UNIT-2

Individual at Workplace
Motivation and Job satisfaction
Stress management
Organizational culture
Leadership & Group dynamics

Individual at Workplace

Industrial and organizational psychology is the scientific study of employees, workplaces, and organizations.
The Industrial aspect focuses on improving, evaluating, and predicting job performance while the Organizational aspect focuses on how **organizations** impact and interact with individuals.

- I/O psychologists look at things such as hiring practices, defining and measuring job performance, preparing people to be successful in their jobs, promoting job safety, increasing job satisfaction, and structuring the organization to allow high achievement.

- **Efficient**:- Making good, thorough, or careful use of resources; not consuming extra; making good use of time or energy.

- **Attribute**:- A characteristic or quality of a thing.

Defining Industrial Psychology: A Closer Look at Workplace Behavior

Businesses need to maintain a work environment that's healthy and free of any detrimental factors in order for workers to perform at their best. Not only will this make the job relatively easier for the employees, but it'll also help the establishment itself flourish. With that said, some employers are hiring experts in industrial psychology to assess their current work environments, as well as their workers' behavioral patterns.

Benefits of I/O Psychology for Employers

The benefits of hiring an industrial psychologist aren't limited to employees. An I/O adviser can assess management staff to grasp clear understanding of their personalities using special tests. From there, a better leadership technique that complements his/her current personality characteristics may be developed. When used correctly, carefully formulated management methods may gradually boost employee satisfaction, improve worker productivity, detoxify a work environment, and bring forth many other benefits.

Advantages Gained for the Human Resource Department

Hiring the right employees is important for the business to run efficiently. Interviewers are entrusted with a relatively tough task of determining whether or not an applicant is fit for an open position. An I/O specialist can easily devise a series of questions that'll reveal the nature, work ethic, and personality of potential hires. These professionals can also devise training programs that'll effectively equip/refine the skills an applicant will need to fill a certain position, as well.

Ethical Conflict with Industrial Psychology

In the past, I/O experts were hired to purely manipulate employees' behavior to maximize productivity. They had little concern for their personal well-being, as their ultimate concern (including that of employers) was to help their employers' businesses make more money. In some sense, they regarded these workers as "human assets" instead of actual human beings. The investment to improve behavioral interaction within the establishment was compensated by the increase in the business' earnings.

Industrial psychology has the potential to bring about positive improvements for the business as a whole. It can be utilized to boost employee satisfaction/productivity and prevent internal conflicts from spiraling out of control. Toxic environments that negatively impact the mood and behavior of workers may also be eliminated. Moreover, I/O specialists can help employers manage and interact with their employees more efficiently, as well.

Motivation

The word motivation is derived from 'motive', which means an active form of a desire, craving or need that must be satisfied. Motivation is the key to organizational effectiveness. The manager in general has to get the work done through others. These 'others' are human resources who need to be motivated to attain organizational objectives.

According to George R. Terry, "Motivation is the desire within an individual that stimulates him or her to action."

In the words of Robert Dubin, it is "the complex of forces starting and keeping a person at work in an organization".

Viteles defines motivation as "an unsatisfied need which creates a state of tension or disequilibrium, causing the individual to move

in a goal directed pattern towards restoring a state of equilibrium, by satisfying the need."

Motivation is an inner psychological force, which activates and compels the person to behave in a particular manner.

The motivation process is influenced by personality traits, learning abilities, perception and competence of an individual.

A highly motivated employee works more efficiently and his level of production tends to be higher than others.

Motivation originates from the-needs and wants of an individual. It is a tension of lacking something in his mind, which forces him to work more efficiently.

Motivation is also a process of stimulating and channelising the energy of an individual for achieving set goals.

- **Motivating force an^ its degree, may differ from individual to individual depending on his personality, needs, competence and other factors.**
- **The process of Motivation helps the manager in analyzing and understanding human behavior and finding but how an individual can be inspired to produce desirable working behavior.**
- **Motivation may be positive as well as negative. Positive motivation includes incentives, rewards and other benefits while negative motivation implies some punishment, fear, use of force etc.**
- **The motivation procedure contributes to and boosts up the morale of the employees. A high degree of motivation may lead to high morale.**

FEATURES OF MOTIVATION

The following are the features of motivation:

• It is an internal feeling and forces a person to action.

• It is a continuous activity.

• It varies from person to person and from time to time.

• It may be positive or negative.

