



ORGANIZATIONAL PSYCHOLOGY

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Introduction

Organizational psychology uses the psychological knowledge in explaining one's working. It tries to improve one's job satisfaction, increase productivity and have a healthy relationship with the organization while identifying potential issues at the workplace and suggesting solutions based on facts.

Organizational psychology handles one's work relationship from many aspects, from the employees point of view, from the employer's point of view while taking external factors into account as well. It is an essential subject since both people and the companies strive to create the optimal environment that promotes productivity, efficiency and employee well-being.

It covers a very broad spectrum from one's beginning to the working life including the retirement period.

The purpose of this essay is to explore what organizational psychology is, where it takes its roots from, how it evolved and where it is going. It does not contain all subject areas that organizational psychology involves however I tried to include the most important factors one faces during working life.

The topics include job motivation theories, work/ life balance and its importance, job satisfaction and its dimensions and consequences of job dissatisfaction. I decided to go over violence at work as well as mobbing since its occurrence in workplaces continuously increase and has serious impacts on one's well-being. The essay talks about physical conditions of workplaces and work schedule models as well, topics that may seem less important however absence of them has a chance of resulting in demotivation.

Having understood these topics briefly, the reader may do additional reading and research upon interest. Every good manager should understand the basics of motivating their employees and benefit from organizational psychology studies to create a healthy environment in their workplace.

It is always easier and less costly to prevent things from happening before they become issues.

History of organizational psychology

Organizational psychology is an academic discipline and an area of practice which is becoming more and more important in the working life. Organizational psychology can be described as the science that tries to ensure one's psychological wellbeing by identifying the issues at workplaces, opportunities for improvement, the causes and effects of these issues while producing data based on research. It basically focuses on one's attitude and behavior at the workplace. A full understanding of organizational psychology will lead to two important outcomes concerning the employees. By understanding the organizational psychology one can understand employed ones' attitude and behavior. In addition to this, one will be able to understand own attitude and control own behavior at the workplace.

It is thought that organizational psychology was recently introduced but there are numerous works that were produced in Europe before the 1920s. National Institute of Industrial Psychology was formed in the Great Britain in 1919 (National Library of Political and Economic Science, 2010).

The concept of organizational psychology is believed to be created by Hugo Munsterberg who was trained by Wundt. Munsterberg explored the possibility of efficiency at work by improving workers' psychology in his book *Psychology and Industrial Efficiency*. *Psychology and Industrial Efficiency* was divided into three large sections, one devoted to problems of selection, a second to issues of scientific management (although such issues were defined psychologically rather than simply in terms of time and motion), and a third to the use of psychology to increase success in the marketplace. Münsterberg wrote in his book: 'We ask how we can find the men whose mental qualities make them best fitted for the work which they have to do; secondly, under what psychological conditions we can secure the greatest and most satisfactory output of work from every man; and finally, how we can produce most completely the influences on human minds which are desired in the interest of business (Münsterberg 1913, 4-23).

When looked at, organizational psychology is built on two pillars. One of them is fitting the man to the job and the other, fitting the job to the man. Fitting the man to the job or in other words, sourcing the right person for the job and training the employee involves personnel selection, trainings and occupational compliance while fitting the job to the man involves designing the job's tasks, adjusting the tools for the employees and providing appropriate workspaces based on the employees' physical and psychological circumstances. For instance, the Toyota Way philosophy takes necessary actions to fit the job to the man by adjusting the tools within their reach, taking steps towards occupational safety etc.

The industrial side of organizational psychology has its historical origins from the need to get more information on individual differences and assess them. During the World War I there was a great need for new troops and these individuals' work performance needed to be assessed before sending them out to their place of duty. This need for the army personnel helped create a test called Army Alpha. After the World War I the heat calmed down, nations in Europe and the US continued their industrial output and

the private industry adopted these kinds of tests and became common in the industry.

Later on, the human relations movement was born which was interested in more complex issues such as motivation, emotions of the employees, job satisfaction and one to one interviews. The human relations movement was created thanks to the Hawthorne studies conducted by Elton Mayo and Fritz Roethlisberger.

World War II brought in new problems that led to industrial/ organizational psychology's continued development. The war brought renewed interest in ability testing (to accurately place recruits in these new technologically advanced military jobs), the introduction of the assessment center, concern with morale and fatigue of war industry workers, and military intelligence (Wikis, A. 2014).

New tests were developed for selection, productivity and employee stability as the soldiers returned from the World War II and started joining the civil workforce. This was mainly due to the demand from the employers as they increasingly had to battle with employee unrests, work stoppages and conflicts. As organizational psychology was born from the need to understand the workers, it also evolved due to this need. Then, the employers had to understand why the workers now caused unrest, stoppages and conflicts at the workplace upon their return from the war.

In the 1960s the organizational psychology was started to divide into two as classic and modern thinking. This period also marked the transformation of the "old" industrial psychology into the modern day industrial/ organizational psychology. In the beginnings of the organizational psychology work was more focused on individuals however it started to become apparent that in order to fully understand the nature of employees a broader approach should be adopted that would focus on group behavior.

Thus, in 1973, "organizational" was added to the name to emphasize the fact that when an individual joins an organization (e.g., the organization that hired him or her), he or she will be exposed to a common goal and a common set of operating procedures (Wikis, A. 2014).

In 1970s the classic industrial/ organizational psychology started to appear as "occupational psychology" in the United Kingdom which later turned into "business psychology" in the 1990s.

Scope of organizational psychology

Psychology is about the mind and how it works and is also concerned with groups, about their thinking and reactions. Organizational psychology is also known as "Industrial and Occupational Psychology" and also as "Business Psychology". The purpose of organizational psychology is to improve the overall efficiency of an organization by analyzing and implementing necessary tools in place. It studies everything that has an effect on the organization from the management styles to employees' conditions. It tries to create optimal conditions for a good place in which the employees are in peace with the management leading to better business, higher job satisfactions and maximum efficiency. Organizational psychology is also concerned with conflicts at the workplace as well as psychological

matters at the workplace to ensure healthy social connection and communication in the organization. Studying the organizational structure of an organization from the perspective of organizational psychology is essential since it will bring improvements to the organizational structure and identify areas of improvement by constantly studying and analyzing.

