FREE PREVIEW

Cambridge International AS & A Level • Psychology 9990 • Paper 3

ORGANISATIONAL PSYCHOLOGY · SECTION D

Describe & Evaluate

Essay model answer booklet

Every organisational **6-mark** and **10-mark** essay question from the 2024–2026 papers and the specimen paper, answered in full and annotated.

June 2026 | Mar 2026 | Nov 2025 | June 2025 | Mar 2025 | Nov 2024 | June 2024 | Mar 2024 | Specimen 2024

14
Full-mark essays, both parts

221
Annotations showing what earns marks

(a)(b)
Describe and evaluate, answered in full

★
Examiner tips and mistakes to avoid

Describe and Evaluate packs for all four options

Clinical | Consumer | Health | Organisational

PAPER 3 · SECTION D · ORGANISATIONAL PSYCHOLOGY

The essay question is worth 16 marks. This pack shows you how to earn every one.

Every Organisational Psychology describe and evaluate question from 2024 to 2026, plus the specimen paper, answered in full and annotated mark by mark.

14	62	221	4
questions	pages	annotations	options available

14

Every essay, 2024 to 2026

All 14 Organisational Psychology essay questions, every variant, plus the specimen paper. The most recent paper comes first, including March 2026.

6+10

Both parts written in full

A full part (a) description and a full part (b) evaluation for every question, the way an A* student writes in the exam.

221

Annotations that show the marks

Colour-coded comments show where the description earns credit, where each issue lands and how the conclusion is reached.

3

Three issues, both topics each time

Every part (b) covers three issues, the named one included, and each issue is applied to both topics in the question.

NEW

A guide before you start

Two new pages up front: how the essay is marked, and what each part needs. Syllabus terms only.

★

Examiner tips and traps

Every question flags the mistakes that cost candidates marks, so you avoid them on the day.

> “Most students know the studies. What they lack is a clear picture of what a **top-band essay** looks like. Each answer here gives you that picture, then shows you **why** each sentence earns its place.

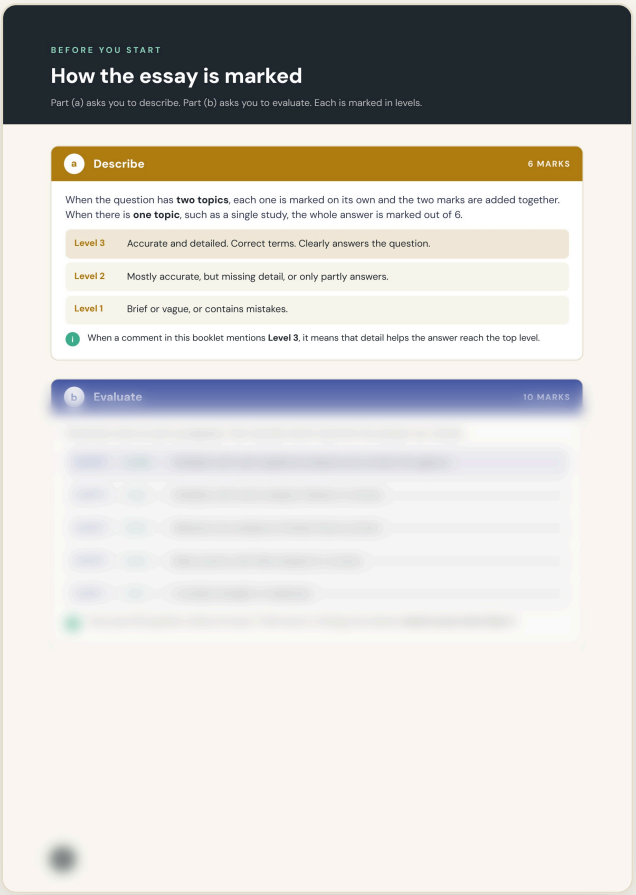
Jyotika Varmani
Cambridge A Level Psychology teacher and subject expert. Her blog is cited in the official Cambridge teachers’ manual.

