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SUMMARY OF PAD122 WITH PAST QUESTIONS

Since the home, church, market place, shopping malls, and schools are all forms of organisation, there is no escaping the grip of the rules, relationships that range from the very simple to complex forms and the conforming structures and processes that are features of organisations. In the same vein, industries are forms of organisation and although they are commonly associated with machines and equipments, man is an important component. Because of the pervasiveness of industries and organisations, Industrial/Organisational Psychology as a scientific discipline seeks to study the impact of organisations on man and vice versa.

MEANING OF PSYCHOLOGY

There are many puzzles as well as several rightly or wrongly held myths and believes about human behaviour. Consistent use of rod can correct errant children‟s behaviour, iv. Many people carry some of these puzzles and held believes into their daily lives and interactions with others. In extreme cases, prejudices and stereotypes are built on faulty premises and assumptions about other natives, ethnic groups and nationalities.

In the past, psychology is deemed as the study of the mind and mental life. At the turn of the1920s however, many psychologists such as J B Watson began to view the mind as something that is unobservable and difficult to subject to scientific study. Within the same ambit of time however, Sigmund Freud proposed a method for the study of human mind called psychoanalysis. The implication of which is that both covert and overt behaviours can be studied.

Psychology as a field of study has grown in leaps and bounds, especially in developed countries such as

There are over 50 fields of practice and subdivisions and by the turn of the 20thcentury psychology rated as one of the topmost professions in America ranking with education, political science and philosophy . The growth had continued unhindered in developed countries. In developing countries like Nigeria, the study of psychology has continued to gain appreciable ground both as academic discipline and profession.

MEANING OF INDUSTRIAL PSYCHOLOGY

Industrial Psychology as a subfield of study initially focused mainly on individuals at work.

Industrial Psychology as an academic discipline started with the pioneering works of Musterberg who published the first known book about managing human behaviour in industrial organisations and

Gilbret& Gilbreth who writing about the same time as Fredrick Taylor reported their studies on motions studies. By the scope and results from Elton Mayo and colleagues work in the 1930s, it was soon apparent that man‟s contribution to work is regulated by factors beyond the individual. Another influence at this point is the contributions and application of Social Psychological studies to work places. While Industrial Psychologists were focussing on individuals at work, Organisational Psychologists shifted concerns to influence of group and group processes at work.

The American Psychological Association, a body regulating the practice of psychology in America however merged the two set of psychologists into what is now the Industrial/Organisational Psychology Division 14 in 1990s. The sub-field is now simply referred to as „I/O Psychology‟. It is one of the several sub-fields of psychology and its goals are basic as in general psychology, which are to measure, describe, explain, predict and control human behaviour at work for the overall benefit of man, entrepreneur and society in general. Industrial/organisational psychology, also called workplace psychology, is a systematised and specialised body of knowledge about human behaviour in industries and organisations.

The array of goods and services generated as a result of organised effort, called work, is awesome. Work involves the deliberate use of physical, emotional and mental energy to produce utilities.

BASIC ISSUES IN I/O PSYCHOLOGY

With the background already provided, the rest of the chapter will now focus on salient issues that engage the attention of I/O psychologists. The issues are many and can only be briefly touched upon in an introductory course of this nature.

GOALS OF PSYCHOLOGY

While doing this, the concept/attribute is being described. The professional psychologist, just like physiologist uses knowledge from medical research to treat illness, seeks to apply knowledge from Psychology to bring about changes in behaviour.

SUB-FIELDS OF PSYCHOLOGY

The main difference being that the psychiatrist holds a degree in medicine while a clinical psychologist holds an M.Sc, M.Phil or PhD. In addition, the psychiatrist uses drug in treating behaviour disorder while the clinical psychologist uses psychotherapy in psychology. A clinical psychologist may practice privately or work in government hospital or mental homes. Both clinical and counselling psychology have been described as healing professions since both diagnose and treat abnormality in human behaviour.

The main difference is that counselling psychologists work with people of milder emotional problems. He uses tests to measure traits like intelligence, interest, aptitude and personality characteristics based on which he has insight into people‟s problem and counsel on adjustment strategies. The counselling psychologist may be involved in private practice or employed in schools or public service. The value of his work lies in others finding useful application of his theories and propositions.

His focus is on issues bothering on physiological basis of behaviour e.g. the brain, and the nervous system as they affect behaviour. His method is basically experimental and may use animals, such as rat

and monkeys to infer human behaviour. His scope of interest is wide and covers issues like attitude and attitude change, people perception or perceptual stereotypes, determination of influence and power, conformity etc. In the field, he works side-by- side the sociologists and uses psychological instruments to determine people‟s attitude to political, ethnic or racial issues.

Developmental Psychologist

Developmental psychologists try to understand complex human behaviour by studying the onset of a behaviour pattern and the orderly way in which they change over time. He may specifically be interested in change as they occur across ages. Psychologists studying behaviour changes occurring in earlier years are called child psychologists. The developmental psychologist can also focus exclusively on areas like child psychology – e.g. prenatal, neonatal and infanthood, adolescence, adult or old age / psychology or ageing.

He may also be concerned with certain features of development e.g. cognitive, physiological or emotional development.