The main purpose of every business is to generate profits while maximizing overall efficiency and of course profit oriented or not every organization will want to be as efficient as possible. Total quality management, total organization development are important parts of an organization. Continuous organizational development can be achieved through organizational psychology studies. By studying the organization from the organizational psychology perspective one can improve the effectiveness, productivity and competitiveness of an organization while improving workforce efficiency, satisfaction, and motivation.

Organizational psychology's scope could be defined as increasing the overall efficiency of an organization by studying the organization, behaviors and identify issues that has negative effects on the organization.

Organizational psychology tackles these issues by implementing training and development programs, performance appraisal programs which will help identify the best person for a job, suggest ideas that will be beneficial for the organization and the employees. As Apple also believes, the most valuable asset in a company are the employees. It is all about improving the performance of the workforce and continuously engaging them in activities that develop their skills while ensuring optimum performance in their duties. A healthy relationship is the key to successful friendships, relationships and this is also valid for organizations.

Organizational psychologists teach management about how to select the right person for a particular job requirement and also set out the criteria through which they can be promoted. As part of their activities they have to conduct a lot of research and also come up with the right statistics so that their point can be actually implemented (The Nature and Scope of Organizational Psychology. 2010).

As long as there is communication, openness, competency and satisfaction in both sides- the management and the employees, the organization will produce positive results and the employees will themselves aim for better at all times.

Working life and its scope

From an individual perspective the working life could be described as the time spent while being engaged in activities required by the work relationship but if we think of a whole life it is a great part of one's life that has huge impact on a person in the long run. Starting from the primary school until graduation from the university we are being prepared to take a step to our working life which will probably take the next 20-30 years. A human being graduates from the university at about age 22 and works until 60, around 8 hours a day. This means that our working life takes about 1/3 of our days which makes it very important. Later, we owe our pensioners days which is basically the last period of our lives to the performance we showed during our working life, days spend at work. Therefore, it is very

important to give working life paramount importance to ensure employees have a satisfying and rewarding working life.

Values of working life

Values and attitudes have a large impact on one's ability to understand and analyze its environment. Every person or group will have different norms and expectations based on their culture and people usually hold on to those "learned" values. The culture that a person grows up in sets the boundaries of the values and defines their behavior towards what they want and what they have to have. I could simply explain this by the importance of holding a university degree where in Turkey it is something one must possess, while in Finland having the competency is more important than holding a degree however this plays a major role in job applications in Turkey. Values and attitudes can be affected by change and disappear or transform under circumstances. On the employers side an employee holding a degree could be very important now and when that changes towards competence instead of degree, the importance of the degree for the employees will change as well.

There is a direct relation between the definition of job, working life, how to reach the objectives and one's working life values, attitudes and working conditions. Working conditions will help provide good results as long as it can answer to personal and cultural expectations. I am saying cultural expectations because personal expectations are most likely the results. In a society where hard work and performance is important and laziness is seen as evil one can only prove himself/ herself by working hard, reach the goals and the expectation will be shaped based on this fact. In a society where personal relationships are more important than performance then the expectations will be shaped based on this fact. The employee will want to have good relationship with the management etc. that will make up for the performance gaps. In order to conclude, working life values and one's expectations are shaped by external factors and will change from one culture to another, in other words, according to what the society expects of them. of cultural effects the person grows up in.

Work/Life Balance

Time spent at work and outside of work and the relation between these two should be examined carefully in order to understand job satisfaction and identify motivation issues at the workplace. Working hours per week are now much lower compared to hundred years ago and this sure had an impact on work/ life balance and job satisfaction. As our cultures and expectations have changed, the working hours have been reduced as well, catering to the society's changing needs. Today working hours per week are below 40 hours in some European countries. Amazon has announced to test 30 hour weeks with its employees while entitling them to 75% of their salaries and full benefits to see if they are more productive compared to the typical 40 hour per week system. This is a good idea as the researches show that we cannot concentrate for more than 4-5 hours in a row, after this point our focus and performance decreases and we feel tired.

A big portion of the research done on the relation between working and personal life arose from the fact that it both covers a large part of one's life. The passion for success at work usually shows its effects in personal life and plays a major role in our personal lives. According to Habermas reducing the working hours enables personal life to get out of the pressure created by the work life (Habermas, 1958).

Many studies show that employees value free time more and more. The globalisation, technological advancements and new ways to work change the concept of time and location and this weakens the thin line between the working life and personal life (GFS, 2002: 2).

According to some observational studies it was observed that:

- Employees that are expected to have more knowledge and skills were more active and creative in their personal lives compared to the others.
- Employees that worked under physically and mentally limiting conditions were limited in their personal lives as well.
- Employees that were trained as butchers but working in a meat factory doing automated tasks were constantly seeking other identities in their personal lives as they were not considered as "butchers" at their workplace.
- In a timber plant in Canada, the relation between 206 timber workers' working conditions and personal tendencies were studied, they were less social in their personal lives as they were at work due to the nature of the job.

We should interpret this data carefully as less social people will tend to choose professions that require less social skills. The perfect balance between working life and personal life will surely improve the performance of the employees and employees will have a healthier life overall eliminating their concerns about their lives thus eliminating stress both on and off work. As one of organizational psychology's aims is to create a workplace that empowers the employees, it is important to make way for a healthier relationship between one's career and personal goals.

Job motivation

Motivation is the word derived from the word 'motive' which means needs, desires, wants or drives within the individuals. It is the process of stimulating people to actions to accomplish the goals (What is motivation. 2016).

Motivations are the desires that cause one to take actions. This desire could be obvious or hidden however it will require stimulant so that it becomes a motive. The instinct to eat or drink, seeking shelter, the desire to love and be loved all have effects on human behavior. Motivation is the root of one's behavior, actions and the power that defines the direction of behavior. Motivation starts with one's needs, the moment the need arises. This means the need is the first step of motivation. As seen in the drawing below, motivation is the process that one starts to find answers to its needs.

