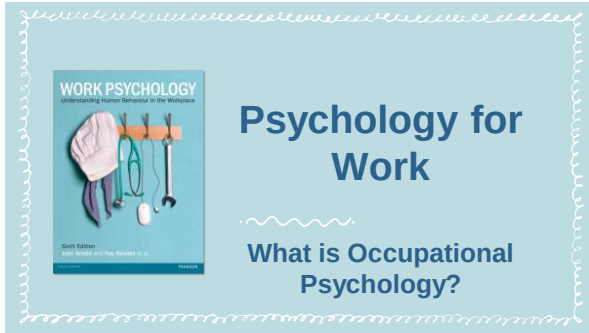





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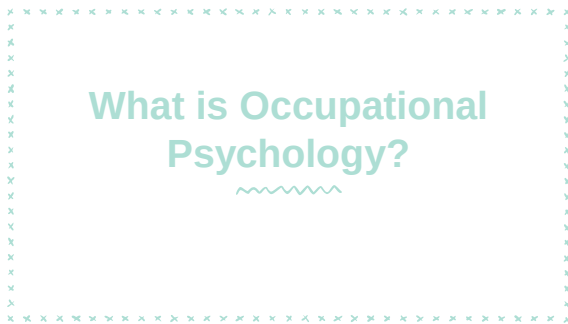
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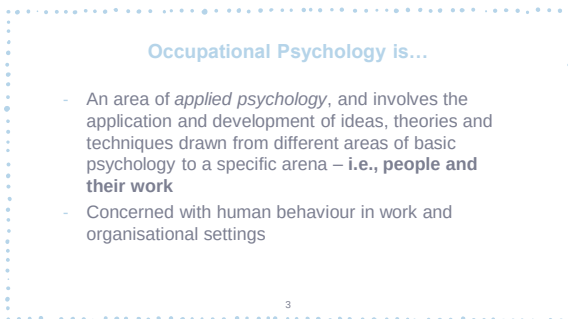
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### Topics covered within work psychology

- Psychological assessment at work
- Learning, training and development
- Leadership, engagement and motivation
- Well-being and work
- Work design, organisation change and development

Topics such as ***diversity, gender, fairness and culture*** also relevant, and contained within the knowledge areas above.

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### Origins of work psychology




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### Brief history lesson..

- Occupational Psychology born out of studying individual differences
- WWI = first mass testing: recruiting soldiers

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## Origins of Occupational Psychology

- At least two distinct roots (Arnold et al., 2010):

1) 'fitting the man to the job (FMJ) and fitting the job to the man (FJM)'

- FMJ – focuses on the PERSON
  - Employee selection; training; vocational guidance
- FJM – focuses on the JOB
  - Design of tasks; equipment; working conditions that suit a person

Both concern the relationship between an individual and their work

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## Origins of Occupational Psychology

- At least two distinct roots (Arnold et al., 2010):

2) Human Relations (HR)

- Concerned with the complex interplay between individuals, groups, organisations and work
- Emphasises social factors at work
- The Hawthorne Studies

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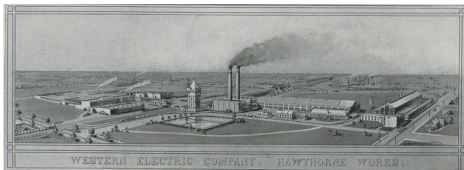
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## The Hawthorne Studies: 1



- Mayo and Roethlisberger (1924)
- Originally designed to assess the effect of lighting conditions on productivity.

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### The Hawthorne Studies: 1

Group 1:  
Experimental  
group

Subjected to change  
in lighting conditions

Group 2:  
Control  
group

No changes in  
lighting conditions

Was there a difference in productivity  
between the two groups?

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### The Hawthorne Studies: 1

Found that workers were more responsive  
to social factors – such as people they  
worked with and the amount of interest  
their manager had in their work – than the  
lighting that had been manipulated.