IMPORTANCE OF MOTIVATION

Motivation is an important part of managing process. A team of highly qualified and motivated employees is necessary for achieving objectives of an organization because of the following reasons:

- Motivated employees make optimum use of available resources for achieving objectives.
- Motivation is directly related to the level of efficiency of employees.
- Motivated employees make full use of their energy and other abilities to raise the existing level of efficiency.
- Motivated employees make goal-directed efforts. They are more committed and cooperative for achieving organizational objectives.
- Motivated employees are more loyal and sincere to an organization. These factors help reduce absenteeism and labor turnover.
- Motivation is considered as a backbone of good industrial relations.
- Effectively motivated employees get more job satisfaction and possess high morale.
- Motivation also helps in improving the image of an organization.

NEED-BASED THEORIES TO MOTIVATION

Need-based theories try to answer the question, "what factor(s) motivate people to choose certain behaviors?" Some of the widely known need-based theories are as follows:

Maslow's Hierarchy of Needs
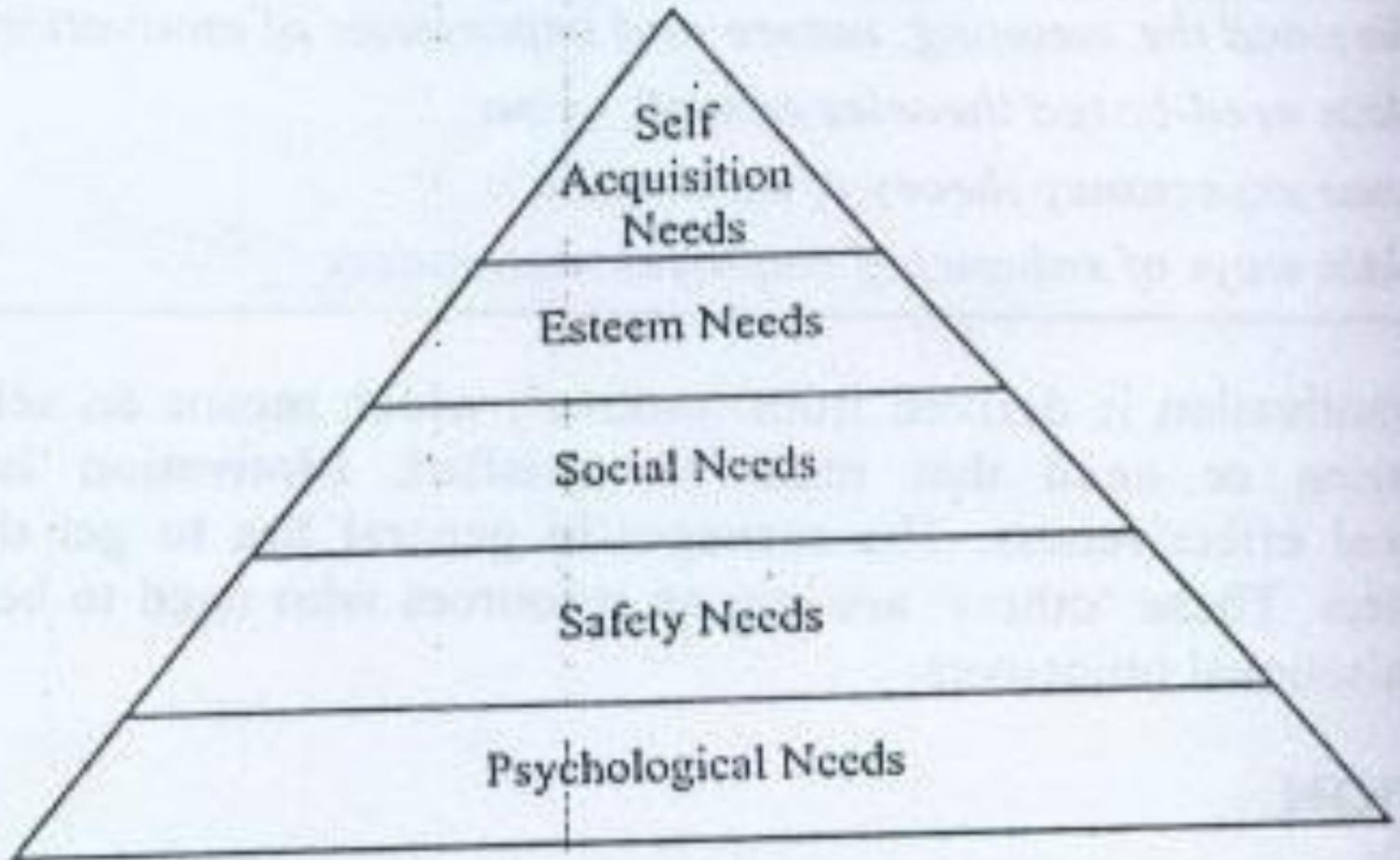
Figure 9.1: Maslow's Hierarchy of Needs

