



Glossary

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Ability: A basic capacity for performing a wide range of different tasks, acquiring knowledge, or developing a skill.

Abnormal Psychology: The study of abnormal mental processes and behaviour.

Acceptance stage: The fourth and final stage of emotional reaction to downsizing, in which employees accept that layoffs will occur and are ready to take steps to secure their future.

Accommodating style: The conflict style of a person who tends to respond to conflict by giving in to the other person.

Achievement-oriented style: In path-goal theory, a leadership style in which the leader sets challenging goals and rewards achievement.

Adaptation: The fourth stage of change, in which employees try to adapt to new policies and procedures.

Additive tasks: Tasks for which the group's performance is equal to the sum of the performances of each individual group member.

Adverse impact: An employment practice that results in members of a protected class being negatively affected at a higher rate than members of the majority class. Adverse impact is usually determined by the four-fifths rule.

Affect: Feelings or emotion.

Affective commitment: The extent to which an employee wants to remain with an organization and cares about the organization

Affective identify motivation: The motivation to lead as a result of a desire to be in charge and lead others.

Affiliation style: A leadership style in which the individual leads by caring about others and is most effective in a climate of anxiety.

Affirmative action: The process of ensuring proportional representation of employees based on variables such as race

and sex. Affirmative action strategies include intentional recruitment of minority applicants, identification and removal of employment practices working against minority applicants and employees, and preferential hiring and promotion of minorities.

Anger stage: The second stage of emotional reaction to downsizing, in which employees become angry at the organization.

Anorexia nervosa: An eating disorder in which an individual starves him or herself in order to lose weight.

Antidepressants: Drugs that are most often used to treat depression, such as Prozac, Zoloft, or Paxil.

Antipsychotic drugs: Drugs that are used to treat psychoses such as schizophrenia, such as Restoril.

Attribution theory: A psychological theory that offers explanations of social or individual behaviour.

Antianxiety drugs: Drugs that are used in the treatment of anxiety disorders, such as Valium or Xanax.

Anxiety: An organizational climate in which worry predominates.

Anxiety disorders: A category of mental disorders in which all share a symptom of an extreme fear or anxiety. They include phobias, panic attacks with or without agoraphobia, obsessive-compulsive disorder, and posttraumatic stress disorder.

Army Alpha: An intelligence test developed during World War I and used by the Army for soldiers who can read.

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Assessment centre: A method of selecting employees in which applicants participate in several job-related activities, at least one of which must be a simulation, and are rated by several trained evaluators.

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Assimilated: A description of a message in which the information has been modified to fit the existing beliefs and knowledge of the person sending the message before it is passed on to another person.

Assimilation: A type of rating error in which raters base their rating of an employee during one rating period on the ratings that they gave.

Attitude survey: A form of upward communication in which a survey is conducted to determine employee attitudes about an organization.

Attractiveness: The extent to which a leader is appealing to look at.

Audience effects: The effect on behaviour when one or more people passively watch the behaviour of another person.

Autocratic I strategy: Leaders use available information to make a decision without consulting their subordinates.

Autocratic II strategy: Leaders obtain necessary information from their subordinates and then make their own decision.

Avoiding style: The conflict style of a person who reacts to conflict by pretending that it does not exist.

Awareness: How conscious you are of yourself or materials and things within your environment.

Behaviour: The manifestation of what a person thinks.

Behaviour modeling: A training technique in which employees observe correct behaviour, practice that behaviour, and then receive feedback about their performance.

Behaviour therapy: A form of therapy in which conditioning techniques are applied to change or eliminate a problematic behaviour.

Behavioural observation scales (BOS): A method of performance appraisal in which supervisors rate the frequency of observed behaviours.

Behaviourally anchored rating scales (BARS): A method of performance appraisal involving the placement of benchmark behaviours next to each point on a graphic rating scale.

Biological altruism: A selfless act made on the behalf of another in order to attempt to save that person's life, even though your own life may be at risk.

Bipolar disorder: A mental disorder in which a person experiences a series of extreme highs and lows that are often unpredictable in nature, formerly called manic-depressive illness, usually occurring over months rather than within one day or week.

Bulimia nervosa: An eating disorder in which an individual eats large amounts of food and then purges in order to lose weight.

Burnout: The psychological state of being overwhelmed with stress.

Catastrophizing: Blowing a small problem out of proportion and turning it into an inescapable disaster.

Cause-and-effect relationship: The result of a well-controlled experiment about which the researcher can confidently state that the independent variable caused the change in the dependent variable.

