Chapter 1

The History of “Organizational Theory and Behavior”

There are many different concepts and ideas that have brought the world today to a better understanding of how to manage or operate an organization. Many of which were developed by different people in the early 1900’s. Without the implementation of certain theories, it would be challenging for an organization to succeed to its full potential. “Many companies have shown poor leadership when trying to capitalize on technological breakthroughs.” (Hartman, n.d.) A company must do whatever it takes to enable their organization to function long term.

While the first organization behavior theorists such as Henri Fayol’s “Scientific Management”, Max Weber’s “Beuracracy”, and Frederick W. Taylor’s “piece rate-system” have shown us some great concepts that we use today, their emphasis was on the organization as a whole. One downfall to Taylor’s clipboard and stopwatch way of thinking was that he placed efficiency before ethics. (Crainer, 2003) Other’s say that “scientific management may not have produced a moral uplift but it was not immoral.” (Crainer, 2003) But these initial concepts have certainly metamorphosed into new concepts.

An example would be Fayol’s 14 principles

To be sure that they were implemented properly, he felt that managers needed to PODSCORB (Hartman, n.d) That is 1) planning, 2) organizing, 3) developing, 4) staffing, 5) coordinating, and 6) budgeting. Today that is called “leading” (Crainer, 2003), or “Leadership”. Taylor’s “Principles of Scientific Management”, still have an influence that is “felt in every corner of business, industry, psychology, and education. (Blake & Moseley, 2010) Fayol had a classical view of administration, and his 14 principles were a concern for managers. (Crainer, 2003) This theory is analogous to the ideas of Taylor.

Max Weber designed a bureaucratic branch of administration within the classical school that is widely adapted, yet has its critics as well. (Hartman, n.d.) Chester Barnard’s acceptance theory and ideas are that communication flows from the bottom to the top. This is contrary to Weber’s top down bureaucratic approach.

There must be empathy involved when it comes to employees, which is a big part of the behavioral school of management. (Hartman, n.d.) This was not necessarily a focus for some early theorists. Herbert Simon’s “satisficing” approach to decision making was the demise of the classical management theory.
“Soldiering”, is the idea that workers intentionally operate below their capacity. This may have existed years ago, and even today. Managers who are trained properly will be able to hinder “soldiering”, by paying more attention to their employees. (Hartman, n.d.) This also led to the Human Relations movement. (apexcpe.com, 2006) Later on McGregor, who was linked to the Human Relations School of Management, devised his Theory X and Theory Y. This can be viewed as a cynical way of thinking. Theory X talks about how employees typically do not enjoy work and try to avoid it. (Hartman, n.d.) It devalues the employee and is the least favorable of McGregor’s ideas. Theory Y talks about how employees consider work a natural part of life which makes it more desirable for them. It gives the empowerment to the employees, which is crucial in increasing morale of employees. It is a more optimistic approach, and gives the employee the opportunity to be recognized and enjoy incentives for doing good work. This idea is relative to that of scientific management.

Components of scientific management are found in most theories behind organizational behavior. Scientific management is a “scientific approach to managerial decision making.” (Hartman, n.d.) It is relative to other theories because it provides us with the fundamentals behind organizational behavior. It is something that needs to be researched in order for organizations to grow and survive.

