



Overview of Industrial/Organizational Psychology



Agenda

- What is I/O psychology? What do personnel, organizational, and engineering psychologists do? Where do I/O psychologists work?
- How did I/O psychology develop? How did time and motion studies contribute to its development? How did the world wars contribute to its development?
- How has the nature of work changed?

What is I/O psychology?
What do personnel,
organizational, and
engineering psychologists
do? Where do I/O
psychologists work?

What is I/O psychology?

- **Industrial/organizational psychology:** The study and application of psychological principles, theories, and research to the workplace
 - Relevant
 - Useful and applicable
 - Grounded in scientific method



What is I/O psychology?

Scientist

- Researches work behavior and develops theories to explain phenomena

Practitioner

- Applies industry principles and theories in a field setting



What is I/O psychology?

- Goal 1 – Treat employees fairly
 - Legal issues – Follow employment laws
 - Selection – Develop, administer, and validate tests
 - Performance – Develop, administer, and validate measures
 - Diversity – Leverage individual differences
 - Justice – Address discrimination and harassment

What is I/O psychology?

- Goal 2 – Make jobs more satisfying
 - Job design – Design jobs to be safe, rewarding, and efficient
 - Motivation – Manage performance expectations and choose valued rewards
 - Teams – Facilitate the formation and development of high-performance teams
 - Job attitudes – Measure job attitudes and design interventions to improve them

What is I/O psychology?

- Goal 3 – Improve employees' productivity
 - Job design – Design work patterns/schedules that enhance efficiency
 - Training and Development – Design, facilitate, and evaluate training programs
 - Technology – Integrate technology to improve effectiveness and efficiency
 - Organizational development – Analyze structure and culture and design effective interventions

What is I/O psychology?

Personnel Psychology (“I”)

Focuses on recruitment, selection, training, performance appraisal

Organizational Psychology (“O”)

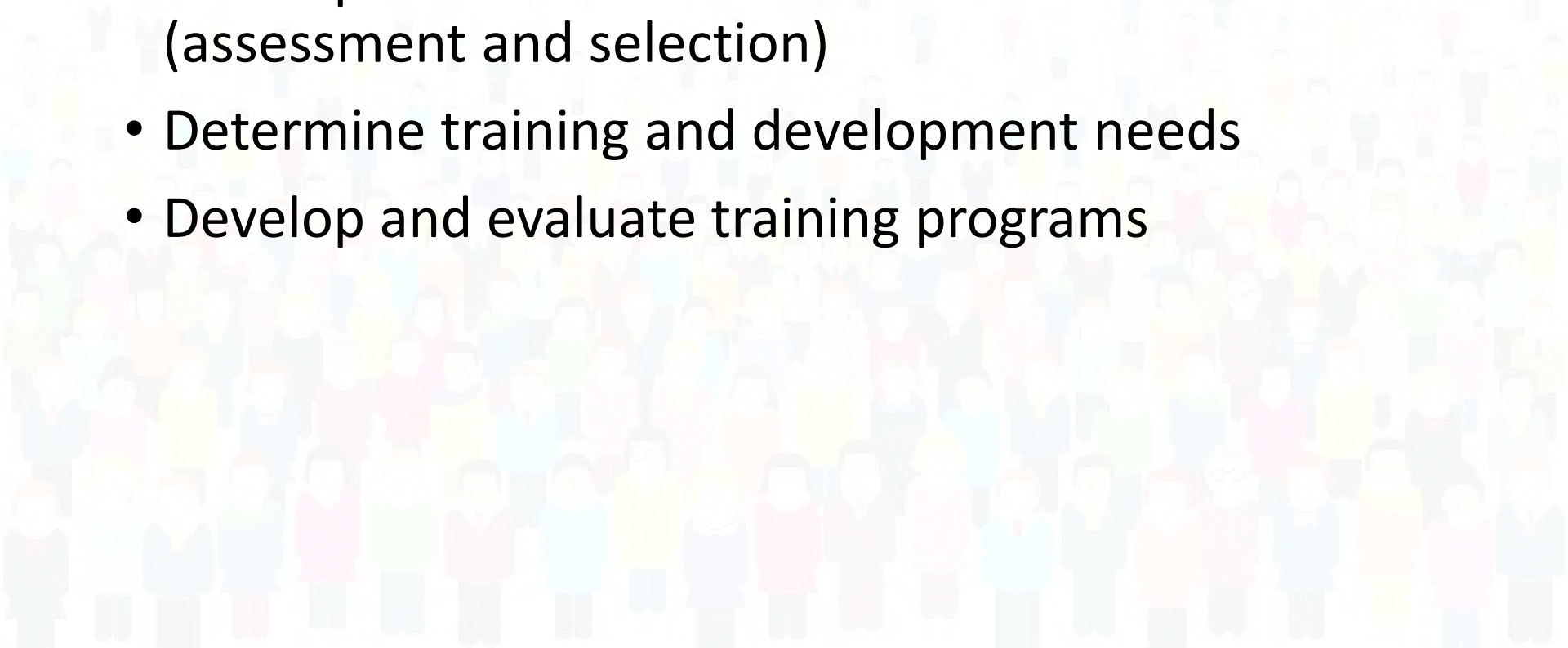
Focuses on the emotional and motivational side of work as well as group dynamics

