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# Scope and Application of Industrial Psychology

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**ABSTRACT:** Industrial psychology is the science of human behavior in the workplace. It is an applied discipline within psychology. Depending on the country or region of the world, Industrial psychology is also known as occupational psychology in the United Kingdom, organisational psychology in Australia and New Zealand, and work and organizational (WO) psychology throughout Europe and Brazil. Industrial, work, and organizational (IWO) psychology is the broader, more global term for the science and profession.<sup>[1][2][3]</sup> Industrial psychologists are trained in the scientist-practitioner model. As an applied field, the discipline involves both research and practice and Industrial psychologists apply psychological theories and principles to organizations and the individuals within them.<sup>[4]</sup> They contribute to an organization's success by improving the job performance, wellbeing, motivation, job satisfaction and the health and safety of employees.<sup>[5][6][7]</sup> An Industrial psychologist conducts research on employee behaviors and attitudes, and how these can be improved through recruitment processes, training programs, feedback, and management systems.<sup>[8]</sup> Industrial psychology research and practice also includes the work-nonwork interface such as selecting and transitioning into a new career, retirement, and work-family conflict and balance.<sup>[9]</sup> Industrial psychology is one of the 17 recognized professional specialties by the American Psychological Association (APA).<sup>[10]</sup> In the United States the profession is represented by Division 14 of the APA and is formally known as the Society for Industrial and Organizational Psychology (SIOP). Similar Industrial psychology societies can be found in many countries. In 2009 The Alliance for Organizational psychology was formed and is a federation of Work, Industrial, & Organizational Psychology societies and "network partners" from around the world. The Declaration of Identify for the Alliance "aims to create a foundation of who Industrial, Work, and Organizational Psychologists (IWOPS) are, who their stakeholders and clients are, and what they can contribute to organizations to ensure high performing and healthy workers."<sup>[11]</sup>

**KEYWORDS:** industrial psychology, motivation, job-satisfaction, society, network partners, stakeholders, healthy workers

## I. INTRODUCTION

Industrial psychology is an international science and profession and depending on the region of the world is referred to by different names. In North America and Canada the term "I-O" psychology is used; in the United Kingdom, the field is known as occupational psychology. Occupational psychology in the UK is one of nine "protected titles" within the "practitioner psychologist" professions. The profession is regulated by the Health and Care Professions Council.<sup>[12]</sup> In the UK, graduate programs in psychology, including occupational psychology, are accredited by the British Psychological Society.

In Australia, the title "organisational psychologist" is protected by law and regulated by the Australian Health Practitioner Regulation Agency (AHPRA). Organizational psychology is one of nine areas of specialist endorsement for psychology practice in Australia.<sup>[13]</sup>

In Europe, someone with a specialist EuroPsy Certificate in Work and Organisational Psychology is a fully qualified psychologist and a specialist in the work psychology field.<sup>[14]</sup> Industrial and organizational psychologists reaching the EuroPsy standard are recorded in the Register of European Psychologists. Industrial psychology is one of the three main psychology specializations in Europe.

In South Africa, industrial psychology is a registration category for the profession of psychologist as regulated by the Health Professions Council of South Africa (HPCSA).<sup>[15]</sup>

In 2009 The Alliance for Organizational psychology was formed and is a federation of Work, Industrial, & Organizational Psychology societies and "network partners" from around the world.<sup>[16]</sup> In 2021 The British Psychological Society (BPS) Division of Occupational Psychology (DOP) and the Australian Psychological Society's (APS) College of Organizational Psychology joined the Alliance. The Alliance currently has member organizations representing Industrial, Work and Organisational psychology and IWO psychologists from Australia, Britain, Brazil, Canada, Chile, Europe,