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concern is how, through anthropomorphic measurements, to match human traits and attributes to the design and use of machines. In brief, his main focus is on man- job fit and so his area of concern spans organisational design, designs of environment of work, job- design and equipment design. He may work directly in industries and organisations or as consultant ergonomist.

[...]

The ranges of issues covered are broad and germane to the understanding, prediction and control of human behaviour at and off work. You are to go online, download or search in libraries for first hand reading and appreciation of the following classical contributions to the field of I/O Psychology. Summarise the thrusts of the writings in i – iii and criticise in the light of current common practices in Nigerian Industries and Organisations bringing your own unique experiences into bear. Ruckmich, C. A. The History and Status of Psychology in the United States.

[...]

The gateway to the organisation is via the staffing activities of the human resource department.

[...]

The staffing function apart from being the very first point of contact of all employees with the organisation is one of the oldest human resource functions and it covers three distinct but interrelated issues of recruitment, selection and placement. The following analogy will explain the connection among the staffing processes. Just the same, he will cast the net into the sea and will likely come up with wide variety of fishes, crabs, prawns and snakes perhaps. At the bank the fisherman will settle down to pick out of the lot the fishes that meet his set mode.

Recruitment starts at identifying the right spot of the river to cast the net, casting and bringing the net to the bank. Selection is about what is done to disallow the shark and or snake of a worker from sneaking into the organisation as well as weeding out obviously unwanted crabs and prawns which will only be useful in another context. This is not exactly the same as selection. This is done through advertisement in various media, using news paper pages, professional, referrals, word of mouth, journals, magazines, employment centres, scouting, internet platforms and unsolicited application.

Thus recruitment is only one of the steps involved in staffing Selection. Selection on the other hand means determining among the so-recruited, the best possible hand for the position advertised. Selection is a rigorous exercise involving a number of steps such as aptitude test, interview, reference check and medical test. It involves rigorous step which must be taken to screen out the desirable from undesirable job candidates.

A single shark of an employee when undetected may draw unremitted pound of flesh and blood from the organisation.

RECRUITMENT

Human resource planning is to balance this mix. New ownership structure Recruitment is a deliberate effort involving serious and concerted planning and budgeting to anticipate costs at every stage of the

recruitment and selection.

DECRUITMENT

The other approach to controlling labour supply is decruitment, which is not exactly a pleasant experience for the officer in charge of such brief. It means working out how to overshoot the optimum manpower requirement of an organisation, which comes by way of overmanning.

The options available to the manager according to Robbins & Coutler are

Not filling openings created by voluntary resignations or normal retirements. Moving employees either laterally or downward to reduce intra-organisational supplydemand imbalances and not necessarily costs. Providing incentives to older and more senior employees for retiring before their normal retirement date. Job sharing.

SOURCES OF SKILLS, KNOWLEDGE AND APTITUDES

The goal is to infuse knowledge, skills and job specific aptitudes, attitudes and other unique human attributes that are not readily substitutable by machines and equipment. In Nigeria there are some veritable sources of these and they include new graduates from primary, secondary and tertiary institutions, useful skills and experiences from informal labour market sector, employees looking out for new opportunities, NYSC, internees/students on industrial attachment, retirees, returnees from diasporas and other sources.

SOURCES OF RECRUITMENT

External labour market sources include unsolicited applications, recommendations of present employees, walk-ins, referrals, employment agents/agencies, redundant workers, labour union centres, poaching, job fairs, scouting, nepotism and leasing.

METHODS OF RECRUITMENT

Recruitment simply means the process of seeking and attracting a large pool of likely skill for consideration for appointment. The moment it is decided that new hands are required to man vacant job positions in the organisation, various approaches and methodologies can be used to notify and attract the public about available job openings. This is done through advertisement in various media , using employment centres, internet and unsolicited applications.

SELECTION

Selection is a rigorous exercise involving a number of steps. In fact, selection as a process went beyond the actual attraction of people, picking among them and placing them on the job. It includes job analysis, recruitment, and all the steps discussed below.

STAGES IN SELECTION

There are at least, depending on the size and nature of the organization, budget and the number of applicant showing interest in the available job position, nine stages in the selection process. They are

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not necessarily sequential stages but may occur in the order preferred by the organisation. Psychological tests are designed on different human attributes and the choice of test depends on attributes that are necessary for the job in question. This has to do with examining the relevance of earlier job experiences of applicants.

This is important in a job in which experience is needed and advertised. This is done to examine the physiological state and fitness of candidates. At this point few of the applicants drawn during recruitment are left relative to available positions. This is because at every stage of the selection process some applicants are rejected as indicated by reducing size of bars in fig 2.

Those recommended are those that meet most of the criteria for the job positions. They may be in two categories, those that will be given the offer and some kept for precautionary purpose. That is, in case those actually given the offer may not honour it, this group may easily be used as replacement i. At this point a decision to employ in communicated to successful candidate.

PLACEMENT

The overall goal is to create and implement entry portals for organisation using veritable and scientific modes to comb the labour market for the best possible candidates for the job.

0 SUMMARY

You are to buy two Tuesday‟s editions of The Guardian newspaper and study five job advertisements to bring out the salient issues reported in each of the advertisements.

Why should HRM scholars research these issues in Nigeria?

Pumark Nigeria Limited.