Engineering Psychology

Focuses on human capacities and limitations with respect to a particular environment

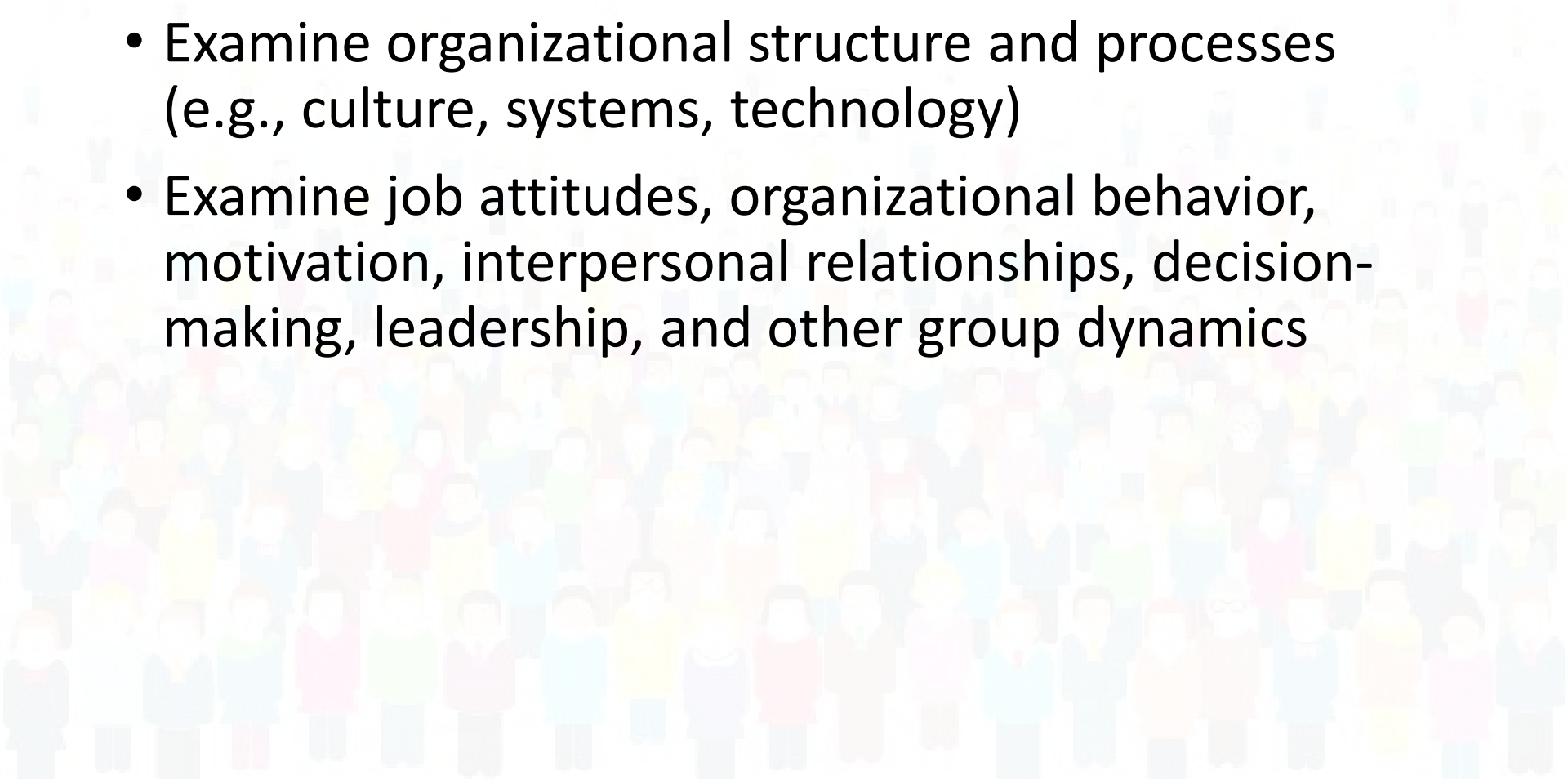
What do personnel psychologists do?