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### The Hawthorne Studies: 2

1927 – 1932

**To examine productivity and work conditions**

*What effect does fatigue and monotony have on job  
productivity?*

*Can this be controlled through the introduction of rest  
breaks, reduction of work hours, temperature and humidity  
levels?*

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## The Hawthorne Studies: 2

Women working at electric plant

Introduced:

- Changes to working condition
- No supervision whilst working
- Instructed to work as they felt, and at comfortable pace.
- Productive capacity (output) measured for two weeks before study began

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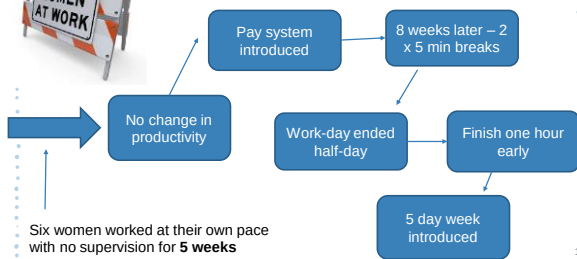
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## The Hawthorne Studies: 2




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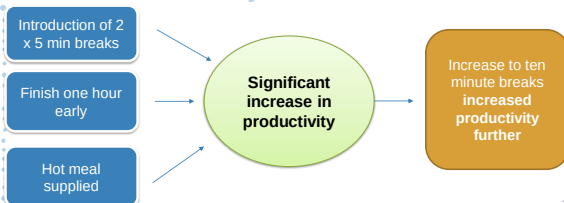
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## The Hawthorne Studies: 2

And they found... what?!




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## The Hawthorne Studies: 2

Discussion points:

- Six women became a team
- Team gave itself to cooperation in the study
- Taking part freely and without afterthought
- Happy in knowledge that they were working with coercion from above or limitation from below

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## The Hawthorne Studies: 2

Conclusions:

- Work is a group activity
- The social world for an adult is primarily about work
- Need for recognition, security and sense of belonging
- Increases productivity!

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## The Hawthorne Studies: Overall

Why did these results occur?



1. Workers were highly responsive to additional attention from their managers

2. Although financial motives are important, social factors are equally (and perhaps more) important in defining the worker productivity

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## The practice of work psychology

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**The British Psychological Society(BPS) says:**

“

*Occupational psychology is concerned with the performance of people at work and with how individuals, small groups and organisations behave and function. Its aim is to increase the effectiveness of the organisation and improve the job satisfaction of individuals.*

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## Becoming an Occupational Psychologist



**The  
British  
Psychological  
Society**

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### What are the challenges of Occupational Psychology?

- Ageing work population
- Increase in workloads
- Remote / dispersed working
- Knowledge work
- Downsizing and outsourcing
- Reduced availability of manual work
- Internationalisation / globalisation

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### Implications of these changes

- Performance and development of older workers
- Managing diversity in the workplace
- Impact of new ways of working on employee well-being
- Managing and leading people:
  - From a variety of cultures
  - Not physically present
- The experience and consequences of unemployment and underemployment

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### Questions to consider throughout this module...

- What is the best way to recruit and select appropriate candidates?
- How can people be motivated to work to their highest level?
- How can we predict performance at work?
- What are the implications of work-related stress?
- What effect does advancing technology have on employees and organisations?

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## Module Assessments

### Module Assessments

#### 2,500 word essay

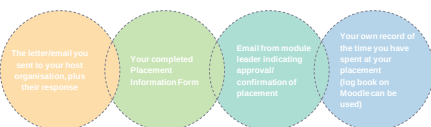
- Critically discuss two forms of bias in the workplace

#### Portfolio plus 1,000 word reflective piece

- A collation of evidence and information from your work based placement (three elements)

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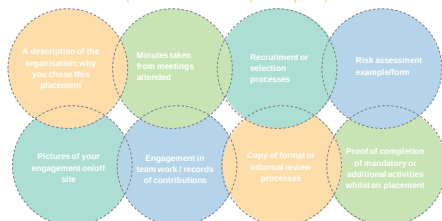
### You MUST include the following:



### Portfolio Elements

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**You could examples of the following:**  
(not exhaustive nor prescriptive)



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**Reflective Piece**

- 1,000 word reflection that demonstrates the skills, personal attributes and work-related knowledge that you have acquired as a result of taking part in your work experience.
- Ensure you engage with relevant literature in your reflective work
- You are advised to follow the stages of a reflective cycle (Moodle)

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**Any questions?**

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**Next week:**

- **Lecture:** Psychometric assessment in recruitment and selection
- **Seminar:** 'faking' in self report measures
- You are required to read the Tett et al. article prior to this session

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