Germany, Hong Kong, Japan, Netherlands, New Zealand, Singapore, South Africa and the United States.<sup>[11]</sup> The historical development of Industrial psychology was paralleled in the US, the UK,<sup>[17]</sup> Australia, Germany, the Netherlands,<sup>[18]</sup> and Eastern European countries such as Romania.<sup>[19]</sup> The roots of Industrial psychology trace back to almost the beginning of psychology as a science, when Wilhelm Wundt founded one of the first psychological laboratories in 1879 in Leipzig, Germany. In the mid-1880s, Wundt trained two psychologists, Hugo Münsterberg and James McKeen Cattell, who went on to have a major influence on the emergence of Industrial psychology.<sup>[20]</sup> World War I was an impetus for the development of the field simultaneously in the UK and US.<sup>[21]</sup>

Instead of viewing performance differences as human "errors," Cattell was one of the first to recognize the importance of differences among individuals as a way of better understanding work behavior. Walter Dill Scott, who was a contemporary of Cattell and was elected President of the American Psychological Association (APA) in 1919, was arguably the most prominent Industrial psychologist of his time. Scott, along with Walter Van Dyke Bingham, worked at what was then Carnegie Institute of Technology, developing methods for selecting and training sales personnel.<sup>[22]</sup>

The "industrial" side of Industrial psychology originated in research on individual differences, assessment, and the prediction of work performance. Industrial psychology crystallized during World War I, in response to the need to rapidly assign new troops to duty. Scott and Bingham volunteered to help with the testing and placement of more than a million U.S. Army recruits. In 1917, together with other prominent psychologists, they adapted a well-known intelligence test the Stanford-Binet, which was designed for testing one individual at a time, to make it suitable for group testing. The new test was called the Army Alpha.<sup>[23]</sup> After the War, the growing industrial base in the U.S. was a source of momentum for what was then called "industrial psychology. Private industry set out to emulate the successful testing of Army personnel

## II. REVIEW OF LITERATURE

Mental ability testing soon became commonplace in the work setting.

The "organizational" side of the field was focused on employee behavior, feelings, and well-being. During World War I, with the U.K. government's interest in worker productivity in munitions factories, Charles Myers studied worker fatigue and well-being.<sup>[24]</sup> Following the war, Elton Mayo found that rest periods improved morale and reduced turnover in a Philadelphia textile factory.<sup>[25][26]</sup> He later joined the ongoing Hawthorne studies, where he became interested in how workers' emotions and informal relationships affected productivity. The results of these studies ushered in the human relations movement.<sup>[27]</sup>

World War II brought renewed interest in ability testing. The U.S. military needed to accurately place recruits in new technologically advanced jobs. There was also concern with morale and fatigue in war-industry workers. In the 1960s Arthur Kornhauser examined the impact on productivity of hiring mentally unstable workers.<sup>[28]</sup> Kornhauser also examined the link between industrial working conditions and worker mental health as well as the spillover into a worker's personal life of having an unsatisfying job.<sup>[29][30]</sup> Zickar noted that most of Kornhauser's Industrial contemporaries favored management and Kornhauser was largely alone in his interest in protecting workers.<sup>[28]</sup> Vinchur and Koppes (2010) observed that Industrial psychologists' interest in job stress is a relatively recent development (p. 22).<sup>[31]</sup>

The industrial psychology division of the former American Association of Applied Psychology became a division within APA, becoming Division 14 of APA. It was initially called the Industrial and Business Psychology Division.<sup>[32]</sup> In 1962, the name was changed to the Industrial Psychology Division. In 1973, it was renamed again, this time to the Division of Industrial and Organizational Psychology. In 1982, the unit became more independent of APA, and its name was changed again, this time to the Society for Industrial and Organizational Psychology.<sup>[32]</sup>

The name change of the division from "industrial psychology" to "industrial and organizational psychology" reflected the shift in the work of industrial psychologists who had originally addressed work behavior from the individual perspective, examining performance and attitudes of individual workers. Their work became broader. Group behavior in the workplace became a worthy subject of study.<sup>[32]</sup> The emphasis on the "organizational" underlined the fact that when an individual joins an organization (e.g., the organization that hired him or her), he or she will be exposed to a common goal and a common set of operating procedures.

