

BPCE - 146 INDUSTRIAL / ORGANIZATIONAL PSYCHOLOGY



INDUSTRIAL / ORGANIZATIONAL PSYCHOLOGY

**School of Social Sciences
Indira Gandhi National Open University**

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COURSE INTRODUCTION

The present course is related to the Industrial/Organizational (I/O) Psychology. The course consists of four blocks, which gives you the information related to processes that takes place at organizations.

The *first block* of this course consists of only one unit, which will provide you an overview of the I/O psychology. It will help you to understand the concepts of industrial as well as organizational psychology. The unit also discusses about the various research methods and the issues related to this field.

The *second block* of this course consists of three units which discusses about the various individual level processes in organization. The block discusses about the concept of work attitude, work motivation and stress as well as wellbeing at work place.

The *third block* consists of two units which are related to the interpersonal processes that takes place among employees in organizations. The block will discuss the relevance of communication within the organizations. It will focus on the elements and processes of communication. The block will also discuss about the role and relevance of leaders and leadership. Various theories related to leadership will be discussed in this block. It will also reflect the current challenges that are faced by the leaders in the organizations.

The *fourth and the last block* of this course will deal with the processes that take place at organizational level. This block consists of six units. The block emphasizes on the relevance of learning towards regulating the behavior of the employees and organization. It will also discuss about the impact of training and development of the employees in the organization as well as the necessity to bring about change in the organizations. The block will also discuss the reasons behind organizational development and the significance of positive organizational behaviors.

BLOCK I

**INTRODUCTION AND
OVERVIEW**

INTRODUCTION

The first block of this course consists of only *one unit*. This unit will provide you an overview of the I/O psychology. It will help you to understand the concepts of industrial as well as organizational psychology. It will reflect upon the meaning and definition of industrial and organizational psychology. It will discuss about the major fields of I/O psychology. The unit also discusses about the various research methods and the issues related to this field.



UNIT 1 INTRODUCTION TO INDUSTRIAL/ ORGANIZATIONAL (I/O) PSYCHOLOGY*

Structure

- 1.0 Introduction
- 1.1 Objectives
- 1.2 Definition of Industrial Psychology
- 1.3 Definition of Organizational Psychology
- 1.4 Definition of Industrial/Organizational Psychology
- 1.5 Major Fields of Industrial/Organizational Psychology
 - 1.5.1 Personnel Psychology
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 - 1.7.9 Work Life Balance of the Employees
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- 1.8 Let Us Sum Up
- 1.9 Unit End Questions
- 1.10 Glossary
- 1.11 Answers to Self Assessment Questions (SAQ)
- 1.12 Suggested Readings and References

*Dr Renuka Ragani, Osmania Universty, Hyderabad

1.0 INTRODUCTION

We spend most of our lifetime engaged in working than in any other activity. Thus, I/O psychology is devoted to understanding our major mission of life. For years, psychologists have studied how human beings have interacted with their environments and each other, but industrial psychology began to evaluate the interaction between people and their jobs. The main goal of the I/O psychologist is in making organizations more productive while ensuring physically and psychologically productive and healthy lives for workers. In this unit, we will examine the fields of industrial and organizational psychology, and describe the differences and the merging of these two fields. We shall also distinguish among the various subfields of Industrial/Organizational Psychology, and finally get some idea of research in this field. When you have finished reading this unit, you should have some understanding of what industrial/organizational psychologists do at the workplace. Hopefully you would be stimulated enough to see yourself as an I/O psychologist in the field of I/O Psychology. It is certainly one of the most challenging, rewarding and relevant discipline in contemporary times.

1.1 OBJECTIVES

After reading this unit, you will be able to:

- Define industrial psychology;
- Define organizational psychology;
- Differentiate between industrial and organizational psychology;
- Describe the major fields of Industrial/Organizational Psychology;
- Explain the process of research in Industrial/Organizational Psychology; and
- Differentiate among various methods of research in industrial and organizational psychology.