Get the full pack →

NEW IN EVERY PACK

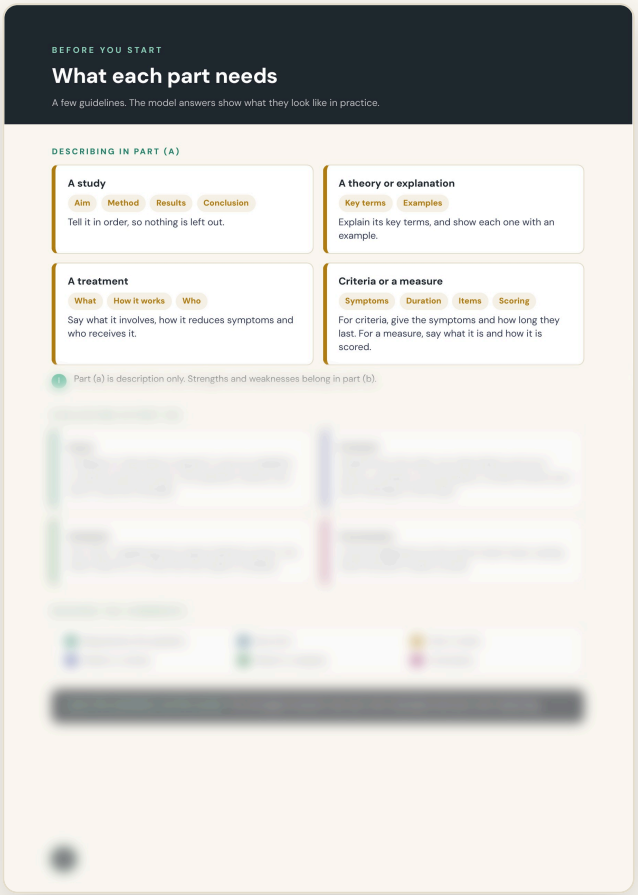
Before you start: a two-page guide

Before the first model answer, two pages set out the standard every essay is marked against. Here is a glimpse.



How the essay is marked

What separates the levels in part (a) and part (b), and the one rule about the named issue.



What each part needs

How to describe a study and a theory, and how to build an issue from point to conclusion.

COVERED IN THE GUIDE

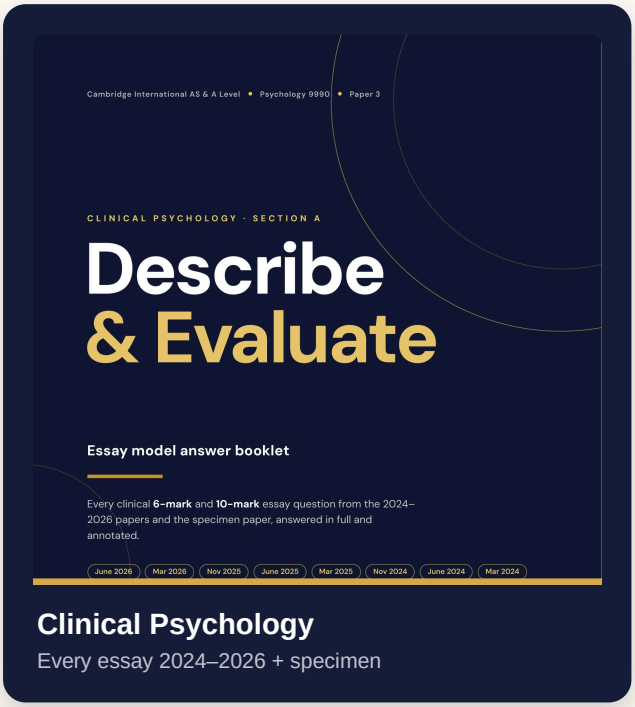
- Part (a) levels
- Part (b) levels
- The named issue
- Describing a study
- Describing a theory
- Context and analysis
- Reaching a conclusion

The full guide is in the pack. Both pages in full, at the front of the booklet. **Unlock →**

ONE SERIES · FOUR OPTIONS

Describe and Evaluate packs are available for all four options

Whichever two options you are sitting, the same full-mark approach is waiting for you. Every pack covers every essay question from 2024 to 2026 and the specimen paper.



