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**COMPARE PSYCHOLOGY AND ORGANIZATIONAL PSYCHOLOGY**

**Introduction**

Psychology is the systematic study of mind and behavior. The reason is the primary source of consciousness which compromises our perceptions, thoughts, memories, and feelings. Behavior refers to noticeable actions of human beings as they relate to their surroundings. Our perception allows us to recognize familiar faces and scan our surroundings for self-preservation. The language permits us to arrange our thoughts and communicate them to others, promoting group cohesion and cooperation. Memory allows us to avoid solving the same problems repeatedly every time we encounter them and keep in mind what we are doing and why. Emotions allow us to react and form strong social bonds. These and more add to the fascinating study of psychology and human behavior. It is endlessly surprising and provides variety and excitement to life.

The Major Difference between Organizational Psychology & Psychology is: Psychology is stimulating because it seeks to discover answers to deep-seated questions about human experience and behavior, whereas organizational psychology relates the science of psychology to work and the workplace. Organizational psychologists are interested in a broad range of knowledge related to the work environment, including placing the right person to do a particular task, the correlation between attitudes and performance, and teamwork.

Psychology also expounds on other areas such as Cognition, Personality, Motivation, Emotion, and Social Psychology. Organizational psychologists are not therapists. Their primary purpose relies extensively on research, quantitative methods, and testing techniques. Psychologists from this branch of psychology act like scientists when they conduct research and as practitioners when they work with actual organizations. In addition, organization psychologists act as scientist-practitioners when they apply research findings so that the work they perform with organizations will be of high quality and enhance their effectiveness.

**Current Psychology and Organizational Structure**

Current Psychology or Knowledge Management is a relatively new concept that has the main aim of helping organizations tap into their knowledge base for overall improvement in knowledge-related practices knowledge-based decisions to improve the organization's performance. Knowledge management is defined by collecting, creating, sharing, and utilizing the information and knowledge of an organization.

I would compare Knowledge management with the cognitive functions in human psychology. In human psychology, the mental processes of learning, memory, and decision-making are essential for the internal functioning of the individual and their interaction with society as a whole. For the organization, knowledge management is critical to the optimum functions of the organization. Knowledge management promotes innovation sharing of lessons learned, which a catalyst for organizational learning and improvement is.

Knowledge management is the planning, organizing, motivating, and controlling of the organization's people, processes, and systems to ensure that its knowledge-related assets are improved and effectively employed. Knowledge-related assets include knowledge in the form of printed documents such as patents and manuals, knowledge stored in electronic repositories such as a "best-practices" database, employees' knowledge about the best way to do their jobs. Knowledge is held by teams working on focused problems and expertise embedded in the organization's products, processes, and relationships. The methods of KM involve knowledge acquisition, creation, refinement, storage, transfer, sharing, and utilization. The KM function in the organization operates these processes, develop methodologies and systems to support them, and motivates people to participate in them. The goals of KM are to leverage and improve the organization's knowledge assets to effectuate better knowledge practices, improved organizational behaviors, better decisions, and improved organizational performance. Although individuals certainly can personally perform each KM process, KM is primarily a corporate activity that focuses on what managers can do to achieve KM's goals. They can motivate individuals to complete them and create social processes to facilitate KM success. Social functions include communities of practice – self-organizing groups of people who share a common interest – and expert networks – networks established to allow those with less expertise to contact those with more outstanding expertise. Such social processes are necessary because while knowledge initially exists in an individual's mind, for KM to be successful, knowledge must usually be transmitted through social groups, teams, and networks. Therefore, KM processes are more people-intensive and less technology-intensive than most people believe. However, a modern knowledge-enabled enterprise must support KM with appropriate information and communications technology (King, 2008).

Knowledge management is a set of relatively new organizational activities aimed at improving knowledge, knowledge-related practices, organizational behaviors and decisions, and organizational performance. KM focuses on knowledge creation, acquisition, refinement, storage, transfer, sharing, and utilization. These support administrative processes involving innovation, individual learning, collective learning, and collaborative decision-making. The "intermediate outcomes" of KM are improved organizational behaviors, decisions, products, services, processes, and relationships that enable the organization to improve its overall performance

**MASLOW'S THEORY**

Psychologist Abraham Maslow's self-actualization theory states that people are motivated to fulfill their potential in life. Self-actualization is usually discussed in connection with Maslow's hierarchy of needs, which says that self-actualization is at the top of order above four "lower" needs. (Vinney, 2018). According to Good Therapy Editor Team (2019), this stage occurs when people can make the most of their talents while remaining aware of their limitations. The term is also used colloquially to mean an enlightened maturity characterized by goal attainment, self-acceptance, and the ability to view oneself realistically and positively.

Maslow developed the concept of the hierarchy of needs to address both the primary and esoteric needs of human existence. Its stages include physiological needs, safety needs, the need for love and belonging, the need for appreciation, and finally, self-actualization. Once an individual's most basic needs to stay alive are met, desires for safety and affection follow, followed by esteem needs. It also serves as a developmental model where babies start at the lowest level to get food, water, and shelter. However, the requirements related to self-actualization are acceptance of facts, absence of prejudice, ability to solve problems, sense of morality, creativity, and spontaneity. (Good Therapy Editor Team, 2019).

