

## ORGANIZATIONAL AND OCCUPATIONAL PSYCHOLOGY: PRACTICE AND USE OF ASSESSMENT INSTRUMENTS AND PSYCHOLOGICAL TESTING

### *PSICOLOGIA ORGANIZACIONAL E DO TRABALHO: ATUAÇÃO E USO DE INSTRUMENTOS DE AVALIAÇÃO E TESTES PSICOLÓGICOS*

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#### ABSTRACT

Occupational and Organizational Psychology (OOP) has gone through changes over the years, therefore, understanding its historical concept and associating it to the contemporary processes is of paramount importance, especially regarding the use of Assessment Instruments and Psychological Testing as a mechanism that contributes to the performance of psychologists in the organizations. Thus, the objective of this article was to understand the work of Occupational and Organizational Psychologists while managing Psychological Assessments and using Psychological Testing, emphasizing their importance in the business organization. To develop this work, a bibliographic, qualitative narrative review was used, based on the LILACS, MedLine, and Psychology Index databases, through BVS and SciELO, in addition to books for conceptual support. As a result, 14 articles were obtained, duly evaluated by Minayo's content analysis (2012). These data revealed that currently the importance of Occupational and Organizational Psychologists has been evident, since on average 30% of psychologists are taking up space in organizations, working in the Human Resources sector, a fact that points to an evolution of the profession and shows the importance of being anchored in both theory and practice. Considering their performance, the use of Psychological Assessment Instruments and Psychological Testing provides support to the professional in order to validate the Psychologists' hypotheses, interpretations and perceptions, thus bringing responsible and reliable results to the organizations. Based on what was analyzed, it can be concluded that, to keep up with the changes in the modern world, it is necessary to understand the historical evolution of Occupational and Organizational Psychology (OOP) in order to relate it to social, economic and technological changes in the work environment. To this end, the work of Psychology professionals within business organizations must be supported by innovative tools that contribute to their performance, considering that these instruments support and assist the work of organizational psychologists by increasing its effectiveness and reliability through indicators that assess the interventions carried out.

**Keywords:** "Occupational and Organizational Psychology"; "Psychological Assessment"; "Psychological Testing"; "Psychology"; "Performance of the Organizational Psychologist".

#### RESUMO

*A Psicologia Organizacional e do Trabalho (POT) está em constante evolução e adaptação, assim compreender seu desenvolvimento histórico e relacionar com os processos contemporâneos é de suma importância, principalmente no que se refere à utilização dos Instrumentos de Avaliação e o uso de Testes Psicológicos como um mecanismo que auxilia a atuação do psicólogo nas organizações. Portanto, o objetivo deste*

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*artigo foi compreender a atuação do Psicólogo Organizacional e do Trabalho com o manejo da Avaliação Psicológica e uso de Testes Psicológicos, destacando sua importância na organização empresarial. Para a construção foi realizada uma revisão bibliográfica narrativa de cunho qualitativo, nas bases de dados LILACS, MedLine e Index de Psicologia, através da BVS e Sciello, além de livros para embasamento conceitual. Como resultados foram obtidos 14 artigos, avaliados pela análise de conteúdo de Minayo (2012). Estes revelaram que atualmente a importância do Psicólogo Organizacional e do Trabalho tem sido evidente, pois em média 30% dos psicólogos estão ocupando o espaço nas organizações, atuando no setor de Recursos Humanos, esse fato aponta uma evolução da profissão e a importância de se estar embasado a luz da teoria e na prática. Em seu exercício, a utilização dos instrumentos de Avaliação Psicológica e o uso de Testes Psicológicos dão suporte para o profissional, a fim de validar as hipóteses, a interpretação e percepção do Psicólogo, são o que traz o resultado, de forma responsável e fidedigna para as organizações. A partir do que foi analisado pode-se concluir que para acompanhar as mudanças do mundo moderno é preciso compreender a evolução histórica da Psicologia Organizacional e do Trabalho (POT) para relacionar as mudanças sociais, econômicas e tecnológicas no trabalho. Para tal, emerge a necessidade que atuação do profissional de Psicologia dentro das organizações empresariais esteja apoiada em ferramentas inovadoras para o exercício da sua função, sendo que esses instrumentos apoiam e embasam o trabalho do psicólogo organizacional aumentando sua eficácia e fidedignidade, através de indicadores para as intervenções realizadas.*

**Palavras-chave:** “Psicologia Organizacional e do Trabalho”; “Avaliação Psicológica”; “Testes Psicológicos”; “Psicologia”; “Atuação do Psicólogo Organizacional”.

## INTRODUCTION

Work relationships generally involve different perceptions, thus making the work of organizational psychologists a necessity. The role of the organizational psychologist is to understand the main ways of carrying out the work, noticing its nuances and the manners in which relationships occur, thus demonstrating the importance of this aspect in the organizations. In this way, Psychology is a science that seeks to study behaviors, emotions, cognition and motivation and, in the case of Organizational Psychology, it uses science and behavior as working bases for resolving and fixing problems and conflicts occurred within the organizations (NORONHA e FREITAS, 2004).