Most of what we know today comes from research that was done years ago. The difference is that now we are able to tweak certain aspects of the theories to fit the world we live in today. Taylor’s scientific management and piece rate system was probably a brilliant idea in the early 1900’s. It makes sense to take a worker who can perform the job the quickest and the most efficient. But, what Taylor is criticized for is that his “incentive system would dehumanize the workplace and reduce workers to little more than drones.” (apexcpe.com, 2006) Money is a motivational factor for working, and if employees are paid based off of their performance, they may perform better. A more humane or ethical way of utilizing Taylor’s theory nowadays, would be to still consider the employee who may not be as efficient or quick, but they may not get an extra bonus/incentives or recognition that may be given to one who performs at an optimal level. There are so many laws in favor of workers that discrimination and/or inequality can very easily come out of Taylor’s “one best way” of thinking. On the contrary, it is his theory that determines how many burgers McDonald’s expects their employees to flip or how many callers the phone company expects its operators to assist. (Crainer, 2003)
After the unexpected results of the Hawthorne study, theorists began to put the emphasis onto the individual within the organization. While the initial study was conducted to determine the relationship between lighting levels and work productivity, the findings were that the productivity of the workers actually increased as lighting levels decreased. The reason for this is how the term “Hawthorne Effect” came about. It means that when special attention is given to a study’s subject, there is an impact on the findings. (Hartman, n.d.) When people feel as if they are being observed, or being paid attention to, it makes them want to perform better at the task in front of them.

Abraham Maslow believed that humans have needs, and his hierarchy of needs have taught us that the managers need to visualize employee motivation. (Hartman, n.d.) In due time, organizations began to realize how important it is we actually study human behavior in organization settings.

This is known as “Organizational Behavior”. That is “the study of human behavior in organizational settings, of the interface between human behavior and the organization, and of the organization itself.” (Moorhead, 2010) This means that practitioners and managers must understand that we need to study both the individual and the organization as a whole to completely understand why certain things occur within the workplace. This is the key to success. All the theories that were created years ago have evolved into a bigger and better understanding of how important it is to analyze the behaviors of an organization. “The study of organizational behavior can greatly clarify the factors that affect how managers manage.” (Moorhead, 2010) In turn, this will allow for a happy employee and organization.

Dr. W. Edwards Deming was a statistician who went to Japan to help with the census after World War II. It is because of him that we encountered a new business philosophy, and a transformative way of thinking. (Mindtools, n.d.) Deming felt that it would be difficult to attain quality production of goods without a close awareness to all facets of the production system. He wanted to determine how it was possible that quality goods be produced if suppliers did not provide quality apparatus and resources. (Baillie, 1986) One lesson of his that made the most impact on lessons for managers, were that of his 85-15 rule. This states that when things go wrong, 15% of the time the individual employee is at fault, where as 85% of the time management, machinery, or rules are at fault. (Howard, 2014) Deming believed that managers put too much emphasis on the individual employee making a mistake, instead of the organization as a whole. It has been found that his approach may lead to improved interdepartmental flows. (Baillie, 1986) This is what led him to his 14-Point Philosophy.
“Deming’s 14 points have had far-reaching effects on the business world.” (Mindtools, n.d.) Although it is not easy to implement his approach, if it is done, research suggests a drastic improvement in quality control.

TQM is "a system of management based on the principle that every staff member must be committed to maintaining high standards of work in every aspect of a company's operations". (Google definition, n.d.) This concept is very similar to Deming’s 14 points, in that they both aim to accommodate the individual employee using a psychological approach. They both seek to improve quality control through methods such as building teamwork, continuously learning and improving each day through internal and external customers, gaining trust and respect to help eliminate fear, constant training and educating to eradicate costly mistakes, and to properly implement effective leadership.

TQM and IOP are related in that the means used to attain total quality management involve the cultivation and psychology of the individual within the workplace. “Organizational behavior is defined as the actions and attitudes of people in organizations.” We use OB to give managers the tools they need to understand how complex an organization can be. Managers must be able to recognize any issues, establish how to fix those issues, and lastly decide if the changes would make a considerable difference. (apexcpe.com, 2006) In order to achieve total quality management, organizations must strive to use methods such as Demings, while taking an IOP approach as well.

**Linking the Organization to the People: The Individual Factor**

Diversity in the workplace is important, and leaders must be educate and train employees on the importance of this topic. By managing diversity, one is able to leverage the advantages and minimize disadvantages of diversity in the workplace. People who work together within the workplace whom hold a diverse cultural background bring a certain kind of knowledge and awareness to the table in groups and work teams. When you put all of that together in combination with the different types of skills possessed by each individual employee, the organization will be at an advantage because they have strengthened the teams productivity and responsiveness to changing conditions (Advantages and Disadvantages of Diversity in Workplace, n.d.). The strengths and weaknesses of each employee that works in a diverse workplace result from their culture along with their individuality. If managers and employees are trained properly on how to work with diversity within the workplace, they can influence the strengths and harmonize weaknesses of each employee so that the impact of the workplace is greater than what it is made up of.