Maslow believed that because of the difficulty in satisfying the four lower needs, very few people would self-actualize successfully or with limited capacity. He suggested that people who are successful in self-actualization share certain qualities. He called them self-actualized people. According to Maslow, self-actualizing people share the ability to reach peak experiences or moments of joy and transcendence. While anyone can have a peak experience, self-actualizing people do more often. In addition, Maslow suggested that self-actualized tend to be highly creative, autonomous, objective, caring about humanity, and accepting of themselves and others. (Vinney, 2018).

When discussing its role in motivation, self-actualization can be described as a value-based system. Self-actualization is understood as the goal or explicit motive. The previous stages in Maslow's hierarchy fall in line to become the step-by-step process by which self-actualization is achievable; an explicit motive is the objective of a reward-based system used to intrinsically drive the completion of specific values or goals. Individuals motivated to pursue this goal seek and understand how their needs, relationships, and sense of self are expressed through their behavior. (Deckers, 2018)

**Conclusion**

Although Maslow believed that 1 percent of persons would self actualize, I think this number has grown but still very much lacking as we observe the differences in our relationships, workplaces, communities. In every therapeutic session, I believe that the goal should be working towards achieving the traits of a self actualize. Albeit would be a different experience for each individual.

**COMPARE AND CONTRAST MASLOW'S THEORY VS HERZBERG'S THEORY**

Motivation is defined by encouraging people to act to attain the desired objectives. It stimulates an individual to keep doing the act already initiated. All around the world, unmotivated employees cause harm to themselves and the organization through adverse reactions to the lack of motivation. Understanding motivation, one must answer why people start, finish, and persevere in precise actions in particular circumstances. In a Western context, motivation usually involves some type of inner, individual ingrained need or an inherent need to enhance or advance oneself. From this innate need, they make choices to achieve, associate with others, avoid cognitive inconsistency, or self-actualize. This purpose is assumed to be part of the distinctive, internal core of a person's self-system.

 In this context, **Abraham Maslow**, a renowned American psychologist, highlighted the elements of the theory of motivation based on human needs and their fulfillment. According to (Surbhi S 2020), Maslow's theory is divided into two categories, which are growth needs and deficiency needs, which can be further broken down into five needs within each individual, represented in the shape of a pyramid as seen in Figure 1.



**Figure 1: Retrieved from (Surbhi S, 2020) Maslow's Hierarchy of Needs**

As one need is satisfied, another condition takes its place. Moreover, an unsatisfied need is a motivator that governs the individual's behavior. The same applies to personal motivation in the workplace.

On the other hand, **Frederick Herzberg** is an American psychologist who coined the concept of job enrichment and the two-factor theory on motivation based on rewards and incentives. He attempted to shed more light on the idea of work motivation. Frederick Herzberg proposed that an individual's relation to work is fundamental and that one's attitude toward work can very well determine success or failure. In other words, things that people feel good about at work are motivating, and those things they don't feel good about are demotivating. Herzberg and his associates carried out interviews of 200 persons, including engineers and accountants. In that survey, they were asked about the components of a job that make them happy or unhappy. Their answers made it clear that the working environment causes unhappiness or dissatisfaction.



**Figure 2. Retrieved from (Surbhi S, 2020) The two-factor theory on Motivation or Motivation-Hygiene Theory'.**

Hygiene Factors. Interestingly as seen in Figure 2, Hygiene or Extrinsic factors include quality of supervision, pay, company policies, physical working conditions, relations with others, and job security. These factors, when not met, cause dissatisfaction; however, when they are completed, they still do not increase motivation; they decrease dissatisfaction.

Motivation Factors. With these factors, Herzberg's theory can be compared to Maslow's with the intrinsically rewarding aspects in the work environment such as promotion and personal growth opportunities, recognition, responsibility, and achievement motivation continues to increase as the needs are fulfilled.

## Key Difference Between Maslow and Herzberg's Theory of Motivation

The essential points of difference between Maslow's and Herzberg's theory of motivation can be summed up as depicted in Figure 3.

| **BASIS FOR COMPARISON** | **MASLOW'S NEED HIERARCHY THEORY** | **HERZBERG'S TWO-FACTOR THEORY** |
| --- | --- | --- |
| Meaning | Maslow's theory is a general theory on motivation that states that the urge to satisfy needs is the most critical factor in motivation. | Herzberg's theory on motivation says that various factors exist at the workplace that causes job satisfaction or dissatisfaction. |
| Nature | Descriptive | Prescriptive |
| Relies on | Needs and their satisfaction | Reward and Recognition |
| Order of needs | Hierarchical | No sequence |
| Core concept | Unsatisfied needs stimulate individuals. | Gratified needs regulate behavior and performance. |
| Division | Growth and deficiency needs. | Hygiene and motivator factors. |
| Motivator | Unsatisfied needs | Only higher-order needs |