Society, over the last few years, has undergone general changes and these different stages end up affecting business organizations as well as the way work is performed, therefore, management strategies are discarded, and new ideas are applied. When observing the trajectory of Organizational Psychology in the past, the search for new knowledge and strategies to improve the work path in this area is encouraged (SPECTOR, 2009). The importance of inserting this professional into the business environment is evident, since their work brings about significant changes in the worker's life, as well as in the form of management, in an interdisciplinary manner. This fact increases productivity and improves the quality of life in the work environment of organizations (CAMPOS *et al.*, 2011).

An important aspect to be addressed refers to the application of psychological tests. They can cover several areas, from evaluating if a candidate is able to perform a job in an institution to

defining if they have the required skill level in a civil service exam. The use and application of batteries of psychological tests help define the behavioral style of an individual which include, for example an assessment of their personality traits, level of knowledge and competence, psychological and behavioral traits, conflict resolution skills and problem-solving skills. (BUENO. *et al.* 2018).

Occupational and Organizational Psychologists base their work in the organizations through an initial demand analysis, since these professionals are responsible for assisting the individual and collective role of each employee considering theories, strategies and work models. As a result, the Psychologist uses interdisciplinary work to discuss the company's problems, seeking improvements and solutions in the environment and ways of carrying out routine tasks. Some of these factors can be mentioned, such as: the high turnover of employees in the organization, work quality, mental health and well-being in the workplace, among other aspects that may arise within the organizational context.

It is possible to highlight an interesting fact to be analyzed regarding the performance of organizational psychology professionals: an average of 22% of recently graduated professionals who join the job market choose the field of Organizational Psychology, an area that has developed rapidly, thus seeking more space in the organizations (GUSSO, 2019).

Like every career, Occupational and Organizational Psychology uses techniques and instruments to support its performance. Its main techniques include Psychological Assessment and the use of Psychological Testing. These instruments are used as strategies for building the job profile required for a vacant position, designating the candidates as suitable or not in selection and recruitment processes with the aim of solving business problems, increasing productivity and improving employee performance. Based on these instruments, the work of organizational psychologists is developed using theoretical and scientific knowledge in order to contribute to a healthy work environment, ensuring the basic needs of the workers as well as the productivity and profitability of the organization as a whole (CARVALHO-FREITAS, 2014).

According to the General Register of Employed and Unemployed (Portuguese Acronym: CAGED), between January 2020 and January 2021, 781 occupational psychologists were hired, around 13% of vacancies were filled by men and 86% by women. In this way, we can highlight the importance of the Psychologist's work in the organizations as an agent of change in the environment, having the role of identifying the demands of the workplace and being ahead of the development of the company's organizational culture. Among other tasks, this professional is responsible for advocating the company's mission and organizational climate, managing recruitment and selection strategies and looking for ways to improve employee productivity, in addition to promoting quality of life and mental health so that workers can feel good, be proactive and productive at the same time (GUIMARÃES e MARQUES, 2011).

The importance of Organizational Psychology as a profession incorporated into the companies is based, theoretically and scientifically, on a reliable and responsible work, showing large

organizations the positive points of having a qualified professional ahead of the human resources management. It should be noted that the use of Psychological Testing is the property of Psychologists, that is, professionals duly registered in the category according to their area of activity, in accordance with the rules of the Federal Council of Psychology (Portuguese Acronym: CFP) (BANDEIRA *et al.*, 2021).

Psychological Tests are, therefore, extremely important instruments in the psychologist's practice, as the information collected through the application of these tests becomes a reference for the psychological assessment process. In addition, they help to consolidate psychological theories as they describe, identify and verify psychological characteristics through systematic collection, allowing the instrumentalization of different theoretical hypotheses that may arise in the process (CARDOSO e SILVA-FILHO, 2018).

In view of the above, the research has as its guiding question: What is the importance of the organizational psychologist's work in the development of psychological assessment and in the application and interpretation of psychological tests? In this way, the study aims to understand the work of Occupational and Organizational Psychologists while managing Psychological Assessments and using Psychological Testing, highlighting their importance for business organizations.

## METHOD

The research is a descriptive, bibliographic, qualitative narrative review. Data collection was carried out in the Virtual Health Library (Portuguese Acronym: BVS), using the databases LILACS, MEDLINE, *Index Psicologia*, in addition to SCIELO, which are considered reference platforms in the area. When searching for scientific articles to be used in the research, the following descriptors were applied: 'Psychology', 'Organizational psychology', 'Psychological assessment' and 'Psychological testing'; with the Boolean operator "AND".