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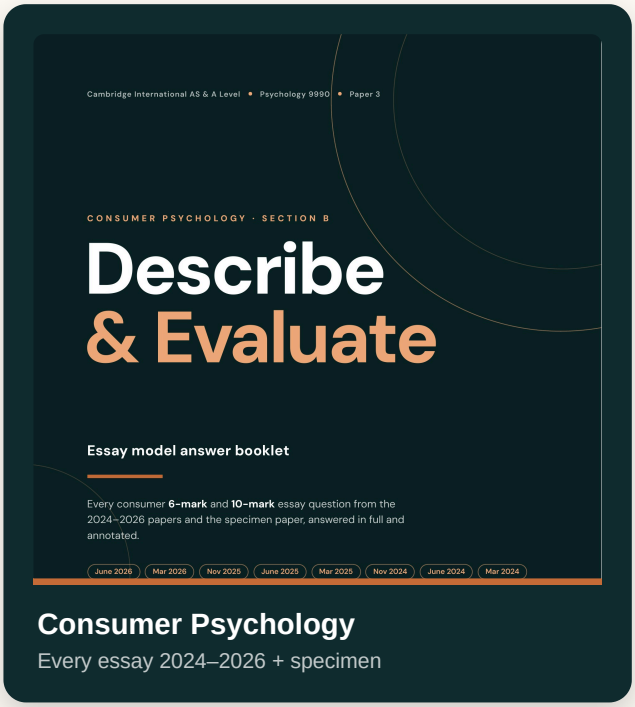

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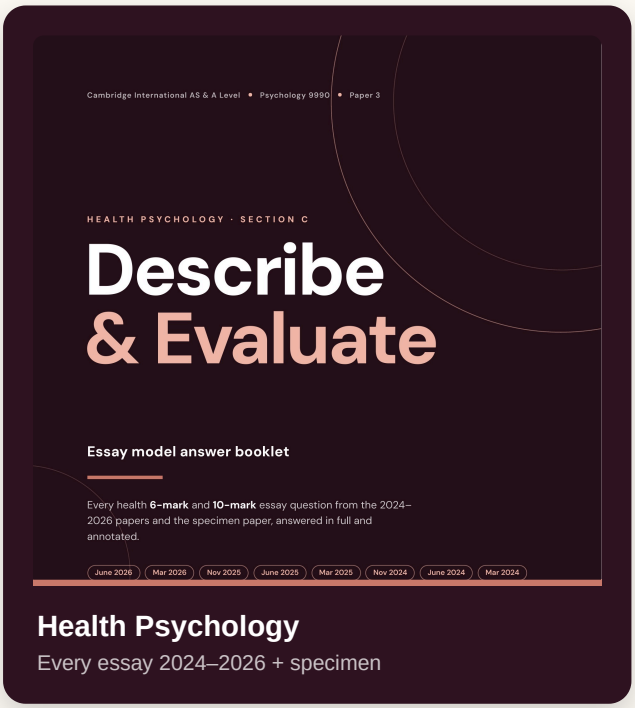

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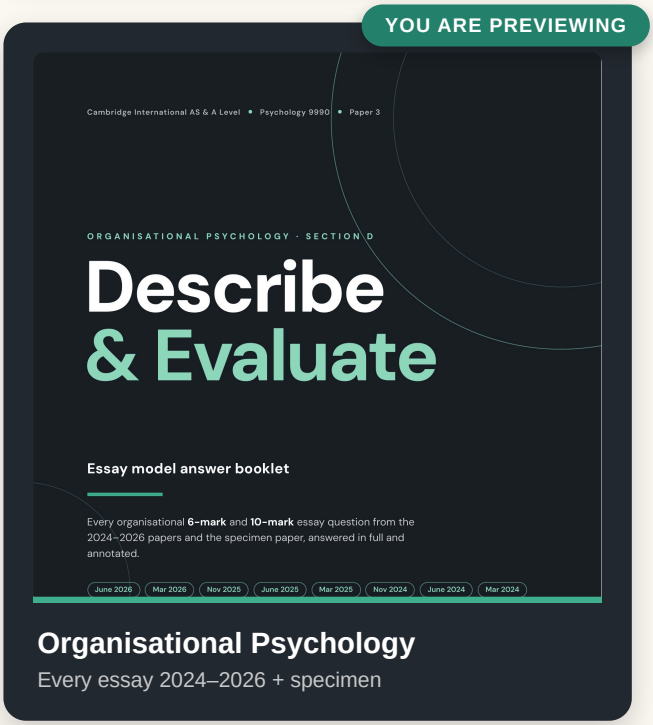

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CONTENTS OF THE FULL PACK

14 essays. Here is what you can see today.