Central nervous system: A system of the body consisting of the spinal column and the brain.

Central tendency error: A type of rating error in which a rater consistently rates all employees in the middle of the scale, regardless of their actual levels of performance.

Chronic self-esteem: The positive or negative way in which a person views him- or herself as a whole.

Chunk: A unit of information containing smaller bits of information stored in the memory.

Circadian rhythm: The 24-hour cycle of physiological functions that are maintained by every person.

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Classical conditioning: The process by which a normally neutral stimulus becomes a conditioned stimulus, eliciting a response in an individual due to its association with a stimulus that already elicits a similar response.

Client-centred therapy: A humanistic therapy approach in which the client is the focus of the therapy session.

Coefficient alpha: A statistic used to determine internal reliability of tests that use interval or ratio scales.

Coercive power: Leadership power that comes from the leader's capacity to punish others.

Coercive style: A leadership style in which the individual leads by controlling reward and punishment; most effective in a climate of crisis.

Cognitive ability: Abilities involving the knowledge and use of information such as math and grammar.

Cognitive ability test: Tests designed to measure the level of intelligence or the amount of knowledge possessed by an applicant.

Cognitive Processes: Processes such as thinking, reasoning, remembering, etc.) that allow you to understand your environment and how the environment affects you and in turn how you affect the environment.

Cognitive Therapy: A form of therapy employs the premise that rational, reality constructive thinking can reduce the occurrence of or entirely get rid of a problematic behaviour.

Collaborative style: The conflict style of a person who wants a conflict resolved in such a way that both sides get what they want.

Common goal: An aim or purpose shared by members of a group.

Communication barriers: Physical, cultural, and psychological obstacles that interfere with successful communication and create a source of conflict.

Communication channel: The medium by which a communication is transmitted.

Compulsion: A repetitive ritual behaviour.

Conditioning: A learning process in environmental stimulus that elicits a response. An individual learns from the association between that stimulus and response. The association is what conditions, or modifies, behaviour and we therefore learn to behave

Conflict: The psychological and behavioural reaction to a perception that another person is either keeping you from reaching a goal, taking away your right to behave in a particular way, or violating the expectancies of a relationship.

Conscious: The term used to describe active awareness.

Construct validity: The extent to which a test actually measures the construct that it purports to measure.

Content validity: The extent to which tests or test items sample the content that they are supposed to measure.

Control group: A group of employees who do not receive a particular type of training so that their performance can be compared to that of employees who do receive training.

Convenience sample: A nonrandom research sample that is used because it is easily available.

Conventional Morality: The moral thought process in which a doer begins to uphold laws.

Correlation coefficient: A statistic, resulting from performing a correlation, that indicates the magnitude and direction of a relationship.

Crisis: A critical time or climate for an organization in which the outcome to a decision has extreme consequences.

Criterion: A measure of job performance, such as attendance, productivity, or a supervisor rating.

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Criterion group: Division of employees into groups based on high and low scores on a particular criterion.

Criterion validity: The extent to which a test score is related to some measure of job performance.

Cyclothymia: A milder form of bipolar disorder. People with cyclothymia suffer swings between mania and depression.

Deductive reasoning: A form of reasoning that uses premises that guarantee to be followed by a conclusion of truth.

Defence: The second stage of change, in which employees accept that change will occur but try to justify the old way of doing things.

Delusions: False, and often outlandish, ideas that a person believes to be true, not consistent with the person's cultural context.

Denial: The first stage in the emotional reaction to change or layoffs, in which an employee denies that an organizational change or layoff will occur.

Dependability-reliability: One of five categories from the trait approach to scoring letters of recommendation.

Dependent variable: The measure of behaviour that is expected to change as a result of changes in the independent variable.

Despair: An organizational climate characterized by low morale.

Devil's advocate: A group member who intentionally provides an opposing opinion to that expressed by the leader or the majority of the group.

Discarding: The third stage of change, in which employees accept that change will occur and decide to discard their old ways of doing things.

Dissociative disorders: A category of mental disorders in which the disorders are characterized by the separation of a person's awareness from his conscious memory. These include dissociative amnesia and dissociative identity disorder.

Distracting: The idea that social inhibition occurs because the presence of others provides a distraction that interferes with concentration.

Distress: Stress that results in negative energy and decreases in performance and health.

Drug testing: Tests that indicate if an applicant has recently used a drug.

Dysfunctional conflict: Conflict that keeps people from working together, lessens productivity, spreads to other areas, or increases turnover.