According to Bryan and Vinchur, "while organizational psychology increased in popularity through [the 1960s and 1970s], research and practice in the traditional areas of industrial psychology continued, primarily driven by employment legislation and case law".<sup>[34]p. 53</sup> There was a focus on fairness and validity in selection efforts as well as in the job analyses that undergirded selection instruments. For example, Industrial psychology showed increased interest in behaviorally anchored rating scales.<sup>[34]</sup> What critics there were of Industrial psychology accused the discipline of being responsive only to the concerns of management.<sup>[34]</sup>



From the 1980s to 2010s, other changes in Industrial psychology took place. Researchers increasingly adopted a multi-level approach, attempting to understand behavioral phenomena from both the level of the organization and the level of the individual worker.<sup>[34]</sup> There was also an increased interest in the needs and expectations of employees as individuals. For example, an emphasis on organizational justice and the psychological contract took root, as well as the more traditional concerns of selection and training.<sup>[34]</sup> Methodological innovations (e.g., meta-analyses, structural equation modeling) were adopted. With the passage of the American with Disabilities Act in 1990 and parallel legislation elsewhere in the world, Industrial psychology saw an increased emphasis on "fairness in personnel decisions."<sup>[34]</sup> Training research relied increasingly on advances in educational psychology and cognitive science.<sup>[34]</sup>

### **Present Scenario**

As described above, Industrial psychologists are trained in the scientist–practitioner model. Industrial psychologists rely on a variety of methods to conduct organizational research. Study designs employed by Industrial psychologists include surveys, experiments, quasi-experiments, and observational studies. Industrial psychologists rely on diverse data sources, including human judgments, historical databases, objective measures of work performance (e.g., sales volume), and questionnaires and surveys. Reliable measures with strong evidence for construct validity have been developed to assess a wide variety of job-relevant constructs.<sup>[35]</sup>

Industrial researchers employ quantitative statistical methods. Quantitative methods used in Industrial psychology include correlation, multiple regression, and analysis of variance. More advanced statistical methods employed in Industrial research include logistic regression, structural equation modeling,<sup>[36]</sup> and hierarchical linear modeling (HLM; also known as multilevel modeling).<sup>[37]</sup> Industrial researchers have also employed meta-analysis.<sup>[38][39][40]</sup> Industrial psychologists also employ psychometric methods including methods associated with classical test theory,<sup>[41]</sup> generalizability theory, and item response theory (IRT).<sup>[42]</sup>

Industrial psychologists have also employed qualitative methods, which largely involve focus groups, interviews, and case studies. Industrial psychologists conducting research on organizational culture have employed ethnographic techniques and participant observation. A qualitative technique associated with Industrial psychology is Flanagan's critical incident technique.<sup>[43]</sup> Industrial psychologists have also coordinated the use of quantitative and qualitative methods in the same study.<sup>[44]</sup>

Job analysis encompasses a number of different methods including, but not limited to, interviews, questionnaires, task analysis, and observation.<sup>[45][46][47]</sup> A job analysis primarily involves the systematic collection of information about a job. A task-oriented job analysis involves an assessment of the duties, tasks, and/or competencies a job requires. By contrast, a worker-oriented job analysis involves an examination of the knowledge, skills, abilities, and other characteristics (KSAOs) required to successfully perform the work. Information obtained from job analyses are used for many purposes, including the creation job-relevant selection procedures, the development of criteria for performance appraisals, the conducting of performance appraisals, and the development and implementation of training programs. Industrial psychologists design (a) recruitment processes and (b) personnel selection systems. Personnel recruitment is the process of identifying qualified candidates in the workforce and getting them to apply for jobs within an organization. Personnel recruitment processes include developing job announcements, placing ads, defining key qualifications for applicants, and screening out unqualified applicants.