### Figure 3. Retrieved from (Surbhi S, 2020) Comparison Chart

### Conclusion

The two models developed by the two experts aim at simplifying the motivational process, which proved that motivation is an essential factor in improving the performance level of employees. Herzberg's theory is an addition to Maslow's theory. These are not contradictory but complementary to one another. Suppose management wants to increase employees' job satisfaction. In that case, they should be concerned with the nature of the work itself—the opportunities it presents employees for gaining status, assuming responsibility, and achieving self-realization. If, on the other hand, management wishes to reduce dissatisfaction, then it must focus on the job environment—policies, procedures, supervision, and working conditions. To ensure a satisfied and productive workforce, managers must pay attention to both sets of job factors.

**A PERSONAL VIEW ON LEADERSHIP**

I understand leadership to be the skill of an individual or a group of persons to motivate others the act together to achieve a common goal. In the context of organizational psychology, this can mean directing and or motivating employees through strategies to meet the organization's targets. Leadership captures the essentials of being able and prepared to inspire others. Effective leadership is based upon ideas—both original and borrowed—that are effectively communicated to others in a way that engages them enough to act as the leader wants them to work.

A leader inspires others to act while guiding their actions. You must be personable enough for others to follow your commands and have critical thinking skills to best use the resources available to a company. In business, leadership is related to performance, and any definition of leadership must be considered. Although leadership is not intrinsically linked to profit, those who are viewed as effective leaders in the corporate context increase their company's profitability. While people naturally possess more leadership skills than others, anyone can learn to become a leader by improving particular skills. History is full of people who excelled in crises despite having no leadership experience. and they persuaded others to follow the proposed course of action. They possessed traits and qualities that helped them take on leadership roles.
 The terms leadership and management are usually used interchangeably, but I believe there fundamental differences and these qualities I admire in any leader. Leadership requires qualities that go beyond managerial roles. Both leaders and managers need to manage the resources at their disposal, but authentic leadership takes more. For example, managers may or may not be described as inspirational by the people who work for them, but a leader must inspire those who follow them.

Another difference between leaders and managers and outstanding quality is that leaders emphasize and encourage innovation above all else. A manager achieves goals while following company rules. A leader may be more interested in setting and achieving lofty goals, even at the expense of existing ones and established corporate structures. If a worker has a drastically new idea of approaching a problem, a leader is likely to encourage that person to pursue the idea further. Managers are more likely to keep existing structures because they operate within this structure themselves. They may have bosses above them, giving them less freedom to break the rules to pursue high goals.

A vital element of a great leader is their ability to create a vision and lead people to fulfill it. Great managers who share these leadership skills can seek new opportunities, build on success, inspire people to act, and communicate their vision to motivate employees.
Visionary leadership is not just about strategic change. Tell a story about why it is worth pursuing change.

#### CONFLICT RESOLUTION

#### Introduction

#### Practical training in conflict resolution skills takes a proactive approach. Employees master the fine art of communication, engagement, and practical problem-solving to avoid disagreements at work. They also discover ways to productively disagree and defend their beliefs without creating a hostile work environment. Your team needs to know how to handle challenging customers and employees tactfully to boost company morale (and your bottom line)

#### Training Objectives

#### Improve Team Dynamics: An essential part of conflict management training is knowing how to work together and engage in constructive dialogue. Even when employees disagree, they can take the opportunity to explore colleagues' viewpoints and evaluate their insights.

#### Improve Customer Service: Employees need to know how to navigate these problematic interactions without losing a valuable them or putting themselves at risk. Therefore, training in conflict resolution skills equips them with the tools they need to improve customer service and sales.

#### Instill A Sense Of Community: Training conflict resolution skills will help you cultivate a culture of collaboration in your company. Employees learn to share their ideas, concerns, and opinions without stepping on anyone's feet.

#### Reduce Employee Turnover: Employees are more likely to stay with your organization when their basic needs are met—that is, their need for personal security and emotional stability, which are the cornerstones of practical conflict management training.

#### Boost Workplace Productivity: Conflict management training improves workplace productivity as employees can speak a healthy language without offending them. They also know that they can trust their team when it helps them overcome challenges.

### Training Curriculum

### Why conflict:

### Defining conflict

### Understanding levels of conflict

### Traditional ways of handling conflict

### Conflict Resolution Instruments

### Conflict Styles

### Competitive

### Collaborative

### Compromising

### Accommodating

### Avoiding

### Conflict Resolution Process

### Getting to the Root Cause

### Examining Root Cause

### Identifying the Benefits of Resolution

### Generating Options & Building a Solution

### Generate, don't evaluate

### Creating Mutual Gain Options and Multiple Option Solutions

### Digging Deeper into your Options

### Creating a Shortlist

### Choosing a Solution

### Managing Emotions

### Keeping your cool

### Empathy

### Asking yourself empowering questions

### Usage of vocabulary and how it affects emotional states

###  Assertiveness:

### The 4 step technique of assertiveness

### Dealing with 'Aggressive' and 'Submissive' behavior

### The art of saying 'No.'

**PTSD AND OCD**

**Introduction**

## Anxiety Disorders, namely PTSD and OCD, impact the relationships, self-esteem, and personal lives of millions of people each year. Still, the disorder can also be complicated to manage in the workplace. The patterns and rituals that characterize this disorder can negatively affect work performance and a person's ability to achieve goals.