To prepare the study, the articles selected in the search (Figure 1) were related to concepts and theories found in prominent books associated with the area in question. A time frame of fifteen (15) years was defined considering the trajectory of changes in literature and the timeliness of the publications. The exclusion criteria consisted of publications in the format of final papers, dissertations and theses; texts that deviated from the selected topic or time frame, in addition to texts in a foreign language. 15 articles corresponding to the inclusion factors initially listed were selected, including: studies that responded to the topic and objective of the research, studies carried out in Brazil, in the Portuguese language, free and online full texts. The articles were compiled in a synoptic table which highlights the code, year of publication, journal, authors, title, objectives, methodology and main results (Appendix A).

Figure 01 - procedure for searching and selecting publications to be analyzed.

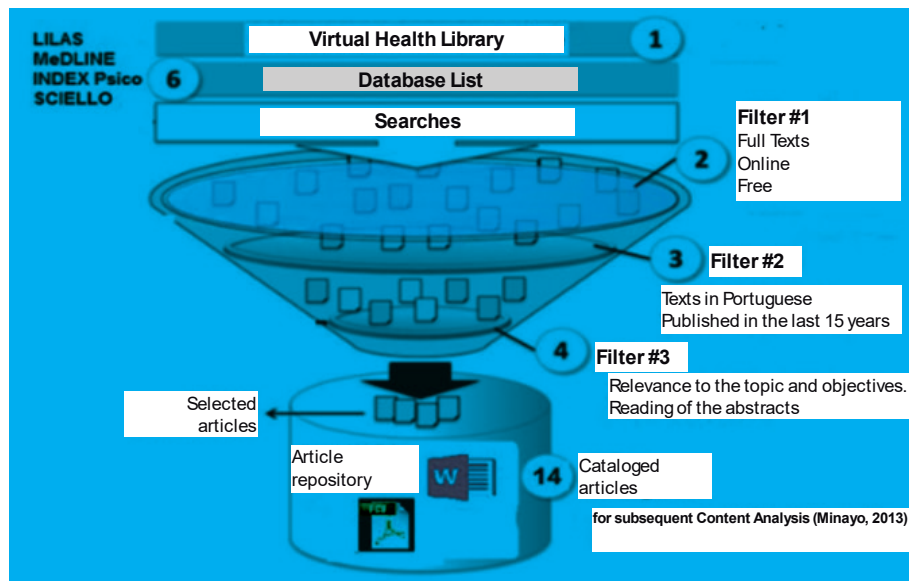


Figure 01 procedure

Source: adapted from Conforto and collaborators (2011).

The materials were analyzed using the content analysis method proposed by Minayo (2012). From this, three categories of analysis were listed: the historical evolution of occupational and organizational psychology; psychological assessment as a resource for the psychologist's work within organizations and, the performance of the occupational and organizational psychologist in contemporary times.

## RESULTS AND DISCUSSION

### THE EVOLUTION OF OCCUPATIONAL AND ORGANIZATIONAL PSYCHOLOGY: FROM ITS ORIGINS TO THE PRESENT DAY

After reading articles A5, A6, A9, A10 and A13, they were grouped into the category that highlights the evolution of Occupational and Organizational Psychology from its origins to the present day, and the discussions related to them were based on the book by Spector (2009) and Zanelli (2014).

Organizational Psychology was established as an area of psychology in the mid-19th century, punctuating the initial milestone of numerous technological changes in the work environment. Its origins can be defined as a joint movement made between large organizations that were focused primarily on the work carried out by the workers, without taking an interest in the person who carried it out. In this period that preceded the emergence of Organizational Psychology, companies were focused on machinery and productivity, without giving importance to the mental health and well-being of the workers (ROTHMANN; COOPER, 2017).

Human beings often hear this phrase in their daily lives: “first duty then pleasure” as if they were different things and pleasure could only be obtained in activities performed outside the workplace. Consequently, the working relationship generally goes through countless perceptions, making it essential that Psychologists understand the main ways of carrying out and understanding the work, not to mention the importance that this aspect represents to the organization (SPECTOR, 2009).

In view of this, Organizational Psychology has become a versatile field in which its concepts, techniques and theories are widely used in different areas of knowledge (GUSSO *et al.*, 2019). The rise of Occupational and Organizational Psychology occurred in the 19th century as a direct consequence of the Industrial Revolution and caused many technological changes in the work environment (ZANELLI, 1986).

During the post-industrial revolution, work was mainly focused on the development of large machinery and high productivity, without there being any interest in the individual who carried out the tasks and manufactured the products. With the emergence of this new area of Psychology, the perspective on the worker was expanded, and the quality of labor, the worker’s well-being and adequate working conditions began to be seen as factors that directly contribute to high productivity and, therefore, to the companies’ profitability. This field of Psychology has two major divisions: a) the industrial aspect that takes a more administrative perspective and is developed through human relations, work planning, selection, training and performance evaluation of employees; b) the organizational aspect, more focused on attitudes such as employee behavior, work-related stress and supervisory practices (ZANELLI *et al.*, 2004).