Dysthymia: A less severe form of depression that is not disabling but still produces feelings of despair and pervasive lack of pleasure.

Eating disorders: A category of mental disorders in which the disorders are characterized by excessive overeating, under eating, over exercising, or purging as a result of a fear of gaining weight. They include anorexia nervosa and bulimia nervosa.

Ego: A component of personality that seeks to gain pleasure, it operates on the reality principle where impulses are controlled when situations aren't favourable for meeting its demands.

Ego needs: The fourth step in Maslow's hierarchy, concerning the individual's need for recognition and success.

Electroencephalograph: A device used to measure brain waves, otherwise known as EEG

Empathic listening: The listening style of a person who listens for the feelings of the speaker.

Employment-at-will doctrine: The opinion of courts in most states that employers have the right to hire and fire an employee at will and without any specific cause.

Eustress: Stress that results in positive energy and improvements in performance and health.

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Expectancy theory: Vroom's theory that motivation is a function of expectancy, instrumentality, and valence.

Experiment: A type of research study in which the independent variable is manipulated by the experimenter.

Experimental group: In an experiment, the group of subjects that receives the experimental treatment of interest to the experimenter.

Explicit Memory: The storage location for information you intentionally work to remember.

External validity: The extent to which research results can be expected to hold true outside the specific setting in which they were obtained.

Extrinsic motivation: Work motivation that arises from such nonpersonal factors as pay, coworkers, and opportunities for advancement.

Face validity: The extent to which a test appears to be valid.

Fear stage: The third emotional stage following the announcement of a layoff, in which employees worry about how they will survive financially.

Feedback: Providing employees with specific information about how well they are performing a task or series of tasks.

Field research: Research conducted in a natural setting as opposed to a laboratory.

File approach: The gathering of biodata from employee files rather than by questionnaire.

Financial bonus: A method of absenteeism control in which employees who meet an attendance standard are given a cash reward.

Forecasting: Constant worrying about the future.

Form stability: The extent to which the scores on two forms of a test are similar.

Forming stage The first stage of the team process, in which team members "feel out" the team concept and attempt to make a positive impression.

Free association: An exercise used in therapy that required the patient to talk about whatever came to mind no matter how relevant, nonsensical, or foreign the thoughts sounded. This technique, along with dream analysis and childhood memory evaluation, attempted to help patients understand themselves and their actions.

Gainsharing: A group incentive system in which employees are paid a bonus based on improvements in group productivity.

Group-group conflict: Conflict between two or more groups.

Habituation: The most basic form of learning in which an individual turns his attention to new objects and away from already discovered objects.

Hallucinations: False sensory perceptions that a person believes to be real.

Halo error: A type of rating error that occurs when raters allow either a single attribute or an overall impression of an individual to affect the ratings that they make on each relevant job dimension.

Hawthorne studies: A series of studies, conducted at the Western Electric plant in Hawthorne, Illinois, that have come to represent any change in behaviour when people react to a change in the environment.

Heterogeneous groups: Groups whose members share few similarities.

Hierarchy: A system arranged by rank.

Hold-out sample: A group of employees that are not used in creating the initial weights for a biodata instrument but instead are used to double-check the accuracy of the initial weights.

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Homogeneous groups: Groups whose members share the same characteristics.

Hostile environment: A type of harassment characterized by a pattern of unwanted conduct related to gender that interferes with an individual's work performance.

Human factors: A field of study concentrating on the interaction between humans and machines.

Hygiene factors: In Herzberg's two-factor theory, job-related elements that result from but do not involve the job itself.

Hypnosis: A procedure meant to create an altered state of consciousness in which a hypnotist suggests changes in feelings, perceptions, thoughts, or behaviour of the subject.

Hypothesis: An educated prediction about the answer to a research question.

Identification: The need to associate ourselves with the image associated with other people, groups, or objects.

Independent variable: The manipulated variable in an experiment.

Individual dominance: When one member of a group dominates the group.

Individual-group conflict: Conflict between an individual and the other members of a group.

Industrial/Organizational (I/O) psychology: A branch of psychology that applies the principles of psychology to the workplace.

Informed consent: The formal process by which subjects give permission to be included in a study.

Interacting group: A collection of individuals who work together to perform a task.

Interactional justice: The perceived fairness of the interpersonal treatment that employees receive.

Interactive video: A training technique in which an employee is presented with a videotaped situation and is asked to respond to the situation and then receives feedback based on the response.

Interdependence: The extent to which team members need and rely on other team members.

Interest inventory: A psychological test designed to identify vocational areas in which an individual might be interested.