## Define PTSD and OCD

Pflanz ( n.d) defines PTSD as a disorder caused by exposure to actual or threatened death, serious injury, or sexual violence, including fire, natural disasters, accidents, fighting, robbery, and physical or sexual violence. PTSD is most common in rape survivors, war veterans, and occupations at high risk of trauma, including police officers, firefighters, and emergency medical personnel. PTSD symptoms can appear shortly after a traumatic event but can be delayed by months or even years.

Post-Traumatic Stress Disorder is a harsh condition for employers and coworkers and is particularly challenging for people affected. Talking about trauma is uncomfortable for many people, often avoiding these conversations and leaving people feeling isolated and creating feelings of discouragement and hopelessness for everyone involved, but this need not be the case. Dramatic advances in the treatment of PTSD have been made in the last two decades.

## OCD is an anxiety disorder that causes patients to constantly have unwanted thoughts known as obsessions, usually along with repetitive actions and behaviors to avoid undesirable thoughts. Common behaviors in OCD include counting or numbering objects, checking things, or washing hands repeatedly in the mistaken belief that the unwanted obsessions will go away. The behaviors, also called rituals, only reduce anxiety for a short time, and people with OCD can have great difficulty managing daily tasks. The disorder can mean that a person needs to have everything on their desk before starting a job or attending a meeting in the workplace. It can tell that the person feels overwhelmed by disturbing thoughts and takes a few moments to regroup regularly throughout the day. (Promises Behavioral Health, 2020)

## Anxiety Disorders and the Workplace

Anxiety disorders manifest themselves in the workplace lead to misunderstandings between colleagues, employees, and supervisors. A person with OCD, for example, may need to review and re-check their files before attending a meeting. As a result, colleagues might think the person is disorganized or tardy. OCD symptoms can also slow a person's progress on tasks and make them appear hesitant or unmotivated.

PTSD may also first come to the eye of employers due to reduced productivity, a drop in performance, and/or additional typical absences. People with PTSD revel in distressing recollections and goals approximately the trauma event and intense misery with matters that remind them of the trauma. This, in turn, reasons the individual to keep away from whatever reminds them of the trauma. People experiencing PTSD frequently sense badly approximately themselves and the world, revel in the reduced hobby in activities, withdraw socially, sense indifference from others, and feature trouble experiencing tremendous feelings like happiness. They can show off irritably, extra vigilance in their environment, exaggerated reaction to being startled through touches or noises, hassle concentrating, and insufficient sleep. You could feel how PTSD adversely influences paintings performance as you consider this list.

**How can the employer help?**

Communicating extensively with a person's employer about the condition can help and help make the modifications that allow people with OCD to thrive in the workplace. Some of these changes include the ability to work from home or set project deadlines as far in advance as possible. Although, according to Promises Behavioral Health (2020), people with OCD are not legally required to provide their employer with information about the condition, nor can their employer legally discriminate against them because of their disorder.

 However, the flip side is that so many people with OCD struggle silently at work because they fear the negative opinions of others. Colleagues pressure, manager's disapproval, or being skipped on specific projects. Certain career options may create a better environment for people with OCD than others can seriously demotivate an individual.
 A manager who is aware of these disorders can help a person with OCD, for example, cope with their need for control and organization. Because people with OCD often prefer step-by-step processes, activities like business planning can be good career paths. Accounting and finance careers, as well as technical jobs that can be done independently.

**SUBSTANCE USE AND PRODUCTIVITY**

Some people use substances such as alcohol or illegal drugs, and some people abuse prescription drugs is not new. However, there may be increasing acceptance of the awareness that substance use and abuse can affect both the workplace and the workplace. Many aspects of the workplace require quick, precise reflexes and attention. Deterioration of these properties can lead to incidents and affect the accuracy and efficiency of work. Substance use is often viewed as an addiction or dependency, but use can be anywhere on the spectrum or scale, from recreational to frequent and problematic. This has a variety of effects on life and work.
 Problem substance use can cause problems at work; among other things, it can affect a person's judgment, alertness, cognition, motor coordination, or emotional state that also affects safe work or safety-related decisions. Hangovers and experiencing withdrawal affect job performance, leading to high levels of absenteeism, illness, and/or reduced productivity. The Preoccupation with obtaining and using substances at work impair alertness and concentration. Illegal activities at work, including selling illicit drugs to other employees and mental health problems or stress-related effects of substance use by a family member, friend, or colleague, interfering with another person's job performance.

