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## *Effect of worker behavior on productive processes*

Applied study with practical solutions



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# Introduction

Man is a complex organism, and therefore his behavior is highly complex, affects its composition and formulation, and these factors may overlap with their mutual influences.<sup>1</sup>

The human element is also one of the most important real resources affecting the efficiency and effectiveness of the organization, since it is the dominant and influential element in the rest of the production process, there is no doubt that there is a mutual influence between human behavior and organizational behavior, there is no doubt that there is a mutual influence between human behavior and organizational behavior, a person's performance is a result of his ability to perform the work and his desire, therefore, interest in the recent period has increased in the study of behavioral sciences (psychology, sociology and anthropology), for its contributions that help contemporary management to understand individual and collective human behavior, and to formulate policies and identify tools that can influence and direct this behavior, therefore the administration has become a humanitarian process based on interaction between individuals and between the organization in which they work where the administration should not neglect the human side in its plans and decisions.<sup>2</sup>

In order to achieve the productive efficiency of any institution, workers must enjoy both mental health and physical health, because mental health to achieve the individual compatibility with the work environment and help him to cope with the psychological crisis that usually occurs in his life, it also makes him feel a positive sense of happiness, competence and high morale, which increases the focus on production and the lowest percentage of work accidents.

Hence the importance of developing the social and cultural personality of the workers and the care of the industrial society with the workers inside and outside the work, and thus the possibility of

controlling it by creating a social atmosphere in the institution, Ensures that workers are free from internal conflict, psychological disorder, and stress, And helps to form a personality, Cooperating and affiliated with the Foundation .

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## *The first topic*

# Introduction to Industrial and Organizational Psychology

1/ Definition of Industrial and Organizational Psychology.

2/ Industrial-Organizational Psychology History.

3/ Basic concepts in Industrial and Organizational Psychology.



## **1/ Definition of Industrial and Organizational Psychology :**

Industrial/Organizational (I/O) psychology is both the study of behavior in organizational and work settings and the application of the methods, facts, and principles of psychology to individuals and groups in organizational and work settings. I/O psychologists are versatile behavioral scientists specializing in human behavior in the workplace. I/O psychologists recognize the interdependence of individuals, organizations, and society, and they recognize the impact of factors such as increasing government influences, growing consumer awareness, skill shortages, and the changing nature of the workforce. I/O psychologists facilitate responses to issues and problems involving people at work by serving as advisors and catalysts for business, industry, labor, public, academic, community, and health organizations. They are:

- Scientists who derive principles of individual, group, and organizational behavior through research;
  - Consultants and staff psychologists who develop scientific knowledge and apply it to the solution of problems at work; and
  - Teachers who train students in the research and application of Industrial-Organizational Psychology
- The following parameters differentiate the I/O specialty from others.

## **2/ Industrial-Organizational Psychology History :**

Throughout history, individuals and organizations have attempted to understand work behavior. By the turn of the twentieth century, industrial psychology emerged as a way to meet these needs scientifically. This part of psychology applies scientific methods to theoretical and practical questions about work behavior.

One of the first of the industrial-organizational (I-O) psychologists was likely Hugo Munsterberg, a German trained by Wilhelm Wundt and chosen by William James in 1892 to head the Harvard psychology laboratory. Munsterberg conceptualized and studied selecting the best worker for the job and designing jobs to best fit workers. He applied experimental methods to practical business problems in his comprehensive text, *Psychology and Industrial Efficiency* (1913). His work was largely ignored until recently.

An individual commonly credited as the founder of industrial-organizational psychology is Walter Dill Scott, also trained by Wundt. Scott's status derives from his early texts on advertising and his founding of the first personnel consulting firm. Another main figure whose involvement was indirect was an industrial engineer, Frederick W. Taylor. While Munsterberg and Scott concentrated on individuals, Taylor focused on the organization with his *Principles of Scientific Management* (New York, 1911). Taylor's ideas served as a lightning rod for many early I-O psychologists who objected to his engineering approach.

Almost all psychologists were employed in academia in these early years. Cattell worked at Columbia, Munsterberg at Harvard, Scott at Northwestern, and Bingham at Carnegie Tech (where he started the first specialized training program). Applications usually consisted of businessmen soliciting the help of academics for personnel selection.

Through the accomplishments of these early psychologists, the field made significant contributions to the American efforts in World War I. The needs of the military to select, place, and train thousands of recruits—as well as the need to staff domestic



munitions factories—provided opportunities and challenges. Robert Mearns Yerkes headed the group of psychologists who concentrated on testing recruits, while Scott and Walter Van Dyke Bingham formed a group that focused on selection of officers. These efforts resulted in the first large-scale group intelligence testing (army Alpha and Beta tests) as well as the development of personality, psychopathology, and skills checklists.

The advances made by industrial-organizational psychologists during the war were transformed into practical applications in the years that followed. Examples include the early studies of illumination and productivity at the Hawthorne Electric Works by Elton Mayo. Several psychologists (including Marion Bills and Henry Link) entered corporations as personnel consultants. Additional landmarks in industrial-organizational psychology during this period included establishment of training programs and sophistication of statistical techniques. Following Bingham's pioneering program at Carnegie Institute of Technology (1916-1924), Ohio State University developed a doctoral specialization during the 1920s, as did the University of Minnesota and Stanford. Regression and factor analysis techniques added to the statistical tools available to researchers and practitioners.

The 1930s brought the Great Depression and with it, social disruption (unemployment) and Roosevelt's New Deal. This situation provided new topics of study (for example, effects of unemployment on self-concept), decreased use of employer testing and training, and increased emphasis on the human condition.

During this era, the later results of the Hawthorne studies highlighted the importance of social relations and employee attitudes in the workplace, helping to create the human relations movement in research and management. This paradigm allowed for the inclusion of the worker's perspective—in addition to the employer's perspective—on workplace issues. It also brought attitude surveys and structured interviews into use as research tools. Noteworthy is the fact that industrial-organizational psychology was also relatively uninfluenced by the hegemony of behaviorism.

