Principal Features

**Industrial/Organizational Psychology**

“Industrial/organizational (I/O) psychology is the study of how individual behavior is affected by the work environment, by coworkers, and by organizational practices.”

**Question:** What's the meaning of the following statements?

“I/O psychology grew out of two fields …”  

“Given today’s global economy, I/O psychology must take into account cultural differences among organizations.”
“In general, I/O psychology can be divided into four broad areas:

- Human resources psychology
- Motivation and job performance
- Job satisfaction
- Leadership

Human Resources Psychology

“Human resources psychologists, or personnel psychologists, are involved in a broad array of activities related to employment …”
Human Resources Psychology
(Continued)

■ JOB ANALYSIS.

Question: What is job analysis?

[Illustrations] Job analysis.

■ SELECTION PROCEDURES.

“I/O psychologists develop specific selection procedures, including tests, to produce the best match between jobs and employees.”

“The selection procedures at large firms are often complicated and time-consuming.”
■ SELECTION PROCEDURES.  
(Continued)

■ EDUCATION AND TRAINING.  

“It is a process of training and education whereby organizations systematically teach employees to improve their job performance.”
PERFORMANCE APPRAISAL.

“The process by which a supervisor periodically evaluates the job-relevant strengths and weaknesses of a subordinate is called **performance appraisal**.”

Question: What's the meaning of the following statement?

“Even when using objective measures, certain problems arise; these include leniency, central tendency, the halo effect, and lack of reliability.”
Motivation and Job Performance

I/O psychologists help people work together in organizations; they seek Ways to make jobs more satisfying, to improve work environments, and to help organizations motivate employees.”

Question: What's the meaning of the following statement?

“In American culture … job performance is to some degree affected by whether the job is intrinsically behavior …”
Motivation and Job Performance
(Continued)

GOAL-SETTING THEORY.

Question: What's the meaning of the following statement?

“When people set goals, then often try to make them SMART …”

Question: What is goal-setting theory?

EXPECTANCY THEORY.

“A successful employer-employee relationship relies on many factors beyond economic motivation.”

“Expectancy theories … suggest that a worker’s effort and desire to maintain goal-directed behavior are determined by expectation regarding the outcomes of that behavior.”
**Motivation and Job Performance**

(Continued)

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**EXPECTANCY THEORY.**

(Continued)

“One expectancy theory, proposed by Victor Vroom, suggests that both motivation and ability determine job performance.”

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“Illustration] Victor Vroom’s expectancy theory.

“Edward Lawler and Lyman Porter believed that workers must fully understand the nature of their positions and exactly what is required of them.”

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[Illustration] Lawler-Porter model of expectancy.
**Motivation and Job Performance**

(Continued)

- **EQUITY THEORY.**

“In I/O psychology, **equity theory** asserts that what people bring to a work situation should be balanced by what they receive compared with other workers; that is, workers’ input (what they do) should be balanced by their compensation (what they receive).”

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**SELF-EFFICACY AND WORK.**

**Question:** What is the relationship between *self-efficacy* and work?
Motivation and Job Performance
(Continued)

MOTIVATION MANAGEMENT: THREE APPROACHES.

“Recognizing the complexity of motivation management, I/O psychologists have observed three basic approaches to motivation in the workplace: paternalistic, behavioral, and participatory.”

Question: What is the **paternalistic approach** to motivation management? (618)

Question: What is the **behavioral approach** to motivation management?

Question: What is the **participatory approach** to motivation management? (619-620)
Job Satisfaction

Question: What are some potential ways to maximize and foster job Satisfaction?

Leadership

“Psychologists know a great deal about leadership. Yet there are a number of questions still pending …”

■ TRAIT THEORIES OF LEADERSHIP.

Question: What are some of the characteristics that make individuals good or poor leaders?
Leadership
(Continued)

■ LEADERSHIP BEHAVIORS.

“Many research studies try to find characteristic ways in which leaders interact with other members of their organizations.”

[Evidence] Leadership styles. (622)

■ SITUATIONAL LEADERSHIP THEORY.