## Contributing Factors at the Workplace

According to Buddy (2020), research has shown that several factors can contribute to alcohol and drug abuse in the workplace. Factors that may encourage or discourage substance abuse in the workplace include:
• Work culture and acceptance of substance abuse
• Non Challenging work

• Availability of alcohol and drugs
• Workplace substance abuse policies
**Workplace culture**
 The Work culture can play an important role in accepting and encouraging or discouraging, and eliminating the use of alcohol and drugs. Part of this culture can depend on the gender mix of employees. Research shows that both male and female workers in predominantly female occupations are less likely to have substance abuse than male-dominated occupations that induce binge drinking by men, where workers drink to build solidarity and show compliance. As a result, these occupations are more likely to have alcohol and drug-related problems (Buddy, 2020)
**Non Challenging Work**
 Employees' substance abuse has been linked to low work autonomy, lack of work complexity, lack of control over working conditions and products, boredom, sexual harassment, verbal and physical aggression, and disrespectful behavior.
**Alcohol Availability**
 Alcohol availability and accessibility can affect employee alcohol consumption. In a culture like mine living in the Caribbean, it is effortless to bring alcohol to the workplace, drink on the job and drink on breaks because there are no actual health and safety law enforcement.
In cultures where alcohol is prohibited, drinking in the workplace and drinking, in general, is significantly reduced.
**Workplace Policies**
 The level of supervision in the workplace can affect alcohol and drug use. A study of night shift workers found that workers with reduced management were more likely to drink on the job than on heavily supervised shifts.

## What are the costs to a business?

 The substance's economic impact on business or industry has traditionally been difficult to measure. Many costs are obscured by general absenteeism or illness, "accidental" lack of productivity, or the inability or reluctance to directly link substance use to the causes of incidents.
Costs to a business can be both direct and indirect (Substance Use in the Workplace: OSH Answers, n.d.)

**Reported effects of substance use include:**• safety (fatalities, incidents, etc.),
• absenteeism/illness/turnover or presenteeism,
• lost production, and
• workplace violence and harassment.
**Additional costs may include:**
• Being late/sleeping at work
• Theft
• Poor decision-making
• Loss of efficiency
• Poor morale and physical well-being of workers and colleagues
• Increased likelihood of having problems with employees/supervisors
• New Employee Training
• Disciplinary Procedures
• Drug Testing Programs

**Conclusion**

Governments worldwide and business communities increasingly recognize the adverse effects of drug abuse on their economy and the nation's workforce. Drug and alcohol abuse is costly to our society and, if left untreated, places a strain on our workplace, healthcare systems, and communities. Various reports and surveys highlight the adverse effects of drug abuse on business productivity and competitiveness, leading to accidents at work and absenteeism. For example, according to the US Federal Government, the estimated economic cost of drug abuse to the government was $193 billion in 2007. In my country, although this effect has not been measured scientifically by observation alone, one can see the burden on the health system drunk drivers and persons intoxicated with some other drug can be.

**EVALUATION VISION**

The Substance Abuse Advisory Council Secretariat is an international organization committed to developing, implementing, and monitoring substance abuse awareness programs for our clients without prejudice, bias, or discrimination regarding their age, gender, or socioeconomic status. The organization focuses on two strategic goals:

 1) Capacity building for the implementation of evidence-based programs

 2) Engage our stakeholders in a collaborative approach to guide the internal decision-making process in evaluating implemented programs.  **DISCUSSION ON JOB EVALUATION**

Today, many organizations conduct ad hoc evaluations that are not aligned with strategy, are underfunded, and underutilized. We've discovered that this is true regardless of the organization's industry, type, or size, or whether it's for-profit, philanthropic, or not-for-profit. This situation has frequently resulted in monitoring and evaluation efforts being perceived as of little value by organizational decision-makers and the perception that monitoring and evaluation efforts are not worth the cost.

As a result, organizations devote significant amounts of time and energy to developing a compelling strategy, setting goals, and articulating a clear theory of change, while failing to put in place the infrastructure and support required to observe and measure whether or not the strategy is effective. If organizations establish and maintain systems and processes that support effective monitoring, evaluation, and learning practices, they may find it easier to • understand and follow the effects, influence, and impacts of their strategy; and • ensure the gathering and use of valuable and helpful receiver and different stakeholder information.

**Assessment Vision**
A clear vision for the evaluation communicates to employees and the field the purpose of the assessment and the values upon which the assessment practice is based. In their mission statement, organizations can emphasize learning, collaboration, impact, accountability, and other evaluation purposes. A list of core values usually accompanies a vision statement for evaluation (transparency, authenticity, commitment to impact, and so on). The values serve as a framework for deciding what to assess and how to assess it. This component of a strategic learning and assessment system

**Strategies**

It is a system of evaluation and strategic learning (SLES) to assist strategic decision-making at both the program and organizational levels. As a result, an organization must possess and can explain and accept the plans and techniques to attain its objectives. When creating a SLES, an organization examines and evaluates the consistency of the current strategies in use. Evaluation operations may quickly become fragmented and unconnected without a clear grasp of the organization's goal, making it challenging to convert evaluation data into information for strategic learning and change.