- Analyze jobs and identify necessary knowledge, skills, abilities, and other characteristics (KSAOs)
- Develop and validate tests to measure these KSAOs (assessment and selection)
- Determine training and development needs
- Develop and evaluate training programs



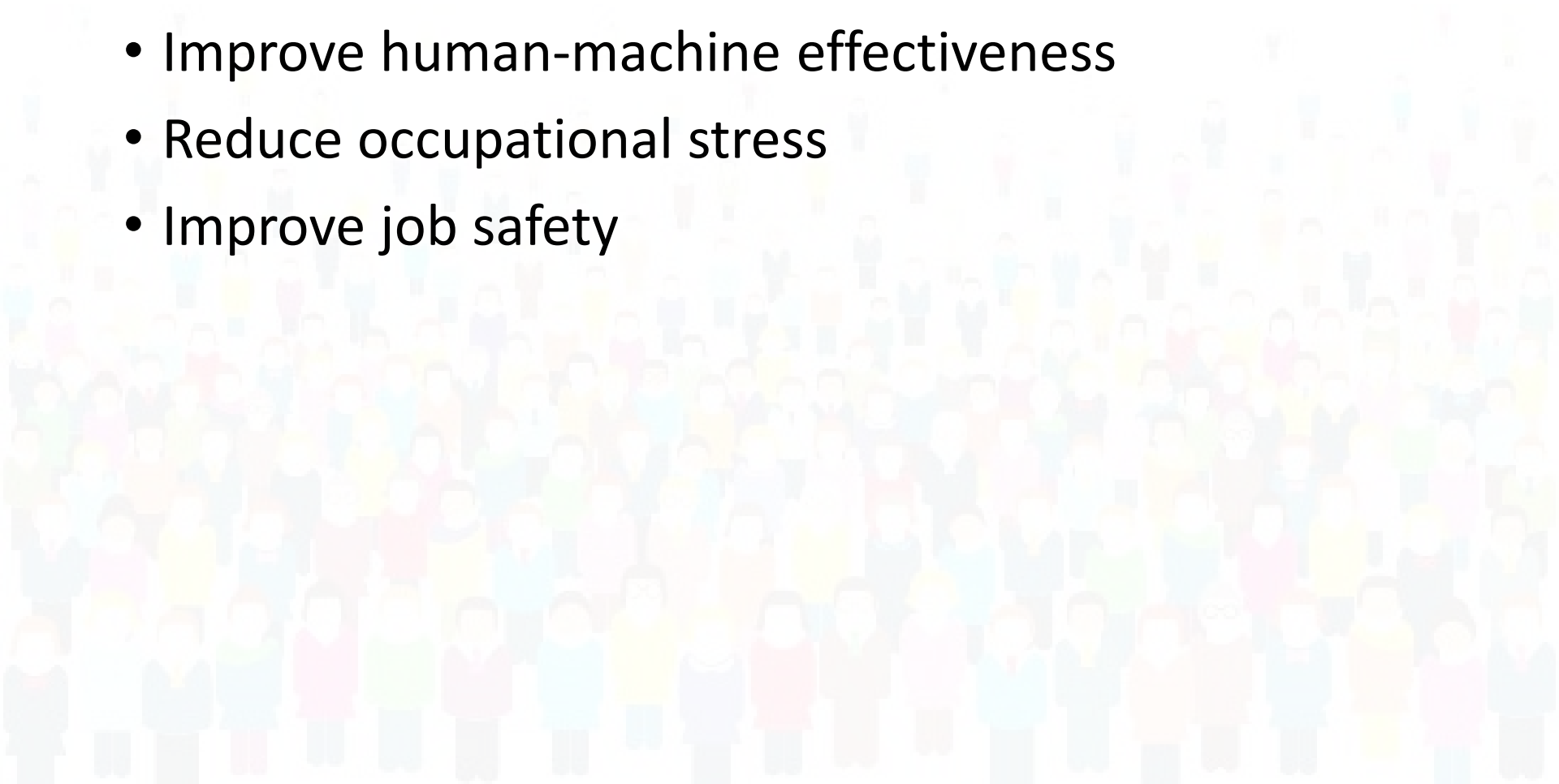
What do organizational psychologists do?

