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2.0 INTRODUCTION

Industrial and organizational psychology had its birth in industrial psychology and the use of psychological concepts to aid in personnel selection. Psychologists discovered that productivity was affected more by human interaction and not physical factors; the field of industrial psychology expanded to include organization psychology.

WW1 and WW2 both had a strong influence on the development of an expansion of industrial psychology in the United States and elsewhere. The tasks assigned to the psychologists led to development of tests and research in how the psychological concepts could assist industry and other areas, a movement that aided in expanding industrial psychology to include organizational psychology.

Industrial psychology studies the attributes of jobs, applicants of those jobs and methods for assessing fit to a job. These procedures include job analysis, applicant testing and interviews. It also studies and puts into place procedures for the orientation of new employees and ongoing training of the employees. The process of hiring employees can be vulnerable to bids which is illegal and industrial psychologists must develop methods for adhering to the law in hiring. Performance appraisal systems are an active area of research and practice in industrial organizational psychology.

This paper is divided into sections. The first section is an overview of Industrial Organizational psychology, I will continue to look at some of the specialty areas within the discipline, and a bit about what industrial/organizational psychologists do. In the overview of concepts of, I will look into the meaning of Industrial organizational psychology.

In the section of discussion, I will expound on different topics as per the questions. I will summarize with what I learnt from the meaning of Industrial organizational Psychology, I will conclude by discussing about which specialty I would choose as part of organizational psychology.

3.0 WHAT IS INDUSTRIAL ORGANIZATIONAL PSYCHOLOGY

The application of psychological principles, theory and research to the work setting.

1.1 HOW IT CAN BE UTILISED TO APPLY IN MY CURRENT JOB/CAREER.

- 1.1.1. It can be utilized to try and provide a broader context for me to understand various policies and practices that I am likely to experience in my work. Example is that it can lead me to know if my organization follows new or old policies, whether they are tested or not, whether they are effective or not.
- 1.1.2 I might find myself becoming a leader even without asking to be one probably by being placed in a position whereby I am managing the work done by other people and in that role either developing or implementing policies related to the work done. The course should provide me with good foundation for developing and implementing policies effectively.
- 1.1.3 The course will teach me to be able to as a resource in helping friends and family as they talk about their organizations. Through this course, I will gain the ability to help them understand the policies that affect them.
- 1.1.4 The application of scientific Research to real world problems and the exposure to the course through interactions with psychological consultants or other manager will make me a knowledgeable person at work and life in general.
- 1.1.5 Other than helping friends and family, I will be able to participate in the national debates; not necessarily to solve the underlying problems for the debate but at least to contribute something to them.
- 1.1.6 The course can help me to move together with the changing world. Example; since 1980s, a lot has been witnessed, like personal computers dominating workplace, working from home, virtual instead of physical meet ups, video conferencing, Team work as opposed to individuals, and electronic performance monitoring. The information I gain from this course is different from what was gained by the previous generation which is in its old age at the moment.

4.0 SPECIALTY:

Specialty of industrial organizational psychology is the study of human behavior in organization and the work place. It focuses on deriving principles if individuals, group and organizational behavior and applying this knowledge to the solutions of the problems at work.

5.0 OVERVIEW OF INDUSTRIAL ORGANIZATIONAL PSYCHOLOGY.

This being the application of psychological principles theory and research to the work setting, it deals with the focus on the behavior and patterns in the work place productivity. This field of psychology is important because understanding employee behavior can help leaders determine what should be done in order to ensure optimal working conditions and productive. It`s usually focused on personal, group and organizational management and performance.

Industrial organizational psychology experts are contacted by a company to address a variety of issues. They employ their skills to identify if there is any need for training, prepare service programs, train management or other professionals and take assessment of client satisfaction.