I/O Psychologists are trained professionals that can provide managers with training on how to recruit and hire diverse employees, and how to orient and integrate new employee. In providing all employees with training, they educate them. They educate them in realizing that differences do exist, and that different does not mean deficient. Differences among employees
promote learning and growth. Being exposed to different ideas and perspectives of different cultures opens up a new window to personal growth, and can make a person more well rounded.

Work motivation is essential in order for a business to succeed. If employees are not motivated to do their job, they will not be satisfied, and in the end the organization will suffer. Work motivation “is a set of energetic forces that originate both within as well as beyond an individual’s being, to initiate work-related behavior, and to determine its form, direction, intensity, and duration.” (Work Motivation, n.d.) This means that motivation is not solely based upon the individual’s needs. It is also up to managers to provide their employees with motivational factors.

Employees have needs, as described by Maslow’s Need Hierarchy Theory and Alderfer’s ERG Theory. (Work Motivation, n.d.) The theories begin with the physiological needs such as air, food, water, etc., and end with a feeling of self-actualization, or self-fulfillment. In between there is safety, social, and esteem. (Work Motivation, n.d.)

I/O practitioners must train managers to understand that basic needs do not just pertain to an individual in life, yet also an employee in the workplace. At the end of the day an employee is seeking to reach their full potential. They may just need guidance, support, or training to reach that goal through their manager whom is trained by an I/O psychologist.

As discussed in McClelland’s Need for Achievement Theory, people with a high need for achievement tend to put more effort into their work than those with a low need for achievement. The employee with a low need for achievement can be trained to acquire that high need for achievement, so that they do not work just to avoid failure. (Work Motivation, n.d.)

An I/O practitioner must train managers to understand there are different types of employees, and to screen them properly upon hiring to set up each type of employee in a position that will suit their level of achievement, and acknowledge that the low achiever can be trained to reach that high need for achievement, if it is necessary for the employee to reach that goal.

The aforementioned concept leads to Locke’s Goal Setting Theory where an employee may set goals for themselves and are motivated to work towards those goals because achieving them is rewarding. (Work Motivation, n.d.) Locke feels that performance is best when:

1. Goals are specific
2. Goals are challenging
3. Workers have necessary ability
4. Rewards are clearly understood and provided
5. Management supports goal attainment
6. Provides necessary time and resources
7. Goals are internalized by employees
8. Feedback is provided.

This theory is extremely important in work motivation because it provides a realistic approach to any organization, small or large. I/O practitioners may train managers to have their employees either set their challenging goals or have the goals set for them. Managers should be trained to hire workers who can get the job done, and how to reward (recognition) the employees on doing a job well done. Management must be trained to support the goals at all times, and provide the necessary time and resources. The employees must be trained to completely understand their goals and managers must be trained on how to provide feedback to employees which also aids in recognition.

Following these steps will lead to a motivated employee. It is the goal of the I/O practitioner to train managers to:

1. Hire the right person for the job
2. Allow for a relationship between the actual job and the worker’s motives and values.
3. Set goals that are clear and challenging, yet attainable.
4. Provide appropriate resources and employees that will allow for maximum performance.
5. Allow for a supportive social environment
6. Recognize employees for a job well done by reinforcing it through rewards or incentives.
7. Find a nice balance between all the above elements that works well for the organization.

