WORK PSYCHOLOGY & ORGANISATIONAL BEHAVIOUR

FEM3104

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TOPICS

1. Concept of Work

2. Work ecology & Human Development

3. Work Psychology
CONCEPT OF WORK

- Western tradition regards work and labour as a cost incurred by those who want to consume the goods thus made available to them.

- The natural condition of mankind is considered to be one in which the earth will not satisfy human needs except when human beings work to make it do so.
WHAT IS WORK?

- Service performed by an employee at the request and under the control of an employer and, on the employer's time.
- Physical or mental effort or activity directed toward the production or accomplishment of something.
- A labour, an employment, a trade, a profession, or other means of livelihood.
“Although the term “work” generally is used to denote the exertion of effort toward some end, economically it refers to activities oriented toward producing goods and services for one’s own use or for pay. The conception of work as a means of generating income underlies most sociological scholarship on work and most of the available statistics. Unpaid productive work, including that done in the home (indeed, homemaking is the largest occupation in the United States) and volunteer work, tends to be invisible”.

(Reskin 2000)
There are other forms of work that are usually excluded from systematic consideration, namely activities which happen below the level of official scrutiny, such as people who work on the black or grey markets, performing work for which they are paid but that is not officially registered because it is a cash transaction that never gets declared.

Likewise, transactions which involve swaps of labour (I help you build your garage and you help me re-roof my cottage) tend to fall below the radar.
Sometimes I feel that I have the worst job in the world!
CONCEPT OF WORK IN ISLAM

- The concept of work in Islam (‘amal) is far broader and has different characteristics and objectives than that understood in the Western economic tradition.
- In Islam, work ethic is defined by the Quran itself, which mentions the word *amal* in 360 verses.
- Work is regarded not only as a right but a duty and an obligation/act of worship (*ibadah*).
Islam extends to the individual the right to choose the type of work he desires, but along with this freedom comes the obligation to consider the needs of the society as well as the selection of the type of work permitted by the Shariah.

Dignity lies in working and striving to make a lawful living. Be it a white-collared job or a menial job, a job signifies that the worker has respect and honour. No job is to be held in contempt or considered inferior. Honour belongs to those who work and not to those who sit idle and survive as parasites.
HUMAN DEVELOPMENT (HD)

- Human development is the process of growing to maturity and reaching one’s full potential in biological terms.
- This entails growth from one called zygote to an adult human being.
- The psychological study of human development is called developmental psychology.
PIAGET’S STAGE THEORY

Stage 1
Sensorimotor period
Coordination of sensory input and motor responses; development of object permanence
Birth to 2 years

Stage 2
Preoperational period
Development of symbolic thought marked by irreversibility, centration, and egocentrism
2 to 7 years

Stage 3
Concrete operational period
Mental operations applied to concrete events; mastery of conservation, hierarchical classification
7 to 11 years

Stage 4
Formal operational period
Mental operations applied to abstract ideas; logical, systematic thinking
Age 11 through adulthood

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WHAT IS ECOLOGY

- An ecosystem can be defined as any situation where there is interaction between organisms and their environment.
- The study of the interaction between living organisms and their environment (physical & social).
- It seeks to explain the factors that determine the range of environments that organisms occupy and that determine how abundant organisms are within those ranges.
The physical components of the environment include all non-biological constituents, such as temperature, wind, inorganic chemicals, and radiation.

The biological components of the environment include the organisms.
Attempts to apply ecological and psychological perspectives to understand the behavior of people in their work ecosystem which can shape or aid the workers development/well-being and organization.
In psychological terms: HD is about mental health, self esteem, success in significant relationships, happiness.

In Political-economic terms: HD is about stability, security and relative prosperity.

In Social terms: HD is about literacy, education, social relationships, quality of life etc.

In Moral terms: HD is about development of conscience, moral awareness & moral behaviors.
PSYCHOLOGY

- A theoretical, educational and applied science connecting the scientific study of mental operations and behavior or performance.