Other advances included the formation of the Minnesota Employment Stabilization Research Institute and research conducted by Kurt Lewin and associates. Lewin especially addressed a range of topics pertinent to industrial and organizational psychology, such as leadership effects on productivity, job satisfaction, group dynamics, and expectancy theory. Additionally, it was out of the work of Lewin and his students that “action research” emerged. In this strategy, researchers and participants collaborate to develop knowledge.

The number of universities offering doctoral programs with emphases on industrial and organizational psychology increased during this period, as did the number of I-O psychologists (there were approximately 100 individuals in the United States who identified themselves as such by 1939). During the late 1930s, the Dictionary of Occupational Titles first appeared, as did the American Association for Applied Psychology—an organization founded by and for applied psychologists.

World War II brought more of the same opportunities and challenges to I-O psychologists as had World War I. Bingham

and Yerkes were again called on to guide efforts for the military. Psychologists succeeded in developing several research programs of significance to the understanding of work behavior. Among these were the Army General Classification Test (AGCT) and the Aircrew Classification Test Battery, assessment center methods, and innovative performance appraisal methods.

Just as after World War I these advancements were “translated” to business settings. Additionally, the war provided opportunities for a wide range of academic and applied psychologists to work together. These relationships enriched the overall knowledge base of I-O psychology and facilitated postwar associations, including the merger of the American Psychological Association and the American Association for Applied Psychology into the present structure of divisions organized around subdisciplines.

Other developments during this period included racial integration, gender issues, and an increased emphasis on Lewinian industrial social psychology. The latter brought the organizational branch of industrial and organizational psychology into full partnership with the industrial vein.

Training programs in I-O psychology were also affected by events following World War II, with substantial increases in the number of new doctoral programs, the expansion of existing programs, and establishment of master’s degree programs. The graduates of these programs increasingly found work in corporate and government settings, and to a lesser extent in consulting firms. The primary opportunities remained in academic and military positions. By 1960 there were approximately 756 I-O psychologists in the United States.

The 1960s brought many new forces to the world of work, including the civil rights movement, diversity issues, the Vietnam War, exponential advances in technology, a decline in national productivity, recognition of problems in the educational system, and a shift of focus in business from manufacturing to service, which presaged the information age. This list of forces captures the breadth and seriousness of the changes of this time period. These individual changes, as well as the pervasive tendency of modern culture to rapid metamorphosis, are redefining the science and work of industrial and organizational psychologists.

The range of topics under consideration grew exponentially from this time forward, making a comprehensive listing almost impossible. Great strides were made in the area of job analysis, with improvements in both theory and application. The Position Analysis Questionnaire (PAQ), the functional job analysis method, and the behaviorally anchored rating scale (BARS) are exemplary developments during the 1960s and 1970s. Validation and test fairness became essential considerations, with I-O psychologists having to defend tests in the face of antidiscrimination laws. An emphasis on cognitive abilities and interest in meta-analyses of test validities were two of the responses to these challenges.

On the organizational side of the spectrum, motivation became a main line of research. Vroom summarized his translation of expectancy theory in 1964. Locke proposed his goal setting model in 1968, and Deci conceptualized intrinsic motivation in 1975. Two major research programs, one at Cornell and the other at the University of Minnesota, developed scales for assessing job satisfaction. Other organizational research focused on job enrichment, organizational withdrawal, job involvement, and the reciprocal effects of organizations and persons.

By 1980 there were approximately 2,000 industrial and organizational psychologists in the United States, nearly a threefold increase over two decades. Doctoral training guidelines were published by APA in 1965, and the number of programs increased dramatically throughout this period. Training emphasis shifted from an academic-scientist orientation to a scientist-professional model. Employment settings for I-O psychologists were primarily in universities, corporations, and government agencies; however, there were increases in external consulting opportunities.

From the mid-1980s to the present, the workplace change dynamic of the earlier periods not only persisted, but accelerated. In addition to producing several topics of interest to industrial and organizational psychologists, this situation has generated interest in the nature of change itself, the forces that create the changes, and individual reactions to change.

The nature of change itself has received a great deal of attention, particularly in terms of psychological dynamics. Raymond Katzell (Triandis, Dunnette, & Hough, 1994) identified and elaborated 12 metatrends in industrial and organizational research. Temporal factors associated with work are his first major trend. Forces creating change that have been identified by I-O psychologists include economic concerns in industry due to decreases in productivity relative to the global market, increased diversity in the work force, turbulence in the environment, and the accelerated pace of mergers and acquisitions.

The topics identified above continue to be of major interest to the field; however, they are now being considered in novel ways. For

instance, item response theory and structural equation models have emerged as important statistical tools for studying multidimensional structure and change. Additionally, the cognitive paradigm provides a basis for understanding and influencing performance appraisal, leadership, and abilities. Also, personality has again arisen as an individual difference variable—this time with more predictive power than in the past on the basis of meta-analytic evidence. This resurrection is due to improved measurement of the predictor constructs and better selection of criteria.

In addition to new approaches to classic topics, new topics appear. Labor relations has begun to receive attention by industrial and organizational psychologists it had historically been lacking. Worker health has received a great deal of recent attention, perhaps because of economic forces (such as health care costs) as well as investigation of worker-job fit. On the organizational side of the discipline, issues of level in research and open-systems approaches have become guiding concepts in the field. Also, nonwork issues such as role conflict and child care have reached the research literature.

By 1997, there were 3,139 industrial and organizational psychologists in the Society for Industrial and Organizational Psychology. Training programs are increasingly professional in tone, perhaps following the lead of clinical psychology. Most of the I-O psychologists in the United States are involved in the practice side of the discipline, with a continued migration of consultants from in-house to external positions. Academia provides employment for approximately one third of I-O psychologists, which represents a major shift since the foundation of the discipline.

