volumes are used to help support SIOP financially,

none of them received any remuneration. They deserve our appreciation for engaging in a difficult task for the sole purpose of furthering our understanding of organizational science.

We also express our sincere gratitude to Cedric Crocker, Julianna Gustafson, Matt Davis, and the entire staff at Jossey-Bass. Over many years and several volumes, they have provided support during the planning, development, and production of the series.

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### **References**

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