In this preview · Sneak peek · In the full pack

★	New Before you start	How the essay is marked · What each part needs Two-page guide	2	Sneak peek pp. 2–3
01	June 2026 Paper 31 & 33	Workplace sabotage and Blau and Boal Reductionism versus holism	5	In this preview pp. 5–8, partly locked
02	June 2026 Paper 32	The Hawthorne effect and open-plan offices Longitudinal studies	9	Full pack
03	March 2026 Paper 32	Goal-setting theory and VIE theory Idiographic versus nomothetic	13	Full pack
04	November 2025 Paper 31 & 33	Shift rotation and shiftwork health Quantitative and qualitative data	17	Sneak peek p. 18
05	November 2025 Paper 32	Claypoole and Szalma (2019): monitoring Controls	21	Full pack
06	June 2025 Paper 31 & 33	Extrinsic motivators and self-determination theory Individual and situational explanations	25	Full pack
07	June 2025 Paper 32	Cuadrado et al. (2008): leadership and gender Self-reports	29	Full pack
08	March 2025 Paper 32	Universalist theories and Heifetz's principles Nature versus nurture	33	Full pack
09	November 2024 Paper 31 & 33	The JDI and Walton's QWL Psychometrics	37	Full pack
10	November 2024 Paper 32	Group development and Belbin's team roles Application to everyday life	41	Full pack
11	June 2024 Paper 31 & 33	Maslow and McClelland at work Determinism versus free will	45	Full pack
12	June 2024 Paper 32	Token economy and monitoring accidents Objective and subjective data	49	Sneak peek p. 51
13	March 2024 Paper 32	The LPI and Kelley's followership styles Psychometrics	53	Full pack
14	Specimen 2024 Specimen Paper 3	Physical conditions and open-plan offices Experiments	57	Full pack

Page numbers refer to the full pack. Tap a locked row to go to the store.

01

June 2026 · Paper 31 & 33 · Question 16

Workplace sabotage and Blau and Boal

SYLLABUS 4.5 Satisfaction at work · 4.5.3 Attitudes to work

Named issue: reductionism versus holism

The question

a Describe the following about attitudes to work: [6]

- workplace sabotage including methods and reasons for sabotage
- Blau and Boal's absenteeism and organisational commitment model.

b Evaluate the following about attitudes to work, including a discussion about **reductionism versus holism**: [10]

- workplace sabotage including methods and reasons for sabotage
- Blau and Boal's absenteeism and organisational commitment model.

Evaluation in your answer can include strengths, weaknesses and a discussion of issues and debates.

a	Describe	6 marks	6	b	Evaluate	10 marks	7

Preview · full pack p. 5

a Describe

6 marks

(a) Describe the following about attitudes to work: 6 marks

- workplace sabotage including methods and reasons for sabotage
- Blau and Boal's absenteeism and organisational commitment model.

Workplace sabotage [1] is when a worker deliberately damages the organisation or its equipment. Dubois described three methods: slowing down production, stopping production, such as hiding a vital tool, and destroying machinery or goods. **Giacalone and Rosenfeld (1987)** aimed to find out how far workers see sabotage as justified. The method was a questionnaire with 38 unionised workers [2] in an electrical factory, who rated how justified methods of sabotage were, such as slowdowns, destruction and dishonesty, from 1 to 7. They also rated how far they accepted reasons for sabotage, such as retaliation and restoring equity [3]. The results showed that high-reason acceptors justified slowdowns and destruction [4] more than low-reason acceptors. They concluded that sabotage is seen as acceptable when workers believe they have been treated unfairly.

Blau and Boal's model links absence and turnover to two attitudes: job involvement [5], how much a worker identifies with their job, and organisational commitment, how loyal they are to the company. This gives four types of worker. **Institutional stars**, high on both, have the lowest absence and turnover. **Lone wolves** are involved in their job but not committed to the company, so they may leave for a better offer. **Corporate citizens** are committed but less involved in the job itself, so they stay loyal. **Apathetic** workers, low on both, have the highest absence and turnover [6], as they put in little effort.