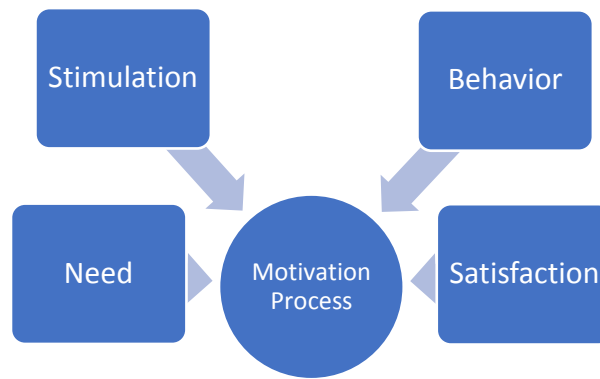


Figure 1. Motivation process (Tinar, 2013)

As Keser explained in his book, let's take one of the satisfaction sources at workplaces as an example, money and consider low pay as a need that has not been satisfied. At this point the person will go into a phase of stress and will create an action plan to take care of this need. This issue should be resolved in order to reduce stress and restore one's motivation. In case the low pay issue is not resolved, the person will either continue working inefficiently with low pay or start looking for another job. If the issue is resolved in a way that the person is satisfied, then he/she will be motivated and stress will disappear (Keser, 2006, 4-5).

The concept of motivation may vary between individuals but also it may differ for individuals at different times. A person who has hard time remembering the facts in a book about butterflies may easily read and remember a book about gliders. In another example, a student may feel every minute passing like an hour in math class however time may fly by in physical education class. This is mainly due to motivation of the student.

Motivation is important in organizational life as well as it is in one's personal life. As every person is different and will have different motives, it is important how to engage these people in one common organizational target. Job motivation focuses on this issue, how to motivate people from different backgrounds on a common goal.

Job motivation theories

There are several theories related to motivation. The basic perspective to look at motivation would be that behaviors are results of needs and if satisfaction occurs as a result of behavior then the need disappears until next time. In this section, we will be talking about theories of motivation; Maslow's Hierarchy of Needs which was created by Abraham Maslow, Herzberg's Two Factor Theory which was developed by Frederick Herzberg in 1950s and Fromm's Needs Theory by Erich Fromm.

Maslow's Hierarchy of Needs

Abraham H. Maslow is known for his work on motivation. Maslow's Hierarchy of Needs is one of the most well-known theories on motivation.

Maslow's theory includes Murray's system of needs and he hierarchically organized the factors in Murray's list (Miner, 1992, 67).

Murray studied the motivations in a too broad aspect and did not go into much detail. According to Murray human nature was about a set of basic needs. These needs would have certain purposes and this drives the person towards goals by triggering them to take actions. Inspired by Murray's system of needs list, Maslow created the hierarchy of needs which was widely accepted by the community. According to Maslow, the most important factor that drives one's behavior is the need. According to Maslow's theory which takes humans' needs in a hierarchical way, going from one level of need to another depends on if the previous need is satisfied. One cannot proceed to the next step before satisfying the need on the current step. Once the person satisfied his needs, level of satisfaction will decrease as a result which will require new needs to be satisfied. In other words, we could say that by satisfying a need, we also create an urge to find other new needs.

Traditionally approached, Maslow mentions five basic needs. According to Maslow, people always desire to satisfy five basic needs which are physiological needs, safety, love and belonging, esteem/ respect and the need for self- actualization.

Physiological needs include air, food, drink, shelter, warmth, sex, sleep which are the requirements for human survival. These needs should be satisfied in order to have a functioning body. Physiological needs are of paramount importance and one should have good physical condition in order to move to the next steps. Once this need is satisfied, safety needs come in to the stage which are but not limited to protection from elements, security, order, law, stability, freedom of fear, financial security, health, and well-being. Once physiological and safety needs are satisfied, it's turn for the need of love and belonging. The human nature needs to love and be loved, always looks for a sense of belonging. Love and belonging could occur in forms of friendship, intimacy, trust and acceptance, showing love and belonging to a group or family. This need starts from the childhood and is present regardless of age. As we said, every human being needs to love and be loved, and accepted. Self-esteem is an important need that needs to be fulfilled in one's life. People increase their self-esteem by doing stuff that brings recognition, that is of value to the community and provide the glory that one seeks. One can satisfy this need by achieving, mastering subjects/ areas, being independent, dominating or gaining some sort of status that is of importance in the community or social circle.

On top of the pyramid we have self-actualization which is basically one's understanding of his/her own worth and reaching the maximum potential. In other words, if one would be an artist, this would be the climax of his/her carrier where he/she masters the art and produces excellent art work.

'It is quite true that man lives by bread alone — when there is no bread. But what happens to man's desires when there is plenty of bread and when his belly is chronically filled?

At once other (and "higher") needs emerge and these, rather than physiological hungers, dominate the organism. And when these in turn are satisfied, again new (and still "higher") needs emerge and so on. This is what we mean by saying that the basic human needs are organized into a hierarchy of relative prepotency (Maslow as cited in McLeod, 2007).