Meaning of training Factors affecting learning Training needs determination Training methods

Evaluation of training Learning is a key and most used tool for individual growth and organisational development. Learning strategies are encapsulated in all training efforts of organisations.

[...]

Learning can be defined as any relative change in behaviour occurring as a result of practice or experience. Thus, the basic elements of learning are change of behaviour change occurring through practice or experience, and the behaviour change must be relatively permanent. There is a distinction between the terms „learning‟ and „training‟, even as they are distinct but complementary terms which involves the process and means of injecting new knowledge, skills and attitudes into workers for efficient discharge of their job roles. Training according to Naylor and Blum is a process that develops and improves skills related to performance.

Effective training programme they said results in increased production, reduced error and labour turnover and greater employee satisfactions. Also, Cascio views training as consisting of planned programmes designed to improve performance at the individual, group and/or organisational levels.

LEARNING THEORIES

Psychologists have been interested in the intriguing processes involved in human learning. Two notable approaches are presented which are classical and operant conditioning principles. This type of learning was described by Pavlov as classical conditioning.

[...]

In the first stage meat is seen bringing about salivation which is the natural, inborn and biological response. In the second stage, pairing of meat and bell which is a neutral stimulus brings about salivation. Classical conditioning turns out to be the basic and fundamental way that all animals, including humans –you and I - learn most new responses, emotions and attitudes. His new approach was christened behaviourism which summed up behaviour as result of observable stimuli and observable response .

Classical conditioning has the power to affect emotions, attitudes, physiology and health, but could neither explain how a behaviour is learnt nor elicited. It only works on behaviours that are automatically triggered. Operant conditioning was pioneered by Edward L. Thorndike, an American who was studying how animals learn to solve puzzles. He constructed puzzle boxes in which cats learn to either press a lever or pull a string in other to get to a food in another compartment.

The cat pushes, tried to climb or dig the floor and over time learned to press the lever that gives access to the food. This means that the cat acts in such a way as to attain an outcome – reach the food. This simply means that the probability of occurrence of behaviour is strengthened if it is followed by pleasant or satisfying consequences. If you tickle a baby and he/she smiles, the probability that you will further tickle the child increases.

That is his/her smiles increases the likely that you will tickle the child. This means the behaviour is rewarded each time it occurs. The individual exposed to continuous reinforcement may become suffused and reduce or stop responding favourably. The incentive is either insufficient or altogether ignored with regards to the expected behaviour.

A parent who sucks her young one, at every four hours is using an interval schedule. The interval could be fixed or variable. Reward is given at varied intervals. For instance, a variable schedule is being implemented if the mother sucks at an interval such as four hours followed by five hours, by three hours and so forth.

In this schedule, desired behaviour is reinforced after specified number of responses. If a boy is being trained for correct use of potty he may be rewarded every order time he correctly uses the potty. The same boy may be given reinforcement at the 1st, 3rd, 7th and 8th correct usage of potty. The variable ratio is said to be the most effective schedule in situation requiring higher persistence response rates.

This is also true of addictive behaviours such as cigarette smoking and drug use. Continuous reinforcement on the other hand, produces more rapid acquisition of a response but with scalloping - a situation in which response is higher just before reinforcement. The fixed interval approach produces low frequency of response, especially immediately after reinforcement. Fear of police car may extend to all cars with flashlights on their roofs.

After learning the word Daddy , the child tend to refer to all adult men as Daddy. Behaviours learnt through classical conditioning can become weakened or suppressed through extinction. This occurs when the UCS is repeatedly withheld whenever the CS is presented. The association is weakened and responses stops.

This means reappearance of a previously extinguished conditioned response. This means that previously learnt experiences, that is, association between UCS and NS, are not completely erased. When the stimulus condition is reintroduced, learning becomes faster. This fact perhaps explain why you suddenly feel excited coming in contact with your old school sweetheart after a long period of separation.

„flareup" of feelings and may be tempted to return to a doomed relationship. This is because animals, like man, are social creatures learning new behaviour through observation, imitation and insight. Basically, this is what learning is about in the consideration of information processing theorists.

[...]

As depicted in figure 3.2, and in the traditional three-stage memory model, each box represents separate memory systems which differ in purpose, duration of information and capacity to store information. The capacity of the LTM is infinite and items in this store are deemed to be permanently stored, all things been equal. Information that make it to the LTM are tagged and filed in appropriate section of the brain.

[...]

Some of the episodes memories, like what you eat for breakfast or names of casual acquaintances in a ball, are short lived in the memory while others, such as ones first kiss can last a lifetime. Classically conditioned responses such as fears or taste aversions. For instance if you open a can of drink, pour it into a cup and found crawling maggots inside, your next encounter will automatically remind you of the first experience. This is a situation where first exposure to a stimulus facilitates or inhibits the processing of new information.

Examples are when romantic feelings are heightened after watching or reading a romantic movie or novel. In a way, dating is a priming experience for courtship as courtship is a priming experience for marriage!.

REMEMBERING VERSUS FORGETTING

Recall, as a term is not the same as remembering. It means being able to retain what is learned, and brings it back from memory. A German psychologist, Hermann Ebbinghaus pioneered memory research way back 1885. With this outcome he arrived at what he called forgetting curve .

[...]

Nature of material learnt. In general, simple materials are better recalled. People with high intelligence, for instance, have retentive memory and better ability to recall learned material. Lack of interest in learned material will negatively affect its retention and recall.