Internal locus of control: The extent to which people believe that they are responsible for and in control of their success or failure in life.

Internal pay equity: The extent to which employees within an organization are paid fairly compared to other employees within the same organization.

Internal recruitment: Recruiting employees already employed by the organization.

Internal reliability: The extent to which responses to test items measuring the same construct are consistent.

Mental agility: A category referring to intelligence; among the categories developed by Peres and Garcia for analyzing the adjectives used in letters of recommendation.

Mental Measurements Yearbook (MMY): The name of a book containing information about the reliability and validity of various psychological tests.

Mentor: An experienced employee who advises and looks out for a new employee.

Mere presence: The theory that states that the mere presence of others naturally produces arousal and thus may affect performance.

Minnesota Multiphasic Personality Inventory (MMPI-2): The most widely used objective test of psychopathology.

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Minnesota Satisfaction Questionnaire (MSQ): A measure of job satisfaction that yields scores on 20 dimensions.

Modeling: Learning through watching and imitating the behaviour of others.

Motivation: The force that drives an employee to perform well.

Motivators: In Herzberg's two-factor theory, elements of a job that concern the actual duties performed by the employee.

Multiple regression: A statistical procedure in which the scores from more than one criterion-valid test are weighted according to how well each test score predicts the criterion.

Need for achievement: According to trait theory, the extent to which a person desires to be successful.

Need for affiliation: The extent to which a person desires to be around other people.

Need for power: According to trait theory, the extent to which a person desires to be in control of other people.

Needs analysis: The process of determining the training needs of an organization.

Needs theory: A theory based on the idea that employees will be satisfied with jobs that satisfy their needs.

Negative feedback: Telling employees what they are doing incorrectly in order to improve their performance of a task.

Negative information bias: The fact that negative information receives more weight in an employment decision than does positive information.

Noncalculative motivation: Those who seek leadership positions because they will result in personal gain.

Nonconforming listening: The listening style of a person who listens only to information that is consistent with his or her way of thinking.

Nonverbal communication: Factors such as eye contact and posture that are not associated with actual words spoken.

Norming: The third stage of the team process, in which teams establish roles and determine policies and procedures.

Objective tests: A type of personality test that is structured to limit the respondent to a few answers that will be scored by standardized keys.

Observation: A job analysis method in which the job analyst watches job incumbents perform their jobs.

Operant conditioning: A type of learning based on the idea that humans learn to behave in ways that will result in favorable outcomes and learn not to behave in ways that result in unfavorable outcomes.

Optimal level of arousal: The idea that performance is best with moderate levels of arousal.

Optimist: A person who looks at the positive aspects of every situation.

Organizational analysis: The process of determining the organizational factors

Overlearning: Practicing a task even after it has been mastered in order to retain learning.

Paralanguage: Communication inferred from the tone, tempo, volume, and rate of speech.

Participative style: In path-goal theory, a leadership style in which the leader allows employees to participate in decisions.

Passing score: The minimum test score that an applicant must achieve to be considered for hire.

Performing: The fourth and final stage of the team process, in which teams work toward accomplishing their goals.

Person analysis: The process of identifying the employees who need training and determining the areas in which each individual employee needs to be trained.

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Personality: Relatively stable traits possessed by an individual.

Personality inventory: A psychological assessment designed to measure various aspects of an applicant's personality.

Personality-based integrity test: A type of honesty test that measures personality traits thought to be related to antisocial behaviour.

Personality-Related Position Requirements Form (PPRF): A new job analysis instrument that helps determine the personality requirements for a job.

Physical ability tests: Tests that measure an applicant's level of physical ability required for a job.

Post conventional Morality: The third stage of moral thought in which an adolescent will act according to his or her own basic ethical principles.

Posttraumatic Stress Disorder: An anxiety disorder that develops following a traumatic experience, such as near-death experiences, rape, war, or natural disasters. The symptoms of PTSD include reliving the traumatic experience in dreams or thoughts, irritability, insomnia, inability to concentrate, depression, and a detachment from others.

Preconscious: The part of the mind that stores memories that you do not have a use for at the present moment, but that you can retrieve in the future if needed.

Preconventional morality: The first stage of the moral thought process in which a child will obey the rules and choose to do right only to avoid

Proximity: Physical distance between people.

Proximity error: A type of rating error in which a rating made on one dimension influences the rating made on the dimension that immediately follows it on the rating scale.

Psychological altruism: A selfless act made for the benefit of another though it does not reward you in any way.