They work hand in hand with company`s Human Resource department; train in labor laws, management administration, communication and data analysis besides being educated in psychology and Research methods. Spector, P.E. (2021)

5.1 JOB ANALYSIS RECRUITMENT

5.1.1 Job Analysis

A job analysis is an in – depth study of the tasks, responsibilities and skills needed to perform a job role successfully. Job analysis provides information to organizations that helps them determine which employees are best fit for specific jobs. It should be viewed as the first step in the recruiting process. The process of job analysis involves the analyst gathering information about the duties of the incumbent, the nature and conditions of the work, and some basic qualifications. After this, the job analyst has completed a form called a job psychograph, which displays the mental requirements of the job. Wilson, M. (2007)

5.1.2 Recruitment

This is the process of sourcing, screening, shortlisting, identifying and interviewing candidates for jobs within an organization. It can be either permanently or temporary. It can as well mean the process of choosing individuals for unpaid roles. Recruitment could be carried out by Managers, Human Resource and recruitment specialists. Sulich, A. (2016)

6.0 PERFORMANCE APPRAISAL / PERFORMANCE MANAGEMENT

6.1 Performance Appraisal

It means the regular check of an employee`s performance and the contribution he or she gives in a company. It is through performance appraisal that companies give employee feedback on their work and release the awards and Bonuses. They also make termination decision based on the reports and the feedback from the performance appraisal. Manasa, K. (2009).

Performance appraisal can be conducted any time but in most cases they are done annually, semi- annually or quarterly. Cederblom, D. (1982). They are usually designed by Human Resource department to help the employees to develop in their careers. It gives the employees the guidance on how to meet the goals expected of them and ensure that they reach them without difficulties.

Through performance appraisals, the companies are able to determine how to allocate funds for raises and bonuses to the employees who have contributed much to the growth of the company making it less difficult for the company to award and reward their top – performing employees accordingly. Tyskbo. (2020)

6.1.1 Types of Performance Appraisal

6.1.1.1 Self-assessment: Employees are given a series of questions and asked to rate their performance or reaction to specific job – related situations.

6.1.1.2 Peer Assessment: Each individual will be asked to rate co – workers based on a set of bench marks and management may use part of their peer reviews in conducting their own appraisal and interview of the employees.

6.1.1.3 360 degree feedback Assessment:

Feedback from individual as provided in a self – assessment, input from peers culled from peer reviews and supervisor`s review.

6.2 Objectives of Performance Appraisal

- 6.2.1 To review the performance of the employee over a given period of time.
- 6.2.2 To judge the gap between the actual
- 6.2.3 To help the management in exercising organization and control.
- 6.2.4 To strengthen the relationship and communication between superior subordinates and management employees.
- 6.2.5 To diagnose the strengths and weaknesses of the individuals so as to identify the training and development needs of the future.
- 6.2.6 To provide feedback to the employees regarding their past performances.

6.3 Performance Management

A set of processes and systems aimed at developing employees so they perform their job to the best of their ability. Its aim is not to improve all skills but only the ones that help in doing the job better. It is about the strategic alignment of one's work to the group and organizational goals. It creates an ongoing and an atmosphere of encouragement, support and trust, assists in developing a relationship between the company and its employees. Miner, J.B. (1992).

6.3.1 Importance of Performance Management

6.3.1.1 It provides a look into the future

Leaders are able to see potential future through and when workplace performance is consistently monitored and managed. If problems are detected early, they are confronted right away hence making less effect to the company. Eg, when a non- team player is identified in a company, he or she can be moved to a position which does not need teamwork, train him/ her revolving around teamwork or relieve him of his/her duties before it becomes a big problem and the company will have prevented unnecessary trouble then and in the future. Zaffron. (2009).

6.3.1.2 Provides clarity to the organization

Through performance management, employees who are unsure of exactly what their roles entail, what is expected of them and who they are to report to, are enlightened by the company and made to understand clearly. Lack of productivity can be caused by lack of understanding. When clarity is provided by the company to the employees, there is increased productivity and confidence. (David 2009).

6.3.1.3 Helps create development and training strategies.

Performance management helps the company detect problems of employees not knowing how certain processes are performed correctly. After the problem is detected, then training programs are created to change the issue into an opportunity for improvement. Madden. (2014).