**Linking the Organization to the People: Team and Group Dynamics**

In order for any organization to be successful, a high level of team cohesiveness is essential. The theme song from “Wonder Pets”, a show for toddlers, states “What’s gonna work? Teamwork?”. It is so important, that it is best to engrain this concept into the brains of our children starting at a very young age. It is not just an effective tool for the workplace, but life. Team building is characterized as group members being able to enhance their interpersonal and problem-solving skills. This allows for the employee to improve teamwork skills and performance. (Chen, Chen, & Tsao, 2009) Organizations around the world understand how important it is for teams to collaborate in order to achieve success. This makes team building a necessary function of a business, not just something to be desired. (Chen, Chen, & Tsao, 2009) Four characteristics of team building in organization development for a manager to follow:

1. Establish and/or clarify goals
2. Determine and/or clarify roles and responsibilities
3. Establish and/or clarify policies and procedures
4. Improve interpersonal relations
There are two concepts that will help build a team, and one must believe in them.

**SYNERGY AND EMPOWERMENT**

Empowerment is having the ability to trust your employees to make decisions on their own that they feel will benefit the organization.

An effective team is based upon members who take advantage of each other’s knowledge, skills, and abilities (Chen, et al., 2009). This holds true to managers as well. Trust is an important factor in team building. Effective communication is also a key factor in the success of team building. By developing an effective and efficient communicating channel, you can facilitate the team members to understand and accelerate goals that must be accomplished (Chen, et al., 2009).

To achieve effective communication we must (Group Works, n.d.):

1. Actively Listen—let the other person know that you are listening to what they are saying by giving a simple nod or an “I see”, throughout the conversation.
2. Use a direct and assertive expression—Try to be as clear as you can about what you want and what you are willing to give.
3. Beware of your body language and what it may communicate to others.
4. Learn how to express and receive anger appropriately, as conflict and feelings of anger do occur at times in the workplace.
5. Understand what dialogue is and how to improve dialogue skills such as allowing others to finish their thoughts, respect other’s thoughts, feelings, views, and realities, even when they differ from your own, and listen deeply without needing to fix, rescue, counter, argue, or resist.

It is important to follow Dyer and Schein’s 11 Team Competence Indicators: (Chen, Chen, & Tsao, 2009)

1. Setting clear and measurable goals.
2. Making assignments clear and ensuring competence.
3. Using an effective decision making process.
5. Running effective meetings.
7. Establishing open communication channels.
9. Creating mutual respect and collaboration.
10. Encouraging risk-taking and innovation.
11. Engaging in team building.

By following the aforementioned guidelines, management can be trained on the importance of team cohesiveness and how to properly implement it within the workplace.

In 1965 Bruce Tuckman introduced a theory of group development. He created his Five Stage Model of Group Development which states that most groups change over time and go through five stages. (Forsyth, 2006) The five stages consist of the following. How to manage each stage precedes each explanation of each stage.

1. **Forming:** This is when team members are usually optimistic and kind. They are usually a bit unclear as to the work they are doing which can make some anxious, while others excited. *Because of the mixed emotions, a manager must take play a strong leading role by directing the team and establishing clear objectives for the team and the individual as well.* (Mindtools, n.d.)

2. **Storming:** This is when conflict starts to arise due to individual differences amongst team members. This may be different values or opinions and now members must collaborate, agree, and come to terms with ideas. Some team members may challenge management while roles are being clarified. Some members may develop stress in this stage as strong relationships with other team members have yet to be formed. *Management must create structure, build trust and relationships between team members, resolve conflict, remain positive, explain Tuckman’s Five Stage Model so team members understand goals can be reached, and use psychometric indicators so others can learn different methods of work designs.* (Mindtools, n.d.) *Let team member’s know that groups have a deep impact on an individual as they may shape actions, thoughts, and feelings.* (Forsyth, 2006)

3. **Norming:** This is when structure begins to occur and conflicts begin to resolve, members begin to appreciate each other’s strengths and weakness’. Team members usually begin to respect management. Team members begin to from relationships and provide feedback creating a stronger commitment towards team goals. *At this time, management may work on team building exercises. Management may also take a step back and empower team members so they may work on achieving their goals.* (Mindtools, n.d.)
4. **Performing:** This is when the team may achieve their goals by working hard, avoiding conflict, and focusing on the task at hand. (Forsyth, 2006) Management can begin to delegate responsibility as much as possible, allowing the manager to focus on other goals and areas of work. (Mindtools, n.d.)