“Many researchers have shifted from investigating leaders’ behaviors to investigating the situations in which these behaviors are performed.”

[Illustrations] Situational leadership. (622-623)
THEORIES OF LEADERSHIP EFFECTIVENESS.

“A number of interacting factors determine the most effective style of leadership for a given situation.”

“A major theory that accounts for leadership effectiveness is Vroom’s leadership model.”

TRANSFORMATIONAL LEADERSHIP.

Question: What is a transformational leader?
WHAT CONSTITUTES EFFECTIVE LEADERSHIP?

“Psychologists’ knowledge of how people influence and manage others has grown dramatically.”

Human Factors

“**Human factors** (sometimes called **ergonomics**) is the study of the relationship of human beings to machines and to workplaces and other environments.”
Efficiency

“Researchers have examined workers’ ability to operate machines effectively”

[Illustrations] Relationship of human beings to machines. (625)

Question: What is a key difference between a human factors psychologist and an I/O psychologist? (625-626)

[Illustrations] Human factors psychology. (626)
Behavior-Based Safety

Question: What is behavior-based safety?

Complete the following:

“Research in sever other subdisciplines in psychology has also helped establish and maintain workplace safety.”

“Perceptual research investigates topics such as …

“Environmental research has focused on variables such as …
Psychology and the Law

Question: What is legal psychology? (627-628)

Question: What is forensic psychology? (628)

Psychologists in the Legal System

“Psychologists play several roles in the legal system.”

[Illustrations] Psychologists in the legal system. (628-629)
Crime and Punishment

“An example of the type of issue that links psychology and the law directly is whether capital punishment is a deterrent to crime—especially violent crimes like murder.”

An Uneasy Alliance

“The psychologists who conduct research on controversial social issues such as capital punishment are … in the eye of a storm.”
Question: What is environmental psychology?

Environmental Variables

“The three environmental variables that are easiest to control in order to promote people’s well-being are temperature, noise, and environmental toxins.”

- TEMPERATURE.

“Temperature can be a stressor that affects many behaviors … ”
**NOISE.**

“Another environmental variable that often affects human behavior is noise—unwanted sound.”

[Illustrations] Relationship between noise and stress. (632)

**ENVIRONMENTAL TOXINS (POLLUTANTS).**

“Nearly any airborne substance, whether a chemical emitted by an industrial plant or a naturally occurring substance (can) result in diminished work performance and health consequences.”

[Illustrations] Relationship between environmental toxins and stress. (632-633)
Crowding

“A crucial environmental variable that has a profound impact on individual and group behavior is simply the number of people that are around.”

“It is generally not the size of a space or the number of people that causes a feeling of being crowded; rather, crowding is the perception that personal space is too limited.”

[Illustrations] Relationship between crowding and behavior.

SOCIAL DENSITY AND SPATIAL DENSITY.

Question: What is social density?

Question: What is spatial density?
Crowding

SOCIAL DENSITY AND SPATIAL DENSITY.
(Continued)

[Illustrations] Social density and spatial density. (633-635)

Question: What's the meaning of the following statement?

“Although many of the effects of crowding are not consistent across all situations or populations, certain ones seem to be universal.” (635)
Crowding

PERSONAL SPACE.

“To help assert their individuality and maintain sense of personal control, human beings generally try to establish appropriate degree of personal space.”

“**Personal space** is the area around an individual that the person considers private and that is enclosed by an invisible psychological boundary.”

“Encroachment on that space causes displeasure and often withdrawal.”

[Illustrations] Personal space. (635-636)
Crowding

**TERRITORIALITY.**

“... the key to understanding why people feel crowded and need personal space is their need for privacy.”

“Privacy is the freedom from intrusion that results from controlling boundaries between oneself and other people so that access is limited.”

“Maintaining a sense of privacy is closely related to territoriality ... ”

**Question:** What is **territorial behavior**?
Preserving the Environment

“Some tremendous worldwide environmental problems must be solved.”