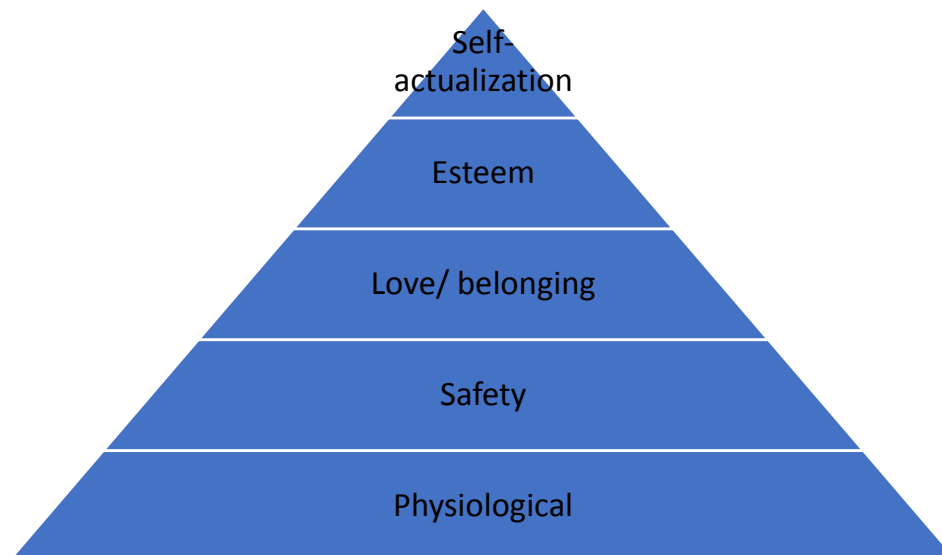


Figure 2. Maslow's Hierarchy of Needs Pyramid

The first four levels are defined as deprivation needs because when they are not satisfied they causes a need that motivates people to satisfy those needs. Self-actualization needs are defined as growth needs as one can finally focus on self- growth as basic needs are fulfilled and are not of concern.

In traditional approach to Maslow's hierarchy of needs, physiological needs, safety needs and love correspond to lower order needs while esteem and self- actualization belong to the higher order level. As we said before, one must satisfy a lower level need before proceeding to a higher-level need. Ideally, one is expected to level up towards self-actualization but the ideal conditions usually do not come up. One faces obstacles and setbacks during this process and often goes back and forth between these levels many times before reaching to the top.

In 1990s Maslow's hierarchy of needs took today's shape with additional needs: Cognitive needs that concern knowledge, aesthetic needs that is related to beauty, appreciation, and transcendence needs which is the need to assist others in achieving self-actualization.

Herzberg's Two Factor Theory

One of the main theories of motivation, the Two Factor Theory was proposed by American psychologist Frederick Herzberg who is regarded as one of the great thinkers in management and motivational theory. According to Herzberg, there are two types of factors that affect motivation and satisfaction among people.

In 1959, Herzberg conducted a study with 200 engineers and accountants as the subjects. They were asked to recollect their experiences and feelings (positive or negative) they had at work, and the reasons behind the way they felt. Based on the subjective data from the respondents, Herzberg began to analyze their job attitudes. From the study, he proposed a two-factor approach when attempting to understand motivation among employees.(Sarah Mae Sincero n.d.)

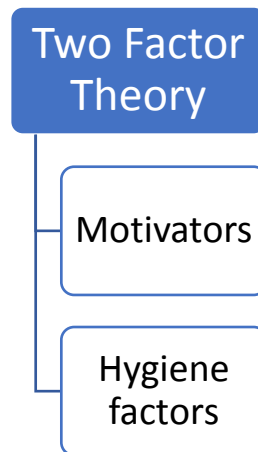


Figure 3. Herzberg's Two Factor Theory

There are two factors that has influence on motivation and satisfaction among people.

Herzberg's theory is more concerned with work related factors. Motivator factors are related to one's needs to achieve personal growth. According to Herzberg's theory, motivator factors can be challenging work, potential for carrier advancement, sufficient responsibility at work, job achievement, acceptance, recognition and meaningfulness of job related to tasks. If one has sufficient amount of these factors, then job satisfaction is achieved. If one is satisfied in the job, the performance at work increases.

Hygiene factors, which are mostly under control of the workplace are factors such as salary, benefits, policies and working conditions, job security and superior competence. These factors do not directly affect job satisfaction however their absence can and will lead to dissatisfaction.

Herzberg considered the following hygiene factors from highest to lowest importance: company policy, supervision, employee's relationship with their boss, work conditions, salary, and relationships with peers (Herzberg-Motivation-Hygiene Theory, 2010).

Herzberg's theory can be applied in companies if there are issues such as low performance, delays and employee unrest. By making an assessment and checking Herzberg's factors against the company's situation, managers can identify the issues causing employee dissatisfaction factors and take actions. If the management wants to improve job performance at site and increase employee satisfaction, then they have to make sure they address both motivation and hygiene factors needs.

The general assumption about Herzberg's theory is that critics state job satisfaction does not necessarily lead to increased productivity at work however his theory has gained broader acceptance than Maslow's since it is based on quantitative data.

Fromm's Needs Theory

Erich Fromm came up with the need of getting a purpose and the need of a world view in addition to Alderfer's and Maslow's theories (Aytaç as cited in Keser, 2013. 89).

According to Fromm's needs theory, humans have the need to acquire a purpose as they become more well-off. Suddenly, when needs are satisfied, they seek a purpose. The other one is the need to have a world view. This is about the requirement of order in order for one to prove oneself and achieve. Absence of order will cause a person to become anxious and fearful. In such case, one should have self-esteem in order to survive. Having a concrete world view will also help the individual to prove himself and ready to achieve.

Job satisfaction

In organizational behavior one of the most important attitudes is one's attitude towards job. This attitude is described as job satisfaction. When people talk about their tasks at job and express their positive feelings about job, their duties and its positive outcomes they are actually talking about the term "job satisfaction".

When employees think about their jobs they may be satisfied in general however if physical conditions of the workplace, salary, carrier opportunities or management attitude are causing dissatisfaction then this could have a direct effect on the performance of both the employee and the workplace. Job satisfaction is an important factor that could give hints on one's expectations from the employer and attitude towards the job. Having job satisfaction means one is happy about the job its related tasks. Job satisfaction covers satisfaction from the job tasks done, relationship with colleagues and the monetary compensation received in return.

Job satisfaction is directly related to what extent the job meets one's expectations. If the job meets one's expectations, then one will have job satisfaction.