- Study behavior in organizational settings
- Examine organizational structure and processes (e.g., culture, systems, technology)
- Examine job attitudes, organizational behavior, motivation, interpersonal relationships, decision-making, leadership, and other group dynamics



What do engineering psychologists do?

- Design work spaces
- Improve human-machine effectiveness
- Reduce occupational stress
- Improve job safety



Where do I/O psychologists work?

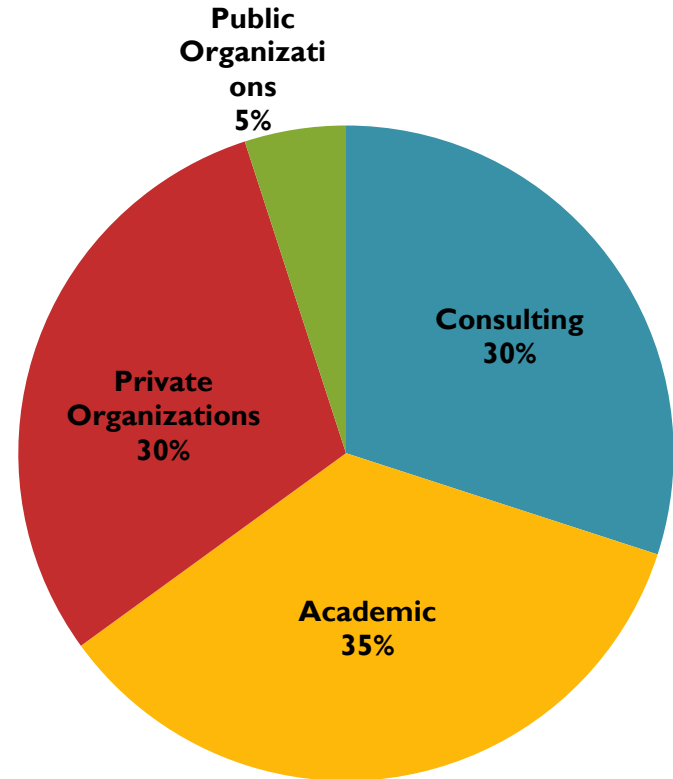
Staff member, manager, director, vice president of:

- Personnel
- Human resources
- Organizational planning
- Personnel development
- Organizational development
- Management development
- Personnel research
- Employee relations
- Training
- Affirmative action

Assistant, associate, full professor of:

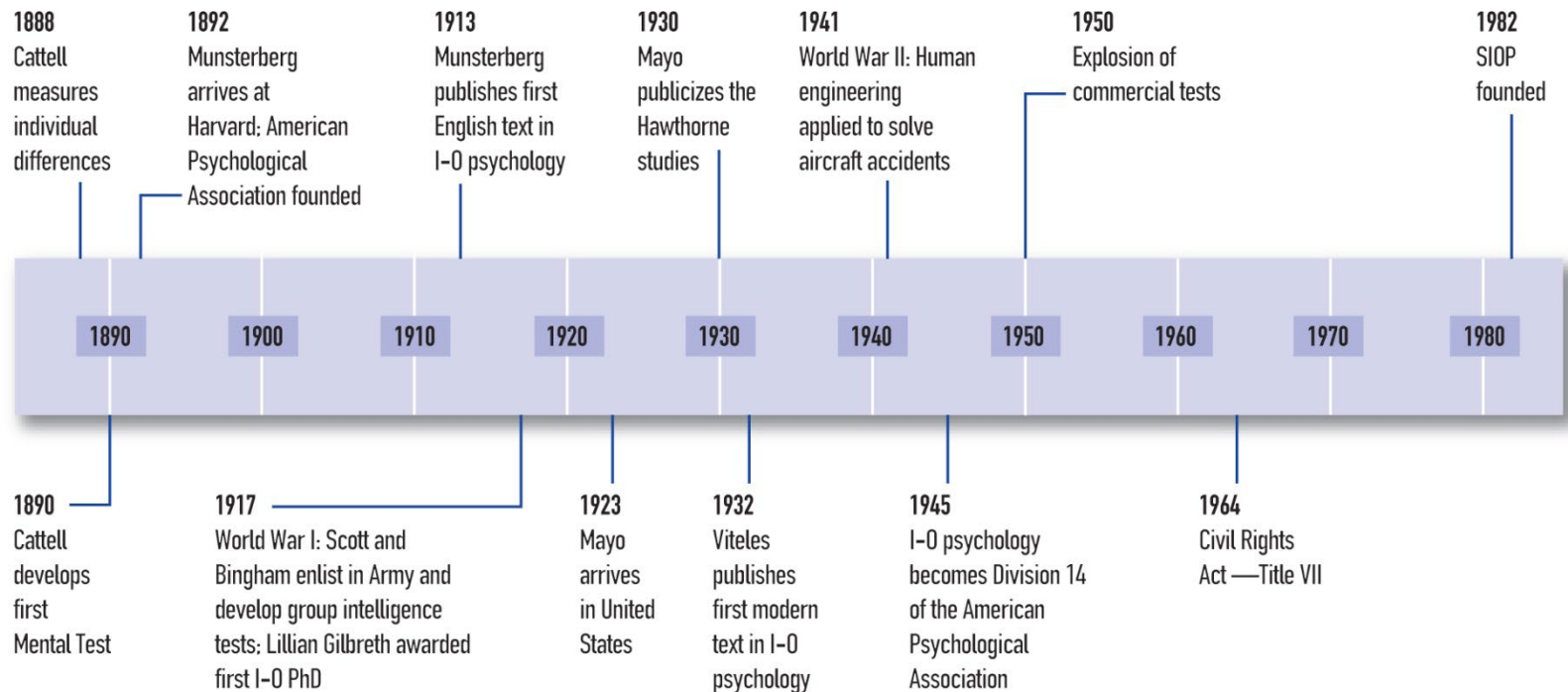
- Psychology
- Management
- Organizational behavior
- Industrial relations
- Human resources

- Corporate consultant
- Private consultant
- Research scientist: private sector
- Research scientist: government
- Research scientist: military
- Research scientist: test publisher



How did I/O psychology develop? How did time and motion studies contribute to its development?