The history of the field represents many earnest attempts to understand and influence behavior, broadly conceived, within organizations. In historical terms, great persons have seized opportunities provided by the environmental press, most notably during times of national crisis. Evaluatively, there have been persistent critics of the scope and generality of research findings, of the tendency of psychologists to be seen as agents of management, and of the dominance of methodological expertise at the expense of theoretical understanding. However, an exercise for the interested reader is to consider the constants and changes represented in three generations of handbooks, from the Handbook of Applied Psychology (Fryer & Henry, 1950) through Dunnette's first Handbook of Industrial and Organizational Psychology (1976) and Triandis, Dunnette, and Hough's (1994) second edition. Further historical details are contained in two special issues of the Journal of Applied Psychology (Katzell & Austin, 1992; Koppes, 1997).

Clearly, there are many more opportunities than threats, but the latter cannot be dismissed. The future of I-O psychology may depend on the discipline's ability to withstand centrifugal forces—those that provide diversity to the field but also disunity individual scientists. Additionally, the scientists and the practitioners in I-O psychology must work more closely if all are to survive. The issues of technology must be addressed carefully yet decisively in order to keep the discipline abreast of the challenges in the workplaces of the future, and globalization will be a persistent force influencing the field in the decades to come.

### **3/ Basic concepts in Industrial and Organizational Psychology :**

#### **3/1- *The concept of human action:***

Working as a concept consists of several elements. The first of these elements is the intellectual and muscular effort exerted by

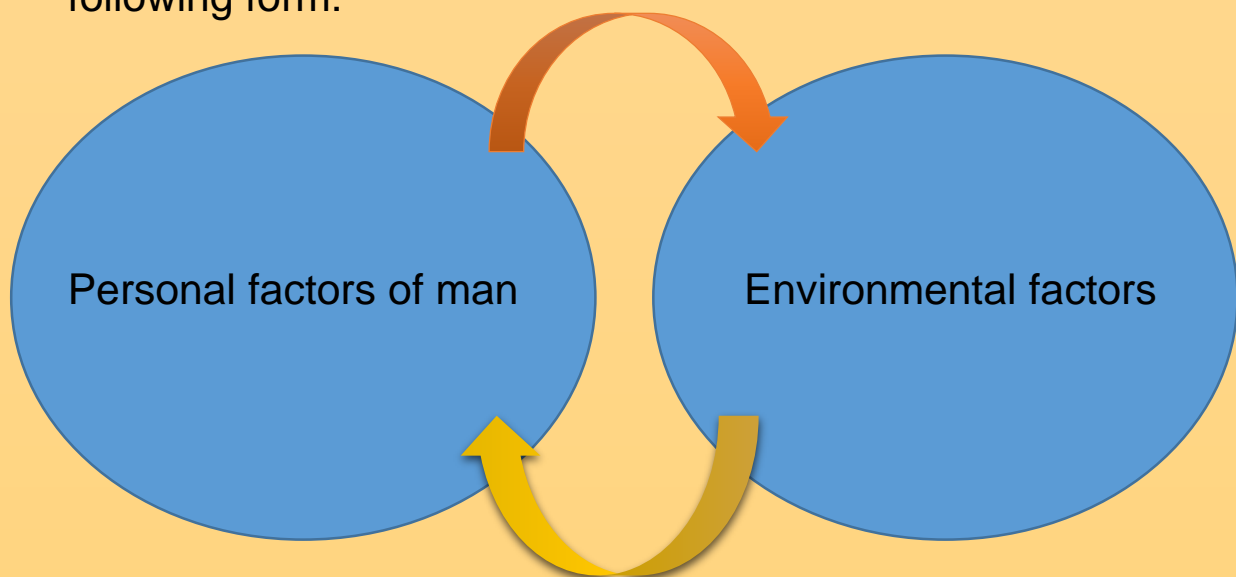
the individual. The second element is the effect of this effort, which is in fact the change process that the action causes to the usable materials, consumption, use or use by And the third element is that work takes place in temporal and spatial conditions in which the worker is committed to his own free will.

The work of these three elements can be defined as a collective definition: "Such a human effort directed at producing a beneficial effect, whether this effect is tangible or intangible, abstract.

### **3/2 Human behavior at work:**

All actions and activities emanating from the individual, whether actions can be observed and measured, such as physiological activities and motor activities or non-noticeable such as thinking.

Human behavior is the group of activities carried out by man in his life to adapt to the requirements of the environment and the surrounding life. These activities are the result of the interaction between personal factors and environmental factors as in the following form:





The student of human behavior in the workplace should not be absent from the changes in the organization of work in the modern era, and the organizational and technical changes caused by the behavior of individuals and groups inside and outside the workplace. The reactions of individuals and groups should not be read Psychological specialist in isolation from basic variables such as:

- \* The nature of human behavior.
- \* Direct and indirect environment.
- \* Experiences and experiences throughout his professional history.
- \* His need for progress or circumstantial prospects and aspirations and plans to achieve goals.

Therefore, the role of the specialist in the psychology of work and organization played a pivotal role in any decision affecting the organization of work and the management of individuals and groups, motivating them and pushing them to perform better and produce better in better conditions.

### **3/3- Definition of the Organization:**

The idea of organization or organization comes from the belief that the individual alone can not meet his needs and wishes and thus finds himself compelled to rely on others to meet some of his needs. These needs can be met more effectively if people coordinate their efforts and exchange services and interests.

The organization is also defined as a consistent pattern of individuals working together within the framework of a power structure and a system to coordinate action to achieve common goals.

#### **3.3.1- Fundamentals of the Organization:**

- \* The organization is composed of two or more persons and official and non-official working groups.
- \* The organization has a destination or direction towards achieving certain goals
- \* Methods: The organization adopts a specific organizational approach

to achieve effective management. This is done by distinguishing functions, dividing and dividing work, distributing roles and centers, organizing hierarchy of authority, organizing vertical and horizontal communication and other methods and means that achieve effective management of the organization.