Walter Dill Scott, Frederick Winslow Taylor and Hugo Munsterberg, considered the founding fathers of Occupational and Organizational Psychology, in mid-1924, argued that this area of Psychology could provide important insights regarding the recruitment and selection process for hiring new employees. The scientific management approach defined by Frederick Winslow Taylor was focused on maximizing employee productivity. Taylor, in turn, stated that work motivation was extremely important and supported the idea that activity planning ensured that they were carried out in a systematic way, with quality and high productivity (CAMPOS *et al.*, 2011).

On the other hand, the well-being and care of those who were carrying out this work were still not prioritized. The influence of business management practices, according to Taylor, was a helpful factor to mass production qualification. In contrast, organizational dehumanization and the comparison of workers with mass production machines were not seen as important issues, nor were aspects such as the quality of the work environment, the worker’s mental health and other factors that have a direct influence on productivity boost, as currently proven (GUSSO *et al.*, 2019).

When observing the trajectory of Organizational Psychology in the past, the need to search for new knowledge and strategies aimed at improving the work path in this field becomes evident. Over the years, society has generally undergone numerous changes and these shifts affect business

organizations and the way they perform work. Thus, management strategies are discarded, and new ideas are applied. The insertion of professionals specialized in Organizational Psychology in the business environment points to significant changes in the worker's life, both in the work field and in management approach. The Organizational Psychologist, together with other professionals, help increase productivity and improve work performance (ZANELLI, 1995).

### *PSYCHOLOGICAL ASSESSMENT AS A RESOURCE FOR THE WORK OF PSYCHOLOGISTS WITHIN ORGANIZATIONS*

The category that discusses Psychological Assessment as a resource for the work of Psychologists within business organizations derived from reading and analyzing the following articles: A2, A11, A12 and A14, based on the concepts of Hutz's book (2018).

Occupational and Organizational Psychology (OOP) uses techniques and instruments such as psychological assessment and tests as strategies to build the profile of workers for job vacancies and recruitment and selection processes with the purpose of solving business problems. Worker productivity and performance are aspects that are present in the work of organizational psychologists. Based on this perspective, the work is developed using theoretical and scientific knowledge in order to contribute to a healthy work environment, ensuring that workers have access to basic needs and guaranteeing productivity and quality for the organizations (BASTOS *et al.*, 2013).

Psychological Assessment, a tool used by organizational psychologists, is an investigation method for data collection. In turn, Psychological Testing, whose use is exclusive to the psychologist, serves to collect data that can assist in the Assessment stage. In terms of the selection process used by organizations, such instruments are considered extremely important when associated with tests that assess personality, attention and the way in which activities are performed in the company (NORONHA, 2004).

The history of Psychological Assessment in Brazil is often confused with the history of Psychology itself, as scientific laboratories have already existed since the 20th century carrying out research on the subject. In view of this, it is important to understand that Psychological Assessment, in addition to being a complex instrument, can also be used in different contexts in the field of Psychology. The procedure can be carried out individually or in groups, and an initial assessment or diagnosis must be performed for the evaluation to be complete. And, based on the application of this procedure, it is up to a psychology professional to interpret the results obtained and, subsequently, provide feedback on these results (LIMA *et al.*, 2011).

Psychological Assessment consists of a set of complex techniques through which a detailed investigation and data collection are carried out with the aim of raising or discarding hypotheses. The results of the assessment provide insights on personality traits, cognitive functioning, indicate

the ability or inability to perform a certain task, among other characteristics that may arise during the assessment (HUTZ, 2018).

In view of this, Psychological Assessment is understood as a technical area with a vast production of instruments for the psychologist. It can be noticed, in practice, that this assessment is not just a technique for producing professional tools, but rather a field of Psychology responsible for operationalizing psychological theories and supporting the observation of psychological events, allowing theories to be tested and possibly improved to strengthen studies in the area with the aim of contributing to its evolution both as a science and a profession (MENDEZ *et al.*, 2013).

Overall, Psychology professionals must broaden their perspective on Psychological Assessment to prevent it from being considered a mere assessment instrument - it is much more complex than that, as it is related to the psychological functioning of individuals, their behaviors, potential actions and future-oriented decision-making. The instruments are standardized when samples and behavioral indicators are obtained, thus displaying individual differences in the constructs, some effective traits or some implicit mental processes. These behavioral traits come to light through the variables manifested in the tests, emerging in an unconscious way and, when carried out by a qualified professional such as a psychologist, these results are beneficial for the organization. On the other hand, Psychological Assessment becomes an extremely important tool for the organizational psychologist, especially in the selection process, as it helps defining which professionals are suitable or not for the positions that are available in the company (SANTOS *et al.*, 2010).