1.2 DEFINITION OF INDUSTRIAL PSYCHOLOGY

Industrial psychology may be defined as “simply the application or extension of psychological facts and principles to the problems concerning human beings operating within the context of business and industry” (Blum & Naylor, 1968, p. 4). Let us begin by understanding the term industry. Wikipedia defines industry as “the production of an economic good (either material or a service) within an economy”. By extension, the field of industrial psychology addresses itself to the wide spectrum of human problems that arise in the production, distribution, and consumption of the goods and services of the economy. The knowledge of human behavior may be applied to product designing, manufacture and distribution, not only in improving bottom lines for the employer, but also in making work more pleasant for the employee. Industrial psychology was developed from attempts to apply the theories, techniques and procedures of psychology to the practical problems of the workplace. Simply put, industrial

psychology is the application of psychology to industry. Industrial psychology grew out of psychology's initial success in describing and measuring differences among people. There is little doubt that "the study of individual differences is a major foundation of the field" (Argyris, 1976, p. 152). It soon became clear to psychologists that the implications of such differences were in the areas of occupational choice, vocational guidance, personnel selection, job placement, and even counseling in organizations.

So what do psychologists really do in industries? *Traditionally, industrial psychologists were concerned with the following:*

- Selection and testing
- Personnel development: training, performance appraisal, attitude measurement, employee counseling, career planning;
- Human engineering: Equipment and product design;
- Productivity study: worker fatigue, monotony, absenteeism, physical aspects of work environment, e.g. lighting and temperature;
- Human relations: relations between supervisor and subordinates, and of labor union to management;
- Others: marketing research, accidents and safety, etc.

As you can see, the psychologist working in industry does far more than applying psychological tests and interpret employee situations. Yes, psychologists have developed tests and are using them extensively. But, what the psychologist really does in the industry depends upon the size of the industry, what it does, and perhaps most importantly the attitude of the management towards psychology. Today there is hardly any known company that does not employ a psychologist or uses the services of one. Traditional industrial psychology was however, not without limitations. Let us consider some of them (Argyris, 1976):

- A focus on description and prediction from individual differences, with little regard to the processes of human behavior within organizations;
- A focus on selection and placement without extending it to development at either organizational or individual levels;
- Research methods (being experimental, precise, objective and too rigorous) resulting in the alienation of subjects.

Thus, industrial psychology has been regarded to have a narrow, over-restrictive range of interests that did not pay sufficient attention to the interpersonal, group and inter-group issues involved in behavior in organizations, paving the way to the new field of organizational psychology.

1.3 DEFINITION OF ORGANIZATIONAL PSYCHOLOGY

Interests in the social aspects of human work, largely ignored in traditional industrial psychology, led to the crystallization of the new field called 'organizational psychology'. As discussed in the earlier section, let us begin

by understanding the term organization. Organization refers to “a consciously coordinated social unit, composed of two or more people, that functions on a relatively continuous basis to achieve a common goal or set of goals” (Robbins, 1991, p. 4). Based on this definition you can see that manufacturing and service firms (or industries), retail stores, military units, hospitals, educational institutions, Non-Governmental Organizations (NGOs), other governmental or state agencies – are all organizations. Pause for a moment and ponder, ‘What organizations are you part of?’ (Hint: Is its composition conscious? Does it have more than two people? Does it function relatively continuously? Does it have a common goal or goals?) As you would have noted, the definition of an ‘organization’ is far wider than ‘industry’. The deeper psychologists delved into the behavior of individuals within organizations, the more they realized that the organization is a complex social system that exists as a psychological entity to which an individual responds. This must be studied as a total system in order to cope with the full complexity of the person-related aspects of life within organizations. It was this realization that created organizational psychology as a discipline in its own right. In the United States of America, this change was reflected in 1973 when Division 14 of the American Psychological Association (APA) changed its name from Division of Industrial Psychology to Division of Industrial and Organizational Psychology.

Organizational psychology may be defined as “the study of the structure of an organization and of the ways in which the people in it interact, usually undertaken in order to improve the organization” (Collins Dictionary). The focus of organizational psychologists has changed from the individual per se to the individual as a member of a group or to larger units like groups and organizations. Organizational psychology examines the effect of work environments and management styles on workers motivation, job satisfaction, and productivity. Back in the 1970s, industrial and organizational psychology were recognized as two sub-groups in the field. The basic differences were the following:

- **Scope:** Industrial psychologists were mainly involved in testing, selection, job evaluation, etc., while organizational psychologists were involved in individual and organizational change. While the former focused more on matching individuals with existing jobs, the latter were interested in modifying jobs, interpersonal and organizational conditions.
- **Orientation:** Industrial psychology is individual-oriented, while organizational psychology is systems-oriented.
- **Research tradition:** The research methodology in industrial psychology was largely experimental, empirical and objective; while organizational psychologists have been willing to use less rigorous, humanistic and clinical methods in order to obtain data.