Organization of learned material. It is believed that learning is not a haphazard task. The brain has its perceptual processes, which are based on certain rules of organization of information in the memory bank.

TRAINING NEEDS DETERMINATION

It focuses on identifying where training is needed within the organisation. This begins with the assessment of the organization‟s short and long term objectives, goals, resources and environment of the organisation. It focuses on the analysis of human resources needs, organizational strengths and weakness, organization efficiency index, the

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rate of absenteeism, labour turnover, grievances, accident, e.t.c. An organizational needs analysis may also include an assessment of the organisation‟s current climate for training. Demographic analysis The objective of this is to determine the training needs of specific populations of workers.

Operational analysis is an attempt at evolving criteria for training that reflects daily and recurrent issues in different areas of operation. Critical incidences may be catalogued across operational units and synthesize into knowledge, skill and attitude components. These form the content of the training programme envisaged.

Training methods can be classified under the following headings

This approach involves introduction of the worker to new set of information and work related skills that are immediately transferable to the work situation. Off the job training makes up for the disruption of flow of work hinted at using on-the-job methods. It is done in preselected venues away from the actual work. Several methods as listed are used.

Simulation methods hope to find a bridge between the disadvantages of off and on-the job methods. Simulation methods provide realistic, though contrived, training situations and is useful mainly in training and development programme for managers. The use of case studies, role playing, sensitivity training and so forth are included in simulation. These three methods of training are generally being used by organizations.

Organizations often use a combination of the three methods because no one of them is perfectly sufficient for all the training needs.

EVALUATION OF TRAINING

Training serves certain basic objectives, which are to improve the knowledge, skill , attitude of workers and bring about change in relevant job behaviours. The ends in sight are improved productivity, efficiency, and effectiveness at work. Training activities is therefore evaluated on the basis of how well these objectives are attained.

In reality training can be evaluated in terms of

Trainees newly acquired skills as translated to relevant job behaviour. Outcome reflects changes in performance level, relevant behaviour and work attitude depending on focus of training. This is an example of distal criteria measure that is commonly used in organisations to determine workers input within the context of job criteria like productivity, efficiency, quality of work, and so forth. Learning principles and theories are crucial and form the basic principles upon which training and development activities are built.

The effectiveness of training can only be ascertained using systematized measure of the process, costs and outcome.

* Factors that are important in learning

Discuss with copious examples from real life experiences that you have had. As clearly and as concisely as possible, explain the system‟s approach to training.

Performance appraisal serves the following ten objectives

During evaluation training needs are identified. Also potential or capacity to assume greater responsibility may be discovered. One of the uses of appraisal is to assist in reward of performance of beyond standard. Performance evaluation results have been found useful in the periodic salary review in organisations.

For organizations emphasizing performance incentives scheme appraisal assists in directly trying pay to performance. Outcome of periodic appraisal when properly recorded and analyzed can score as a veritable research tool for organisational change of work mode, selection process training programmes, and indeed the appraisal instrument itself.

MODE OF APPRAISAL

An open system give appraise opportunity to agree or reject evaluation while in the close system such opportunity is non- existent. In most system two or more parties are involved. Appraisal is conducted by the boss who work closely with appraisal and who is assumed to have adequate understanding of the job in question. Rating is done by those of equal rank or who are member of the same rating by superior.

Job incumbent rate himself/herself against prescribed job standard. This is suitable is an environment where employee participates in setting or wholly set own job goals. Users of services may be involved in the appraisal especially where relevant work behaviours such as promptness, politeness, speed of rendering service and such like is being assessed. Expert nations may be brought into inject greater objectivity into the appraisal scheme.

The boss has been blame for several forms of appraisal bias. In most cases rating may be based on factor bothering on supervisor- subordinate‟s interpersonal relationship rather than factor on the job. Adding rating of other s, which may include some of those earlier mentioned makes up for such bias.

[...]

There are several choices of methods ranging from the simple to the complex, or from qualitative rating to quantitative. These are briefly discussed. Raters in their own word assess employees with respect to some performance yardsticks. The approach provides ample opportunity for supervisor to state without much restraint all job incidents that he deem relevant to the appraisal.

It can be improved if report is guided by reference to clear and specific job behaviour. This method asks raters to assess job incumbents in terms of selected objectives describing job behaviours. The objectives are rated along dimensions like outstanding, good, satisfactory and unsatisfactory. The process is easy to understand and appear to overcome some of the problems of the easy type.

Several criteria can be assessed and applied to several employees. The major disadvantage is that the ratter is forced to rate appraisee favourably or otherwise, which may lead to halo effect or such errors as leniency or central tendency. These are incidents of outstanding or poor performance, accident and such like. The record is kept over the appraisal period and increases readiness with which appraise agree with appraiser during feedback and discussion.

Feedback is however delayed till appraisal time and behaviours continue that could have been corrected if earlier feedback is given. Also, not many employee want record of poor – performance in black and white however factual or true this may be. Little balance has been found between record of positive and negative incidents. Raters tend to concentrate on either, neglecting the other.