Personnel selection is the systematic process of hiring and promoting personnel. Personnel selection systems employ evidence-based practices to determine the most qualified candidates. Personnel selection involves both the newly hired and individuals who can be promoted from within the organization. Common selection tools include ability tests (e.g., cognitive, physical, or psycho-motor), knowledge tests, personality tests, structured interviews, the systematic collection of biographical data, and work samples. Industrial psychologists must evaluate evidence regarding the extent to which selection tools predict job performance.

Personnel selection procedures are usually validated, i.e., shown to be job relevant to personnel selection, using one or more of the following types of validity: content validity, construct validity, and/or criterion-related validity. Industrial psychologists must adhere to professional standards in personnel selection efforts. SIOP (e.g., Principles for validation and use of personnel selection procedures<sup>[48]</sup>) and APA together with the National Council on Measurement in Education (e.g., Standards for educational and psychological testing<sup>[49]</sup>) are sources of those standards. The Equal Employment Opportunity Commission's Uniform guidelines are also influential in guiding personnel selection decisions.<sup>[50]</sup>

A meta-analysis of selection methods found that general mental ability (g factor) was the best overall predictor of job performance and attainment in training.<sup>[51]</sup>



### III. DISCUSSION AND RESULTS

An industrial policy (IP) or industrial strategy of a country is its official strategic effort to encourage the development and growth of all or part of the economy, often focused on all or part of the manufacturing sector.<sup>[1][2][3]</sup> The government takes measures "aimed at improving the competitiveness and capabilities of domestic firms and promoting structural transformation."<sup>[4]</sup> A country's infrastructure (including transportation, telecommunications and energy industry) is a major enabler of the wider economy and so often has a key role in IP.<sup>[5]</sup> Industrial policies are interventionist measures typical of mixed economy countries. Many types of industrial policies contain common elements with other types of interventionist practices such as trade policy. Industrial policy is usually seen as separate from broader macroeconomic policies, such as tightening credit and taxing capital gains. Traditional examples of industrial policy include subsidizing export industries and import-substitution-industrialization (ISI), where trade barriers are temporarily imposed on some key sectors, such as manufacturing.<sup>[6]</sup> By selectively protecting certain industries, these industries are given time to learn (learning by doing) and upgrade. Once competitive enough, these restrictions are lifted to expose the selected industries to the international market.<sup>[7]</sup> More contemporary industrial policies include measures such as support for linkages between firms and support for upstream technologies.<sup>[8]</sup>

#### Importance

Performance appraisal or performance evaluation is the process in which an individual's or a group's work behaviors and outcomes are assessed against managers' and others' expectations for the job.<sup>[52]</sup> Performance appraisal is frequently used in promotion and compensation decisions, to help design and validate personnel selection procedures, and for performance management. Performance management is the process of providing performance feedback relative to expectations and information relevant to helping a worker improve his or her performance (e.g., coaching, mentoring). Performance management may also include documenting and tracking performance information for organizational evaluation purposes.

An Industrial psychologist would typically use information from the job analysis to determine a job's performance dimensions and then construct a rating scale to describe each level of performance for the job. Often, the Industrial psychologist would be responsible for training organizational personnel how to use the performance appraisal instrument, including ways to minimize bias when using the rating scale and how to provide effective performance feedback. Individual assessment involves the measurement of individual differences. Industrial psychologists perform individual assessments in order to evaluate differences among candidates for employment as well as differences among employees.<sup>[53]</sup> The constructs measured pertain to job performance. With candidates for employment, individual assessment is often part of the personnel selection process. These assessments can include written tests, aptitude tests, physical tests, psycho-motor tests, personality tests, integrity and reliability tests, work samples, simulations, and assessment centres.<sup>[53]</sup> There are many features of work that can be stressful to employees. Research has identified a number of job stressors (environmental conditions at work) that contribute to strains (adverse behavioral, emotional, physical, and psychological reactions).<sup>[54]</sup> Occupational stress can have implications for organizational performance because of the emotions job stress evokes. For example, a job stressor such as conflict with a supervisor can precipitate anger that in turn motivates counterproductive workplace behaviors.<sup>[55]</sup> A number of prominent models of job stress have been developed to explain the job stress process, including the person-environment (P-E) fit model,<sup>[56]</sup> which was developed by University of Michigan social psychologists, and the demand-control(-support)<sup>[57]</sup> and effort-reward imbalance models,<sup>[58]</sup> which were developed by sociologists.