1.4 DEFINITION OF INDUSTRIAL/ ORGANIZATIONAL PSYCHOLOGY

Today, when you will read most recent textbooks of ‘psychology at the workplace’ or something similar sounding, you will see that most of them bear the title “Industrial/ Organizational Psychology” (abbreviated as I/O Psychology)

or “Industrial/Organizational Psychology” (abbreviated as I-O Psychology). You might be beginning to wonder ‘Is this a new field that combines both industrial and organizational psychology?’ You are partly right. Organizational psychology has now caught up with its ‘older cousin’ industrial psychology to form a strong and comprehensive field exploring diverse issues in the workplace ranging from individual topics like ‘selection’, to group ones such as ‘women at work’, ‘groups’, to organizational issues such as ‘communication’, ‘corporate culture’, ‘organizational effectiveness’, etc. Thus, Industrial/Organizational Psychology encompasses both industrial and organizational psychology. In fact, Division 14 of the American Psychological Association, the Society for Industrial and Organizational Psychology “espouses the scientist-practitioner model in the application of psychology to all types of organizations providing goods or services, such as manufacturing concerns, commercial enterprises, labour unions or trade associations, and public agencies”. Let us now examine some of the sub-fields of Industrial and Organizational Psychology.

1.5 MAJOR FIELDS OF INDUSTRIAL/ ORGANIZATIONAL PSYCHOLOGY

Industrial/Organizational Psychology is a diverse field containing several subspecialties.



Fig 1.1: Major Fields of I/O Psychology

If you choose to specialize in this area, you could be working in any (or more) of the following subfields:

1.5.1 Personnel Psychology

The term personnel (please don't confuse it with personal, meaning private) comes from person or people. So, personnel psychology is concerned with individual differences and therefore deals with all aspects of recruiting, selecting and evaluating personnel. For many years (and perhaps even now) personnel psychology dominated the field of Industrial/Organizational psychology, being the oldest and most traditional activities of I/O psychologists. The thrust of personnel psychology is to study a job and the traits of individuals who hold

the job, and then use this information to predict what kinds of individuals would do well in the future. Among other things, personnel psychologists use psychological tests to study and practice in areas as employee selection and assessment, job analysis, performance evaluation, job evaluation, etc. Many professionals working in these areas use, construct or develop tests and other instruments that can be used to select or evaluate employees. Such tests have to be constantly evaluated to ensure that they are both fair and valid.

A survey by Rassenfoss and Kraut (1988) revealed that the most *common activities of personnel psychologists are:*

- Developing, administering and analyzing employee attitude surveys; Constructing performance appraisal instruments;
- Validating tests;
- Developing employee selection tests; and
- Conducting job analyses.

As you can probably guess, research and statistical analysis are extensively used by personnel psychologists. Those of you who fancy your chances in personnel psychology should brush up your statistics!

1.5.2 Organizational Behavior (abbreviated as OB)

Organizational behavior may be defined as “the study of individuals and groups in organizations” (Schermerhorn et al., 2003, p. 3). Organizational behavior applies the scientific method to practical managerial problems. For example, if an organization is facing problems of high employee turnover (employees quitting the organization) or lack of team work among employees, an organizational behavior scientist could be called in to the company to study and give his/her recommendations for reducing turnover or improving teamwork. When applied to organizations and the people, the word behavior can refer to three different levels – individual, group, and organizational. The study of organization behavior thus involves looking at the attitudes, interpersonal relationships, performance, productivity, job satisfaction, and commitment of employees, as well as leader’s behavior, organizational commitment, and even the relationship of the organization with its environment, culture and processes. This field of study investigates the impact that individuals, groups and structure have on behavior within organizations, and to apply that knowledge towards improving the organization’s effectiveness (Robbins, 1991). In contrast to personnel psychology that focuses more on individual-level issues; organizational behavior is more concerned with social and group influences.

1.5.3 Ergonomics

This branch (also called engineering psychology) is concerned with modifying the work environment in order to be compatible with human skills and talents. The engineering psychologist addresses the human issues of organization through the design of machinery and tools that take human limitations specifically into account. Psychologists in this area are involved in workplace design, man-

machine interactions, design of equipment and machinery, to minimize fatigue and stress and to maximize productivity and safety. Such psychologists often work together with engineers and other technical professionals for activities such as designing of displays for airplane cockpits and automobile dashboards, computer keyboards, or home appliances that can be operated safely and efficiently.