Psychological Testing is a tool used exclusively by psychologists. When instruments such as Psychological Assessment and Psychological Testing are used by occupational and organizational psychologists, it is essential that these professionals are constantly updating themselves. Tests must be designed precisely and follow strict scientific criteria to ensure reliability. The Federal Council of Psychology (Portuguese Acronym: CFP) took the initiative to develop the Psychological Test Assessment System (Portuguese Acronym: SATEPSI), created in 2001. Through this system, the tests are backed up by a quality proposal, guaranteeing that they are suitable for use and ensuring that the psychologist's working instruments are reliable and trustworthy. Also noteworthy is resolution No. 09/2018 which establishes guidelines for psychologists to carry out Psychological Assessment in their professional practice and regulates the Psychological Test Assessment System (SATEPSI), in addition to establishing the minimum requirements for instruments to be recognized as psychological tests (SILVA *et al.*, 2018).

It is worth highlighting that the Psychology professional, when using the instruments described above, must always make sure of the validity of each test and check whether it is suitable for use or not in the SATEPSI system and on the CFP resolution. With the aim of creating a foundation that ensures that their professional practice is based on total integrity and ethics and that the use of these systems is carried out responsibly, the conceptual theory of different authors in the respective



area can be applied to provide good results. Thus, by introducing this prerequisite regarding the inclusion of psychologists in the context of work organizations, they must be prepared to face obstacles related to the current scenario and therefore adapt to the changes caused by globalization and to new labor market requirements that may arise (PASIAN *et al.*, 2022).

## PERFORMANCE OF THE OCCUPATIONAL AND ORGANIZATIONAL PSYCHOLOGIST IN CONTEMPORARY TIMES

The category that discusses the role of occupational and organizational psychologists in the present day derived from reading and analyzing the following articles: A1, A3, A4, A7 and A8, endorsed by the book *O trabalho do Psicólogo no Brasil*, by Godim and collaborators (2010).

The current workplace is constantly changing, that is, transformations and innovations are part of the post-modern worker's daily life and the challenges faced by these professionals are increasingly greater and more diverse. In addition to the strong requirement for qualification and permanent improvement, other challenges must be considered such as competitiveness and proactivity, the development of emotional intelligence and the sense of teamwork. In view of this, organizations impose more and more demands related to performance at their selection process in order to find a profile that fits the target position, and consequently the search for professionals who meet all the requirements becomes increasingly targeted. The organizational psychologist uses several techniques and strategies to ensure this process is carried out successfully. A successful selection process infers that the company will hire a suitable candidate for the position and that the price-performance ratio will result in greater productivity and profitability for the organization. (ZANELLI, *et al.*, 2004.)

In view of this, the concept used for a long time claiming that employees could provide nothing but labor-force to carry out their tasks was dropped, giving rise to a new perception in the organizations, and this perception is associated with the role of psychologists in the companies. From the moment occupational and organizational psychologists gained space within business organizations, factors such as mental health and quality of the work environment began to be strongly considered as relevant aspects for ensuring the profitability and productivity of the organizations. This fact led to an understanding of the importance of occupational and organizational psychologists in the organization's environment, since their duty is to basically explain the individual and collective role of each employee based on theories and work models (GUIMARÃES, 2018).

One aspect to be considered is that finding a source of income that meets the individual's basic needs is only possible through work, and the job market demands more and more from the candidates due to constant social changes. In a way, Psychology is aware that it must keep updating its practices to meet the interests of the organizations, thus becoming a work aimed at professional development and training to ensure that workers can perform their tasks successfully. The importance of

inserting psychology professionals in the workplace is based on a theoretical-scientific approach aimed at delivering reliable and responsible work standards, showing large organizations the positive aspects of having qualified professionals ahead of the company, ultimately making the company's values their own values (SANTOS e CALDEIRA, 2014).

Data on Psychology brought by the Federal Council of Psychology (Portuguese Acronym: CFP) state that the field of Occupational and Organizational Psychology is the second most popular area of activity in the ranking, with 30% of psychologists working in Human Resources companies. The CFP works on projects, psychological assessments and psychological tests with the purpose of defining individuals' behaviors and personality traits to fulfill the requirements of a position. Other activities include assistance to administrative issues, such as: a) staff dismissal, b) retirement preparation, c) employee development, d) job promotion. All these functions aim to improve productivity and reduce turnover in companies while carrying out responsible work (CFP ORG, 2013).

Organizational Psychology has developed rapidly and is occupying increasingly larger spaces in the business environment. A study showed that 22% of recently graduated professionals can enter the job market through organizational psychology. Consequently, there is a need for more research and investment in this area of knowledge so that psychologists can be well prepared and have sufficient tools to reach good results when working with companies (GUSSO, 2019).