The rater, usually the incumbent or the boss is encouraged to keep daily or weekly or monthly diary recording activities and events on the job. The record is made useful in the appraisal period if it is faithfully kept and tap into relevant and salient job related behaviour and activities. It is capable of making up for lapses in memory that may occur in essay or critical incident approaches. A checklist of all salient behaviour is presented to the rater who is to tick those activities he/she had observed in the course of the appraisal period.

The checklist, of course, serves as a memory trigger and can be weighted to achieve quantitative measure of performance. Initiative Leadership quality ,,

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This approach leads to quantitative measures and an opportunity to rank job incumbents differentially to serve as basis for reward of high performers. Emphasis is not on who does the rating but on behaviours that are crucial to performance. Assessment is based on responses to a battery of tests administered by consultants from an assessment centre.

The problems are many and varied.

APPRAISAL PITFALLS AND HOW TO AVOID THEM

Some traits are difficult to define. Apart from this, it should be clear that selected traits are critical to job success. Some raters consistently rate higher while others rate low . This can lead to unfavourable rating where different raters assess different workers or departments.

Rating all employees on a quality before moving to the next can minimize it. Such rater often fails to discriminate between superior and inferior workers. Rater put excessive weight on recent behaviour while earlier ones are not brought into appraisal. This happen if appraisal occurs to the end of evaluation period in such a way the behaviours earlier in the years had faded out of memory.

[...]

Appraisal is better done by core stakeholders who understand the job and understand how to avoid common appraisal pitfalls.

* The rationale for appraisal and the type of individuals used as raters

* The available methods and how to avoid common appraisal pitfalls. Mention the available methods of performance appraisal to include some that are not mentioned in this material. Make an exhaustive list of the many factors that can lead to subjective appraisal.

* Understand the sources and techniques of organisational change, and

* Appreciate the use of certain organisational development strategies for achieving specific goals and objectives.

MEANING OF ORGANISATIONAL CHANGE AND DEVELOPMENT

It involves reshaping the organisation‟s structure, culture, processes and other design elements, and can be characterized as both systemic and sometimes revolutionary because the entire nature of the organisation is altered significantly and fundamentally. In Nigeria, we have witnessed such radical transformations first in 1970s when the indigenization decree of 1976 was being implemented by the administration of Murtala mohammed-Olusegun Obasanjo, by which time erstwhile foreign companies are being transformed into indigenous organisations and later years when processes of privatization and commercialization of governmental organisations were taking place. Such semantics as reorganisation, restructuring,

reengineering, downsizing, rationalization, rightsizing, outsources are associated with organisational change in one way or the other.

RELATIONSHIP BETWEEN ORGANISATIONAL CHANGE AND DEVELOPMENT

The relationship between OC and OD is to the extent that organisations that will manage change effectively, change becomes the driving force that perpetuates future success and growth. This is because change becomes an opportunity for increasing efficiency.

THEORIES OF ORGANISATIONAL CHANGE

He in the 1940s introduced a model for proper management of an effective change process. During this stage preparation, motivation and readiness is created among people to change old behaviour through creation of discomfort or lack of conformation which may cause guilt or anxiety. The change agent has to make provision for psychological safety net while adjusting to the new behaviour. The new behaviour is institutionalized in the people‟s personality, attitudes by use of a reward system that is focused on the new behaviour.

Ronald Lippit, Jeanne Watson and Bruce Wesley's Change Model

These steps are logical laid out in achieving OD in organisations by consultants. Burk-Litwin's Model of Organisational Change The model is about how to create first and second order change.

Fagen's Systems Theory

This idea is depicted in Figure 4.1.

[...]

An open system interacts, has goals and purpose and interacts with by the enveloping environment. Since outputs are often in terms of goods and services, the customers provide useful feedback that can recommend change internal processes. Equally, evaluation of the connectivity among inputs, transformation and outputs can lead to initiation of change as will be seen in figure 4.2.

Modifying the behavioural patterns of members of the organisation

Improving the ability of the organisation to cope with changes in its environment. Organisational Change can be traced to factors external or internal to the organisation.

TECHNIQUES OF CHANGE

There are several approaches to implementing change.

[...]

Team Building. Create the type of activities that help team members learn how each member think and works. Outside consultant helps managers to understand how interpersonal processes are affecting the way work is being done. Have in place a method of changing behaviour through unstructured group

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interaction.

Change can bring about positive or negative outcomes. Trade unions are often sceptical of changes originating from management especially where the view exist that managers cannot be trusted. Habits serve as a sort of comfort and security, rendering decision making easy. Flexible or reduction in work hour may be resisted except there is a guarantee that there will be no loss of pay.

People are likely to resist change that will bring about, directly or otherwise, a drop in livelihood. Some find a sense of security in the carefully laid out past. The need to cover up. This has been the commonest obstacle to the change agenda of Buhari‟s fight against corruption and has been described in the expression „if you fight corruption, corruption will fight back‟.

Changes which confront people elements of the unknown, in which the future is not clearly demarcated, can generate anxiety or fear. Since OC always come with some degree of uncertainty, there is bound to be resistance. „This is how things are done around here‟ is not easily dispensed with. Also when the new culture being engendered is perceived as inflexible, ineffective and „inferior‟ to the old practice, it will breed the seeds of resistance.

This is actually the need for formal structure, division of labour, established rules, methods of work and all other regimented and sedimented aspects of work. Assets such as buildings, machines and equipment and people cannot be easily altered. The fear of losing both political and expert power is real among managers. Organisational development is giving birth to in the course of organisational change.