\* Conscious coordination of the activity carried out by individuals based on rationality and logical processes in planning, implementation and evaluation.

\* Continuity over time to ensure achievement of goals

The understanding of these basic characteristics is a necessary condition for the study and direction of organizational behavior.

Despite its importance, psychological studies focused on the first, ie, the study of individuals and groups because the human factor is one of the most important factors determining the success of any organization, whether economic, cultural or service

### **3.3.2- Individuals and groups in the organization within the organization:**

As a social unit, the organization includes several individuals who formally perform certain tasks and carry out purposeful or informal actions or behavior, such as informal contact, organization of working groups, informal leadership, and other purposeful behavior, to satisfy psychological needs and The contradiction between formal and informal organization often leads to a clash between individuals, which hampers the production process, and disrupts relations between supervisors and implementers. Hence the importance of "**studying the behavior of individuals within the institution**".

### **4 / Role of psychologist and social worker in the field of industry:**

1. Selection, guidance and training of individuals.
2. Helping employees overcome their personal problems.
- 3 - conducting studies and research.
- 4 - Solve the problems that fall under the following topics:

- Increase worker productivity by improving working methods, developing machinery and equipment and improving training methods.
- Remove or reduce the risks that the worker may be exposed to, and reduce the pressure of work, both psychologically and fatigue, boredom or physical terms such as ventilation, lighting and noise.
- To help individuals to identify their personal characteristics in terms of business requirements, on the other hand, in order to put the right person at work more suitable for him.
- Help to raise the morale of the workers and increase their satisfaction with their work so as not to become a routine routine work to earn a living.
- Improving the work environment and supporting human relations between workers on the one hand and the relationship of employees and their bosses on the other.

## *The second topic*

# **What is and how to modify it**

- 1/ Concept and types of behavior.**
- 2/ Behavior characteristics.**
- 3/ Key dimensions of behavior.**
- 4/ Behavior Modification.**
- 5/ Pre-modification reinforcement.**
- 6/ Pre-modification reinforcement.**



## **1 / Concept and types of behavior:**

### ***a- Behavior concept:***

Behavior is a state of interaction between the organism and its environment (the environment) and is mostly learned behavior (acquired), through observation, education and training, and we learn simple and complex behaviors, and whenever this behavior is available to be functional and Acceptable, whenever learning is positive, and because of its continuous repetition, it is referred to a programmed behavior that quickly turns into a "behavioral habit" that performs its purpose easily, easily and automatically.

Behavior is also seen as all that man does, whether apparent or not, and the environment is seen as all that affects behavior. Behavior is a set of responses, and the environment is a set of stimuli.

### ***B- Types of behavior:***

Behavior has two types: responsive behavior and procedural behavior.

#### **a.1/ Responsive behavior:**

This behavior is controlled by the stimuli that precede it. Once the stimulant is activated, the behavior occurs. The milk in the child's mouth leads to saliva production, and the tears of the eye fall when slicing onion slices and so on.

- Respondent behavior is not affected by the stimuli that follow and is the closest to the behavior of involuntary, if the man put his hand in hot water, it pulls them automatic, this behavior is fixed changed that the change is the stimuli that control this behavior.

#### **B.2/ Procedural Behavior:**

Is the act determined by environmental factors such as economic, social, educational, religious, geographical and other factors.

Procedural behavior is also governed by its consequences, and remote stimuli may weaken procedural behavior and may have little effect.

We can say that procedural behavior is the closest thing to administrative behavior.

## **2 / Behavior characteristics:**

- Predictability: Human behavior is not spontaneous and does not occur as a result of chance but is subject to a particular system. If science can determine the elements and components of this system it can be predicted. The behaviorists believe that the environment of past physical and social conditions And it is the current of the person that decides his behavior, and so we can predict the behavior of the person based on our knowledge of those circumstances and that knowledge objectively, our ability to predict behavior is greater, but this does not mean that we can predict behavior fully, we can not know all What surrounds the person from the circumstances of his environment, whether in the Past or present.

- Adjustment: Behavior modification usually involves organizing or reorganizing environmental events that precede or occur to behavior. Self-control in behavior modification means self-control by using the principles and laws used to control others.

The discipline that we want to modify behavior is positive and not negative. Therefore, the most important method of adjustment is to increase the reinforcement and reduce punishment.

- Measurable:

Since human behavior is complex because part of it is visible and observable and the other part is not visible and can not be directly measured so scientists did not agree on one theory to explain human behavior, and yet science is not a science without analyzing and measuring phenomena The psychologists have developed direct methods to measure behavior such as observation and lists of appreciation and write-off and indirect methods such as tests of

intelligence and personal tests and if it is not possible to measure behavior directly, it can be measured by drawing from different manifestations.

### **3 / Key dimensions of behavior:**

Human dimension: Human behavior is a human behavior emanating from a rational force that is often active and active and is derived from a nervous system.

\* Temporal dimension: that human behavior occurs at a certain time may take a long time or a few seconds.

\* Spatial dimension: Human behavior occurs in a particular place as a place of work.

Ethical dimension: ethical values are the basis of behavior modification, and should not be resorted to the use of psychological or physical punishment, injury or abuse.

The social dimension: Behavior is influenced by the social values, customs and traditions of the society, which is judged to be appropriate or inappropriate, abnormal or unorthodox, the behaviors may be acceptable in society and rejected in another society.

### **4 / Behavior modification:**

Cooper, Heron, and Neward argue that behavior modification is the science that involves the orderly application of the methods that have emerged from behavioral laws in order to effect a fundamental and meaningful change in social behavior and is procedurally defined as the process of strengthening desired behavior on the one hand And to weaken and eliminate unwanted behavior on the other hand.

It also means modifying behavior: processes and principles that rely on effective adaptation and behavior modification processes depend on the following processes:

#### **A/ Highlight appropriate behavior by:**

- Note the behavior.
- Behavior measurement.