5. **Adjourning:** Most teams reach this stage in which teams break up. Organizational restructuring may occur or projects are created for only a certain period of time. This may be difficult to those who like routine or have developed close relationships with others. Management can take this as an opportunity to commemorate employees on their performance and for what they have achieved. Your path may cross again with any individual or team member and the next experience may be easier if they look back at past experiences as positive ones. (Mindtools, n.d.)

Groups do tend to cycle through these stages more than once as they work towards sustaining equilibrium between “task-oriented actions and emotionally expressive behaviors”. (Forsyth, 2006) A manager must evaluate what stage their team is in. Then, implement the strategies that are used in Tuckman’s Five Stage Model of Group Development to get their team to the next stage in creating a team. By using Tuckman’s Five Stage model the “performing” stage will be reached rapidly, along with dedication and commitment. You will then accomplished your goal of creating a high-performing team. (Mindtools, n.d.)

**Knowledge of Organizational Behavior:**
**Key Advantages for Managers and Leaders**

In order to be a productive leader, there are certain qualities, traits, and characteristics of a person that will set them apart from a poor leader. The following is an example of outstanding and productive leaders, and the poor leader, and what makes them good or bad.

**Are you a good or bad leader?**

Mark owns a multi-million dollar company and holds a style theory of leadership in that he is friendly, yet insists on performance. (Ten Leadership Theories in Five Minutes, n.d.) He employs hundreds of people. Each person has his or her own identity and is treated on a case by case basis. The morale of the employees is very important to Mark, and because of this, employees are engaged in their work. Because they are engaged, their positive behaviors that promote efficient and effective function of the organization are amplified. (Babcock-Roberson & Strickland, 2010) He possesses a charismatic leadership style in that he makes sure all his employees are aware of what needs to get done. Not only does he make sure they know what needs to get done, but he gives them the tools, training, and motivation to help them get the job done. (Babcock-Roberson & Strickland, 2010) Mark is like-able, which made people want to follow him and perform at
optimal levels. He follows the transformational and servant leadership theory. (Ten Leadership Theories in Five Minutes, n.d.)

Another example is Jessica. Jessica is new to the teaching organization, but she holds a skills theory of leadership. She is extremely knowledgeable, which can be inspiring. She holds technical skills which allows for credibility, people skills, and the ability to think outside of the box. (Ten Leadership Theories in Five Minutes, n.d.) She works collaboratively with colleagues. Each administrator is assigned a certain job, and once a week they meet for a few hours to discuss everything that is going on. Once a month the teachers meet with the administration to continue the communication efforts. The teamwork is great with administration which trickles down to the teachers, allowing them to have great engagement and a high morale. Jessica helps to work on ideas, solve problems, and is not afraid to have an argument that she may not win. As Steve Jobs said “If you want to hire great people and have them stay working for you, you have to let them make decisions, and have to be run by ideas, not by hierarchy, or people won’t stay.” (Steve Jobs talks about managing people, 2010) Subordinates feel empowered and able to make their own decisions that boost their confidence and allow them to perform at optimal level. This also allows them to have a sense of self-worth and feel comfortable sharing my knowledge with my coworkers. (Teh & Yong, 2010) Jessica allows for a corporate culture to be developed, not enforced.