Research has also examined occupational stress in specific occupations, including police,<sup>[59]</sup> general practitioners,<sup>[60]</sup> and dentists.<sup>[61]</sup> Another concern has been the relation of occupational stress to family life.<sup>[62][63]</sup> Other Industrial researchers have examined gender differences in leadership style and job stress and strain in the context of male- and female-dominated industries,<sup>[64]</sup> and unemployment-related distress.<sup>[65][66][67]</sup> Occupational stress has also been linked to lack of fit between people and their jobs.<sup>[68]</sup>

Accidents and safety in the workplace are important because of the serious injuries and fatalities that are all too common.<sup>[69]</sup> Research has linked accidents to psychosocial factors in the workplace including overwork that leads to fatigue, workplace violence, and working night shifts.<sup>[70]</sup> "Stress audits" can help organizations remain compliant with various occupational safety regulations.<sup>[71]</sup> Psychosocial hazards can affect musculoskeletal disorders.<sup>[69][72]</sup> A psychosocial factor related to accident risk is safety climate, which refers to employees' perceptions of the extent to which their work organization prioritizes safety.<sup>[73]</sup> By contrast, psychosocial safety climate refers to management's "policies, practices, and procedures" aimed at protecting workers' psychological health.<sup>[74][75]</sup> Research on safety leadership is also relevant to understanding employee safety performance. Research suggests that safety-

oriented transformational leadership is associated with a positive safety climate and safe worker practices.<sup>[76]</sup> Industrial psychologists are concerned with the related topics of workplace bullying, aggression, and violence.<sup>[77]</sup> For example, Industrial research found that exposure to workplace violence elicited ruminative thinking. Ruminative thinking is associated with poor well-being.<sup>[78]</sup> Research has found that interpersonal aggressive behaviour is associated with worse team performance.<sup>[79]</sup> A new discipline, occupational health psychology (OHP), emerged from both health psychology and Industrial psychology as well as occupational medicine.<sup>[80][81][82]</sup> OHP concerns itself with such topic areas as the impact of occupational stressors on mental and physical health, the health impact of involuntary unemployment, violence and bullying in the workplace, psychosocial factors that influence accident risk and safety, work-family balance, and interventions designed to improve/protect worker health.<sup>[81][83]</sup> Spector observed that one of the problems facing Industrial psychologists in the late 20<sup>th</sup> century who were interested in the health of working people was resistance within the field to publishing papers on worker health.<sup>[82]</sup> In the 21<sup>st</sup> century, more Industrial psychologists joined with their OHP colleagues from other disciplines in researching work and health. Work design concerns the "content and organisation of one's work tasks, activities, relationships, and responsibilities."<sup>[84]</sup> Research has demonstrated that work design has important implications for individual employees (e.g., level of engagement, job strain, chance of injury), teams (e.g., how effectively teams co-ordinate their activities), organisations (e.g., productivity, safety, efficiency targets), and society (e.g., whether a nation utilises the skills of its population or promotes effective aging).<sup>[85]</sup>

Industrial psychologists review job tasks, relationships, and an individual's way of thinking about their work to ensure that their roles are meaningful and motivating, thus creating greater productivity and job satisfaction.<sup>[86]</sup> Deliberate interventions aimed at altering work design are sometimes referred to as work redesign. Such interventions can be initiated by the management of an organization (e.g., job rotation, job enlargement, job enrichment) or by individual workers (e.g., job crafting, role innovation, idiosyncratic ideals).<sup>[87]</sup>

Compensation includes wages or salary, bonuses, pension/retirement contributions, and employee benefits that can be converted to cash or replace living expenses. Industrial psychologists may be asked to conduct a job evaluation for the purpose of determining compensation levels and ranges. Industrial psychologists may also serve as expert witnesses in pay discrimination cases, when disparities in pay for similar work are alleged by employees.