The constantly increasing scope of Occupational and Organizational Psychology (OOP) in business organizations derives from the major changes in the labor market and in the way work activities are carried out. In this sense, it is worth highlighting the importance of the Occupational and Organizational Psychologist's role in managing psychological assessments and using psychological tests as safe tools whose primary purpose is to reduce the turnover of people in the company and improve professional performance. In this way, psychologists aim to ensure that the results obtained by the company and its employees, as well as their relationship, are more beneficial to the businesses, allowing for greater productivity and improved service quality, in addition to profitability (LIMA, *et al.*, 2021; GUSSO *et al.*, 2019).

The performance of the occupational and organizational psychologist is based on raising initial demands by using tools and instruments developed to obtain favorable results for both managers and employees. In other words, their role is to focus on profitability and production-quality as well as on the well-being of the workers. Organizational psychologists base their routine activity on theories and practices of the management area, in addition to using tools such as psychological assessment and psychological testing to guide their decision-making process (SPECTOR, 2009).

Understanding the role of the organizational psychologist within companies has become more critical in terms of performance and productivity. The psychologist, when using the selection and recruitment method, which is considered a practical process, aims to seek candidates capable of carrying out the specific activities that the organization needs at that moment. To this end, building a

work profile and developing it for a specific activity is important. Thus, during the process, factors such as their strengths; personality traits; skills and techniques that will be used to perform their role in the company, among others, are analyzed. This entire process is managed by the work and interpretation of the organizational psychologist (ROTHMANN, 2017).

Occupational and organizational psychology professionals must apply their theoretical-scientific research knowledge with certainty and precision, as they must be aware of its application in the company and the results it can generate. However, more important than having a theoretical-practical approach and mastering techniques is reallocating this knowledge to the company's organizational culture in an interdisciplinary way. Interdisciplinarity focuses on how employees can work together with the administrator or manager of the organization, making sure there are no divergences between management sectors. Consequently, this professional is extremely important to ensure that the work carried out delivers good results (ZANELLI, 1986).

## CONCLUSIONS

When considering that the main goal of the study was to understand the role of the Occupational and Organizational Psychologist regarding the management of Psychological Assessment and the use of Psychological Testing, highlighting their importance in business organizations, it can be noted that initially companies were focused on developing large machinery to guarantee a mass production line, which results in high productivity. During this period, the workforce was dedicated to large-scale production, but there was no perspective focused on the workers. In this context, Psychology emerges with the aim of improving working conditions and the employees' quality of life, combining great production with good quality of work and generating the profits that organizations seek to obtain. Through readings, the need to seek new knowledge and strategies aimed at improving the work path in this field of Psychology became evident.

The inclusion of Psychologists in organizations has brought changes and new ways of carrying out work, making it possible for companies to adopt strategic management and guide the path of their main asset: their employees. Integrative management makes it possible to estimate, identify and resolve the most diverse conflicts. These management transformations, which are linked to the insertion of psychologists in this scenario, proved to be very significant for companies and for the workers' life. Psychology has become a versatile field of activity whose concepts are used in different areas of knowledge. Companies seek, through the work of psychologists, to train and develop their employees because they know that productivity and profitability ultimately come from them, thus making the quote "companies are made by their employees" very true.

The various transformations that have occurred in recent decades both in society and in the workplace have led companies to look for qualified professionals who can complement their needs.

And much more than that: to look for competitive and well-prepared professionals who can enter the job market focused on the quality of their service. Thus, psychologists become essential in this scenario and, through their strategic management, they make it possible for the whole organization to achieve excellent levels of quality, acting on organizational management issues, in addition to focusing on the well-being of employees and aspects such as job selection, resolution of problems and internal conflicts, motivational practices, career plan management, organizational climate, training programs, organizational changes, guidance for leaders to align employees with the company's goals, among many other activities carried out by Occupational and Organizational Psychologists in their professional practice.

Organizational psychologists make use of instruments to perform their duties such as Psychological Assessment and Psychological Testing, tools with which they work in the organizational environment to find employees capable of carrying out the company's activities, among other actions. In this Psychological Assessment process, Psychological Tests are used to evaluate people's characteristics, that is, the unique traits of each individual that can contribute and match a certain position, such as their personality characteristics. It is worth noting that Assessments and Tests can only be applied by psychologists, as these professionals are duly trained to interpret results in a reliable way.

In short, business organizations are currently looking for more qualified professionals who are compatible with the company's culture; by doing so, employees get more in line with the organization's objectives and goals, thus obtaining better results in terms of production and quality. In view of this, the field of Occupational and Organizational Psychology has gained space in the job market and in discussions about this area of knowledge, however Brazilian scientific production on the subject is still scarce. The purpose of this research was to highlight the importance of expanding the production of specific publications in the area, since the most impactful limitation for the development of the study was the small number of recent articles. Most publications found on the topic are old and for this area of expertise to grow, it must be constantly discussed and updated by its peers.

Post-modern society will be able to note the importance of Occupational and Organizational Psychologists in organizations by acknowledging the great innovations focused on strategic management that can be inserted in this context, thus bringing improvements and promising results and expanding this area of work for new Psychology professionals. Therefore, it is recommended that more studies be carried out in this area to enrich the literature and provide better quality of life for workers.