**Supportive Environment**
Evaluation works best when it is well supported by a robust infrastructure, including supportive leadership and human, financial, and technological resources. The most crucial aspect of any organization is its people – the people in charge of overseeing and carrying out evaluation activities. Financial and technological resources, such as knowledge management systems, are also necessary to develop a fully functional. While designated evaluation staff may have direct control over specific evaluation and learning activities, the infrastructure required to support the design, implementation, communication, and use of evaluation findings is frequently the responsibility of other departments such as Information Technology (IT) and communications. As a result, organizational leadership and cross-departmental coordination are required to ensure that evaluation resources are available.

**LEADERSHIP**
To ensure that a strategic learning and evaluation system works – that evaluation is integrated into how the organization does its work and achieves its goals – organizational leaders must believe that evaluation is a meaningful and essential activity. As a result, they must consistently: a) communicate the importance of evaluation in decision making; b) encourage organization members to engage in questioning, reflection, and dialogue; and c) provide the necessary time, personnel, and financial resources to ensure evaluations can be conducted. Leaders who support evaluation: actively participate in and encourage others to think evaluatively; provide resources (financial, time, personnel) for conducting relevant, credible, timely, and valuable evaluations; use findings to learn, make decisions, and take action; and articulate staff roles and responsibilities in terms of technological resources.

|  |  |
| --- | --- |
| **Job Title** | Administrative Assistant  |
| **Location** | Vieux-Fort Saint Lucia |
| **About the Role** | We are looking for an office administrative assistant for our small nonprofit organization.**Key Responsibilities** The receptionist will report to the office manager and will be responsible for office administration, including:* reception, including responding to telephone calls and emails and greeting clients
* handling and distributing mail
* filing and photocopying
* maintaining records, including checking accounts and invoices.

 The job will be full time, with hours to be worked between 9.00 am and 5.30 pm Monday to Friday. |
| **About the Agency**  | The ShoeBox Project is a growing nonprofit organization that meets the needs of vulnerable groups in our community by delivering care packages for those in need. |
| **Compensation and Benefits**  | * Permanent full-time position
* 38 hours per week
* $46,000 per year
* City location, close to public transport
 |
| **About the Candidate** | Successful applicants must have:* relevant previous reception experience
* advanced Microsoft Office and typing skills
* strong communication and interpersonal skills
* strong organizational skills and attention to detail.

 A Certificate in Business Administration or equivalent qualification is desirable.  |
| **How to Apply** | The written application and current curriculum vitae should be submitted to the address below by March 1, 2022.**The Managing Director****The ShoeBox Project****PO BOX 1302****Vieux-Fort** **Saint Lucia****Or email: theshoeboxslu@gmail.com** |

**25 Interview Questions**

1. What comes to mind when you think of our company? Why do you want to work here?

2. What appeals to you about this administrative job?

3. How do you envision an administrative assistant could contribute to an organization?

4. In which type of office environment do you excel most?

5. Why did you leave your last administrative assistant position? Or: Why are you looking to leave your current administrative assistant position, and what would have convinced you to stay?

6. Why do you think you're well-suited for a position as an administrative assistant, and this job in particular?

7. What special skills do you possess to help you do well at our company?

8. How would you describe your comfort level when it comes to (a particular software program)? What is the latest version of this software that you have used?

9. Give me examples of how you've used (the program) on the job. What advanced functionalities are you familiar with?

10. What would you consider your most significant professional accomplishment to date? Your biggest professional failure?

11. What type of supervisor helps bring out your best performance?

12. Can you share a piece of constructive feedback a manager has given you? What adjustments, if any, did you make because of that feedback?

13. Have you ever reported to multiple supervisors at once? If so, how did you juggle each person's priorities?

14. Can you tell me about a workplace conflict you were involved in as an administrative assistant and how you handled it?

15. Can you describe the most challenging colleague you've had to work with? How did you handle that relationship?

16. Can you walk me through a typical day in your current/most recent position?

17. Have you ever reported to multiple supervisors at once? If so, how did you juggle each person's priorities?

18. What is your first step when given a large project to manage? How would you organize it?

19. Can you describe a challenging project you were assigned in the past and how you approached it?

20. Are there any tools, equipment, or procedures you would replace or change at your most recent/current job? If so, what changes would you make and why?

21. What's the most exciting project you've worked on as an administrative assistant?

22. What do you enjoy most about administrative work?

23. How have you changed the administrative assistant position at past companies?

24. What trends do you see impacting the administrative assistant role in the future?

25. Do you have any questions for us?

**Employee Selection and Recruitment**

Today's knowledge economy very much depends on the value created by the human resource of an organization. In such a highly competitive environment, organizations have started to pay much attention to the recruitment and selection process, as employees form their main asset.