1.5.4 Vocational and Career Counseling

A link between counseling and I/O psychology, career counseling is a branch that assists individuals in making decisions about their lifelong roles in the world of work and in solving problems that arise in the course of this choice process (Crites, 1969). Through vocational counseling, individuals can determine the career path that is right for them, or may even be able to identify a new career they had not previously considered. They can also develop a search strategy to find a job once the best career path is determined. Career counselors may also administer personality, interest, or aptitude assessment tests to evaluate individual career potential. They may also attempt to resolve conflicts between work and non work interests and prepare individuals for retirement.

1.5.5 Organization Development (abbreviated as OD)

Organization development is a long-range, systematic effort, usually supported by management, to improve an organization's problem-solving and renewal processes in an organization, with the assistance of a change agent or catalyst and the use of the theory and technology of applied behavioral science (French & Bell, 1984). Psychologists in this area are focused on understanding and managing organizational change; the change may involve people, work procedures, or technology. A few examples of interventions include team building, sensitivity training, leadership development, Total Quality Management, to name a few. If these seem like big words (they may be new to you or you may have heard them before), stop for a moment and try to find what these terms mean. You may also refer to [http:// www.encyclopedia.com](http://www.encyclopedia.com) for getting to know about these interventions.

1.5.6 Industrial Relations

The term industrial relations is made up of two components—industry and relations, and hence addresses the relationship between management and employees, particularly groups of workers represented by a union. Traditionally, industrial relations was used to cover such aspects of industrial life as trade unionism, collective bargaining, workers' participation in management, discipline and grievance handling, industrial disputes and interpretation of labour laws and rules and code of conduct. Industrial relations is heavily legislated, hence, a psychologist working in this area must have adequate knowledge of such laws. As you can see, I/O psychology comprises of several subspecialties. Although some of them overlap, many are quite different from each other. I hope that a brief introduction of these subfields may have excited you and you can see a future for yourself in one of these specialties of I/O psychology.

SELF ASSESSMENT QUESTIONS (SAQ I)

- 1) Define industrial psychology.

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- 2) Define organizational psychology.

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- 3) List three points of difference between industrial and organizational psychology.

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- 4) The subfield of Industrial/Organizational Psychology that is concerned with developing tests for employee selection is:

- (a) Organization Development
- (b) Personnel Psychology
- (c) Ergonomics
- (d) Vocational and career counseling

1.6 RESEARCH IN INDUSTRIAL/ ORGANIZATIONAL PSYCHOLOGY

Critics of I/O psychology sometimes dismiss the field as simply common sense- a charge that is sometimes levied at psychology as well. After all don't managers and business executives understand human behavior at the workplace already? For example, don't we all know that satisfied employees will be more productive? I bet you have answered 'Yes, certainly!' Well, it turns out that there is a very poor relationship between job satisfaction and performance. We can't always trust our common sense, right! This is where research in I/O psychology becomes important. There are important reasons of conducting research in I/O Psychology: To understand and solve practical problems at the workplace, for e.g. causes of absenteeism that might help devise a program

to reduce absenteeism and save costs for the organization. To enhance the organization's efficiency. This is especially true if an industry has sponsored a research. It is generally not for idle intellectual curiosity, but to implement research findings to improve efficiency. In order to test a theory. Once a theory has been formulated, predictions derived from it are generally tested through research. If they turn out to be correct, our confidence in the theory is strengthened. If not, the theory may undergo modifications and retested, or completely rejected. In this section, we will briefly overview the process of research in I/O psychology and discuss some methods of research. Our aim here is not to make you an expert in scientific research, but to give you some insight into how research is done in I/O psychology.

The research process follows five basic steps (Muchinsky, 1997):

1) Statement of the problem

The first step in conducting research is deciding what to research. Questions that initiate research may come from experience, previous research, personal hunch ('I think my employees who generally don't come to work on time lack, commitment'), or some formal theory. Once a research idea has been created, the next step is to search the literature for similar research. Important sources are journals (for e.g. Journal of Applied Psychology), magazines (like Harvard Business Review) and increasingly the Internet. An extensive review of literature gives valuable pointers for designing your own research study.

2) Design of the research study

Research design is a plan for conducting the study to answer the question raised in the previous step. It includes deciding the location of the research, the sample that will be used, which type of research method to use, etc.