- Describe the situation in which the behavior occurred, and not to confuse the attitudes and feelings and values of individuals and their behavior.

**B/ Behavior measurement:**

Measure the behavior of the individual over a period of time.

**C / Boost Testing:**

After the behavior has been measured, the appropriate reinforcement is tested, whether in the form of positive or negative reinforcement, with the aim that the reinforcement will result in continuity of desired behavior or reduction or elimination of undesirable behavior.

The manager learns through his experience and has experience in the reinforcement test and there is no confirmation of the forms of reinforcement can be effective.

Behavior change is difficult because individuals resist change.

**Behavior Modification Issues:**

There are three issues associated with the use of behavior modification:

- Differences between individuals: It should be noted that individuals are not alike but differ from each other in needs, values, abilities and desires and this is called (individual differences).

The manager must employ the individuals who value the organization's remuneration. The manager should involve the employees in choosing the various means of reinforcement. The manager can overcome these differences.

- Community customs:

Community norms can reduce the effectiveness of any system of promotion and community norms based on the principle of trust between staff and management and the manager must establish such trust so that promotion can be effective.

- Ethical considerations:

Some may consider that behavior modification is an attempt by management to manipulate individuals, and individuals who enjoy doing their work believe that rewarding them for a job they love is a



bribe that makes them fail to work. Managers may also experience the presence of enhanced behavior and the absence of undesirable behavior.

## **5 / Reinforcement before modification:**

A/ Is a behavioral condition that increases the frequency of certain behavior followed and may be positive or negative reinforcement.

\* Positive reinforcement: It is estimated to provide a pleasant result after the desired behavior occurs.

- Positive reinforcement and reward:

α The reward is an event that the individual finds pleasant and its effect is for the individual.

α The reinforcement increases the frequency of desired behavior.

The bonus will not be enhanced if it does not increase the frequency of desired behavior.

### ***Initial reinforcement and secondary reinforcement:***

- Initial reinforcement: It is an event that defines the individual's value as eating, drinking and housing and it does not always promote behavior.

- Secondary reinforcement: It is an event of value. Most behaviors in organizations are affected by secondary reinforcement such as: money, insurance during work, sick leave, regular leave, retirement system, dental and eye treatment, teaching costs and career planning.

### **Principles of positive reinforcement:**

The effective use of positive reinforcement requires attention to the following principles:

#### ***A / The principle of adoption:***

Namely, that reinforcement should exist if desired behavior is performed.

#### ***B) The principle of immediate reinforcement:***

Is that reinforcement is effective when the desired behavior follows directly.

**C) Principle of size of reinforcement:**

The higher the value of reinforcement, the greater the frequency of desired behavior.

**D) Principle of withholding:**

The greater the likelihood of desired behavior, the more the individual will not be satisfied with this reinforcement

Organizational rewards:

There are two types of organizational rewards, there are two types of organizational rewards:

Clear type: such as pensions, bonuses, etc.

And there are other rewards such as moral rewards in various forms or bonuses that have monetary value indirectly.

\* Negative reinforcement:

It is an unpleasant event following undesirable behavior and still occurs when desired behavior, negative reinforcement of the possibility of desirable behavior, and some confuse reinforcement and punishment. Punishment and negative reinforcement are an unpleasant event, but negative reinforcement is used to increase the frequency of desired behavior and Punishment is used to prevent repeat behavior.

The negative reinforcement is the basis of what is known as the hieroglyphics which means escape from the alienated stimulant, which results in enhanced escape response. The person who is afraid of the dogs learns to run away from them and the man who may learn the garbage of the house when his children become very troublesome. Any inconvenience of children, which means avoiding the stimulant. In behavior modification programs, negative reinforcement is used to reinforce positive responses, such as "threatening to reduce salary, for example."

**6 / Prevention and Punishment:**

**A. Prevention:**

And is the removal of all events of reinforcement and is directed to

reduce the recurrence or repetition of undesirable behavior, and managers use prevention to reduce the undesirable behavior, which would prevent organizations from achieving their objectives and prevention measures consist of the following three steps:

1. Identify the desired behavior to reduce it.
2. Identify the reinforcement that keeps the behavior.
3. Stop booster.

"Prevention" is a way to remove unwanted behavior and is seen as a failure to promote and it may prevent unwanted behavior but may not encourage desired behavior. It should be used with other enhancements.

### ***B - Punishment:***

It is an unpleasant event that follows a certain behavior and limits its recurrence. Punishment should reduce the frequency of behavior so that it can be considered punishment. The punishment consists of several things such as deduction of salary, suspension from work, downloading instead of promotion or transfer to jobs described as jobs Dead and another type is the parcel.

Punishment through individual relationships is widely used in organizations such as reprimanding employees by the manager or through non-verbal forms of communication through the manager's expressions of the employee. Punishment must be directly related to undesirable behavior and must occur immediately after undesirable behavior. The size of the punishment is similar to the size of the unwanted behavior.

The downside of punishment:

Punishment can lead to the following cases:

1. An emotional reaction that causes damage to the organization.
2. Punishment leads to the cessation of undesirable behavior for a short period of time.
3. Reduces the initiative, flexibility and innovation of employees.
- 4- Spread fear of management.
5. The bad effect of long-term punishment.

Effective use of punishment:

- \* Positive reinforcement is more effective than punishment.

- \* Punishment if used effectively has a positive effect.
  - \* Publicly praise and denounce and secretly punish.
  - \* Reprimand is in terms of work and not opinions and attitudes of the individual.
  - \* Punishment must be directed at things that should not be done and not for what must be done.
- \*The manager must balance the good and unpleasant events.

#### Positive Punishment:

- \* Through logical linkage and not through strict punishment.
- \* Responsibility for behavior change is left to the employee and not to the manager.
- \* "Decision Day"
- \* Graduation in punishment of the sinner.
- \* Indication without insulting or declaring.
- \* Show dissatisfaction.

#### Use of booster:

Even positive reinforcement can have an effect in repeating the desired behavior it must have

The value of the employee.