“… (this) suggests that information science, marketing principles, and behavioral analysis be combined to solve problems such as preserving the earth’s rain forests, managing waste, and conserving energy.”

[ILLUSTRATION] Environmentally beneficial behaviors. (637)

Community Psychology

“Community psychology is the branch of psychology that seeks to reach out to society by providing services such as community mental health centers and especially to effect social change through empowerment of individuals.”

Question: What are the general aims of community psychology? (639)
(Continued)

Question: What's the meaning of the following statement?

“A key element of community psychology is empowerment …” (639)

“Primary prevention means reducing the risk of new cases of a disorder and counteracting harmful circumstances before they lead to maladjustment.”

[Illustration] Primary prevention.

“Secondary prevention involves identifying new cases of a mental health problem in the early stages. Community psychologists offer secondary prevention services in crisis intervention centers.”

[Illustration] Secondary prevention.
Community Psychology

(Continued)

“Tertiary prevention focuses on the treatment of full-blown psychological problems.”

[Illustration] Tertiary prevention. (640-641)

Educational Psychology

“Educational psychology is the systematic application of psychological principles to learning and teaching.”

[Description] Educational psychology. (640-641)
“Educational psychologists need to know a great deal about how children develop intellectually and socially to help promote effective teaching strategies.”

Question: What's the meaning of the following statement?

“A key focus for educational psychologists is developmental change …”

“Educational psychologists also study students’ backgrounds to learn how environmental conditions can affect the learning process.”
Putting Theory into Practice: Classroom Management

Question: What are effective classroom techniques?

Question: What's the meaning of the following statement?

“Educational psychologists are both theoreticians and practitioners.”

TIME ALLOCATION.

“If time is well allocated, students are more likely to maximize their on-task time.”

[ Illustration ] Classroom management: time allocation.
Putting Theory into Practice: Classroom Management

■ CLASSROOM RULES.

[Description] Classroom management: rules. (643)

■ PACING.

“The tempo of a class is like the tempo of a symphony.”

[Description] Classroom management: pacing. (643-644)

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Sport Psychology

“Sport psychology is the systematic application of psychological principles to sports.

[Description] Sport psychology. (644)
Activation and Arousal in Athletic Performance

Question: What's the meaning of the following statement?

“The inverted U (Yerkes-Dodson principle) between arousal and performance is not always consistent, especially in sports situations that involve intensive cognitive activity …”

Anxiety and Sports Performance

“… competitive athletes often reach their peak of anxiety significantly before an athletic event begins, and their levels of anxiety may diminish immediately before the event.”

[Illustration] Anxiety and sport performance.
Intervention Strategies

“There are a broad array of … anxiety-reducing techniques.”

“One widely used technique is progressive relaxation … ”

“Hypnosis, which can facilitate uncritical acceptance of suggestions, has been widely used to help athletes achieve deep relaxation, as well as to help them focus their energy and attention.”

“Using mental imagery to promote relaxation has been shown to be worthwhile in many sports activities, and combining mental imagery with other relaxation strategies has proved especially effective.”

“Cognitive interventions that focus on changing thought patterns about a sport, an event, one’s abilities, or one’s strategies have been especially helpful.”
How do You Motivate Athletes?

“In the end, what factors ultimately energize, direct, and sustain athletic performance?

Complete the following:

“To understand what motivates a person to perform well at a sport, you have to ask a number of key questions (four-step analysis of motivation):

1. Goal

2. Motivation

3. Perception

4. Adaptive or maladaptive behavior.

“In various sports, high achievers … do several other things.”

Complete the following:

- Set …
- Announce their goals to …
- Chart their progress towards …
- Vary …
- Take days off so as to not experience …
- Try to find …
- Try to keep their sports activity …
Sport Psychology: The Future

“As sport psychologists gain a stronger sense of the variables that affect athletic performance, more comprehensive theories will emerge to help explain success in various sports.”

Complete the following:

“Specialization will increase, as psychologists begin to focus on areas such as …

“And since people all over the world play sports, there will be significant growth in …

“Sport behavior cannot be explained in isolation …”