How did I/O psychology develop?



How did time and motion studies contribute to its development?



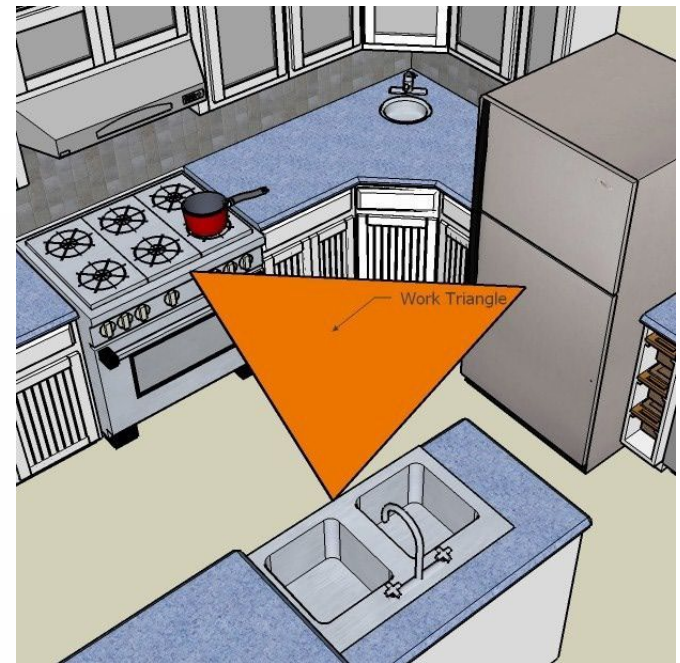
Frank and Lillian Gilbreth

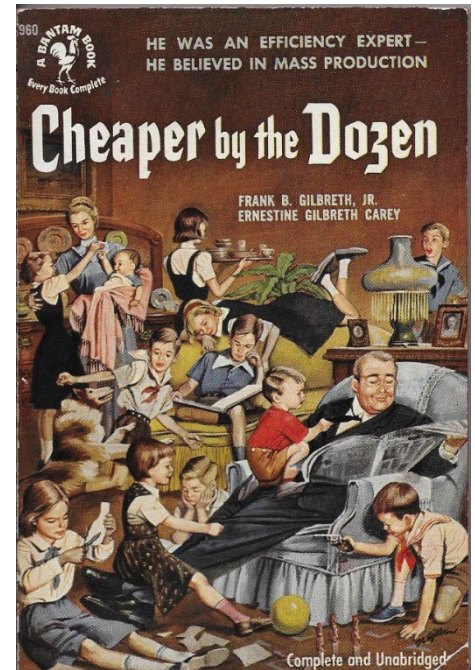
- Sought to increase efficiency and increase productivity by:
 - Breaking down every action into parts
 - Timing movements
 - Developing more efficient movements

How did time and motion studies contribute to its development?



How did time and motion studies contribute to its development?





How did the Hawthorne studies contribute to its development?

- Sought to examine the impact of illumination on productivity
- Found that job attitudes contribute to job performance
- Birthed organizational psychology



How did the Hawthorne studies contribute to its development?



How did the world wars contribute to its development?