Change is a constant dimension of organisational life and can be disruptive of the normal ways of doing things. For many reasons, change is resisted chiefly because of inability to effectively communicate to allay the fears, deal with misconceptions and overcome resistance using appropriate developmental strategies.

MEANING OF WORK AND ATTITUDE

The robust dimensions of organisational and group dynamics often produces interactional, procedural and distributive injustices resulting in latent and expressed grievances and open conflicts. Attitude can be defined as an enduring organisation of motivational, emotional, perceptual and cognitive processes with respect to some aspect of the environment. Attitude though enduring, can change over time as a result of learning or exposure to people, events and situations that persuade us towards new mode of perception and consequent new attitude and behaviour. In a way attitude-behaviour consistency is not a one-way street.

General attitudes do best at predicting general classes of behaviour, and specific attitudes do best at predicting specific behaviours. We make inferences about our own attitude and that of others by observing how we behave.

Work can bring about several outcomes than could be accounted for here but outcomes such as the following are examples

In the course of work, one of the basic needs for socialization is further reinforced and met. Workers for instance belong to unions, forms friendship and lasting friendship that transcend work. Many are motivated to live their dreams in the course of career or profession. People‟s identity as well as self-

esteem is concretised in the course of implementing career goals.

COMPONENTS OF ATTITUDE

Attitude is a disposition to respond favourably or unfavourably toward some person, thing, event, place, goods and services or situation . This refers to thoughts, belief, opinions, and knowledge or information held by the person concerning others, objects or ideas. Emotional feelings about people, places and objects to which statements like „I do not like‟ can apply and can lead to behavioural outcomes. This component refers to action tendencies and intentions to behave in a certain way towards someone or something.

Behavioural intentions andHawkins, other et al

His knowledge, skill, feelings and behaviour is influenced towards shaping work orientation and productivity. It will also determine cooperation, conflict and overall disposition to behave in specific ways under certain circumstances. Also attitude in spite of stability can be changed through a variety of means using essentially persuasive communication and proper understanding of message, message content, media and recipients. What turn out to be important attitude will depend on whether the attitude is terminal or instrumental in nature.

Any given attitude can serve several functions, though one may predominate.

ATTITUDE CHANGE

Often our response can result from old attitudes, newly formed or a change of attitude. Every year advertisers spend millions of naira to change consumers‟ attitudes. Governments often use the media to send messages that is meant to cultivate positive attitudes towards its views and programmes. Persuasive communication is the vehicle through which attitude change is transmitted.

Persuasion involves a communicator who delivers a message through a channel to an audience, within a surrounding context . People are better persuaded about what they read, hear or see when the person making the presentation is an expert. When the target market views the source of the message as credible, it is easier to influence their behaviour. Other gestures such as averting the eyes, smiling constantly, biting the lips constantly tend to lower speaker‟s credibility.

It is also thought that the voice modulation-deep, baritone voice-are helpful in persuasion.

ATTITUDE CHANGE AND WORK

Naturally, managers are not interested in all attitudes but only job related attitudes such as job satisfaction, organisational commitment and organisational citizenship behaviour.

Managers are interested in employees‟ attitude because attitude is a key determinant of behaviour . * Attitude is tri-component incorporating belief, feelings and behaviour. * Attitude held by workers have influence on their performance.

[...]

Until the 1940s designing of industrial plants and machines were the sole responsibilities of Engineers who usually make design decisions without due consideration for the workers who operate them. The time-motion study of Fredrick Taylor and the Gilbereths were precursor to the understanding of the need to adapt machine to human attributes as opposed to the other way round. Today, the 21st century work place is becoming increasingly automated with technology increasingly competing for space, time and opportunities with man.

TYPES AND CHARACTERISTICS OF TECHNOLOGY

The physical aspects of machines, equipment, processes and work layout involved in the transformation or conversion processes, and ii. The actual methods, systems and procedures involved in carrying out the work of the organisation and transforming and conversion of inputs into outputs. The physical side of technology refers mainly to microelectronics and microprocessors, information and communication technology applicable in manufacturing, information sharing and processing, service provision and as products themselves. Manufacturing/engineering/design equipment often referred to as „advanced manufacturing technology‟ or „computer-aid engineering‟ .

Technology employed in the provision of services to customers, patients, clients by use of service sector applications.

Machine as processor

These interfaces can be disrupted at one point or the other and there are some factors to consider in equipment design, installation and use. The control should be operable and follow as much as possible the natural motions of the operator, especially in terms of relative applicable force and limb positioning so as not to cause muscular ache and fatigue. The surface of a control system, depending on the type of operation, should either be smooth or striated. The control systems‟ feedback should be so positioned as to process inputs and relay action and output in decipherable codes and or language.

The display technique has to be matched to the operator‟s bodily constraints, viewing environmental conditions like lighting, acceleration, vibration, mobility restrictions and position. Displays that use complex signs and symbols are difficult to interpret and understand and without extensive training, may lead to increased error rates. On the whole, display systems must be conspicuous, legible, visible and readily interpretable.

TECHNOLOGY AND THE NEW FACE OF WORK

The truth is, the face, form, structure and pace of work have changed in such a dramatic fashion over the last two decades.

