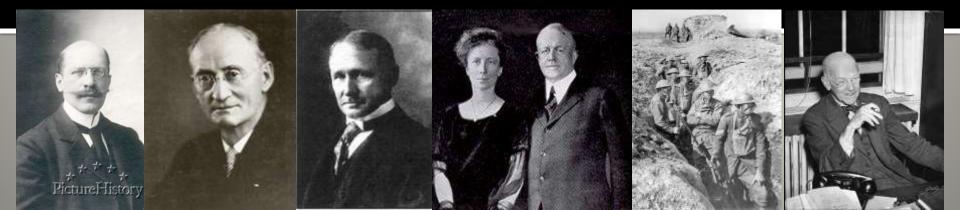
Introduction to

Industrial & Organizational Psychology



What is I/O Psychology?

I/O Psychology is:

The branch of psychology that applies the principles of psychology to the workplace.

The Purpose of I/O Psychology:

"to enhance the dignity and performance of human beings, and the organizations they work in, by advancing the science and knowledge of human behavior"

MBA Program vs. I/O Program

Typical I/O PhD Courses	Typical MBA Courses
 Statistics Experimental Methodology Psychometric Theory Employee Selection and Placement Organizational Psychology Employee Training and Development Performance Appraisal Job Analysis 	 Statistics Business Research Organizational Behavior Administrative Policy Managerial Economics Financial Management Marketing Management Managerial Accounting

Major Activities

Personnel Psychology (The "I" in I/O)

- Defining and analyzing jobs
- Recruiting and selecting employees for jobs
- Training employees
- Assessing performance
- Promoting and retaining employees
- Test development and Validation
- Legal Issues

Organizational Psychology (The "O" in I/O)

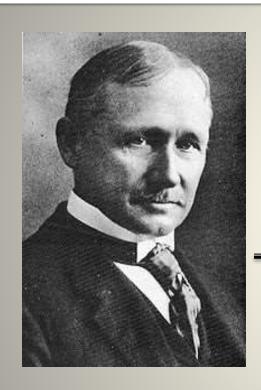
- Determining how people feel about work
- Determining why people act as they do at work
- Examining the effects work has on people
- Examining the effects people have on one another
- How organizations are structured and function
- How work is designed
- Tool and equipment usage on the job
- Examining work relevant health, safety, and well-being issues

I/O AS A PROFESSION

Employment

- Little or no unemployment (usually)
- 4 Main Work Settings:
 - Universities
 - Consulting Firms
 - Industry/Corporations
 - Government Agencies
- Field expanding and becoming more popular
- I/O psychologists often work/consult with
 - MBAs
 - CEOs,
 - ♦ VPs,
 - HR staff
 - Healthcare/Health Science Staff (if in Occupational Health Specialty)

The History of I/O





"What would you say... ya do here, Ms. Walker?"

History of I/O

- Early Years (1900s)
- World War I (1914-1918)
- Between the Wars (1919-1940)
- World War II (1941-1945)
- ◆ Toward Specialization (1946-1963
- Government Intervention (1964-1993)
- Information Age (1994–Present)

Early 1900s

- Merging of two forces: Applying psychology
 & industrial engineers improving efficiency
- Four Major Figures
- Walter Dill Scott
 - "Psychology of Advertising" 1908
 - "Increasing Human Efficiency"
 - Contributed WWI to application to Army



Early 1900's

Frederick Taylor

- Engineer focused on redesigning work
- "Principles of Scientific Management" 1911
- Four Principles
 - Science over rule of thumb
 - Scientific selection and training
 - Cooperation over individualism
 - Equal division of work best suited to management and employees
- Known for institutionalizing forced breaks for those handling heavy iron (half the cost, 3 times the production)



Early 1900's



- Lillian (and Frank) Gilbreth
 - Lillian Focused on Stress and fatigue on workers
 - Frank Focused on technical aspects of worker efficiency
 - Lillian's 1908 speech called for attention to person element
 - Time & Motion Studies, "therblig"
 - Later invented things like foot pedal trashcan
 - "Cheaper by the Dozen"- Autobiography

Early 1900's

Hugo Munsterberg

- Considered the "Father of Industrial Psychology"
- "Psychology and Industrial Efficiency" 1913



Trolley Car Simulator Creation

- Systematically studied all aspects of job through observations
- Studied what makes good operator
- Analyzed behaviors and asked questions
- Basically, he pioneered Job Analysis

World War I (1914-1918)

- ◆ Army Alpha Project (1914 1918)
 - Army hires psychologists including Robert Yerkes
 - Screen recruits for intelligence
 - Army Beta created for those that were illiterate (30%)
- Journal of Applied Psychology (1917) first I/O journal
 - Documented Army Alpha & Beta projects
 - Still most prestigious journal in the field

Between the Wars (1919-1940)

- James Cattell (1921)
 - forms Psychological Corporation to provide services to industry
- Hawthorne Studies (1924)
 - Research by Harvard & MIT
 - Led by Elton Mayo
 - Conducted at Hawthorne Plant of Western Electric Co.
 - Looking for cost effective ways to reduce expenses
 - adjusted lighting levels
 - Key Finding-
 - Found impact of intervention on employee performance was a result of the intervention itself.
 - Hawthorne Effect
 - Novelty of intervention influences behavior (i.e., I observe you working, and you perform better because of my presence as an observer)



World War II (1941-1946)

- Army hires I/O psychologists to select & classify recruits
- Army General Classification Test (AGCT)
 - Group testing, sorted applicants into 5 categories based on if they could learn duties, etc

Post World War II

- Toward Specialization (1946-1963)
 - Evolved into legitimate area of practice, schools, terminology, etc.
- Government Intervention (1964-1993)
 - Civil Rights Act of 1964 Protected Classes (Gender, Race, Ethnicity)
 - Equal Employment Opportunity Commission
 - Court Cases (e.g., Griggs vs Duke Power, Dothard vs Rawlinson)
- Information Age (1994–Present)
 - Higher demands for organizations and employees
 - Greater and more frequent technology improvements
 - More complex, computer generated statistical analyses are becoming common (MANOVA, Multilevel Modeling, Structural Equation Modeling, Item Response Theory, etc.)
 - Application of cognitive psychology to I/O, specifically performance appraisal
 - Increased focus on selection methods (selecting the "right person" for the job is becoming more important)
 - Globalization has become an important issue

Reflection Question

- Having reviewed the History of I/O and the current state of the field, where do you think the field will be in 20 years?
 - Think of organizational, economic, and governmental factors that may affect the field in the next 20 years.
 - There are no wrong answers to this question.