Maslow suggested that the five levels of needs are arranged in accordance with their importance, starting from the bottom of the hierarchy. An individual is motivated first and foremost to satisfy physiological needs. When these needs are satisfied, he is motivated and 'moves up' the hierarchy to satisfy security needs. This 'moving up process continues until the individual reaches the self-actualization level.

Physiological needs represent the basic issues of survival such as food, water and air. In organizational settings, most physiological needs are satisfied by adequate wages and by the work environment itself, which provides employees with rest rooms, adequate lighting, comfortable temperatures and ventilation.

Security or safety needs refer to the requirements for a secure physical and emotional environment. Examples include the desire for adequate housing and clothing, the need to be free from worry about money and job security and the desire for safe working conditions. Security needs are satisfied for people in the work place by job continuity, a grievance resolving system and an adequate insurance and retirement benefit package.

- **Belonging or social needs are related to the, social aspect of human life. They include the need for love and affection and the need to be accepted by one's peers. For most people these needs are satisfied by a combination of family and community relationships and friendships on the job. Managers can help ensure the 'satisfaction of these important needs by allowing social interaction and by making employees feel like part of a team or work group.**
- **Esteem needs actually comprise of two different sets of needs:**
- **The need for a positive self-image and self-respect.**
- **The need for recognition and respect from others.**

Organizations can help address esteem needs by providing a variety of external symbols of accomplishment such as job titles and spacious offices. At a more fundamental level, organizations can also help satisfy esteem needs by providing employees with challenging job assignments that can induce a sense of accomplishment.

ERG Theory of Motivation

Clayton Alderfer has proposed an alternative hierarchy of needs - called the ERG Theory of Motivation.

ERG

- The letters
- E,- Existence
- R - Relatedness
- G- Growth.
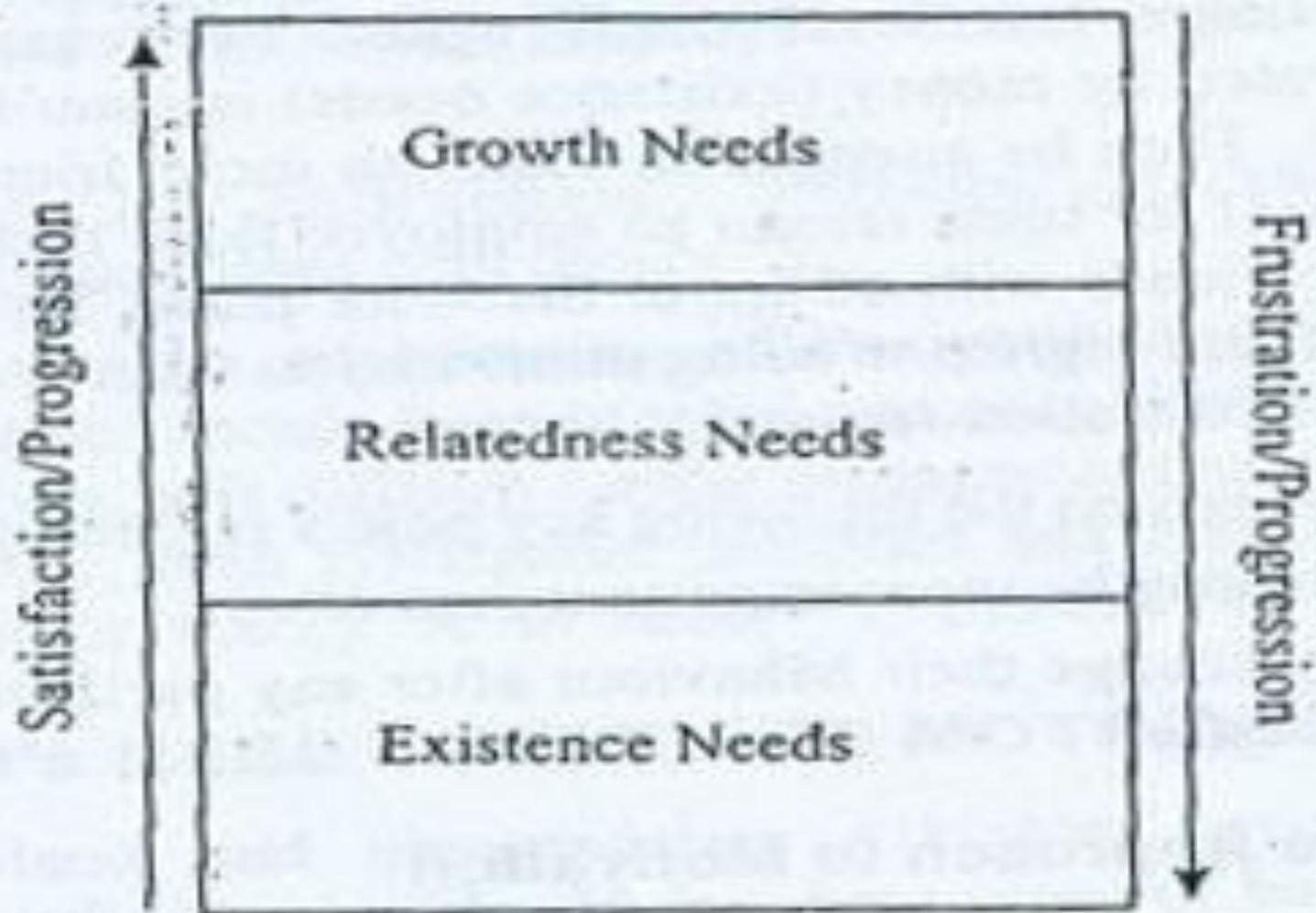
Figure 9.2: ERG Theory