Organisational research shows that technology influence behaviour of people in work setting by

The overall goal of equipment and machine designs is to facilitate as well as complements human efforts at work.

[...]

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At the end of this unit you should have learnt about the following

• The meaning rudiments of organisational structure, work and job designs. • Factors to consider in designing work and jobs.

ORGANISATIONAL DESIGN

Mechanistic designs are built on Weberian bureaucratic prescriptions of rigidity and tightly controlled structure. This type of structure is characterized by high degree of specialization, rigid departmentalization, narrow spans of control, formalization of rules, authority and communication processes. The organisation is viewed as an objective entity in which precision of rules, decision, reward and sanction is highly valued. Little is left to discretion of managers and low-level employees are not involved in any form of decision making.

This type of designs placed premium on efficiency, rules, regulations, standardized tasks and performance yardsticks. Human traits and characteristics like personality, diversity, judgments and ambiguities are hardly considered. The main advantage of mechanistic structures are predictability and stability while it has been criticised as slow, insensitive to human needs and less adaptive to change. The employee is empowered through training and developmental programmes to make decisions, solve problems and be creative.

Since adaptive, organic organisations respond to changes, are flexible and tend to be more effective in the long run. Individual discretion may lead to unpredictability, increased costs of errors.

WORK DESIGN

Once the structure is put in place, the next important activities are how to fit people into the jobs. This is what is called job design.

JOB DESIGN

After the structural layout of work demarcating departments, units, teams etc, the jobs are next to be designed.

ORGANISATIONAL STRUCTURE

Tall structures have long span of control, many layers/job cadres and communication and authority flows from top downward. Organisational structure can be formal, informal or non formal. Why formal organisation embodies the explicit and formally stated set of rules and regulations that define the activities of the members . The mechanisms of a formal structure includes the charts, rules, chains of

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commands, spans of control that are essentially in written form.

The structure is often arranged hierarchical order of order of authority on top of which is the Board of Directors, management, middle management, lower-level management and the rank and file.

By the end of this unit, you would have learnt about

* The meaning rudiments of organisational structure, work and job designs. * Factors to consider in designing work and jobs.

0 TUTOR-MARKED ASSIGNMENT

You are encouraged to investigate the designs of two organisations in the manufacturing and educational sector indicating the design mode, structure, work and job designs.

[...]

There are both internal and external mechanisms as well as strategies for dispute resolution known to industries and organisations in Nigeria which are covered in this unit of the manual. • Discuss the types of conflict and the mechanisms/strategies for negotiation and resolving conflict in industries and organisations.

MEANING OF CONFLICT

In the real sense, conflict exists in all areas of human behaviour and interactions. Because of conflictual nature of needs and interests, conflict has been viewed by Dunlop as inevitable. While owners of businesses invest for profit and other motives, employees get hired to produce goods and offer services as a result of which they earn incomes. In the attempts of employers to optimize returns on investment and employees‟ bid to earn fair and equitable income, conflict is born.

Conflict is derived in work places from the fact that goals differ among the entities that constitute stakeholders in organisations. The workplace according to Jayeoba et al is made up of at least nine entities such as workers, workers‟ union, management, owners, association of business owners, customers, government, retirees and the society at large.

MEANING, TYPES OF NEGOTIATION AND THE NEGOTIATOR

Collective bargaining is actually negotiation between parties leading to agreement. Almost as if the parties are saying, now we are committed to peace.

Lose-Lose: Neither of the negotiating parties achieve set goals and objectives

Some of the objectives are met by deliberate attempts by both parties to stem down on some of the demands. He may be an insider or outsider who has requisite experience on the subject matters that constitutes the dispute issues. This is a problem solving approach in which interested parties confront the issues and cooperate to identify the problem, generate and weigh alternatives solutions. The approach is suitable when complex issues are involved and there is a dire need to bridge misunderstanding between parties.

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Example of issue for integrative bargaining may involve the need to wade through depression or falling market share or low productivity. Agreement may be desired on increased productivity, redundancies, layoffs, cut-back on overtime, pay adjustment and so forth. Such negotiation is to seek means of surviving threatening economic situation. The issues involve are divergent mostly involving wage rates, holidays, overtime, bonus and other fringe benefits.

It is mostly about sharing the industrial „pie". Opposing values often result in a win-lose situation breeding room for conflict at a later time.

Other bargaining types are used in certain situation requiring a shift of strategy and these

Divergent issue is involved but the approach is based on use or exercise of power. Bargaining is forced as one party seeks to dominate the other. The approach, demonstrates high concern for self and low concern for others. Parties try as much as possible to get maximum benefit from the bargaining relationship and at the expense of the other.

There is minimum cooperation and the process may stir up hostilities, frustration and loss of face on the part of the party that lost out in the power game. This approach cannot be expected to lead to permanent resolution of dispute but may invariably precipitate anther crises in the future. In an economy characterised with recession, focus is on staying afloat for management while worker is concerned with keeping their jobs. Concessions or compromise may be made in terms of promotion, training allowances and retrenchment with a proviso for recall as soon as things improve.

SOURCES OF CONFLICT

They may derive from internal processes or from external socio-economic and political realities. As can be seen, these sources of conflict are clearly from internal processes and external sources. Most of sources highlighted above might not directly instigate industrial conflict but do influence general expectations, substantially determining the nature of work. Other sources/antecedents of conflict as highlighted when closely examined falls into four basic classifications with diverse implications for industrial peace.