- The application or usage of understanding, knowledge and skills to a number of areas of human activity, involving issues concerning with daily activities such as education, events, people and their task, employment, association, relationship as well as the treatment of mental health difficulties.
THE RELATIONSHIP BETWEEN AREAS OF PSYCHOLOGY

AREAS OF BASIC PSYCHOLOGY
- Physiological psychology
- Cognitive psychology
- Developmental psychology
- Social psychology
- Personality psychology

AREAS OF APPLIED PSYCHOLOGY
- Work psychology
- Clinical psychology
- Educational psychology
- Health psychology
- Legal psychology
- Sport psychology etc

Practical problems and opportunities

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Work psychology is defined in terms of its contexts of application.

Work psychology concerns all aspects of human behaviour, thoughts, feeling and experiences concerning work.

Work psychology is a study that deals with the performance of people at work. It deals with how a particular organization functions and how a small group of people behave when they work.
WORK PSYCHOLOGY

• The study on people’s behavior, thoughts and emotions related to their work.
• Area of psychology dealing with job analysis, defining and measuring job performance, performance appraisal, tests, employment interviews, employee selection and training, and Human factors.
The old-established term was industrial psychology. Also often called occupational psychology.

The newer label in the United States is industrial/organisational psychology (I/O psychology).

The term work psychology is used because of its simplicity, and because to use it encompasses both the individual and organisational levels of analysis (Arnold & Randall, 2010).
Traditional - 2 distinct roots within applied psychology:

1. ‘fitting the man to the job’ (FMJ)
2. ‘fitting the job to the man’ (FJM)

FMJ: focuses on employee selection, training and vocational guidance - an attempt to achieve an effective match between job and person by concentrating on the latter.
ORIGIN OF WORK PSYCHOLOGY

- **FJM**: focuses instead on the job, and in particular the design of tasks, equipment and working conditions that suit a person’s physical and psychological characteristic.

  - **Human relation**: It is concerned with the complex interplay between individuals, groups, organizations and work. It therefore emphasizes social factors at work much more than FMJ and FJM.
The importance of human relations was highlighted in some famous research now known as the *Hawthorne studies*. The long term research took industrial psychology beyond employee selection and placement to the more complex problem of motivation, interpersonal relations and organisational dynamics (Roethlisberger & Dickson, 1935). This study was conducted by a Harvard University professor Mayo at a Hawthorne Works, Western Electric Company’s factory, Illinois.
The purpose of the original experiments was to study the effect of lighting on workers’ productivity.

Findings: productivity almost always increased after a change in illumination, no matter what the level of illumination was; social and psychological factors in the work environment were of potentially greater importance than physical factors.
In the relay-assembly experiments, the researchers wanted to identify how other variables could affect productivity. They chose two women as test subjects and asked them to choose four other workers to join the test group. Together the women worked in a separate room over the course of five years (1927-1932) assembling telephone relays. Output was measured mechanically by counting how many finished relays each dropped down a chute.
This measuring began in secret two weeks before moving the women to an experiment room and continued throughout the study.

In the experiment room, they had a supervisor who discussed changes with them and at times used their suggestions.

Then the researchers spent five years measuring how different variables impacted the group's and individuals' productivity such as changing pay rules, provide food, shortening the work time.
Changing a variable usually increased productivity, even if the variable was just a change back to the original condition.

Researchers concluded that the workers worked harder because they thought that they were being monitored individually.

However this can be interpreted as the natural processes of the human being to adapt to the environment without reference to the experiment.
Relay Assembly Experiments

- Researches hypothesized that choosing one's own co-workers, working as a group, being treated as special and having a sympathetic supervisor were the real reasons for the productivity increase.
- One interpretation, mainly due to Mayo, was that "the six individuals became a team and the team gave itself wholeheartedly and spontaneously to cooperation in the experiment."
CONCLUSIONS OF HAWTHORNE STUDIES

- Four general conclusions were drawn from the Hawthorne studies:
  1. The aptitudes of individuals are imperfect predictors of job performance. Although they give some indication of the physical and mental potential of the individual, the amount produced is strongly influenced by social factors.
2. Informal organization affects productivity. The Hawthorne researchers discovered a group life among the workers.