**RECRUITMENT AND SELECTION ARE DISTINCT PHASES FOR HIRING PROFESSIONALS.**

When it involves recruitment, the point of interest is attracting, selecting, and designing the precise applicants for one or extra positions inside an organization, everlasting or temporary. The period may be described because the appeal of humans to be integrated into the ordinary sports of the organization via way of means of predefining paintings necessities and specifying the worker profile. It also measures a person's probability of becoming a member of the organization and its compatibility with its mission, imagination, and theoretical values. Recruitment can also be done withinside the tactics advanced for selecting people for unpaid positions and volunteer roles or education programs.

**WHAT IS SELECTION?**

The choice manner pursuits engaging in interviews and comparing applicants for a particular job described at recruitment and selecting. Finally, a person for the vacancy, primarily based totally on predefined criteria. Selection can vary from a straightforward manner to a completely complex one, which relies entirely on the agency you rent and the placement the candidate is asking for. It is vital to recollect that during any choice manner, it's far essential to obey specific exertions laws, retaining each agency and candidate, on the way to keep away from discriminatory acts in the course of the worker's choice. (HR Articles and Trends, 2019)

# I have never been an interviewer, but I have been an interviewee. The interview process has to evolve from just asking scripted questions to measuring a person's emotional intelligence and abilities to complete a given task. I believe that many interview processes are skewed by the following bias, as highlighted by Leslie Stevens-Huffman in his article *"7 Types of Bias That Influence Candidate Selection and Hiring",2020.*

**Selection Bias**

1) **Stereotyping** is the habit of attributing certain traits to specific groups of people. For example, you may believe that an immigrant worker's work ethic is superior to that of local workers, and as a result, you may choose to hire immigrant workers. This bias could sway your judgment and prevent hiring a local employee with a strong work ethic.

2) **Halo Effect** tends to hold high regard for someone who possesses a personal or professional trait that you admire. The halo effect may cause an interviewer to overlook an applicant's negative characteristics. Assume that an applicant arrives for a job interview well-groomed and neatly dressed. The halo effect is the tendency to assume that a person is competent in various job areas you are recruiting for simply because their appearance made a favorable impression.

 3) **First Impression** is the propensity to distort or ignore additional information about a person to conform to your first impression. The first impression a job applicant makes on an interviewer can significantly impact the overall evaluation of that person. For example, if an applicant impresses the interviewer during the first few minutes of the interview, the rest is influenced positively. There is a risk of being so influenced by a positive or negative first impression that the primary interview purpose of predicting future performance becomes secondary.

4) **Projection** is the predisposition to project one's motives, feelings, or values onto others. An interviewer who is neat and organized, for example, may assume that the applicant is the same way. This type of projection may be correct, but it is also possible that it is incorrect, and an error would jeopardize the hiring decision.

 5) **Contrast** is the tendency to judge a person based on someone we have recently had contact with. If a manager has just interviewed a poor candidate, a mediocre candidate may appear excellent in comparison. In this case, contrast bias may lead to hiring a mediocre candidate rather than waiting for one with exceptional qualifications.

* Evaluate successes and challenges and monitor areas for improvement

REPEAT

* Deliver employee training that results in capacity building.

EVALUATE

* Design training appropriate for target audience.
* Design evaluation plan

DELIVER

* Motivate employees for training
* Motivate Trainers

DESIGN

* Practical
* Non judgmental
* Community of Learning
* Modeling

RIGHT EVIRONMENT

* Assess organization needs
* Assess available resources

MOTIVATION

ASSESS

**STAGES OF SUCCESSFUL TRAINING PROCESS**

**EMPLOYEE TRAINING AND DEVELOPMENT**

**Introduction**

Employee development and training encompass any action that assists employees in acquiring new or improving existing knowledge or skills. Training is a systematic procedure in which talent development professionals assist individuals in improving their work performance. The acquisition of knowledge, skill, or attitude that prepares people for new paths or responsibilities is called development. Employee development can take many forms, including training, coaching, mentorship, informal learning, self-directed learning, and experiential learning.

## How have I Benefited from Employee Training and Development?

Employee training and development has assisted me in becoming better at my professions and bridging performance gaps caused by a lack of knowledge or skills. Exercise has helped me become more productive and achieve better business outcomes, resulting in a competitive advantage over rival enterprises. Training has assisted me in assisting firms in becoming more inventive and flexible in responding to change and helping with necessary upskilling and reskilling to ensure that their labor force fits their current needs. Employee training and development can also aid in succession planning by identifying high-performing individuals and then helping those people develop the knowledge and skills required to rise into more senior jobs.

A training program provides an opportunity to develop necessary skills in personnel. Similarly, a development program aids in the expansion of all employees' knowledge base. An employee who receives training regularly can better increase his work productivity. Every employee will be well-versed in safety measures and suitable procedures to follow when doing fundamental jobs due to training programs. A training program also aids in the development of an employee's confidence by providing him with a greater understanding of the industry and the duties of his position.

**Leadership Factors for Customer Services**

**A Good Coach**

A good coach is a good leader. To maintain high-quality standards and customer service, the leader must prepare to undertake a lot of training and continual formation.