6.3.1.4 Provides the opportunity for exchanging feedback.

A ground for trouble due to lack of communication in a working relationship. Effective performance management provides a leeway through which the employer and employee exchange feedback. Poul, A. (2014).

6.3.1.5 Increases employee retention

Some employees leave a certain job and look for another due to lack of recognition. Performance management reward encourages organizations to reward and recognize their employees. (Gerrish. 2015)

7.0 TASK DESIGN / JOB DESIGN

It is an area of research and practice which is concerned with the content and organization of one`s work tasks, activities, responsibilities and relationship. It has important implications for individual employees (Sharon, K. 2014) eg job strain, risk of occupational injury, employee engagement, teams and society e.g. utilizing he skills of a population or promoting effective aging. Job design and Task design are used interchangeably and it appears that their distinction is not very well defined.

7.1 Relevance of Job / Task Design

All work activities have physical and mental demands on works. If this is kept within the proper levels, there is a well maintained performance, the well-being of the worker is also maintained. However, if the workers capacity is exceeded by demands, then there is a risk of occurrence of accidents, injuries, errors and a reduction of mental and physical health of the workers. Keyserling, W.M. (2000).

Job design principles when applied appropriately should help in identifying suitable facilities, furniture, tools and machines that are designed to be of compatibility to the attributes of the workers, inclusive of size, strength, information processing capacity and expectations. Keyserling, W. M. (2000).

Job design could address factors within the work environment e.g. Work overload or under load, control, excessive working hours, shift work, job stress/strain and limited understanding of the job process. It aims at improving productivity as well as the psychological climate. Theorell, T. (1999).

Employee`s health can also be improved by allowing them more control on the job and therefore reducing the job related stress which may emanate to serious health problems. Due to the changing nature of the work environment, i.e. moving to a stronger service economy, the increasing number of women in the workforce and the large number of older workers who remain employed for longer period of time than ever before, the requirement for good work design or good job design is important so as to maintain productivity as well as safe and healthy employees. Jobs are less focused on the physical aspects of work but more emphasis is put on mental processes. Genaidy, A.M. (1991)

Once there is total involvement by employees, good feedback on performance, a balance in static and dynamic work, there is no doubt of a good job / work design, When assessment is done on the cognitive and physical aspects of the job, it is easy to realize sustainable results of improving employee performance as opposed to correcting only the physical hazards in the job.

Job / work design should take into account the physical capabilities of the individual worker rather than using data based on the average employee. This should include gender, as men and women have different physical capacity.

7.2 Objectives of Job / Work Design

7.2.1 Business Purpose

Jobs should support the organization`s purpose and what it needs to so to succeed. This could be to sell a particular product to provide a generic service, to constantly deliver innovative new designs.

7.2.2 Health and safety

Jobs must not risk the wellbeing or safety of the job holder, their colleagues, customers or other individuals.

7.2.3 People capability

Consider existing capabilities both internally and in the wide labor market.

7.2.4 Quality

Jobs should minimize the risk of errors and to impose a degree of self-checking by employees to ensure highest possible quality standards.

7.2.5 Speed

Jobs should ensure that time to complete tasks is appropriate to the job i.e. in the case of an emergency, the speed and appropriateness of the response is probably the most important feature of the job.

7.2.6 Productivity

Jobs must ensure the primary focus of the job holder is on things that matter and add value to the business.

7.2.7 Sustainability

Jobs should take account of sustainability, ensuring that organizations can respond flexibly in the face of changing economic social and political landscapes. Also ensure that there is room to develop the job over time to take account of the evolving individual and organization.

7.2.8 Quality of working life

Jobs should incorporate sufficient flexibility, breath and challenge to ensure individuals are engaged and motivated and have opportunity to develop. Scott, (2012)

8.0 INNOVATION

Innovation is defined as the sum of creative actions that turn an individual's experience into an output that will create added value. It is an important process because it reveals creativity. It is the emergence of innovative ideas that will make a difference in experience and knowledge about services and products in the cognitive process. (Ding. 2020).