Dimensions of job satisfaction

When job satisfaction is studied, it is found that there are five main dimensions that make up individuals' job satisfaction. These dimensions are "monetary compensation", "characteristics of the job", "working conditions", "management policies" and "carrier opportunities". (Luthans as cited in Keser, 2013. 97)

Monetary Compensation

One requires an income, monetary compensation that at least meets the minimum requirements of living standards in order to continue its existence. Monetary compensation is one of the most important purposes when it comes to working due to this fact. One's ability to provide itself directly depends on one's economical ability which is usually the monetary compensation received from work, salary. Due to this reason, salary plays a major role when defining one's social status. When it comes to one's status in the society and economical power, salary scale plays a major role in one's job satisfaction. We can easily say that salary is a defining factor when we talk about living standards and well-being.

Characteristics of the job

Another factor that has a direct effect on job satisfaction is the characteristics of the job. Doing the same thing over and over again without

any creative input will likely result in job satisfaction due to its routine nature. A creative assistant in an advertising agency and a blue-collar worker in a factory will likely have different levels of job satisfaction. As the theories of Maslow and Herzberg also suggest, one's love towards the job and the ability to contribute has direct effect on job satisfaction.

Working Conditions

Physical working conditions defines where the employees perform their tasks and the physical properties of the workplace. It is important for one to feel comfortable at the workplace where he/she can perform the required tasks comfortably, safely and efficiently. The working space should be clean, safe, comfortable and accessible. If the physical conditions do not meet the expectations of the employee, then the employee may feel insecure, unsafe, uncomfortable which will have direct effect on job satisfaction thus overall performance.

Management Policies

Management policies are one of the significant factors in one's job satisfaction. This also concerns the relationship between the managers and the employees. The managers should be able to understand and feel the employees, respect diversity and treat employees equally. Managing the relationship between the managers and the employees could prove challenging if one cannot balance their approach and reactions. If the employee thinks that his/ her superior doesn't respect their ideas, doesn't manage democratically, or doesn't have the required competence to manage a specific team or task then the employee loses confidence. In some cases, one may feel segregated which will significantly decrease job satisfaction and could affect others as well. In today's world, we can observe the negative results of dissatisfaction with the management policies mostly in the airline sector where the employees may have a dispute with the management about resting hours, pay scale or additional benefits. Civil servants often pour on the streets protesting their pays or the overloaded work which they cannot compete effectively in the time given. In these circumstances, even the person who thinks he/she is doing just okay at work starts to question himself/ herself and follows suit with others. As seen in this example, one person's or one small group's dissatisfaction may lead to hundreds opening up.

Carrier Opportunities

Carrier concept is about one's progress throughout working life. It is pretty important for one to have carrier opportunities in the workplace. We should handle carrier as a path upwards in one's work life progress. Individuals usually consider what employers offer in terms of carrier opportunities before accepting a position. A large number of people change between jobs due to lack of carrier opportunities rather than salary increases. If one thinks that the carrier opportunities at the workplace are not sufficient, they tend to look for other job opportunities elsewhere. In order to ensure job satisfaction from the carrier aspect, the work place should offer an open path towards carrier progress and must be aware of its importance for the employees. In an environment, rich with carrier opportunities, guidance and encouragement, employees will cherish and thrive. This will motivate the employees to perform better knowing that their hard work will bear its fruits

one day. Ensuring career opportunities are present will also bring a purpose to one's work and avoid making employees feel stuck.

Consequences of job dissatisfaction

One's job dissatisfaction from the work will bring significant disadvantages to the employee and the organization. The consequences of job dissatisfaction will be decrease in performance and life satisfaction at individual level and increased work force circulation and attrition rate on organizational level.

Decrease in performance

It is open to discussion whether one's job satisfaction has effect on the performance or better performance has impact on the satisfaction levels. We could argue that if one loves his job, then naturally he will try to do his best at work. This means that job satisfaction has a direct effect on performance.

Naturally, humans leave a place when they don't feel comfortable, when they feel insufficient and when they feel they are not wanted. On the other hand, they tend to put in more effort when they are happy and there is something in it for them. If employees are not trained well, given the skills they need to perform a given task eventually they will feel insecure and be reluctant to perform the tasks assigned. In such cases the result is usually attrition. If one cannot afford to quit the job then the organization will experience decreased work performance, unexpected absences at work and defected output.

In order to avoid performance issues caused by job dissatisfaction, the management should monitor the employees closely and identify potential demotivation factors before they become issues and start to impact the performance.

Negative impacts of job dissatisfaction in personal life

One spends most of his life as an employee or some sort of worker. Working life keeps a central role in one's life due to this fact. Because individuals spend most of their lives working, the positive and negative events in one's working life will also impact their personal lives. It is very normal that job satisfaction levels will also affect the satisfaction from personal lives. Low performance at work, or issues at the workplace will cause stress resulting in dissatisfaction from one's personal life. Other negative impacts on one's personal life could be bullying at work, mobbing, discrimination and so on which we will take a closer look.

Absence at work

Absence at work and attrition are forms of job withdrawal resulting from job dissatisfaction and has a great impact on the organization. On a given day, employees could be late work, take early leaves or try to find ways to avoid doing work. Job withdrawal occurs in case where one does not show up at work on a day or quits. This is a generally accepted result of job dissatisfaction. Absence at the workplace generally occur more with dissatisfied employees rather than satisfied ones. The relation is that the higher the job satisfaction, the lower the absence is and the other way.

Another behavior resulting from job satisfaction is showing up late or delaying given tasks. The reason behind this is that the individual tries to shorten the working time, in other words time spent at the workplace. One tries to stay away from the work place or avoid doing work by coming in late, taking early leaves or calling in sick.

Mobbing and violence at work

Workplace violence is any act or threat of physical violence, harassment, intimidation, or other threatening disruptive behavior that occurs at the work site. It ranges from threats and verbal abuse to physical assaults and even homicide. It can affect and involve employees, clients, customers and visitors. Homicide is currently the fourth-leading cause of fatal occupational injuries in the United States. According to the Bureau of Labor Statistics Census of Fatal Occupational Injuries (CFOI), of the 4,679 fatal workplace injuries that occurred in the United States in 2014, 403 were workplace homicide (Workplace Violence, 2016).