- The studies also showed that the relations that supervisors develop with workers tend to influence the manner in which the workers carry out directives.
3. Work-group norms affect productivity.
   - The Hawthorne researchers were not the first to recognize that work groups tend to arrive at norms of what is a fair day's work; however, they provided the best systematic description and interpretation of this phenomenon.

3. The workplace is a social system.
   - The Hawthorne researchers came to view the workplace as a social system made up of interdependent parts.
The more general lessons here are:

i. It is difficult to experiment with people without altering some conditions other than those intended, and

ii. People's behaviour is substantially affected by their interpretation of what is happening around them (Adair, 1984).
LAYERS OF INFLUENCE MODEL

INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY
INTRODUCTION TO THE WORLD OF WORK
The industrial side of I/O psychology has its historical origins in research on individual differences, assessment, and the prediction of performance.

This branch of the field crystallized during World War I, in response to the need to rapidly assign new troops to duty stations. After the War the growing industrial base in the U.S. added impetus to I/O psychology.
I/O psychology is the science of human behavior at work - devoted to organization and workplace.

**Dual focus:** Efficiency and productivity of organizations; Health and well-being of employees.

**Dual nature:** Application of the science of psychology to the workplace; Development and discovery of scientific psychological principles at work.
An I/O Psychologists contribute to an organizations success by:

- Improving the performance and well-being of its people.
- Researches and identifies how behaviors and attitudes can be improved through hiring practices, training programs, and feedback systems.
I/O PSYCHOLOGY

- I/O psychology looks at behavior that occurs within the workplace, people who work in this field might study worker personalities and performances, or the interactions between the individuals within a business or organization.

- As advisers, these professionals may provide recommendations for how to resolve conflicts, increase worker productivity, and improve employee morale, among other things.
Most aspects of industrial psychology, from study to application, take place within a business environment, from manufacturing plants to global corporations.

Researchers may study how people work together, how the work environment affects employee mood and behavior, abuse and bullying within the workplace, and many other issues.
Employers may hire an expert in this field to come into the workplace and advise on areas that need improvement, such as job performance or employee health.

Some I/O psychologists specialize in single major issues, such as occupational health psychology.
When employed to advise a company, the psychologist will draw on his or her knowledge about psychological areas and theories particularly important in the workplace, such as motivation and sociology.

He or she may then give employees assessment tests to find out what they think about their jobs, other employees, and the company in general.
The psychologist may interview individuals to get a deeper look at any potential problems within the workplace, as well as observing how workers behave in practice.

Experts in industrial psychology are often employed to be problem solvers, helping to give businesses and organizations a more efficient structure.
Industrial psychology often focuses on worker interaction and satisfaction.

Employees who work together well and are happy in their jobs can significantly strengthen a business or organization.

A number of studies have shown a positive link between boosting employee morale and increasing workplace performance.
Psychologists try to get a feel for the relationship an employee has to both the work itself and to his or her manager and co-workers.

Common workplace issues might include disruptive employee behavior, lack of teamwork, or personality clashes between employees. In these cases, the adviser might play the role of mediator and attempt to open lines of communication between conflicting parties.
Workshops that simulate disputes and demonstrate effective ways to settle these conflicts could also be used. I/O psychologists or advisers often lead training sessions dealing with sexual harassment and cultural sensitivity, for example.

Once these and other problem areas are located within the organization, the adviser will usually develop a detailed plan for addressing them.
In addition to workshops, feedback and reward systems are one common way of improving worker satisfaction, for example.

The employees might be given incentives like an extended lunch break or public praise from his or her manager for performing a task well.

In some cases, solutions are as simple as making the supervisor more accessible, showing that the company is interested in the ideas and concerns of all employees.
Benefits are not limited to employees.

This form of psychology can also help executives and managers adjust their way of thinking and their management style.