On the contrary is Laura. Laura is always coming to work late, yet reprimanding employees for walking in a couple minutes late. Her personal appearance is very sloppy, as is her office area. If a customer had a complaint, she would typically argue with the customer and insist that she was correct, a form of egocentrism. Everyone at the job complained about her, and nobody wanted to do right by her, making the organization unsuccessful, and out of business within a few years. (Good vs. Bad Leader, 2013)

Another example of a bad leader is Jamie. She is similar to the theory X manager established by Douglas McGregor. (Hartman, n.d.) She always portrays to the employees a feeling that they only work to get a paycheck, and not because they enjoyed their work. She makes employees feel they are lazy, and could only get by under her direct supervision. (Hartman, n.d.) She does not empower the employees because she does not trust that they could get the job done, therefore employees are not satisfied and have low morale. She typically places blame on employees when things when wrong, instead of trying to fix the problem. Communication between everyone is so bad, the business is falling apart! Everything is a command instead of asking, and she does not do any of the dirty work herself. She has more of a transactional style of leadership, although it seemed as if punishments were awarded much more than rewards. (Ten Leadership Theories in Five Minutes, n.d.)

Research Methods in Organizational Behavior and the role of the Industrial Organizational Psychologist

An Industrial and Organizational Psychologist is a person who studies and understands human behavior in the workplace. In order to do so, there is research involved. IO Psychologists must be able to understand the different types of research methods in order to better help them
understand the behaviors within an organization. Generally, the concepts that make up OB are only as valid as the research supports them. (Research in Organization Behavior, n.d.)

As an IO Psychologist, the research that you perform is different than that of a high school student. A high school student retrieves information, whereas an IO Psychologist actually performs the research themselves. (Earnshaw, 2011) They can use either quantitative or qualitative methods, and both have their pros and cons. Quantitative research tends to be a more neutral and objective approach. Researchers who use this approach feel that the future can be predicted by the past and “just as atoms and molecules are subject to predictable law and axioms, so also is human behavior.” (Gramenz, 2013) They tend to present research findings using numbers and graphs, and typically do not involve oneself into the study. (Howard, 2014) In qualitative research we see there is more of a subjective perspective and the researcher has personally constructed knowledge, only seeing through their lens, and bias tends to exist. (Gramenz, 2013) Their results are derived through personal interviews, and their own observations, making them apart of their own research. (Howard, 2014)

Research can be performed in numerous ways, and it is merely impossible to conclude research with 100% accuracy. There are many variables that can affect the validity of research findings, and an IO Psychologist must be trained to understand the different types of things that may skew results, and educate others. There are an infinite amount of limitations and drawbacks between all the types of research that is performed, and one must always follow proper ethics in conducting research. If they don’t, they will lose credibility in their findings and the time and money invested has been lost.

Contrary to the idea that there is no more need to study a certain topic, there is always room for more because of all the infinite possibilities that affect valid results. (Gramenz, 2013) Especially with the fast paced changes in the world today, there is probably a limitation to most, if not all studies, and the only way to get close to 100% accuracy is to perform more than one study, or collaborate with other researchers. Because of all the questioning of validity within research, IO psychologists must be knowledgeable on the different types of methods that can be used so that they can truly understand human behavior within the workplace.

**Twenty-First Century OB Skills**

*Do women have higher levels of emotional intelligence?*

Kaifi and Noori (2011) are the authors of a study suggesting women have higher levels of emotional intelligence, which may make them the better manager of the 21st century.” Sex discrimination is something that is extremely common within the workplace. Women are often not given the credit that they deserve and are often not paid the same money as a male who
working the same position. (Kaifi & Noori, 2011) With that being said, two researchers performed a study on the following three hypotheses.

1. Female managers will have higher scores in valuing communication with employees.

2. Female managers will have higher scores on becoming influenced by group think.

3. Female employees will contribute to team outcomes more than male employees.

Kaifi and Noori (2011) feel that women have higher levels of emotional intelligence. Their findings show that female managers value communication with their team more than male coworkers. They also suggest that women tend to be more empathetic, organized, and creative than male managers, which allow for employees to connect to their manager, making them more effective employees. The most powerful medium for connecting to people is through their heart. (Kaifi & Noori, 2011) By effectively connecting to your employee, it also allows for team cohesiveness. Women in organizations have the capacity to distinguish how imperative it is to build communication, cohesiveness, and creativity. They also more often contribute to team task completion more than men. Because of these points, women are able to build strong emotional bonds with their employees, thus increasing the probability that female employees will make better managers then men of the 21st century! (Kaifi & Noori, 2011)

This may all sound wonderful to all the women out there, and makes a lot of sense! But, remember that this is one of many studies performed on this topic.