Apart from the physical violence, another common form of violence, moral violence at work is called mobbing. This moral violence at work is generally known as mobbing however different terms in different countries do exist. Mobbing, in different geographies could be called as victimization, workplace bullying, psychological terror or harassment is one of the fastest emerging workplace complaints. Mobbing could be described as nonphysical type of harassment at the workplace that continues over time that is purposed to humiliate, terrorize and discourage the person.

The German-Swedish psychologist Leymann transformed this term in today's terms. Leymann considers mobbing as "negative communication treatment, which is directed against a person (with one or more other) occurring very often and in longer terms being identified relationship between the perpetrator and the victim." At the same time, this whole long process occurs in the workplace (Leymann as cited in Divincova and Sivakova, 2014).

Moral violence at the workplace, mobbing can occur in many various ways. This can happen between the superior and the subordinate where the superior uses position to emotionally abuse the subordinate. In such cases the abused party often does not seek assistance due to this power of authority and the issue is dismissed. In reverse, subordinates could harass the superiors with the purpose to remove him/her from the position hiding behind the status of being "just" an employee.

Another form of mobbing which is increasing nowadays are the cyber-attacks mainly due to the technology and the internet being widely available. In this case, the attacker will use online means to harass the victim using various channels such as posting photos on the internet, social media, sending messages, using mobile phones to call or text, circulate images or labeling one using the very similar channels. Even though the harassment virtually takes place in a cyber environment out of the workplace this still makes it a form of mobbing as emotional violence towards a colleague is involved.

Moral harassment causes stress at work which decreases one's commitment. If one is stressed at work due to the factors mentioned earlier such as work overload, insufficient incentives, low pay, physical conditions of the workplace or poor relationship between colleagues, this could easily be described as part of the work but this could be mobbing as well. If low pay, overload of work assignments directly target an employee then this is described as mobbing. Stress doesn't target any individual by its nature, it is felt by one or concerns the general however mobbing targets an individual or a group of employees aiming to humiliate, terrorize and make one uncomfortable.

Mobbing is also a process and has steps over time as it is applied during a period. Usually it begins with a conflict between colleagues which is left unresolved and caused bitterness between two parts. One of the sides or both would then start to harass the other one, attack the other side by using any means to intimidate and mentally pressurize. This would cause enormous stress on the person seriously affecting one's performance at work, personal life, peace in the workplace causing the person to look for any exits. If no actions are taken, the organization does not notice this and get involved or the victim does not seek help, this process inevitably ends with change of departments or resignation. Mobbing may even have fatal consequences.

According to an article on Turkish daily newspaper Hurriyet, in 2006, an engineer working at Renault France committed suicide and the French court decided to rule against the company as they were deemed to have unforgivable responsibility in the engineer's suicide action. This decision was based on the fact that the management had the responsibility to ensure employee wellbeing. Mobbing can easily be confused with dictator like bosses where the manager pours orders like a rain, yells around, screams at one or two and dictates authority. Such characters exist commonly in workplaces and they often make life harder for the employees. They pressure employees and often insult people showing a lack of respect which is usually with the purpose to make example to the rest. This behavior, although it is still unacceptable doesn't fall into the meaning of mobbing as long as the unpleasant behavior is not aimed at a specific individual in a systematic way.

It is not possible to identify mobbing cases easily since there is no international definition on mobbing and many cases left dismissed due to one's lack of knowledge on their rights and fears of losing employment. There are national laws protecting individuals from violence at work and mobbing especially in the US and the EU, the number is continuously increasing.

Violence at the workplace and harassment of any form has serious consequences, both to the individual and the society. Employers must work towards eliminating potential threats and take a firm stance against violent and mobbing at their workplace. Preferably employer should have a program against violence and mobbing where the definitions of these terms and consequences are clearly identified. Employers should be encouraged to seek assistance and guidance should they confront such situations. The managers in the workplace should receive training on the matter since they

are more likely to commit such acts due to the nature of their position, abilities and status in the workplace.

Mobbing cannot exist without organization's ignorance and no matter how invisible this is, one can morally harass a person if one thinks that it is possible to get away with it. This brings the issue back to the organization since it means the organization is the one who encourage this act if not deliberately. This is why organizations should implement zero tolerance policies at the workplace and create a healthy environment where all employees are treated equally, encouraged to communicate without restrictions to leave no space to abuse.

Organizations should ensure necessary anti mobbing structures are in place, continuously monitor the workplace against signs of abuse, prevent violence and harassment before they occur, and most importantly educate the whole staff on their rights, what to do when one seeks help.

Physical conditions of a workplace

Physical working conditions are one of the many facts that has direct impact on job satisfaction and organizational success. No matter how hard the organization tries to select the best talent, offer career opportunities, provide sufficient monetary compensation, if the physical conditions of the workplace does not meet the expectations of the employees, it could all mean nothing.

Poor design of the physical workspaces will decrease productivity, job satisfaction, motivation and may result in occupational accidents. If one feels in danger in workplace, this will be a factor for one's seeking other employment as well.

In order to avoid these negative consequences, companies always strive to provide better working spaces for employees and optimize the conditions of these spaces to ensure employee's comfort. There are different properties of physical conditions in a workspace such as lighting, sound proofing or acoustics, space size etc. If these conditions are at optimal level they do not necessarily increase performance however their absence could decrease job motivation. Besides, as the employees will feel valued when the company strives to care about the physical spaces, the productivity could increase in relation to the potential increase in happiness. Summarized, the increase in productivity may not be a direct result of the good physical working spaces provided but the happiness it brings to the employees.

Lighting

Lighting in workspaces is very important for the ones who work which has direct impact on one's ability to focus, creativity and mood. Lack of natural lighting, workspaces that are illuminated too much or too little all cause issues within the organization when it comes to performing tasks. There are basically four concepts that are related to illumination in the workspaces; the intensity of light, light distribution, light reflection, and natural light.

The intensity of light means how bright lights are. In a workspace, the lights should be appropriately bright, bright enough to perform the tasks required.

An older person will require brighter lighting compared to a younger one or a hands craftsman will need brighter lighting compared to a designer due to the nature of the tasks.