These ideas are under the influence of psychology both during the formation of the ideas and in practice. It has important effects on the management of the organization, process management in Human Resource management product and service innovation, determining the management strategy are significantly affected by the positive and negative outputs of innovative behaviors.

Therefore, the relationship of innovation with psychology is an issue that needs to be investigated in the context of organizational management. (Counsell, 1988).

In order to be innovative, an idea has to be fruitful, feasible, capable of solving a problem or valuable to other people. Most psychologists who study the creativity science believe that true innovation must be both unique and useful. Within an organization, harnessing useful creativity is key to building a culture of innovation. (Jaeger, 2012)

The usefulness of an idea is highly dependent on the context. In a place or industry where work encourages bold moves, relatively challenging ideas are useful. However, in a field or an organization allows large changes to come at a massive cost, there is need for greater restrictions on what is considered to be acceptably creative idea. Useful creative idea solves an existing problem probably by introducing a clear solution or reworking a different a way of doing business. A truly innovative solution may redefine the problem, or cast it in an (Csikszentmihalyi & Sawyer, 2014).

A problem can be solved totally differently from what everyone's anticipation; either by using varying approaches and ideas. Highly innovative proposals can lead to a lasting organizational change, can shift how everyone in a team views their work and goals. The final component of innovation is its capacity to be productive. Innovative thinking is exciting and can be challenging, which can boost motivation and output for employees who work near where innovation is taking place. (Haly, 2014).

In an innovative work environment, individuals generate more ideas than usual whereby a certain percentage of the ideas are unique and useful. According to research, creativity / innovation can be infectious, thinking in a broader way is a skill that can be learnt through closeness to others which are also creative. The innovation infectiousness could occur both in an organizational and individual levels.

Thus, a highly creative employee encourage others to be more innovative in their midst, but a culture of creativity can also be fostered from the top downwards to boost the innovation across an entire team. (Oldham & Cummings, 1996).

Problem finding is a key skill of innovative thinkers. Meaningful innovation is proactive. While a creative solution to an existing industry problem can have a great impact and of high value, it may still be engaging within the problem as it has been typically defined and perceived. Innovative thinkers have the ability to reframe a problem differently. (Jaeger, 2012).

9.0 INDUSTRIAL ORGANIZATIONAL CONSULTANCY

This is a title within psychology used to describe professional consultants that work with companies to improve their internal operations. Its aim is to address individual performance and healthy while helping the company. When time comes for an organization to improve its productivity, it becomes vital for a professional to be involved for the necessary assistance. The professional consultancy brings objectivity, evidence based ideas and a third party view to an already trying situation.

9.1 The Role of Industrial Psychology Consultancy

9.1.1 Improved recruitment strategy and methods.

Industrial organization consultants works hand in hand with Human Resource department and others to get a clear picture and feel for the organization. The work may include; interviewing employees while at work, observing their performance, checking on work flows and processes, pointing out the areas which need improvement. Things which might appear non – related can prove to be related from an industrial psychologist`s perspective. So, the consultants should be given chance to get the big picture and the information they need to make the best recommendation possible.

9.1.2 Employee training and development

Industrial organizational psychologist help to create on boarding and training and learning processes that both get the new hire up to speed and do not waste time for the trainer.

The psychologist's outside perspective will help eliminate existing issues in the training procedures so there is no bias or outdated material left to confuse a new hire. Kirkpatrick, D.L. (1977)

9.1.3 Employee satisfaction and work life balance.

One of the most complex and challenging areas in an organization is employee satisfaction. Navigating employee satisfaction without an expert psychologist can be nearly impossible. The issues tackled are interpersonal relationships, workflow management and job fulfilment among others. The psychologist consultant is able to identify the key factors that could be lacking and work hand in hand with other leaders in the organization to design solutions that can lead to new levels of employee satisfaction and performance. Abdul – ghani. (2011)

9.1.4 Performance Management

A psychologist can help a company reframe performance management to include feedback and talent development and adjust environmental procedures to maximize employee performance. An industrial organizational psychologist would come into look at how efficient the company is before suggesting development and improvement by management. Miner, J.B. (1992).