**What techniques could you employ to deal with the suspected resistance and promote change within an organization?**

Something within the organization is not functioning the way it should be. Profit margins have decreased, employee morale, satisfaction, and/or engagement are low, and employee turnover rates are increasing. Those are just a few examples of concepts that need improvement. An organization must understand that in order for things to “get better”, there must be change.

To be successful, a leader cannot go into an organization and tell people what they need to do. Rather, they must facilitate, help, and stimulate new ideas. One shall ask, observe, and encourage employees. (Schein et al., 2011) Employees will respond more to a leader as opposed to a director. Most employees are hired because of their qualification and experience, and would prefer guidance and interaction, over just giving advice. It is also common for a client to explain what they feel the issue is, and then after much observation, you realize that the problem is something completely different than what was discussed upon engagement. (Schein et al., 2011) It is important that the IO practitioner participate and be involved in the process of change. (Howard, 2014)
It is natural to gravitate away from change, but once it is proven that a change is necessary for a positive outcome, most likely a person will not resist. If the person is happy where they are, or they feel comfortable, they may not feel that change is necessary. An individual may feel that change may make them fear the unknown, fear failure, disrupt cultural traditions of group relationships, or they fear losing their job. (Howard, 2014) They must be educated and the IO psychologist must always communicate with their client, and possess the ability to come to terms agreed upon by both parties (Howard, 2014).

**Future Trends in Organizational Behavior**

There are different types of personality tests that can be used for different types of positions and organizations. Personality tests may not be detrimental to the hiring process, but similar to research, there are many variables that may affect the validity of the answers of the tests. People who are hiring must be cognizant of that and utilize results with caution. Personality tests shall not be used alone, yet in conjunction with face to face interviews. (Talentspace, n.d.) Research suggests that results from personality tests can be used in many different way to influence certain aspects of the workplace and eventually lead to the success of an organization. (Scheltz, n.d.) Results can measure characteristics such as an employee’s agreeableness, conscientiousness, emotional stability, extraversion, and openness to experience. (Scheltz, n.d.) The Myers-Briggs personality test, amongst others, may be a very effective tool but all should be used with caution.

**Business Goes to Kindergarten!**

The demands that are placed onto children have come a long way. Preschools are becoming extremely competitive and can cost as much as sending your child to college. This is because of the increasing demand that children learn what they need at an early age that will get them ready for the business world. “All signs indicate that corporate involvement in public schools—already redefining education through high school education will continue to increase over the next decade”. (CiteHR, n.d.) Preschoolers are visiting the post office and the library, not to just see how to send your mail or how to take out a library book, but how an organization runs. An emphasis on responsibility is placed onto the children. They see their “community helpers” and what they need to do to make money to survive once they are older. Children are taught that school is their job, like working is mommy and daddy’s job. They are taught that there is a reason to go to school, not just to learn, but to gather the tools needed to become a professional and make a career and living for you and your family. The old school rules do not apply that the husband is the breadwinner. As previously described, women have increasingly showed their ability to become successful and independently wealthy.

Child care is also extremely important in the world of IO Psychology, mainly because worrying about your child can certainly take away from your ability to work and increase stress levels. If
employers are able to make space and allow for care for children within the workplace, there could be a significant rise in engagement and motivation in both male and female workers. “Child care is and will continue to be a major, often heartrending subject for working parents.” (CiteHR, n.d.)

In Conclusion….

“The End of HR As We Know It”.

Industrial and Organizational Psychology is a somewhat new and upcoming career, and we must…

♦ Reinvent human resources!
♦ Learn that newest and latest trends that will set ourselves apart from the old human resource department.
♦ Prove why we are the new and improved HR sector of the business world!

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