Light distribution should be considered as well to ensure every corner of the workspace receives appropriate amount of light. If the workspace is not evenly illuminated one will have fatigue in the eyes due to the fact that eyes need to adapt to bright and dimmed conditions continuously. Due to this reality, it will be better to use a single type of lighting in a given room or workspace.

Noise

Noise, in other words the excessive noise in the workplace that can disturb and distract the employees is another factor that has negative impact. A large number of employees, especially industrial workers are subject to excessive noise produced by the machinery and production tools in use. Automobile factories, mills, metal factories, textile plants are such examples to workplaces where one can be subject to excessive noise because of the machinery.

The excessive noise in the workplace may have various effects on the employees such as distraction, stress, moodiness, and mental fatigue. Excessive noise may have physical impacts as well such as loss of hearing.

In order to avoid the impact of noise in the workplace the companies should measure the noise levels continuously. Noise can be measured in decibels which describes the intensity of noise physically heard. 0 decibel is the point where one can hear the sound. Being subject to excessive noise continuously can cause hearing loss or temporary loss of hearing. For instance, while constantly being subject to sounds that are over 85 decibels will result in hearing loss, over 120 decibels will cause temporary loss of hearing and over 120 decibels could cause permanent damage.

Apart from the physical and psychological effects of noise, it has serious impact on efficiency and communication. As employees will have hard time to hear each other under excessive noise conditions, they will need to increase their voices while talking to each other which will likely cause miscommunication and disrupt work quality.

To make a comparison, normal talking will produce 50 decibels, a crowded office 60 decibels while a jet aircraft taking off nearby will produce about 140 decibels.

Colors

There are enormous number of sources that talk about the impact of colors on one's psychological state however there is not enough evidence to prove this 100% right. Colors are generally used to make a workplace/ office space more appealing to the eye as well as with the purpose of marking occupational safety related items. Red reminds fire, yellow reminds people of danger and green usually means least important. Using different colors for different meanings, purposes will help people identify their surrounding much quicker.

In addition to this, colors in a workplace could be used to create a relaxing environment for the eyes or to give a cold feeling. Colors such as red, orange give a hot feeling while blue and green makes people think they are in a cooler environment. We could say that colors can have an effect in one's perception of temperature.

It is known that people working in an office painted with cold colors believe the room temperature is approximately 5 degrees cooler while people in an office with warm colors feel 5 degrees warmer (Schultz and Schultz as cited in Mamatoglu, 2013. 147).

Another point, while bright colors tire the eyes, matt colors will help relax. Spaces painted with bright colors will give a larger feeling while matt colors may make it feel smaller than it actually is.

Usage of colors in workspaces are important when it comes to making employees feel comfortable, cozy, and productive.

Music

Music has been long used in order to increase employee morale and tempo. There are studies made on the effect of music on productivity however there are no certain conclusions. Music can have positive effects especially when the tasks are routine and doesn't require much brain power. In such case music, will help time pass in a good mood and delay boredom. In cases where one is expected to think, implement and find solutions as part of his/her duties, music may even cause distraction.

Music is widely used in offices, elevators, lounges and common spaces in a company. The important thing here is that the type/ genre of the music chosen should meet the expectations of the employees otherwise the positive effects will not be seen. Music can often change our moods and helps us transition into a positive state from stress or vice versa thus, choice of music is very important. No music could be better than bad music after all.

Humidity and Temperature

Another subject that has an impact on one's physical and psychological wellbeing at the workplace is temperature and humidity. The workplace should be well protected and isolated from external disturbing factors such as heat and humidity. Companies are responsible for providing optimal conditions for the employees and many countries have laws that govern this.

Temperature and humidity has direct impact on one's state, productivity and physical wellbeing. For instance, people tend to feel depressed when there is rainy weather outside or feel energetic when there is appropriately warm, sunny weather outside. Companies try to overcome the effects of temperature and humidity by the assistance of heating/ cooling systems called air conditioning. The typical office tools such as computers, printers and other office machinery all contribute to the office temperatures and humidity as they produce heat while in use.

By giving control to the employees on office temperature matters, this gives them a physiological kind of satisfaction as well. In most cases this is not in

question where the production area is large and it is not possible to control these factors according to employee needs. This is the case for manufacturing plants for example. In such situations, being unable to change the temperature in the office may cause complaints. This does not mean that it is impossible to take necessary measures, good isolation and air ventilation will help overcome these issues and take them to an acceptable level.

Working hours and scheduling

Mankind had to endure excessive working hours throughout the history, especially during the industrial age however it kept improving and improving, bringing in new practices, limits and rights for the workers.

In the United States, working hours were limited to 5 days a week, 8 hours a day, 40 hours a week with the Fair Labor Standards Act from being 6 days a week, 10 hours a day accumulating 60 hours in a week (Schultz and Schultz as cited in Mamatoglu, 2013. 146).

There are differences between the hours one spends doing work and the hours spent at the workplace. The time spent at the workplace checking emails, reading news, having a lunch break or loading paper to the printer all shorten the actual working time. The case for the blue-collar workers a bit different since they usually work on a production line and every step is connected to each other. This prevents them from planning their working days independently and force them to have scheduled breaks etc.

One can argue that the more time one spends time at the workplace the less actual work is done. This is probably mainly due to the fact that employees adapt themselves to the longer office presence by reducing the speed of work done. This could also mean that shorter working hours could have a positive impact on productivity levels. This could be the reason so many countries nowadays skip to less working hours or less working days in a week.

Part-time and Full-time employment

Part-time working is an alternative to full time employment where one spends less time working, usually around 25 hours a week however the times may vary from country to country due to the official definitions of employment and standard working hours. Employers may prefer part time employment due to economic reasons. Employers typically pay less fringe benefits to part time employees if not at all. In addition, an employer may just not have enough need for a full-time employee. Employees may prefer part time employment to have some sort of additional income on top of their other regular source of income, go to school at the same time, do MBA or even spare time for caring someone at home. Part time employment could be a good alternative to those who are in need of financial income however does not want to have a career. Generally, people who prefer part time employment are students or people who need to spare time for something else.