1 KEY TERM Defined **clearly**.

2 SAMPLE **Who** took part.

3 REASON The two main **reasons** for sabotage.

4 RESULT Links **reasons** to methods.

5 KEY TERM Names **both attitudes**.

6 PREDICTION What the model **predicts**, with a reason.

EXAM TIP

Give **methods** and **reasons** for sabotage.

AVOID THIS

Describing the model with only **one** attitude.

Preview · full pack p. 6

Evaluate

10 marks

(b) Evaluate the following about attitudes to work, including a discussion about **reductionism versus holism**: 10 marks

- workplace sabotage including methods and reasons for sabotage
- Blau and Boal's absenteeism and organisational commitment model.

Evaluation in your answer can include strengths, weaknesses and a discussion of issues and debates.

One relevant issue is **reductionism versus holism** (1). Research on sabotage is fairly holistic, as it includes several methods and reasons, such as retaliation and restoring equity (2), so sabotage is not explained by one cause. Blau and Boal combine two attitudes into four types of worker, which is more complete than looking at commitment alone. However, both leave important things out (3). A worker may sabotage a machine because of personal probl me, however

1 **NAMED ISSUE** Starts with the issue the question names. Without it, (b) is capped at **4**.

2 **CONTEXT** Uses a **reason** from part (a).

3 **ANALYSIS** Explains **what is left out**, with examples.

The rest of this evaluation is in the full pack

Each issue applied to both topics, with the analysis and every annotation.

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A final issue is **generalisations from findings**. Giacalone and Rosenfeld only studied 38 unionised factory workers [8], so the findings may only apply to similar factories. Sabotage may look different in offices [9], where a worker might delete files or leak information rather than damage machines, and non-union workers may feel less able to complain openly, so they may sabotage more. Blau and Boal's model can apply to any job, as every worker has some level of involvement and commitment. On the c[illegible] in cultures

8 CONTEXT A specific **sample** detail.

9 ANALYSIS Explains **who** the findings may not fit, and why.

The third issue and the conclusion

As full as the first two issues, then a conclusion that weighs them up.

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Describe

6 marks

(a) Describe what psychologists have discovered about temporal conditions of work environments: 6 marks

- Rapid rotation and slow rotation shiftwork, and
- A study about effects of shiftwork on health and accidents.

In shiftwork, different groups of workers cover different times of the day and night. In rapid rotation [1], shifts change every few days. For example, in a metropolitan rota, workers do two day shifts, two afternoon shifts and two night shifts, then have two days off. A continental rota follows a longer pattern, such as two mornings, two afternoons and three nights. Rapid rotation means the body clock never fully adjusts to nights, so it disrupts circa[illegible]ms [2], but workers [illegible]

1 KEY TERM Defines the **first type**.

2 EFFECT Explains the **effect** on the body.

13 more essays like this

Studies, theories and treatments, described and evaluated, all annotated.

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b

June 2024 · Paper 32 · Question 16

Evaluate

10 marks

(b) Evaluate what psychologists have discovered about: 10 marks

- token economy used to reduce accidents at work, and
- monitoring accidents and risk events,

including a discussion about **objective and subjective data.**

Evaluation in your answer can include strengths, weaknesses and a discussion of issues and debates.

One relevant issue is **objective and subjective data** 1. Fox et al. used objective data, such as days lost to injury [illegible] he cost of accidents [illegible] also used

1 **NAMED ISSUE** Starts with the issue the question names. Without it, (b) is capped at **4**.

2 **CONTEXT** Uses a **measure**

Evaluation, done properly

Every issue explained, applied to both topics and brought to a conclusion.

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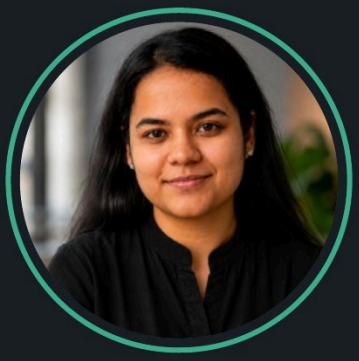
S · JUNE 2024

Sneak peek · full pack p. 51



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