#### Manual Positive reinforcement:

1. Not all employees are rewarded.
2. Carefully test the results of reinforcement or not.
3. The staff should be aware of the desired behavior.
4. The staff should be aware of their mistakes.
5. Do not punish publicly.
- 6 - Make the reward equal behavior and do not reduce the reward.

#### Scheduling Booster:

The table is built when reinforcement is delivered.

\* Continuous reinforcement and intermittent reinforcement:

Continuous reinforcement occurs every time the desired behavior occurs.

\* **Intermittent reinforcement is the user:**

Uninterrupted reinforcement occurs after some time of desired behavior. Not every time the desired behavior occurs and is divided into time segments, ie, after a period of time or percentages, after several times of behavior and constant or variable factors.

1. Stable promotion
2. Promoting a changing factor.
- 3 - a relative relative reinforcement.

\* Table consolidation factor stability:

A specific time must pass between the occurrence of the behavior and the delivery of the reinforcement. For example, payment of wages per week or per month, and this type is ineffective.

\* Variable Factor Promotion Table:

Reflects the time between reinforcements, changing test time in a variable manner.

Fixed relative reinforcement table:

In this table the desired behavior should be repeated a number of times so specific it can be enhanced.

\* **Variable Relative Growth Table:**

In this table the desired behavior should be repeated a number of times and at a specific rate so that it can be strengthened.

Principles of positive reinforcement:

Conditional reinforcement only enhances the desired behavior.

\* Direct reinforcement enhances desired behavior immediately after it occurs.

\* The greater the size of the reinforcement the greater the impact.

\* Blocking reinforcement: affects future behavior.

How does the manager have an effective effect on the sentence:

\* Makes public praise and punishment a secret.

\* Identify and describe in detail undesirable behavior.

\* Develops several alternatives to desired behavior.

\* Balances between good and unpleasant events.

Manual for the use of conditional reinforcement:

The manager must follow the following:

1. Not all employees shall be compensated equally.

2 - Estimated results of both giving or blocking the penalty.

3. Inform employees of the behaviors involved in the promotion.

4. Makes staff aware that what they are doing is wrong.

5. The employee shall not be punished in front of others.

*The third topic:*

# **Techniques for organizing work and career orientation.**

**Elements of the third subject:**

**1 / The relationship of motivation to behavior in action.**

**2 / New techniques in the organization of work (new Tibnin for missions).**

**3) Basic psychological services that can be provided to individuals.**



## **1 / The relationship of motivation to behavior in action:**

Motivation is the driving force that triggers activity in the organism and shows the behavior and orientation towards the goal or specific goals and to satisfy the needs, and the motives are two types: First physiological: the motives that are related to the needs of the body "lack or imbalance" directing his behavior to fill this shortfall The second type is psychological motivation: it is acquired by learning during the social upbringing of the individual

Motivation is related to behavior and implies that motivation leads to:

- 1 - stir and move the behavior.
2. Organizing and directing behavior.
- 3 - fixation or conversion behavior.

It is now acceptable to say that behavior or performance is a result of both motivation, ability and working conditions.

**Behavior = motivation × ability × circumstances.**

This equation shows that motivation is a necessary and not sufficient concept of behavior, meaning that even if individuals have high capabilities and that working conditions are favorable to them, it will not affect behavior unless there is a degree of motivation. In other words, if motivation is as weak as possible To assess zero, the outcome of the previous equation will be zero, so there must be motivation but not enough to explain the behavior and limit, as they interact with other elements such as capacity and working conditions.

By observing the behavior of people around us, we may know the motives behind this behavior. For example, an individual looking for food can show that the underlying motivation for this behavior is that there is a deficiency or deficiency that indicates hunger.

The fact that a person works extra hours with enthusiasm may tell us that this person is motivated to work, and that he has to get wage incentives because he needs money, but in most cases we can not know the motives for behavior by looking at behavior. It is often difficult to deduce motives for behavior, for a number of reasons, including:

1. Single behavior may be the outcome of many motives.



2. On the contrary, there may be many patterns (forms) of behavior derived from one motive.

3. The individual's motivation may appear in a manner that is subtle, unclear or hidden.

4 - There are other causes of behavior such as capacity and personality of the individual and circumstances and others.

## **2 / New techniques in the organization of work: (Tibnin new missions):**

These new techniques are based on an analysis of motivation of the individual in the professional sphere. These techniques include four levels:

A) The rotation of duty stations.

B. Expanding tasks.

C. Reinforcement of tasks.

D) Semi-independent groups.

A) Work station succession:

The rules of succession in the duty stations, the replacement of workers in different centers, and the purpose of this is to reduce the monotony of work, or not to leave people themselves in the centers of much undesirable.

When the centers are of a single nature, the succession of centers involves only a degree of equalization in the types of rehabilitation. If the centers are of a different nature, it is necessary to multiply the training so as to allow for a multiplicity of competencies among the workers.

B / Expansion of tasks:

This technique is the synthesis of the implementation processes distributed so far at several centers. Thus, the workers complete complete sets or subsets. This collection aims to re-interest the work as it separates into a more complete product, then more meaningful, and the processes vary.

C / enrichment tasks:

It is a picture of the expansion of tasks lies in the addition of more noble tasks to the implementation processes, such as industry and

control, and some of them in this way to give the machine operator a certain control on the machine and output, and it is necessary to note that this technology is the division of the normal work according to different jobs.

(D) Semi-autonomous groups:

It is a collective image of the enrichment of tasks, and since the group is responsible for its production in aggregate, the principle of individual punishment is the subject to be charged.

The semi-autonomous group generally carries out functions usually assigned to special professional groups, such as the preparation of products for sale or export, the distribution of operations among workers, the testing of methods, the control of products, the maintenance and repair of machinery, The users who compose the community (times, holidays, etc.) The structure of authority in the project as such is the one that has certainly changed.

