**AIU Exam – Organizational Psychology**

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| STUDENT NAME | LYDIAH CHEROTICH KORIR |
| STUDENT ID | UB56590HPS65596 |

**School**: Social Sciences

**Major**: Psychology

**Course title**: Organizational Psychology

**Book & chapter**: Organizational Psychology, **Chapter 20**

**Link to book:**

<http://www.blackwellpublishing.com/intropsych/pdf/chapter20.pdf>

**ATLANTIC INTERNATIONAL UNIVERSITY**

**01/2022**

Questions… answer with 3 to 8 paragraphs including examples from your community and personal experience

1. What are the main devices organizations use to ensure a ‘fit’ between employees and the organization?

Organizational employee fit is considered essentially compatibility between an employee and an organization, it is about the congruence of a candidate’s own beliefs and values with the mission, values, and ethics of the organization, It should all be in agreement with the organization.

* **Job analysis**: includes the nature of the work and the relationship of the job holder with other people. It helps identify job requirement which helps in development of JD’s. once this is done it helps in creating criteria of selection. It also determines skill requirement, job knowledge and abilities.
* **Interviews: –** Process of selecting an employee that fits the organization job and culture**.** It often involvesmore than one interviewer. The most important features of a job interview are the extent to which a pre-planned structure is followed, and the proportion of questions that are directly related to the job.
* **Testing:** using samples of the job (e.g. the contents of an in-tray for an executive position, or specific kinds of typing for a secretarial post). The applicant is given instructions and a specific amount of time to complete the tasks.
* **Organizational culture:** well defined set of values and beliefs that allows the organization to live their mission and vision

1. What methods of selecting people for jobs are most effective?

* **Interviews**: This ensures that the applicant is well qualified, has the right skills and attitude for the job in offer**.**
* **Bio Data:** this is the life history information about job candidates i.e. professional qualification.
* **Back ground checks;** this is where the organization checks with previous and current employers on employee perceived character, competence and skills.

1. How can managers ensure that the training they provide for employees influences how they perform in their jobs?

* **Training needs assessment:** Organizations must undertake a training needs assessment in order to identify who needs to develop more knowledge and skills to successfully complete their present and future tasks. This may be done through observation, interviews, group discussions, work samples and performance evaluation.
* **Use of acquired skills and newly learned knowledge on the job:** There should be organizational support for the transfer of training, such as
  + **Support supervision** for the implementation of new ideas. All training should be evaluated to determine whether it is achieving its desired goal. This could be a review of
  + whether the individual enjoyed the training and applies it in their day to day engagement.
  + whether it affects job performance, customer satisfaction and, or even organizational productivity and profitability
* training improves individual and organizational performance in a variety of ways, including:
  + increased organizational productivity,
  + better product quality
  + improved customer service.
  + Employee satisfaction
  + Service and product quality
  + High staff retention rates

1. Is there a link between employees’ attitudes and their performance at work?

* When an employee reports to work, his attitude affects his work performance and can have an impact on the **employee morale** around him.
* workers with good attitudes have stronger performance, and workers with poor attitudes exhibit less-than-superior performance
* Attitude and behavior are **directly related** because a good attitude results in positive behaviors and bad attitudes lead to negative behaviors in most cases.
* An employee with the right attitude will believe in the products of the company is more likely to engage with customers positively.
* Departments where employees like each other and trust management are more productive and have less turnover.
* However, if employees are forced to work extended hours regularly without extra incentives, a negative attitude often develops and permeates throughout the department creating problems with performance and effectiveness.

1. Why should we be concerned about whether people are ‘stressed’ by their work?

* It is important to recognize stress as health and safety issue.
* Because stress has enormous impact in terms of both economic costs and human suffering. People who are stressed exhibits high levels of anxiety, depression, absenteeism from duty and less productivity.

**5(b) how can we make work less stressful for people?**

**We can make work less stressful to employees by embracing stressful situations as challenges that can be overcome.**

* Provide safe working environment and manageable and reasonable working hours
* Ensure employee organization work fit through
  + Correct job placement and work realignment.
  + Redefinition of assignment
  + Support supervision: this ensures that the supervisors identifies triggers early enough and supports employee.
* Conflict resolution: discuss grievances and take appropriate action
* Seek professional advice
* Allow time for relaxation and rejuvenation i.e. paid leaves, staff retreats etc.