- WWI defined it
 - 1917 – Army Alpha and Beta tests
- WWII refined it
 - 1968 – [Armed Services Vocational Aptitude Battery \(ASVAB\)](#)
- Popularized tests and human factors in business

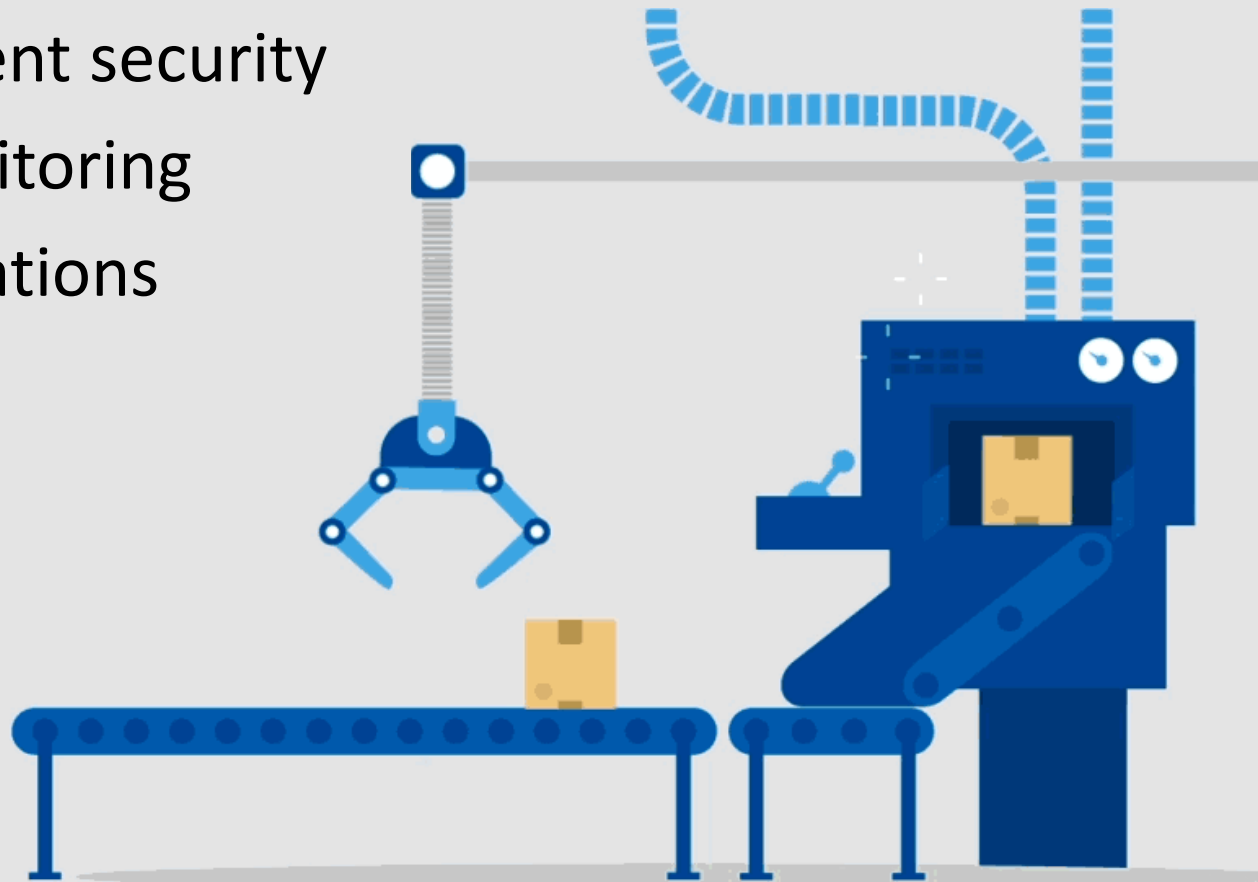


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How has the nature of work
changed?

How has the nature of work changed?

- Technology and digitization
- Less employment security
- Employee monitoring
- Flatter organizations



How has the nature of work changed?

- Globalization
- Diversity
- Boundaryless careers
- Virtual teams



How has the nature of work changed?

- Younger employees tend to:
 - Be more educated
 - Be more technologically sophisticated
 - Be more globally aware and connected
 - Be more open-minded
 - Want development opportunities
 - Become cynical and disinterested easily
 - Be less trusting of employers