10.0 IMPORTANCE OF INDUSTRIAL ORGANIZATION PSYCHOLOGY FIELD.

10.1 To get to help people

It helps make work places as safe, productive and satisfying as possible. One can get to help employers learn to do their jobs better, negotiate better salaries and working conditions, create more inclusive work environment or resolve work place conflicts.

10.2 One can find jobs that fit the skills and tasks he / she enjoys.

You might carry out data analysis, Research, develop and deliver employee training and education programs, focus on corporate efficiency and safety, focus on inclusion and diversity in the work force, develop better hiring and retention policies.

10.3 Ability to work in nearly any industry

Labor industries, elementary and high schools, manufacturing companies, marketing and advertising firms, colleges and advertising firms are some of the industries one can work with.

10.4 To earn an excellent salary

Depending on whether one is an internal team member or as an external consultant and whether one chooses to work as an individual contributor or move into management.

11.0 PROCESS INTO INDUSTRIAL ORGANIZATIONAL FIELD

There is a massive transition in work places around the globe in order to meet rising employee expectations and cultural shifts that value the well-being and retention as much as productivity. This has been made easy by the field of industrial organizational psychology. The field combines elements of psychology and management to give professionals the skills to build worthy, effective, productive and healthy employees and organizations. To get into the field, one needs to learn the appropriate skills in order to be effective in his / her work and how to handle critical matters both in the workplace and at an individual level.

Listening: You need to understand clearly the needs of the individuals are facing. For this to be accomplished, you need to be a skilled listener. Listening varies from individual to individual. To some, it is an innate talent while to others, it is a learnt skill.

Problem solving: This requires you to be a neutral person. Conflicts whether interpersonal or organizational are solved amicably once neutrality and fairness is employed during the solution - finding session and process.

Negotiation & persuasion: You may be the negotiator for the company, you need to find enough and satisfactory solutions for all parties. The ideas you present should and must be accurate and persuasive.

Data Analysis: Data analysis and other technical skills can give you a significant edge in the field as well as a higher salary. More than soft skills are required in this field.

Social skills: The roles in this tend to be people oriented. Having the social skills e.g. good relation with people, outgoing and conversation gifted, reading social cues, dealing with your emotional intelligence and working on it can add some value in your social skills.

Communication: Expressing your thoughts clearly, whether through speech or written becomes very crucial in the field of communication. Lack of proper communication can affect how people perceive your message.

Management: Being able to plan, organize, hire and train staff could be the main duties assigned to you, you need to execute them appropriately only if you are an experienced people`s manager or you possess a natural ability to lead. So, it is always good idea to obtain and improve your management skills.

There are various requirements you must meet before you can begin working as an industrial psychologist. The position requires several hard and soft skills that can be developed through education and training.

12.0 CONCLUSION

Industrial organizational psychology plays a very important part in the field of business, world of employers and entities. People holding this position of industrial organizational psychology may not necessary be psychologists but could have the credentials in the Human Resource department.

They are in charge of training, seeking the best person for a certain job and hiring. They check and place the ones suited best within the job description where they feel and see can fit well and succeed and add value through being more productive.

Human Resource psychologists must adhere to the moral ethics of the industry and lead by example. They have to be trustworthy and fair with their work and training where their employees can go to them freely for guidance and advice. They must have the business aspect and be able to conduct research and analysis to target the problem areas and an effective solution to the issues at hand.

Effective communication has proven to be the most effective way to find out what one needs. Establishing good communication channels and positive environment can put organizations on top of their member`s needs and stay one step ahead. They should ensure that the organization is constantly looking for ways to surprise and make their employees happy and exceed their expectations so they don`t only stay but they give their best to their duties and become promoters for their organization.

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