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APPENDIX A					
Code/Year/ Journal	Authors	Title	Objective	Method	Results
A1 2022 <i>Psicologia Ciência e Profissão</i>	PASIAN, S. R. BANDEIRA, D. R. SANTOS, A. A. A.	<i>Do Teste ao Processo de Avaliação Psicológica: Memórias sobre a Formação do Psicólogo no Brasil.</i>	To understand the training guidelines in psychological assessment, following the development of the field of Psychology in the country.	Bibliographic Review	Regulation of the profession, its challenges and significant contributions, highlighting the use of instruments and psychological processes involved in this professional practice exclusive to Brazilian Psychology.
A2 2021 <i>Psico - USF</i>	MUNIZ, M. CARDOSO, L. M. RUEDA, F. J. M. NORONHA, A. P.P.	<i>Desafios da Avaliação Psicológica para a Prática diante da Atuação Profissional Mediada pela Tecnologia de Informação</i>	To identify ICTs as tools that permeate the functioning of society. To verify the exponential increase in use and the regulation of the ICTs in the practice of psychological assessment.	Bibliographic Review	The process and results of psychological assessment using ICTs led to a rethinking of the basic and continuing training of professionals in order to ensure that they have skills that allow an ethical, technical, scientific and critical practice regarding professional performance mediated by ICTs.
A3 2021 <i>Psico - USF</i>	LIMA, T. H CARDOSO, H. F. SCHELINI, P.W. ZANINI, D. S.	<i>Desafios do Ensino da Avaliação Psicológica no Brasil: Adaptando Ações</i>	To discuss the training process in Psychological Assessment	Bibliographic Review	The impact of the pandemic on teaching, the insertion of psychological assessment learning. The use of distance learning to train future professionals in the field of Psychological Assessment.
A4 2021 <i>Psicologia Ciência e Profissão</i>	BANDEIRA, D. R. ANDRADE, J. M. PEIXOTO, E. M.	O Uso de Testes Psicológicos: Formação, Avaliação e Critérios de Restrição.	To discuss the differences found in Psychology training targeted at Psychological Assessment in Brazil and other countries. To verify the quality of assessment processes and psychological tests.	Bibliographic Review	The instruments are of great importance for the psychologist's performance, considering the current social, cultural and political context of Psychological Assessment in Brazil. The ability to use instruments must be valued, to the detriment of the title of psychologist.

<p><b>A5</b> <b>2021</b> <i>Psicologia - UNI-BRASIL</i></p>	<p>MACHADO, G. F. MOLINETTI, C. T. S. BATISTA, T. A. .S SANTOS, V. F. F. FARIAS, G. S. S.</p>	<p>Atuação e desafios profissionais do Psicólogo Organizacional e do Trabalho nas organizações: Uma análise geral do contexto profissional</p>	<p>The objective of this work is to describe the role of the OOP in the business environment, as well as the challenges encountered while developing and carrying out their duties.</p>	<p>Bibliographic Review</p>	<p>The results obtained were aimed at understanding the relevance of the OOP in the organizations and in terms of personnel management. Therefore, it is concluded that the contribution of the OOP to organizations is of great value.</p>
<p><b>A6</b> <b>2019</b> <i>Psicologia: Organizações e Trabalho</i></p>	<p>GUSSO, H. L ALVARENGA, A. S. NUNES, P. P NUNES, M. F. O. LUCA, G. G. OLIVEIRA, M. Z.</p>	<p><i>Psicologia Organizacional e do Trabalho no Sul do Brasil: Características dos profissionais, da atuação e dos contextos de trabalho.</i></p>	<p>To characterize the profile of professionals working in the field, the activities carried out by them, as well as to identify the characteristics of the organizations in which they are inserted.</p>	<p>Field research with questionnaires</p>	<p>The fields of organizational psychology have undergone significant changes, creating job opportunities upon completion of training, allowing recent graduates in psychology to work in different activities within the organizations.</p>
<p><b>A7</b> <b>2018</b> <i>Psicologia Ciência e Profissão</i></p>	<p>MUNIZ, M.</p>	<p><i>Ética na Avaliação Psicológica: Velhas Questões, Novas Reflexões.</i></p>	<p>To discuss the need for ongoing ethical training based on theory and praxis.</p>	<p>Bibliographic Review</p>	<p>Psychological assessment based on ethics, considering changes, social demands and transformations related to personal construction, understanding the impact of all this on the psychologist's performance.</p>
<p><b>A8</b> <b>2018</b> <i>Psicologia Ciência e Profissão</i></p>	<p>CARDOSO, L. M. SILVA FILHO, J. H.</p>	<p><i>Satepsi e a Qualidade Técnica dos Testes Psicológicos no Brasil</i></p>	<p>To discuss the evolution of the characteristics found in psychological tests available in Brazil based on a review of studies about psychological tests available in the SATEPSI system.</p>	<p>Bibliographic Review</p>	<p>Historical aspects related to the reasons given by the Federal Psychology Council to support their decision of creating analysis systems for assessment instruments. Challenges faced by the scientific world to develop psychological tests, even though their number has quadrupled since their creation.</p>
<p><b>A9</b> <b>2018</b> <i>Psicologia Ciência e Profissão</i></p>	<p>BUENO, J. M. H. PEIXOTO, E. M.</p>	<p>Avaliação Psicológica no Brasil e no Mundo</p>	<p>To draw a parallel between the history of Psychological Assessment in Brazil and the world, in order to contribute to the understanding of the paths taken, its ups and downs, and possible future directions.</p>	<p>Bibliographic Review</p>	<p>The sustainable development of this area of knowledge requires the understanding of various ethical and technical, as well as political-administrative, factors. The psychological testing assessment system (Satepsi) and the psychological training are evaluated from new perspectives.</p>

