

# Chapter 1

## The Historical Background of I/O Psychology

*Muchinsky 12 ed*

# Learning Objectives

- Explain how I/O psychology relates to the profession of psychology as a whole.
- Be able to identify the major fields of I/O psychology.
- Understand how and why psychologists are licensed.
- Learn the history of I/O psychology, including major people, events, and eras.
- Give the reasons for cross-cultural interest in I/O psychology.
- Understand the basis of humanitarian work psychology.

# Industrial/Organizational Psychology

- Many areas of psychology besides clinical
  - American Psychological Association (APA)
    - 54 divisions
    - Functions of the APA
    - Division 14 - SIOP
  - American Psychological Society (APS)
  - Global presence of I/O psychology
  - Two sides: Science and Practice
  - Increasing level of recognition of I/O psychology in the general public

# Fields of I/O Psychology

- Selection and Placement
- Training and Development
- Performance Management
- Organizational Effectiveness
- Quality of Work Life

# Licensing of Psychologists

- Psychology:
  - Regulates its own membership
  - Is regulated by law in every state
  - Controversy about licensing of I/O psychologists
  - Not in clinical practice
  - Different mandate than health care providers

# The History of I/O Psychology

- The Early Years (1900-1916)
  - Bryan and “real skills” (1904)
  - Industrial engineers: improve efficiency
  - Time and motion studies
  - Founding Figures
    - Walter Dill Scott
    - Frederick W. Taylor
    - Lillian Moller Gilbreth
    - Hugo Münsterberg

# The History of I/O Psychology

- World War I (1917-1918)
  - Robert Yerkes and the Army Alpha and Beta Tests to screen recruits
  - *Journal of Applied Psychology*

# The History of I/O Psychology

- Between the Wars (1919-1940)
  - Applied psychology emerged as a discipline
  - Psychological research bureaus came into full bloom
    - Walter Bingham at Carnegie Institute of Technology
    - James Cattell founded the Psychological Corporation
  - Hawthorne-Western Electric Studies/Harvard University Joint Venture
    - Profound influence of Hawthorne studies on I/O psychology
    - Revealed the complexity of human behavior

# The History of I/O Psychology

- World War II (1941-1945)
  - Selection and Placement tests
  - Group ability testing (AGCT)
  - Situational stress tests (OSS)
  - Early situational tests: select, train pilots; measure attitude, morale
  - Development of more employment tests in industry

# The History of I/O Psychology

- Toward Specialization (1946-1963)
  - Development of college and graduate programs in I/O psychology
  - Creation of Division 14 of APA (1946)
  - Sub-specialties crystallized

# The History of I/O Psychology

- Government Intervention (1964-1993)
  - Government scrutiny emerged as a second “authority”
    - Civil Rights Act (Title VII) – 1964
    - Regulation of testing, selection, and other employment decisions
    - Uniform Employment Guidelines
    - Americans with Disabilities Act – 1990
    - Civil Rights Act – 1991
    - Family and Medical Leave Act - 1993
  - I/O psychologists developed test (ASVAB) currently used for military selection

# The History of I/O Psychology

- The Information Age (1994-Present)
  - Internet accelerates change (information technology)
  - Explosive growth in Internet websites
  - Facebook, LinkedIn, and MySpace (social media)
  - Google, eBay, Amazon (modern information-based companies)
  - Advent of e-business and the virtual workplace
  - Speed of delivery
  - The concept of “job” begins to erode
  - Telecommuting and virtual teams mean work is no longer a physical place

# Overview of Field

- Duality of science and practice
- I/O psychologists develop selection and training system for TSA after 9/11
- The Great Recession lasted for six quarters during 2008-2009
  - Lowered productivity
  - Increased unemployment
  - Decreased spending

# Cross-Cultural I/O Psychology

- Global Issues
- Differences in time spent engaged in work
- Values differences
  - Length of the work week
  - “Lazy vs. compulsive”

# Humanitarian Work Psychology

- Consistent with the need to promote good for mankind

# Mandate of I/O Psychology

- Increase the fit between workforce and workplace during rapid change
- Help workforce balance work-family issues