3) Measurement of variables

A variable is anything that can vary. For e.g. employees can be 'high', 'low' or 'moderate' on job satisfaction and hence job satisfaction may become a variable of interest to the researcher. Broadly speaking, researchers are interested in examining the effect of one variable (called the independent variable) on the other (dependent variable). As a norm, dependent variables are the focal point of the study. Consider the following example: Gender and Job Satisfaction (Independent variable) and (Dependent Variable); Job Satisfaction Performance (Independent variable) and (Dependent Variable); Note that the same variable may be selected as either a dependent or an independent variable, depending upon the researcher's discretion. In the first case, the researcher wants to study the effect of gender (being male versus female) on job satisfaction. He might select two groups of male and female employees and then assess their job satisfaction. In the second case, the researcher wants to assess the effect of job satisfaction on performance. Now s/he might divide employees into 'high job satisfaction' and 'low job satisfaction' groups and then compare their performance to see if they are significantly different.

4) Analysis of data

After data has been collected, the researcher has to make sense out of it using some statistical techniques. A discussion of statistics is beyond the scope of this unit. You have already been introduced to some statistical measures (like mean, standard deviation, correlation, etc.) in other Course 4. It would suffice here to say that sound knowledge of statistics is required to analyse and interpret data. The uses of computerized packages like SPSS has made this job simpler, but remember the cardinal rule: 'Garbage in, Garbage Out'.

5) Conclusions from research

After the data have been analyzed, the researcher draws conclusions. A conclusion may be that 'females are higher on job satisfaction than their male counterparts'. It is not just enough to state a conclusion, but the researcher also attempts to explain why. Whether the conclusions drawn from research can be generalized to a broader population or setting depends upon a number of factors, including the size of sample, whether the sample is representative of the population, and the degree of control in the research method used. Conclusions from research may lead to further statement of problem. The findings from one study influence research problems in future studies.

1.7 CONTEMPORARY ISSUES AND CHALLENGES

Organizations are now facing newer issues in dealing with the behavior of the employees and challenges to survive in the ever-changing globalized market. They are paying greater attention to the organizational environment, interpersonal relationships, wider society, governmental and international developments. Let us discuss about these issues and challenges in detail:

1.7.1 Gender Discrimination and Sexual Harassment

Discriminating employees on the basis of their gender is a still existing phenomenon in many organizations. For example: women are still not given higher positions in organizations. Gender sensitization is a very crucial aspect and the employers as well as the employees need to be aware of its significance. The issue of gender discrimination needs to be dealt with an urgency to maintain the motivation and commitment of the employees and productivity of the employers.

Sexual harassment is also an issue which needs to be avoided or discouraged in organizations. In India, it was in 1997 in the landmark case of Vishaka vs. State of Rajasthan and others, that sexual harassment was identified as a separate illegal behavior. All this has led to the need for greater accountability for the organizations.

1.7.2 Quality Improvement and Total Quality Management

Any organization has to continuously strive to find out new ways to meet the need and expectations of the clients, customers and society. In order to meet the challenge of continuous quality improvement, they are implementing programs like total quality management and reengineering programs that require extensive employee involvement.

Total quality management is an approach which is based on managing customer satisfaction through continuously improving the organizational processes. Following are the components of Total Quality Management:

- Priority and intense focus on the customer.
- Concern for continuous improvement of organizational processes.
- Enhancing and continuously improving the quality, technology and structure of the organization.
- Accurate measurement.
- Empowering the employees.

1.7.3 Improving Skills

As discussed in the above point that organizations have to continually improvise upon technological, structural and environmental changes to meet the challenges of the market. For this, the employees need to be trained to possess the required skills to adapt to those changes and meet the goals of the organization. Therefore, it is a challenge for the organization to identify the training needs and then plan a series of training and development programs, career development programs, induction, and socialization.

1.7.4 Work Force Diversity

With the increase in the recruitment of heterogeneous work force belonging to different age, genders, communities, culture and different societies, it becomes a challenge for the organization to manage the diverse work force. The employees try to retain their cultural identity, values and lifestyles, even if they have to follow a common norm of the organization. Therefore, it becomes a challenge for the organization to accommodate the diverse work force without hurting their values.

1.7.5 Globalization

Globalization is a phenomenon which has promoted trade and business at international level. The organizations have transformed to multinationals and have branches in different countries. Managers of multinationals confront a number of challenges because they have to deal with employees of different countries. In order to meet the demands of the changing societies, the organizations are continuing their business operations at larger distance, different locations and climatic conditions. Maintenance and retention the employees belonging to different nations becomes a challenge for them.

1.7.6 Employee Empowerment

The researches have shown that decentralising the power and responsibilities leads to more productivity of the organization. This can happen if the responsibilities are given to the employees. The main issue of delegating more power and responsibility to the employees is that, it gives them freedom to decide their own schedules, operations, procedures and the method of solving their work-related problems which might not match with others and generate conflict.