Work motivation reflects the energy an individual applies "to initiate work-related behavior, and to determine its form, direction, intensity, and duration"<sup>[99]</sup> Understanding what motivates an organization's employees is central to Industrial psychology. Motivation is generally thought of as a theoretical construct that fuels behavior. An incentive is an anticipated reward that is thought to incline a person to behave a certain way.<sup>[100]</sup> Motivation varies among individuals. Studying its influence on behavior, it must be examined together with ability and environmental influences. Because of motivation's role in influencing workplace behavior and performance, many organizations structure the work environment to encourage productive behaviors and discourage unproductive behaviors.<sup>[101][102]</sup>

Motivation involves three psychological processes: arousal, direction, and intensity.<sup>[103]</sup> Arousal is what initiates action. It is often fueled by a person's need or desire for something that is missing from his or her life, either totally or partially. Direction refers to the path employees take in accomplishing the goals they set for themselves. Intensity is the amount of energy employees put into goal-directed work performance. The level of intensity often reflects the importance and difficulty of the goal. These psychological processes involve four factors. First, motivation serves to direct attention, focusing on particular issues, people, tasks, etc. Second, it serves to stimulate effort. Third, motivation influences persistence. Finally, motivation influences the choice and application of task-related strategies.<sup>[102]</sup>

#### **IV. CONCLUSIONS**

The minimum requirement for working as an Industrial psychologist is a master's degree. Normally, this degree requires about two to three years of postgraduate work to complete. Of all the degrees granted in Industrial psychology each year, approximately two-thirds are at the master's level.<sup>[163]:18</sup>

A comprehensive list of US and Canadian master's and doctoral programs can be found at the web site of the Society for Industrial and Organizational Psychology (SIOP).<sup>[168]</sup> Admission into Industrial psychology PhD programs is highly competitive; many programs accept only a small number of applicants each year.

There are graduate degree programs in Industrial psychology outside of the US and Canada. The SIOP web site lists some of them.<sup>[168]</sup>

In Australia, organisational psychologists must be accredited by the Australian Psychological Society (APS). To become an organisational psychologist, one must meet the criteria for a general psychologist's licence: three years studying bachelor's degree in psychology, 4th-year honours degree or postgraduate diploma in psychology, and two-year full-time supervised practice plus 80 hours of professional development. There are other avenues available, such as a two-year



supervised training program after honours (i.e. 4+2 pathway), or one year of postgraduate coursework and practical placements followed by a one-year supervised training program (i.e. 5+1 pathway).<sup>[169][170]</sup> After this, psychologists can elect to specialise as Organisational Psychologists in Australia.

There are many different sets of competencies for different specializations within Industrial psychology and Industrial psychologists are versatile behavioral scientists. For example, an Industrial psychologist specializing in selection and recruiting should have expertise in finding the best talent for the organization and getting everyone on board while he or she might not need to know much about executive coaching. Some Industrial psychologists specialize in specific areas of consulting whereas others tend to generalize their areas of expertise. There are basic skills and knowledge an individual needs in order to be an effective Industrial psychologist, which include being an independent learner, interpersonal skills (e.g., listening skills), and general consultation skills (e.g., skills and knowledge in the problem area).<sup>[171]</sup> An Industrial psychologist, whether an academic, consultant or an employee of an organization, is expected to maintain high ethical standards.<sup>[174]</sup> The APA's ethical principles apply to Industrial psychologists. For example, ethically, the Industrial psychologist should only accept projects for which he or she is qualified. With more organizations becoming global, it is important that when an Industrial psychologist works outside her or his home country, the psychologist is aware of rules, regulations, and cultures of the organizations and countries in which the psychologist works, while also adhering to the ethical standards set at home.<sup>[175]</sup>

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