A leader who is adept at coaching can recognize and understand the needs of their unique team member and give support in the appropriate style so that their agent can grow. The leader must be in tune with their agents, whether through a pep talk, mentoring, one-on-one training, rewarding, or even delivering criticism.

As a result, your customer service leader must always be one step ahead of the team's challenges to avoid getting tangled up or slowing down the entire operation.

**Visionary**

Attention to detail is another crucial customer service leader trait that a leader must possess. It's all about the small personal touches that make a difference in customer service. These are the things that make all the difference. For high standards and quality to be maintained, close attention to detail is necessary. Someone who observes team performance and notices the intricacies make the customer experience exceptional or avoids minor aspects that could improve the experience.

**Communicator**

A great team leader can connect with their team and motivate each individual to perform to their full potential. Communication is critical for leaders because they will be in charge of specific, more delicate communication jobs. They will be in the order of agent performance and feedback sessions, which will be presented with the utmost care to ensure that they are productive and not misconstrued as criticism.

Listening is also a communication skill. A good leader should listen to and understand the demands of your agents, as well as provide the appropriate training solutions for each member so that they may perform at their best. (Team, 2021)

### EMPLOYEE TERMINATION: MY PERSPECTIVE

### Terminating employees is one of the most painful aspects of a business owner's or manager's job requirements. Yet, it is sometimes absolutely required for the employer's business to continue. However, if dismissing an employee is necessary, it should be done most ethically and professionally possible. Adherence to the proper protocols softens the impact for the fired employee and safeguards the company from any legal action. Once the decision to dismiss an employee is taken, it sets a series of events in motion.

### Letting go of an employee is difficult for most managers to avoid. It can be incredibly challenging if the termination is hostile, but with proper preparation and professionalism, you can get through this painful meeting with your and your employee's dignity intact.

I believe that many employees are aware when they are not performing well. An ex-employee is less likely to resent the employer for being fired if the termination is handled correctly. Managers must keep an eye on the big picture which the organization's success.

A manager is to guarantee that specific deliverables are accomplished following the company's strategic direction. When someone fails to do that in their work, whether due to a lack of skill or poor judgment, you must take comfort in knowing that by terminating that individual, you are completing your responsibility and doing the right thing; however, I strongly support the way you say it might help cushion the shock. There is never a simple way to deliver complex facts, but you can be attentive to the employee's need to analyze the information, be upset, and prevent embarrassment.

### Factors of Voluntary Termination

### An employee resigns from their employment in a voluntary termination. Resignations occur for various reasons, including a new job, acceptance of a new position in a distant place by a spouse or partner, returning to school, an opportunity to take on a managerial role, and retirement. Voluntary termination might also happen for less than ideal causes. The employee and their employer do not get along. They see no way to continue their present company's growth and progress. Their current job responsibilities have changed, and they are no longer doing something they enjoy every day. They have to work every day with a coworker who bullies them in subtle, unnoticeable ways. Employers spend efforts on employee retention with valued personnel to reduce needless turnover. This is a fundamental goal for employers because the cost of staff turnover is high and rising. (What Are the Key Causes of Employment Termination? 2021)

### Involuntary Termination

### An employer terminates or eliminates an employee from their job in an involuntary termination. Involuntary termination is typically the outcome of an employer's unhappiness with an employee's performance or a downturn in the economy. Automatic termination can also take the form of a layoff if the company is losing money or is overstaffed.

Poor performance, attendance issues, and violent behavior are reasons for an employee's involuntary termination. Sometimes an employee isn't a good fit for the job's responsibilities or doesn't fit in with the company's culture.

### Involuntary termination, such as a layoff, can occur when an employer lacks the financial resources to keep an employment relationship going. Mergers and acquisitions, firm relocation, and job redundancy are all examples of circumstances resulting in involuntary termination. (What Are the Key Causes of Employment Termination? 2021)

**PERSONNEL MANAGEMENT**

Personnel management entails the administrative responsibilities of hiring and compensating personnel in a business. Its goal as a discipline is to attract and retain the high-quality staff required to achieve its objectives. Personnel management refers to the corporate functions that deal with people, whether hired, paid, or trained.

On the other hand, personnel management is a term that is becoming obsolete, having been supplanted by (or used interchangeably with) the phrase "human resources management." Personnel is a company's human resources—the individuals who work for it. Many businesses now have human resources departments rather than personnel departments. Human resource management is frequently considered the strategic, effective management of a company's people, with the premise that people are the most significant resource of the firm. As a result, prioritizing their development and success is critical to the firm's overall success.

A personnel management department's focus may be on ensuring that paperwork is completed and filed correctly. In contrast, a human resources department's focus would be on ensuring that the new hire felt adequately briefed on their duties and responsibilities, focusing on setting the employee up for success. A formal mentoring program may even be included in new employee orientation. Alternatively, it might consist of opportunities for meet-and-greets so that new employees can get to know their coworkers as well as those from other departments. Whether people management and human resources management are distinct concepts or interchangeable phrases frequently depends on the organization's point of view.

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