Psychotic disorders: A category of mental disorders in which the disorders are marked by delusions, hallucinations, or extreme emotional disturbances (often the sufferer is considered to have lost touch with reality). They include schizophrenia and delusional disorder.

Quality: A type of objective criterion used to measure job performance by comparing a job behaviour with a standard.

Quantity: A type of objective criterion used to measure job performance by counting the number of relevant job behaviours that occur.

Quasi-experiments: Research method in which the experimenter either does not manipulate the independent variable or in which subjects are not randomly assigned to conditions.

Reference Group: Groups we identify with when we need to understand our own opinions and analyze our behaviour or reactions to situations.

REM Sleep: A stage of sleep in which your brain is just as active as it is when you are wide awake during the day.

Repressed memory: A memory that has been involuntarily pushed to the unconscious and the individual is unaware of it.

Residual stress: Stress that is carried over from previous stressful situations.

Role conflict: The extent to which an employee's role and expected role are the same.

Rorschach Ink Blot Test: A projective personality test.

Schizophrenia: A mental disorder in which an individual loses touch with reality, suffers hallucinations and delusions, and is unable to carry out many daily activities.

Self-actualization needs: The fifth step in Maslow's hierarchy, concerning the need to realize one's potential.

Self-esteem: The extent to which a person views him- or herself as a valuable and worthy individual.

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Self-monitoring: A personality trait characterized by the tendency to adapt one's behaviour to fit a particular social situation.

Self-Perception: A theory that concludes that we make the same judgments about ourselves, uses the same processes, and makes the same

Sensory Memory: The memory that briefly stores incoming impressions.

Sexual and Gender-Identity Disorders: A category of mental disorders in which the disorders are marked by abnormal behaviour regarding sexual functioning. They include sadomasochism, exhibitionism, psychosexual dysfunction, fetishism, and transsexualism.

Sleep disorders: A category of mental disorders in which the disorders are marked by a disruption in a person's normal sleeping patterns. They include insomnia, narcolepsy, and sleep apnoea.

Social impact theory: A theory that states that the addition of a group member has the greatest effect on group behaviour when the size of the group is small.

Social inhibition: The negative effects that occur when a person performs a task in the presence of others.

Social learning theory: A theory that states that employees model their levels of satisfaction and motivation from other employees.

Social loafing: The fact that individuals in a group often exert less individual effort than they would if they were not in a group.

Social needs: The third step in Maslow's hierarchy concerning the need to interact with other people.

Social normative motivation: The desire to lead out of a sense of duty or responsibility.

Social recognition: A motivation technique using such methods as personal attention, signs of approval, and expressions of appreciation.

Socially influenced self-esteem: The positive or negative way in which a person views him- or herself based on the expectations of others.

Solomon four-groups design: An extensive method of evaluating the effectiveness of training with the use of pretests, posttests, and control groups.

Somatoform disorders: A category of mental disorders in which the disorders are characterized by a complaint of a physical symptom for which no cause can be found. These include hypochondria and conversion.

Spearman-Brown prophecy formula: A formula that is used to correct reliability coefficients resulting from the split-half method.

Split-half method: A form of internal reliability in which the consistency of item responses is determined by comparing scores on half of the items with scores on the other half of the items.

Stability: The extent to which the membership of a group remains consistent over time.

Standard deviation: A statistic that indicates the variation of scores in a distribution.

Standard error (SE): The number of points that a test score could be off due to test unreliability.

Stimulants: Drugs that speed up the activity in the central nervous system. Stimulants include, but are not limited to, cocaine, methamphetamine hydrochloride (speed), and amphetamines (uppers).

Stimulus generalization: Occurs when an individual has the same conditioned response to a stimulus that is similar though not the same as the conditioned stimulus.

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Strain: The physical and psychological consequences of stress.

Stress: A condition in which extreme pressure, hardship, or pain is either suddenly experienced or built up over time.

Stressors: Events that cause stress.

Subconscious: The part of the mind that handles the information and mental processes needed to perform routine activities that do not require conscious thought.

Substance-related disorders: A category of mental disorders in which the disorders are a result of the use of or withdrawal from a drug such as alcohol, caffeine, amphetamines, opiates, or nicotine.

SWOSI: Self-worth Scale Inventory, a test developed by A.B. Salgado that

Validity: The degree to which inferences from scores on tests or assessments are justified by the evidence.

Validity generalization (VG): The extent to which inferences from test scores from one organization can be applied to another organization.

Vocational counseling: The process of helping an individual choose and prepare for the most suitable career.

Worrier: A person who always thinks the worst is going to happen.