Part time employees may see some disadvantages such as being ineligible for employment benefits, less attention from the workplace, less career support, less development opportunities and progress due to a possible

lack of feedback from superiors. As part time employees may not be considered as committed, they might not be invited to meetings, events and asked for their opinions in company related matters. Apart from those, part time has one great advantage, it causes less work related stress compared to full time employment as part time employees will less engaged in work related matters.

There is room to turn this disadvantage around and make part time employees feel like part of the team as well. Companies could create events and communicate to part time employees that they are important. They could be informed of the decisions made in the meetings, their self-development could be encouraged, given performance report cards, and most importantly, they could be offered career promotion opportunities.

If part time employees are offered the same benefits as the full-time employees, the gap between these two will be shortened and part time employees' job motivation will greatly improve.

4 Working Days

Concerning the working hours applications, 4 days working is another good alternative where one may be utilized 10 hours a day, 4 days a week in order to conclude a 40-hour working week. These hours of course may vary depending on the country and the local regulations. Having less working days and more free days may encourage increased productivity and commitment.

Many countries around the world and Europe offer similar opportunities and this application is received well among the employees and its increasingly gaining popularity.

Flexible Working Hours

Flexible working hours is a concept where the employee is able to decide when to start the workday and when to end it. Using flexible hours has many benefits and purposes one of them being the elimination of traffic jam hours in big cities.

Flexible hours are very suitable for offices and companies where they can agree the working hours, start/ end times together with the employee creating mutual benefits. This system may not be as beneficial for production companies working with shifts since rotating shifts are designed to have lines that are the extension of other processes. For instance, a company may have to have 10 mirror production employees and 10 mirror installation employees supporting each other. We could say that mostly offices benefit from flexible working hours model.

The less time employees spend getting to work, in traffic jams etc. the happier they will be. They will be more satisfied with their jobs, less stresses, more motivated, more productive. It may give the employee a sense of freedom as they choose their own working hours.

In conclusion, flexible working hours may even prevent consequences of job dissatisfaction such as attrition, absence or lateness while improving commitment and satisfaction.

Breaks

Breaks, the allocated time during a work day where the employees can rest and get away from work to recollect focus. Breaks are important for one's focus, productivity and personal needs. In some sectors breaks are essential for the employees who perform their tasks in production, usually under high risk circumstances. These employees will have the need to take a break, recollect their focus, refresh and continue the dangerous tasks they perform.

For individuals who are performing physically heavy tasks at work, resting areas are essential places where they can ease their physical fatigue.

For office employees, even a very short break like a minute will help them regain their focus for another half an hour increasing their performance while having virtually no negative impact on productivity. Having appropriate breaks throughout the day will also significantly reduce occupational health risks as well.

Working in shifts

Shift work can be described as the arrangement of the working schedule around the clock in order to continue production in groups of two or more. Shift work exists in many areas where the service or production should continue uninterrupted daily. Work sectors such as firefighting departments, police departments, public electricity and water works, transportation, health services and communication all require work in shifts. In full time employment working shifts could be organized in two to three shifts considering general daily working limits. This will typically be 08:00/ 16:00, 16:00/ 24:00 and the night shift 24:00/ 08:00.

Working in shifts may have physical and psychological effect on people. The main reason behind this is that the irregular working times could also cause irregularities in one's body functions. Sleep is directly involved in rest, hormones, and mood. One used to working days can have adaptation issues once turned to night shifts. This adaptation process may take up to a week until body adapts to stay awake during a different period of day. Especially during the night human body naturally requires sleep, thus is prone to stress and accidents. One may have vitamin D deficiency due to working night shifts for a long period of time in the absence of natural sunlight.

Working from home

Thanks to the huge developments in information technology and communication nowadays it is possible to work remotely in the convenience of home. This enables employees to perform the required tasks without compromising anything without having to be present at the workplace. Especially IT related jobs can be done from home or any other location without physical presence. There are many companies out there who offer virtual employment, saving themselves from the costs of renting a large office and negative side effects of having employees such as absenteeism.

People who are working from home can be assumed as happy as long as they do not have to take care of children or other tasks at home since they can work in peace without the office crowd. Their work can continue

uninterrupted in the comfort of their home. One may also choose to work in an office over working at home due to social needs. As work covers most of our lives, it is also one of the main places where we humans socialize. In addition, people who have concentration issues or lacking discipline may choose to work in an office as they will have some kind of an authority in the office.

One's working life and personal life should be well distinguished if one chooses to work from home. Never-ending email messages, incoming phone calls during out of office hours may have a negative impact on one's personal life. This may cause a never ending working day sense which will cause stress and job dissatisfaction.

From the employer's perspective, working remotely will save office costs, and will be convenient since everything can be done over the phone, email, and video conferences.

Conclusions

In this essay, organizational psychology, its history and purposes were discussed. Having gone over Maslow's, Herzberg's and Fromm's theories it can be concluded that all reach the same conclusions through different point of views. Herzberg talked about hygiene and motivation factors while Maslow explained this with steps in lower/ higher orders. It is obvious that hygiene factors in Herzberg's theory correspond to lower order steps in Maslow's theory while motivation factors correspond to the higher order steps.

In both theories, basically one must achieve lower levels to step up to the higher order steps. The achievement of the factors in both theories cause motivation. Fromm's theory adds to the previous works hovering around similar conclusions.

The motivation of the employees is key to a successful organization and one must emphasize in order to meet the employees' expectations. Creating the optimal workplace environment means understanding the employees and human psychology while providing their needs. This essay mainly revolved around employees, their needs and what happens when those needs are not eliminated. Theories applied, when needs are not satisfied, people look elsewhere to satisfy their needs go where they will be motivated.

The most effective way to find out what one wants and needs is effective communication. Organizations can always be on top of their members' needs and stay one step ahead by establishing good communication channels and providing a positive environment. They should ensure that the organization is constantly looking for ways surprise and delight their employees and exceed their expectations so they don't only stay but they give their best to their duties and become promoters for their organization.

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