### **3 / Basic psychological services that can be provided to individuals:**

#### ***First: Educational and vocational guidance:***

We can define guidance as: a set of services aimed at helping the individual to understand himself and understand their problems and to exploit his own potentials of abilities, skills, preparations and tendencies and to exploit the potential of his environment, sets goals consistent with his potential and the potential of this environment On the other hand as a result of his understanding of himself and his environment and choose the ways to achieve it wisely and rationally, so that he can solve his problems by a process that leads to adapting to himself and with his community to maximize the growth and integration in his personality.

By analyzing this definition we see that guidance is a process aimed at helping the individual to achieve several factors:

- 1 - Understanding himself by recognizing the extent of his abilities and skills and preparations.
- 2- To understand the problems of any kind.
- 3 - Understand the physical and social environment, including potential

and lack.

4 - exploitation of its own potential and the potential of its environment.

5 - set goals in life that these goals are realistic can be achieved and consistent with the idea of sound about himself

6 - to draw up sound plans that lead to achieving these goals.

7 - to adapt himself and with his community and interact with him properly.

8. To grow in his personality to the maximum extent to which he is entitled to the potential of his environment and to achieve these objectives through the services included in the orientation program.

Second: psychological counseling:

Is the process of helping the individual to use his abilities and abilities properly to adapt to life and solve its problems.

Third: Psychotherapy:

It is a kind of treatment of problems of acute or violent emotional nature in which a person prepared technically to find a relationship with the patient may remove the psychological symptoms that have and modify or prevent their appearance by changing the methods of turbulent behavior that reflects the emotional problems and Work on the growth of personality and development.

Relationship between counseling and guidance:

I have been involved in the meaning of psychological counseling and guidance and many considered that they are one meaning of a similar process and may appear in cases of psychological guidance in education.

The three processes can be placed on one stretch as follows:

"Guidance" → "Counseling" → "Psychotherapy".

The general foundations upon which individual psychological services are based:

First: the stability of human behavior to some extent:

Psychological services are based on the fact that human behavior is relatively constant and that the behavior of the individual in the future is much like his behavior in the past. This basis is based on:

1 - psychological study of individuals who are characterized by certain characteristics and at the same time, we find that their behavior in the future takes certain behavioral methods, in the sense that similar individuals in the psychological characteristics in the future take one behavioral methods.

2 - Psychological study of the history of the individual indicates that the individual who behaves a certain behavior in life tends to follow the same behavior in the future.

**Second: The flexibility and adaptability of human behavior:**

Behavior change does not come arbitrarily but according to the same laws that led to its formation in the way it is intended to be changed according to the laws of learning according to which the behavior of the individual took a certain pattern.

Stability and adaptability are the focus of all psychological services. While behavior provides a basis for predicting what a person will be in the future, his flexibility or adaptability is the basis of psychological services in our attempt to guide and mentor individuals and work to increase Adapt them and agree with the circumstances surrounding them.

**Third: Individual behavior:**

Everyone has his own style in all aspects of his behavior, whether we look at this behavior in that it extends within a time frame which grows and develops according to the progress of the individual age or in that it takes place in a physical or social context.

*The fourth topic:*

# **"Psychological diseases and their impact on professional behavior".**

Elements of the fourth subject:

1 / mental health and mental illness

2 / The most important psychological diseases that affect productivity

3 / The impact of mental illness on the commitment of the worker



## 1 / Mental health

### ***First: The concept of mental health:***

Mental health: Psychological state: Psychological trauma:

Osteoporosis Psychiatric illness, meaning that the individual's success in, although deviates from itself.

Psychiatric illness is a group of internal psychological conflicts that make the individual unable to cope with himself or with the community. His or her child has a significant degree of disturbance in his or her emotional life, and there is rapid agitation, fear, fear, feeling of persecution, feeling inferior or guilty, etc. Of the symptoms.

Based on this, the person who is capable of emotional maturity has the most important characteristics of mental health, which test the individual to control his emotions and express his tendencies and wishes and feelings in a balanced manner far from recklessness and rush.

One of the most important qualities identified by "Muslim" and "Tleman" and characterized by the right person is:

1 - sense of a reasonable degree of tranquility.

2. Reasonable degree of self-understanding.

3. Realistic goals in life.

4 - effective communication with reality.

Integration and consistency in personality.

6. Ability to learn from experience.

7 - Telepathy appropriate.

8. Reasonable emotional.

9 - The ability to satisfy the needs of the community with a reasonable degree of preservation of individuality, and this does not mean that the person who Swinna of all these qualities, may be lagging to some extent in one or more, but most of them are reasonably enough.

Second:

The condition is a set of deviations that do not result from physical or organic imbalance or damage to the brain (so far) that surrounds the individual in his alertness, which is called the distraction of the mind. In sleep he makes him not know how to sleep to his eyelids. The image of physical symptoms or the same or both, this is a disruption to

functional disorders and not due to damage or damage to the nervous system.

## **2 The most important psychological diseases that affect the efficiency of productivity:**

There are many psychological diseases, but the most important thing in the industrial world is:

1 - phantom diseases.

2 - diseases of the psychosomatic (physical soul).

Illusory diseases are a serious mental health concern, in which the individual is thought to be a physiologically unfounded patient, such as a person who has cancer, nerve weakness, or other diseases without the symptoms of the illness he or she is believed to be ill with, The belief of the individual that he will inevitably become mad, or that he will inevitably die young, to other misconceptions that have no, realistic justification.

As for psychosomatic or psycho-physiological diseases, and if they were originally imaginary diseases, it is a category of mental disorders affecting the body. On this basis, the disease is called the appearance of organic disease symptoms, the real causes of which are psychological factors, such as: feeling tired and Stress is almost permanent despite proper nutrition and free from pathological organic diseases.

Common psychosomatic diseases include:

1-heartbeat although it is sound.

2. High blood pressure without any known cause.

3 - stomach ulcers and the twelve and some cases of diarrhea and chronic deprivation.