'X' AND 'Y' THEORIES OF MOTIVATION

Douglas McGregor observed two diametrically opposing viewpoints of managers 'about their employees; one is negative called "Theory of X" and another is positive called "Theory of Y". I

Theory of X

- Following are the assumptions of managers who believe in the "Theory of X" regarding their employees.
- Employees dislike work.
- Employees must be coerced, controlled or threatened to do the work.
- Employees avoid responsibilities and seek formal direction.
- Most employees consider security of job, most important of all other factors in the job and have very little ambition.

Theory of Y

- **Following are the assumptions of managers who believe in the "Theory of Y" regarding their employees.**
- **Employees love work as play or rest.**
- **Employees are self-directed and self-controlled and committed to the organizational objectives.**
- **Employees accept and seek responsibilities.**
- **Innovative spirit is not confined to managers alone, some employees also possess it.**

Applicability of Theories 'X' and 'Y'

Theory 'X' in its applicability, places exclusive reliance upon external control of human behavior, while theory 'Y', relies heavily on self-control -and self-direction.

MC-CLELLAND's NEED THEORY OF MOTIVATION

- David C. McClelland and his associate Atkinson have contributed to an understanding of motivation by identifying three types of basic motivating needs. These needs have been classified as:

- Need for Power
- Need for Affiliation
- Need for Achievement

Need for Power

According to this theory the need for power, which might be defined as the desire to be influential in a group and to control one's environment is an important motivation factor. Research suggests that people with a strong need for power, are likely to be superior performers and occupy supervisory positions. Such types of individuals generally look for positions of leadership, they act effectively, are outspoken, have a stubborn character and exert authority.

Need for Affiliation

- **The need for affiliation means the desire for human companionship and acceptance. Those with a high need for affiliation often behave the way they think other people want them to, in an effort to maintain friendship.**
  - **Desire to like and be liked.**
  - **Enjoy company and friendship.**
  - **Prefer cooperative situation.**
  - **Excel in group task.**
  - **Star attraction in gathering.**
  - **Leadership qualities.**

Need For Affiliation

- **This need is closely associated with the "social-type" of personality, who are sociable, friendly, cooperative and understanding. Persons with high motivation for power and affiliation have better chances of becoming good managers.**

Need for Achievement

- People with a high need for achievement, always feel ambitious to be successful; are ever prepared to face challenging situations and set arduous goals .for themselves. They are prone to take calculated risks; and possess a high sense of personal responsibility in getting jobs done. These people are concerned with their progress, and feel inclined to put in longer hours of work" Failures never dishearten them and they are always ready to put in their best efforts for excellent performance.

