

Chapter 1 – Introduction to Industrial/Organizational Psychology

Introduction: History and Development of I/O Psychology

- 74% of Canadians are employed in various sectors comprising the economy
- 17 million individuals
- Industrial/Organizational Psychology is a field of both scientific research and professional practice that aims to further the welfare of people by: understanding the behavior of individuals and organizations in the work place, helping individuals pursue meaningful and enriching work, and assisting organizations in the effective management of their human resources
- They might be called upon to carry out task analyses, determine the knowledge, skills, abilities and personal characteristics needed for certain jobs, providing recommendations on how to assess potential employees or actually conducting the assessments, assessing work performance and motivation of employees, determining group effects on work performance, examining communication and commitment to an organization
- Occupational Health Psychology: a field of research and practice that is based, at least partially, on I/O psychology and is concerned with the health and safety of individuals at work

Scientist-Practitioner Perspective: the view that I/O psychology focuses on both scientific research and applied professional practice

- Trained social scientists who draw on theories and methods of psychology to understand what is going on in organizations and to improve work practices in organizations
- Day to day problems are intended to solve common problems
- CSIOP – Canadian society of industrial and organizational psychology
 1. Applicants to graduate school in I/O psychology should have an undergraduate degree in psychology from a recognized institution
 2. Training programs in I/O psychology incorporate applied experiences or internships that are supervised by an I/O psychology, in order to acquire skills in human resource management and consultation
- At least 10 graduate programs of I/O psychology in Canada

History of I/O Psychology

- Creature of the twentieth and twenty-first centuries (early 1900's)
- Boom in industrial activity resulted in great interest in the notion of efficiency
- Growth of experimental method and focus on individual differences
- Wilhem Wundt – first person in North America to receive the title of professor of applied psychology (principles of advertising, personnel selection)
- Emil Kraepelin trained under Wundt and studied work performance and fatigue
- Hugo Munsterberg – both a psychologist and a physician, train in Wundt's experimental psychology lab, pioneered the fields of educational and forensic psychology, founder of I/O psychology (Psychology and Industrial Efficiency)
- Walter Bingham, Arthur Kornhauser, Louis Leon Thurstone, James McKeen Cattell

WWI

- Robert Yerkes developed a standardized intelligence test known as Army Alpha used for placement of individuals in the US armed forces, and a non verbal equivalent known as Army Beta
- Job Analysis: a way of understanding job tasks and requirements through systematic analysis

The Hawthorne Studies – a series of studies conducted at the Hawthorne Works of the Western Electric Company

- Wanted to demonstrate the value of their lamps that produced more light per watt of electricity than those of their competitors
- Study the effects of varying illumination levels on worker productivity
- Productivity improved regardless of the change in working conditions (when they decreased the level of illumination, productivity also went up)

Hawthorne Effect: any intervention will have the desired effect (eg. by simply paying more attention to the workers, the productivity will rise)

WWII

- Army General Classification Test
- John Flanagan – originator of the critical incident technique (widely used technique of job analysis), became head of the aviation program
- Assessment center: widely used selection technique, originally developed to select potential spies
- Samuel Stouffer published *The American Soldier*, which included topics such as job satisfaction, motivation, perceived justice

Post WWII

- 1945, American Psychology Association was formed
- 1950, I/O Psychology was firmly established
- Passage of the Civil Rights Act of 1964 in the US made organization institute fair and nondiscriminatory hiring practices
- Individuals began to demand more meaningful work
- 1965, Kornhauser – *The Mental Health of Industrial Workers* (job pacing and control, links between work conditions and individual health and safety)
- Secretary of State commissioned the widely influential report *Work of America* (1974) – led the new field of occupational health psychology
- Division 9 of the APA – Division of industrial and business psychology, was changed in 1962 to the division of industrial and organizational psychology, in 1982 it gained autonomy and was named the Society of Industrial Organizational Psychology

Canadian I/O Psychology

- Up until WWII there was no significant presence of I/O psychology in Canada
- 1928, when Sun Life hired Gerald P. Cosgrove as personnel supervisor
- Canadian Psychological Association – 1938
- Potential contributions from UofT, Queen's, and McGill in 1939 (productive collaboration between Canadian I/O psychology and the military)
- Canadian National Research Council created a War Committee, which was divided into 2 separate groups – one responsible for pilot section for the Royal Canadian Air Force (UofT)

and the other responsible for development of the M Test (Canadian cognitive ability test developed during WWII – selection and placement for soldiers and officers), funded by 2 insurance companies (London Life and Sun Life)