1. What factors hinder and help team effectiveness at work?

**Factors that hinders effectiveness at work**

* **Poor communication.** Lack of communication is a major reason why teams might underperform. Without effective communication, it’s unlikely that people will understand the tasks they are expected to do. Confusion can leadd to delays in getting projects done. it could result also result in employees developing poor attitudes that might lead deciding to leave the company altogether.
* **Ineffective leadership**. Another driver of poor team performance is ineffective leadership. Good leadership encompasses a wide range of skills, including delegation, keeping teams focused and energized, and soliciting regular feedback.
* **Low employee engagement,** low morale and poor attitude and behaviour. Underperformance is caused by several environmental pressures of disengagement. When employees don’t like their job or feel they’re not valued by their company, they’re far less likely to perform well in their role—or on a team.
* **Lack of motivation**, Poor performance can stem from low engagement—but it may have other causes, like mental fatigue, personal stress, or feelings of self-doubt. Getting to the root cause of motivation issues may take time, but it’s an important problem for team leaders to solve.
* **Poor job fit:** ambiguous job roles. When people are in the wrong roles, it makes work harder. The reason why is simple: People work better when they have a job that aligns with their strengths. Unfortunately, managers and leaders often don’t have a clear picture of the traits needed for particular roles—and thus job fit. Thankfully, behavioral assessments and other tools can help shed light on which employees are best suited for particular positions
* **Lack of formal training**: ignorance and in competencies-too big a role for the job title hen employees struggle to perform tasks or function as part of a team, a lack of training may be at fault. Many college majors don’t provide all the skills graduates need when they enter the workforce. As such, it’s important for companies to invest in and provide comprehensive training for their employees

**Factors that help team effectiveness at work**

**Reinforce a shared purpose:** Leaders need to show their teams that they value their efforts. Employees need to know why they’re doing something, and how and why it makes a difference. This gives the employees a sense of appreciation and recognition. Everyone should know if their team goals are aligned with their company, overall. In addition, teams should also understand why their team even exists, and its business impact. This sense of purpose isn’t just to make people feel good. It has huge bottom-line implications. The Global Leadership Forecast 2018 found that purpose-driven companies outperformed others by 42 percent.

1. How can decision making by groups be made more effective?

Decision making by groups can be made more effective by:

* Clearly defining individual roles as unique, intrinsic and specific roles to the group member
* Roles of each team member should be specific, essential and unique
* Teams should have defined structures for feedback management
* Each team member should be evaluated periodically and performance feedback shared
* team should frequently reflect on their task objectives, strategies and processes, modifying these as appropriate
* Have a small group
* Have a heterogeneous group as opposed to homogeneous group
* Provide safe environment for feedback

1. Why is feeling ‘safe’ in a work team important for team performance?

Psychological safety in the workplace is important because it: Enhances employee engagement: When team members feel safe at work, it's easier for them to participate in a team meeting, solve problems, collaborate on projects, and engage with their customers and peers.

1. What is organizational culture, and what dimensions could you use to describe the culture of organizations that you have experienced (e.g. voluntary work, school, paid work)?

* Organizational culture is collective, expectations, and practices that inform the teams behaviors. My experience with two organizations, a hospital set up and a faith based NGO was the aspect of relationships, where your colleagues is not just a workmate but a life partner.
* Here, relationships go beyond work and one is able to meet you at any point either in seasons of sorrow of Joy.
* This specific culture of relationship allowed for team work, alignment, appreciation, Trust resilience and even psychological safety, as I am always sure that I matter or I am valued by my fellow employees and team members.

1. What are the main sources of power that people have at work – and what do we mean by ‘power’ in organizations?

**Some sources of power include:**

* **Legitimate power** comes from position in the hierarchy and
* is imposed by authority.
* **Expert power** results from access to knowledge and information, so the computer wizard often gains considerable power in an organization.
* **Reward power** is illustrated by the person who allocates offices, parking spaces, pay rises, equipment or stationery –such people may have considerable power without being in a senior position in the hierarchy.
* **Coercive power** is the power to force others into action or inaction by the threat of punishment, such as delaying the payment of expenses claims.
* **Referent power** is wielded by someone whose persuasiveness, popularity or charisma lead others to accede to his/her wishes or suggestions.

**Power in organization:** This is the ability to influence the behavior of another stakeholder in the organization.

1. To what extent is discrimination against women at work a thing of the past?

* Stereotypes-52% of employed women works in occupational groups compared to the over 60%
* Women are also vastly over-represented in part-time work
* pregnancy is still (illegally) treated by some employers as a cause for dismissal. In 1998, the UK Equal Opportunities Commission reported that 34 per cent of complainants had been dismissed or threatened with dismissal when they first announced their pregnancy; 28 per cent were told so before going on maternity leave.
* Perhaps most revealing of the pervasive discrimination against women in the workplace is the data on pay. The gender gap in average hourly pay of full-time employees, excluding overtime, narrowed between 1998 and 2003 to its lowest value since records began. However, women’s average hourly pay was still only. Although women have increased their representation somewhat in the ranks of executives (from 8.9 per cent in 1991 to
* 18 per cent in 1998), they still account for less than 5 per cent of company directors (Equal Opportunities Commission, 2004) in
* the UK. In the US in 2004, only 8 of the top 500 companies were

1. What are the psychological effects of becoming unemployed?

**Psychological effects of unemployment include**:

* Poor mental wellness with 18% of unemployed population needing the help of a professional.
* Stress
* Anxiety
* Substance abuse
* Suicidal intend
* Life dissatisfaction

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