Expectancy Theory of Motivation

- Expectancy theory of motivation was developed by- Victor Vroom. Basically, Vroom's expectancy theory views motivation as a- process of governing choices. The expectancy theory tries to explain how and why people choose a particular behavior over an alternative. The theory suggests that motivation depends on two things: how much an individual desires a particular goal and how likely he thinks he can get it.

Job Satisfaction

- **Job satisfaction is an attitude reflects the extent to which an individual is gratified or fulfilled .by his or her work. Extensive research conducted on job satisfaction has indicated that personal .factors such as an individual's needs and aspirations determine this attitude, along with group and organizational factors such as relationships with co-workers and supervisors, working conditions, work policies and compensation.**

- A satisfied employee also tends to be absent less often, makes positive contributions, and stays with the organization. In contrast, a dissatisfied employee may be absent more often may experience stress that disrupts co-workers, and may keep continually look for another job.

FACTORS RELATING TO JOB SATISFACTION
Personal Factors

- These factors include the individual employee's personality, age, sex, educational level, intelligence etc.
- Most of the evidence on the relation between age and satisfaction seems to indicate that there is generally a positive relationship between the two variables up to the pre-retirement years and then there is a sharp decrease in satisfaction.
- There is no clear research evidence between educational level and job satisfaction. As regards the relationship between the intelligence level and job satisfaction, it usually depends upon the level and range of intelligence and the challenge of the job. There is as yet no consistent evidence as to whether women are more satisfied with their jobs than men.

Job Factors

- These factors include the type of work to be performed, skill required for work performance, occupational status involved in the job etc.

- The type of work is very important, as a number of research studies have shown that varied work generally brings about more satisfaction than routine work. Where skill exists to a considerable degree it tends to become the main source of satisfaction to the employee. As regards the relation of occupational status to job satisfaction, research evidences indicate that employees are relatively more dissatisfied in those jobs, which have less social status or prestige.

Organizational Factors

- These factors include security, wages and salaries, fringe benefits, opportunities for advancement, working conditions etc. Social and economic security to employees increases job satisfaction, the wages and salaries and fringe benefits are definitely the main factors that affect job satisfaction of employees.

Importance of Job Satisfaction

- Obviously, job satisfaction significantly contributes to employee productivity and morale. An organization can be substantially benefited if it develops general attitudes of its employees that can effectively contribute to job satisfaction. If employees are satisfied, turnover and absenteeism will be less and productivity will be more, Further, satisfaction of individual expectations results in group integration and cohesiveness.

Measuring Job Satisfaction

- **There have been many measures of job satisfaction in the work place from the Job Description index to Job Satisfaction Scales to the more recent job satisfaction scale of the Occupational Stress Indicator (OSI). They all tend to involve scales, which explore pay, work activities, working conditions, career prospects, and relationship with superiors and relationship with colleagues.**

GROUP DYNAMICS

- A group consists of a number of individuals working together for a common objective. Groups have significant influence on an organization and are inseparable from an organization. They are useful for the organization as they form foundation of human resources.

- A group is a two or more individual who interact regularly with each other to accomplish a common purpose or goal.
- According to Marvin Shaw, "a group comprises, of two or more persons who interact with one another in such a manner that each person influences and is influenced by each other person'.

Need for a Group

- The reasons for the need, of groups are as follows:
- Management of modern organizations make mutual efforts to introduce industrial democracy at workplace. They use project teams and work committees where workers get due recognition. They willingly participate in decision-making.
- The tasks in modern industries are becoming more complex, tedious arid of repetitive nature. Work committees, work groups and teams are formed to monitor the work. They also make the environment at workplace more lively.
- Groups help in making participative management more effective.

Types of Groups

- **Functional or formal groups**
  - **Task group**
  - **Informal group**
  - **Interest group**
  - **Membership group**
  - **Friendship group**
  - **Reference group**

STRESS MANAGEMENT

- Stress can be managed if we understand the reasons that cause stress and the level of stress. We should also try to estimate if we could bring about any change in the environment that can subsequently reduce stress.

- Become aware of your stressors and your emotional and physical reactions.
- Recognize what you can change
- Reduce the intensity of your emotional reactions to stress.
- Learn to moderate your physical reactions to stress.
- Build your physical reserves.