- Psychologists involved in other activities such as establishment of day care centers that allowed women to enter the workforce to replace the male workers called up to active service (balance of work and family concerns)
 - Ed Webster from McGill
1. Scholarly activities, work on employment interview was influential in shaping the entire field of personnel selection (systematic experiments to understand what was wrong with the interview and what had to be done to correct it)
 2. Wrote the report of the Couchiching conference, took an active role in administrative matters, established standards for graduate training in psychology
 3. Patricia Rowe – Waterloo, founded and singlehandedly ran what is arguably the most long-established I/O psychology in Canada

The Development of CSIOP

- Wait nearly 40 years for development
- 1972 for division status, 50 members had to sign a petition
- The initial two divisions included experimental psychology and applied psychology
- 1974 – Gary Latham decided to organize a special interest group within the applied division, first meeting held in spring of 1975 (22 members)
- The new interest group became section 14 of the newly reorganized CPA
- Now it boasts approximately 400 members
- Patricia Rowe is the female pioneer of Canadian I/O psychology – she initiated the Waterloo program and mentored more than 75 post graduate students

I/O Psychology in Quebec

- Francophone I/O psychologists in Quebec are represented by the Societe Quebecoise de Psychologie du Travail des Organisations (SQPTO)
- Hosts regular dinner conferences in Quebec City, Eastern Townships, Ottawa and Montreal
- Work largely independent with little overlap or consultation with CSIOP
- SQPTO define I/O psychology:
 1. Testing and evaluation
 2. Organizational development and diagnosis
 3. Training and coaching
 4. Career management and reassignment
 5. Employee assistance programs and psychological health
- Language is a large challenge to collaboration

The Contribution of Canadian I/O Psychologists

- SIOP – 4000 members, CSIOP – 400 members
- Ed Webster, Latham (goal setting and performance appraisal)
- Lorne Kendall – performance appraisal
- Victor Vroom – expectancy theory of motivation
- Martin Evans and Robert House – path goal of leadership

- Gary Johns and John Cgadwick-Jone's – absenteeism
- Natalie Allen and John Meyer – development of the three component model of organization commitment
- Julian Barling – occupational health psychology

Current and Projected Trends

- Defined by its response to the needs of the time
- Wartime need for personnel selection
- Post war economic boom and baby boomers led to concerns of employee attitudes, motivation and retention
- Civil rights movement in the US and promulgation of human rights codes in Canada led to issues of test bias and fairness in selection systems

Technology and the Changing Nature of Work

- Challenges of remote or virtual leadership – how does one lead employees whom one never sees in a traditional face-to-face setting?
- The rapid adoption of technology also leads to the possibility of enhanced stress (increasingly required to be electronically connected, and responsive at the workplace at all times)
- Cyberaggression – the expression of aggression through computer mediated communication
- Most organizations now require and expect individuals to work in teams (group dynamics and influences on team performance in organizations)
- Presenteeism – the notion that individuals show up to work even though they might be sick and not capable of working up to their normal standard
- In light of recent potential epidemics (SARS), it has become more of a serious problem (may infect others) and it outweighs the potential cost of absenteeism

Boom, Bust and Echo

- Post WWII baby boom was followed by a drop in birth rate (bust) and a smaller boom followed when baby boomers had children
- Now they have abandoned the mandatory retirement age (65) due to fear of labour shortages
- We will not have enough workers to replace the aging baby boomers as they retire
- Baby Boom (1945-1960), Generation X (1961-1981), Ne(x)t Generation (1982-2000)
- Generations differ in work values and work orientations
- For example, in comparison to the career-oriented baby boomers, the members of Generation X are thought to be more family oriented. However, such differences could be a function of age because most baby boomer's children are now adults.

Diversity and Multiculturalism

- 60.5% of the Canadian population are third generation Canadians (UK accounting the largest single group among this portion)
- 15.6% are second generation Canadians whose parents immigrated primarily from the European nations
- 24% are first generation Canadians, majority of which are from East or Southeast Asia
- Canadian tradition of multiculturalism encourages the retention of ethnic and cultural identity

- Dramatic change in immigration patterns now that new immigrants are coming from Asia rather than Europe

Geert Hofstede

- Understanding the psychology of cultural differences
- Countries differ among 5 salient dimensions:
 1. Power distance – the extent to which the least powerful members of society accept and expect that power is distributed unequally
 2. Masculinity – emphasizes competition and assertiveness
 3. Individualism – emphasize the role of the individual instead of a group
 4. Uncertainty avoidance – culture's tolerance for uncertainty
 5. Long term orientation – which members of the society value long term virtues (thrift and persistence) over short term (saving face, respect for tradition)
- Canadians place a great deal of emphasis on individual value
- Canada (power distribution – low, individualism – high, masculinity – medium, uncertainty – medium, long term – low)
- China (power distribution – high, individualism – low, masculinity – medium/high, uncertainty – low, long term – high)