4 - some cases of asthma and some cases of migraines.

5 - Dermatology.

6. Joint pain.

Patients with these diseases are very concerned with health and constant complaints about their illnesses, and the frequent reluctance of doctors. The most striking examples are the pre-exam headaches and false paralysis of soldiers who do not dare confront the fighting.

In fact, a person who suffers from this disease takes a way to elicit sympathy from his friends and friends in a convincing and socially acceptable manner or to protect him from the positions of work or life that he trusts in his ability to confront, or on the contrary may direct him to put himself at the attention of others and a sense of appreciation that may be Deprived of him in his early childhood and his inability to achieve in society, he unconsciously sought to obtain such an exaggerated degree of appreciation.

### **3 / The impact of mental illness on the worker's commitment:**

Psychiatric diseases are responsible for a large percentage of the absence of workers and their laxness, inadequate productivity, inability to concentrate on work, and lack of cooperation with their peers and superiors, which causes many work problems and increases repetition rates. And their intensity, and harms production.

In a study carried out by Dr. Mohamed Jawdat Nasser (Faculty of Economics - University Damascus, Syria) to compare cases of absenteeism due to work, injuries and diseases in two large factories, the first took several measures to prevent and improve morale. , Or their morale.

He concluded: "There is no doubt that it is easy to treat a majority of them with close scrutiny, special care and treatment on a case-by-case basis, completely eliminating this phenomenon, especially if officials at the same time improve working conditions Especially in terms of the prevention of various pathogens and the creation of adequate health awareness for the heads of the workers themselves and factory doctors.

\* The feeling of exhaustion and fatigue is a result of the concern caused by the inability of the individual to achieve the psychological needs necessary repeatedly, and these psychological needs of acceptance, and the sense of peace and the sense of appreciation and competitiveness in the work and in the areas of life, And the sense of self-confidence, or in other words the feeling of the individual as an outcast, and his reasonable hopes of difficult to resist the resistance of



others and is not able to compete, to other feelings and frustrating attitudes that suppress his feelings, lead to the constant tension that ends up feeling Fatigue and exhaustion.

In summary, the mental health relationship with production shows that the most important values that prevail in developing societies are the need to work hard and persevere. Our labor law in Algeria and most developing countries states that our direction to industry must be conscious, All the economic and social aspects in the battle of development, and from the above we note that although manufacturing in the developing countries is a good and a blessing for workers, but in fact the comprehensive, especially the rules of work and schedule and speed in performance loaded with destructive potential at the outset, These rules must be justified On the basis of morality, nationalism, or idealism, because the persistence of work and the timing and obedience and speed of performance, qualities were not before the workers before the start of work, and the formation of these habits cost the individual a difficult psychological effort.

## **Suggestions and recommendations:**

In order to be able to deal with the problems and to present the difficulties of any phenomenon with all objectivity and science, we should shed light on the causes of these problems. This leads to the submission of proposals and recommendations, if adopted, to overcome this dilemma:

1. To create the physical, psychological and social conditions of the workers and to develop mental health programs in the field of work to ensure satisfaction, comfort and psychological comfort that lead to more productive and more efficient work and less accidents, problems and negligible absence.
- 2 - make the management of the work of "humanitarian" management of workers to meet the psychological needs through their knowledge of the methods of human relations and democratic leadership methods.
- 3 - work to satisfy the needs of the workers and their psychological desires, as if not satisfied the potential of their productive efficiency and spread among them personality disorders that lead to work disorders and increase costs and the emergence of social and practical problems.
- 4 - correct understanding of mental health and its impact on production, in order to urge administrations to develop a plan to verify the worker needs and improve relations and social atmosphere among them, and contribute to the refinement of the formation of good personalities cooperating with the facility.
- 5 - Follow the policy of design and distribution of tasks and to give full attention to the methods of professional testing (based on the principle of placing the right person in the appropriate place) to ensure the division of tasks and methods of supervision and control of work performance to achieve the satisfaction of individuals for the work entrusted to them and reassurance stability.
- 6 - Adopting a precise and clear assessment policy that enables the management to benefit from the full capacity of the employees and encourage them to work by recognizing their efforts and asserting

confidence in them.

7 - Establish a center for the development of the career path of workers aimed at directing employees and guidance to choose jobs that enjoy their performance and enable them to creativity and innovation and lack of dependence on others.

8. Conduct continuous and continuous studies on the conditions of workers, improve their working environment, develop their competencies and evaluate their initiatives and activities in order to achieve the means of industrial security and occupational health, and raise awareness of workers about the dangers of work.

9 - Conducting group guidance and professional guidance g  
Addressing all collective and individual problems and working to remove all factors that lead to poor relations between workers and between them and their superiors to ensure the creation of a working atmosphere.

### *Conclusion:*

The will of the human element in the successful institutions plays an essential and important role in the vertical expansion, because the improvement of production and the level of productivity is not only by modern machinery and financial facilities, but mainly by the efficient performance of work by a well-chosen and well-trained workforce, It has the right conditions and working environment, and wishes to do its utmost to achieve the desired goals of progress and success.

It has become common practice at this time, especially in the developed countries, that the human element in the work is the most important elements of production, and investment in it exceeds investment in the rest of the other elements and it shows the following modified performance:

Therefore, the outstanding and superior companies (in order to raise the productive efficiency of the workers) seek to strengthen and strengthen the two sides of the equation together, as one of its ends is indispensable and the achievement of one party without the other violates them.

There can be no efficiency and good performance with an ability without desire and vice versa, it can not be achieved without desire without ability.

The employee's mood swings and creative output are associated with pressures and stress, which are directly affected by the environment, making the most of its productive capacity because the real institution only rises on the feet of its employees.

It has become necessary for the right-wing institution to seriously think and develop this effective and fundamental aspect of the advancement of the institution by establishing a branch that takes upon itself this great role under the name of

"Human Engineering and Human Relations"



SMART GUIDANCE complex