1.7.7 Ethical Dilemma

It is a challenge for the organization to curb unethical practices like leaking confidential information for personal financial gain, social loafing etc to maintain its reputation in the globalized market.

1.7.8 Change Management

Managing change is also one of the challenges of organizations. They have to continuously innovate and update themselves for their survival. They need to be flexible, keep on improving their quality, be competitive and capable to manage change.

1.7.9 Work Life Balance of the Employees

The organization has to be considerate about the employees' family members and personal related issues also, in order to maintain the commitment and motivation of the employees. This issue have been tried to be met by providing flexible working hours, compensation management, leave benefits etc. Yet, it is difficult for the organization to fulfil the commitments to home, spouse, children, parents, and friends of each of the employee.

1.7.10 Digital World

The current situations have posed a challenge for each organization to transform their mode of work, data and filings in to the electronic and digital mode. Having a sound internet connection, software and computer facilities have become a compulsory component for their survival. Also, training employees to work through digital mode is also a matter of concern of the organization.

SELF ASSESSMENT QUESTIONS (SAQ II)

Fill in the following Blanks:

1. Organizations have to continually improvise upon _____, _____ and _____ changes to meet the challenges of the market.
2. After the data have been analysed, the researcher draws _____.
3. _____ is a plan for conducting the study to answer the question raised in the previous step.
4. It becomes a challenge for the organization to accommodate the _____ work force.

1.8 LET US SUM UP

In this unit, we have discussed a brief overview of the field of Industrial and Organizational Psychology. In the 1970s, industrial and organizational psychology were recognised as two sub-groups in the field, differing in its scope, orientation and research tradition. Industrial psychology was individual-oriented, while organizational psychology was systems-oriented. Today, the two terms may be used interchangeably (although purists would never permit this) or may

be combined into a broader field of Industrial/Organizational psychology. This branch of psychology applies the principles of psychology to the workplace. The major subfields of I/O Psychology are personnel psychology, organizational behavior, ergonomics, vocational and career counseling, and organizational development. Psychologists also conduct research at the workplace to solve practical problems, to enhance the organization's efficiency, and to test a theory. There are five basic steps involved in conducted research: statement of the problem, design of the research study, measurement of variables, analysis of data, and conclusions from research. Some methods of research in I/O psychology include empirical methods like experimentation (both lab and field) and survey; and qualitative methods like observation, case method and archival research.

1.9 UNIT END QUESTIONS

- 1) What are the main tenets of industrial psychology?
- 2) What are the main tenets of organizational psychology?
- 3) Differentiate among various subfields of Industrial/Organizational psychology.
- 4) Explain the process of research in Industrial/Organizational psychology.

1.10 GLOSSARY

Job Satisfaction	:	A general attitude that individuals hold about their jobs.
Labor Union	:	An organization of wage earners formed for the purpose of serving the members' interests with respect to wages and working conditions.
Marketing research	:	Research that gathers and analyses information about the moving of good or services from producer to consumer.
Research	:	An attempt to seek information in a scientific and/or systematic manner.
SPSS	:	A computer program used for statistical analysis
Sensitivity training	:	Psychological techniques and programs designed to improve self awareness and change attitudes and behavior of individuals to make them more sensitive to others.
Team building	:	A wide range of activities, usually ranging from simple bonding exercises to complex simulations, for fostering trust, communication and cooperation among members, in order to improve team performance.

Total Quality Management	:	A complete reorganization of the work process and the workplace to achieve quality consciousness and customer satisfaction.
Variable	:	A symbol that can assume a range of numerical values.

1.11 ANSWERS TO SELF ASSESSMENT QUESTIONS(SAQ)

SAQ I

- 1) Industrial psychology may be defined as the application or extension of psychological facts and principles to the problems concerning human beings operating within the context of business and industry.
- 2) Organizational psychology may be defined as the study of the structure of an organization and of the way in which the people in it interact, usually undertaken in order to improve the organization.
- 3) Three points of difference between industrial and organizational psychology are scope, orientation and research tradition.
- 4) b: Personnel Psychology
- 5) a: Statement of problem-Design-Measurement of variables-Data analysis Conclusions
- 6) c: Survey

SAQ II

- 1) technological, structural and environmental
- 2) conclusions
- 3) Research design
- 4) diverse

1.12 SUGGESTED READINGS AND REFERENCES

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