<p><b>A10</b> <b>2015</b> <i>Psicologia Ciência e Profissão</i></p>	<p>SILVA JUNIOR, A. LIBARDI, M. B. A. O.</p>	<p><i>Psicologia Organizacional e do Trabalho: Relato de Experiência em Estágio Supervisionado</i></p>	<p>To discuss the theoretical and practical aspects that influenced the student's professional training in Psychology, focusing on the supervised internship.</p>	<p>Bibliographic Review</p>	<p>The establishment of the National Curricular Guidelines (DCN) constituted a milestone in the curricular flexibility of courses; The internship is a curricular component that integrates teaching, research and practice.</p>
<p><b>A11</b> <b>2013</b> <i>Psicologia Ciência e Profissão</i></p>	<p>MENDES, L. S. NAKANO, T. C. SILVA, I. B. SAMPAIO, M. H. L.</p>	<p><i>Conceito de Avaliação Psicológica: Conhecimento de estudantes e profissionais</i></p>	<p>To investigate the knowledge of some essential concepts found in Psychological Assessment by students and professionals.</p>	<p>Field research with questionnaires</p>	<p>No significant difference was found between the groups in the study regarding the knowledge of the concepts investigated, even in the case of professionals. There was a general lack of knowledge among them, indicating the need for greater attention to the training of professionals and their constant updating.</p>
<p><b>A12</b> <b>2011</b> <i>Psicologia Ciência e Profissão</i></p>	<p>CAMPOS, K.C.L. DUARTE, C. CEZAR, E.O. PEREIRA, G. O. A.</p>	<p><i>Psicologia Organizacional e do Trabalho: Retrato da Produção Científica na Última Década</i></p>	<p>To investigate scientific production in the area regarding the journal in which it was published, the year of publication, the number of authors, the topic and the types of study design, study, analysis and research.</p>	<p>Bibliographic Review</p>	<p>Significant increase in the number of annual productions. Topic of greatest interest: work and health. The practice of Occupational and Organizational Psychology (OOP) has an important space in the context of the referred profession.</p>
<p><b>A13</b> <b>2010</b> <i>Revista de Administração Makenzie</i></p>	<p>FIURZA, G. D.</p>	<p><i>Políticas de Gestão de Pessoas, Valores Pessoais e Justiça Organizacional.</i></p>	<p>To investigate the relationship between the variable "perception of personnel management policies" and the variables personal values, perception of Organizational justice, and the functional variable "type of organization" (public or private).</p>	<p>Quantitative, explanatory and descriptive cross-sectional study.</p>	<p>Personnel management policies depend on the employees' personal values, their perception of organizational justice and the type of organization, which consequently promote employee well-being.</p>

<p><b>A14</b>  <b>2010</b>  <i>EVINCI - UniBrasil</i></p>	<p>GONDIM, S. M. G.          BASTOS, A. V. B.          PEIXOTO, L. S. A.</p>	<p><i>Áreas de atuação, atividades e abordagens teóricas do psicólogo brasileiro</i></p>	<p>To understand the two concepts of the area of activity and theoretical methodological framework in the context of the Brazilian psychologist's performance and to characterize the areas of activity in their future perspectives.</p>	<p>Bibliographic Review</p>	<p>Although clinical practice remains a predominant area of activity for psychologists, it is extending beyond offices and penetrating organizations.</p>
<p><b>A15</b>  <b>2004</b>  <i>Estudos de Psicologia PUC</i></p>	<p>NORONHA, A. P.P.          ALCHIERI, J. C.</p>	<p><i>Conhecimento em Avaliação Psicológica</i></p>	<p>To analyze the knowledge of Psychology students regarding content related to Psychological Assessment.</p>	<p>Field research with questionnaires</p>	<p>Knowledge about Psychological Assessment depends on the type of Institution. Access to Psychological Assessment content improves student performance. The importance of student training to perform Psychological Assessment safely.</p>