An I/O adviser might work with an executive to get a clear idea of his or her personality and how he or she approaches management through personality tests and other measurement tools.
They can then work together to come up with the most effective leadership techniques that take into account both the needs of the employees and the boss' own ingrained traits.

Since executives are often the primary decision-makers for an organization, a well-rounded leader can often lessen worker stress levels, boost the satisfaction of employees, and improve the overall health of the company.
### The Most Popular I/O Research Topics in Eight Countries

<table>
<thead>
<tr>
<th>Country</th>
<th>Topics</th>
</tr>
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<tbody>
<tr>
<td>Canada</td>
<td>Career development, Employee selection, job stress, leadership</td>
</tr>
<tr>
<td>England</td>
<td>Employee selection, gender, job stress, leadership, turnover</td>
</tr>
<tr>
<td>Germany</td>
<td>Job Stress, motivation, training, work environment</td>
</tr>
<tr>
<td>India</td>
<td>Job satisfaction, job stress, motivation, organizational level</td>
</tr>
<tr>
<td>Israel</td>
<td>Career development, job satisfaction, motivation, performance appraisal, values</td>
</tr>
<tr>
<td>Japan</td>
<td>Career development, job stress, leadership, motivation</td>
</tr>
<tr>
<td>Scandinavia</td>
<td>Gender, job stress, shift work, unemployment</td>
</tr>
<tr>
<td>United States</td>
<td>Career development, employee selection, leadership, performance appraisal</td>
</tr>
</tbody>
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Note: From Erez, M. (1994). Tow
WHY LEARN ORGANISATIONAL BEHAVIOUR (OB)?

- **OB**: an academic discipline devoted to understanding individual and group behaviour, interpersonal processes and organisational dynamics with the goal of improving the performance of organisations and the people in them.

- Learning OB can help us develop a better work-related understanding about ourselves and others - a knowledge platform that can expand potential for career success in the dynamic, shifting and complex new workplace of today and tomorrow.
SHIFTING PARADIGM OF OB

- Commitment to ethical behaviour
- Importance of human capital
- Demise of command-and-control
- Emphasis on teamwork
- Pervasive influence of information technology
- Respect for new workplace expectation
- Changing career
ORGANISATION AS WORK SETTING

- Organisation: a collection of people working together in a division of labour for a common purpose - to produce goods or services for society.

- Open systems: organisations interact with environments to obtain resources that are transformed into outputs returned to the environment for consumption.

- Strategies: to facilitate the accomplishment of purpose and mission - OB as foundation for effective strategy implementation.
Key stakeholder: customers, owners, suppliers, regulators, local communities and employee.

Organisational culture: the internal personality of the organization including beliefs and values that are shared by members.

Positive organisational culture: placed a high value on workforce diversity and multiculturalism, emphasizing on respect and inclusiveness of all members.
NATURE OF MANAGERIAL WORK

- Expected to act more as coaches and facilitators than as bosses and controllers.

- Effective manager: whose work unit or group accomplishes high level of performance that are sustainable over the long term by enthusiastic workers.

- Functions of managers: planning, organizing, leading and controlling.
Involves: interpersonal, informational and decisional roles while working with networks of people both inside and outside of the organisation.

Managerial performance is based on: a combination of essential technical, human and conceptual skills.
MANAGERIAL WORK

HOW TO BE A GOOD MANAGER

LISTEN

BOSS, WE'RE WAY BEHIND SCHEDULE. I FEAR WE'LL MISS THE DEADLINE

SHARE INFORMATION

SHOULD I TELL YOU SOMETHING?

IF YOU DON'T WANNA BE FIRED, DON'T TELL ME SUCH THINGS!

WE WILL NOT MISS THE DEADLINE!

TEACH

BE FASTER!!!

PERSIST

WHAT ELSE CAN I DO FOR YOU?

TREAT PEOPLE LIKE HUMAN BEINGS AND DO THE RIGHT THING

ADOPT A SERVICE ATTITUDE