This mean interpersonal opposition that is driven by personal dislike or disagreement between parties. Personality is fairly stable over time as to be predictive of individual"s cognitive style, emotional and behavioural disposition. Personality can give indication of proness to conflict or cooperation. The irritations get mild or worse depending on personality makeup, previous experiences and status of those involved.

An individual"s value system according to Rokeach is an enduring organisation of beliefs concerning preferable modes of conduct or end-states of existence along a continuum of relative importance. Intrapersonal value conflict. Highly ranked instrumental and terminal values pulling individual in opposing directions can result into inner conflict and stress. Intrapersonal value conflict involves internal priorities that bring about role conflict.

A person who value happiness may find it difficult to be aggressive. If the work setting is such that engendered competition and a measure of competitiveness, interpersonal conflict will

result. Interpersonal value conflict. This type of conflict runs parallel to intrapersonal value conflict.

This can be a threat to competitiveness, productivity and industrial peace. Doing business with people of diverse culture is not a matter of right and wrong but accommodation, acculturation and adaptation.

CONFLICT HANDLING MECHANISM

Internal mechanisms are those put in place by the organisation based on its experiences of past disputes and attempts at dispute resolution. Internal mechanism according to Obisi occurs when management routinely device ways and means of regulating overt conflict. Such attempts and mechanisms that result are often referred to as internal conflict regulatory machinery. In essence, the external method of

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resolving conflict begins after the internal procedure has become dead locked.

[...]

The table shows the progression of action often taken internally the moment grievance is noted. If these could not resolve the conflict, it is reported to the human resource manager and or union leader who will try to resolve the dispute. If no satisfactory resolution is obtained, the case may be taken to the head of department who may attempt resolution or eventually refer the matter to the grievance committee.

[...]

This should be done within seven days. If the mediation fails, the minister of labour should within seven days send a conciliator to look into the matter and the conciliator should within 14 days make his report to the minister. The conciliator is out there to settle the disputes but if the parties willingly agree, he may settle the conflict. If the conciliation fails, the minister of labour according to section 7 of the trade dispute decree refers the case to the IAP.

It comprises of trade union members employers of labour and respected administrators. If there is no objections raised by either side within 21 days from the day the award would be published, it becomes binding on the parties. However, if there is any objection it would now be referred to the final authority. Industrial court comprises mainly of five members with a serving or retired high court judge as the chairman.

The awards of the National Industrial Court are enforceable and offenders could be pulled up for contempt.

NEGOTIATION/CONFLICT HANDLING STRATEGIES

The main goal is a win-lose outcome while the need of the other bargaining party is ignored. It is power oriented and precipitates dissent and requires greater use of assertiveness for the other party to gain in the outcome. The style may be effective where the locus of power is uneven but will most likely lead to alienation and another day of grievances, negotiation, deadlock and so forth. Such tactics as postponement, avoidance of topical issues, jokes, noncommittal attitude and irrelevant remarks are common to individuals using this strategy.

Obviously not an effective strategy as it fails often to move resolution of issues and the parties are left hurt, frustrated, annoyed, angry and resentful. The focus of individuals or group using this approach to handling dispute is collaboration, problem solving, high concern for self and others. A unique approach aimed at production, remuneration and peaceful industrial atmosphere.

ALTERNATIVE DISPUTE RESOLUTION

Alternative Dispute Resolution is an example of external dispute resolution technique aimed at lessening tension and generating trust between disputants. In some countries, it is a type of dispute resolution processes and techniques that act as a means for disagreeing parties to come to an agreement short of litigation. ADR has gained widespread acceptance among both the general public and the legal profession in recent years. In fact, some courts now require some parties to resort to ADR of some

type, usually mediation before permitting the parties cases to be tried.

The rising popularity of ADR can be explained by the increasing case load of not settlement at mediation. It used when conflicting parties refuse to meet face to face. The decision of the panel may or may not be binding on parties depending on company‟s policy. One could see that conflict though a part of organisational life can be anticipated and managed using both internal and external mechanisms.

There are equally negotiation/bargaining strategies that are available to gain either cooperation or concessions in either win-win or win-lose situations. Recently the Alternative Dispute Resolution is gaining in popularity because it is less legalistic, cheaper, less time consuming and could achieve effective resolution of disputes if parties go into it in good faith.

This unit captured in some details the following issues with regards to conflict in industries and organisations

• Resolving conflict in industries and organisations using the ADR as a more informal means of conflict resolution. Discuss in a five page write up. Explain why this is so using recent statistics from the National Bureau of Statistics to buttress your arguments. Bankole, A. R. Psychological determinants of conflict handling behaviour of workers in oil sector in Nigeria.

[...]

Today, most people spend the great part of their life in pursuit of a career in industries and organisations. Much of that period of their lives is spent much in ignorance of what their abilities are and which career could best suit those abilities. • How to find a bridge between assessment, planning and successful organisational life.

MEANING OF CAREER DEVELOPMENT

One can pursue a teaching/academic career, career in medicine or politics. Development is a dynamic construct implying gradual growth, or increase or advancement. A career is not simply

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moving up a career ladder within ones organisation. It is a sequence of work related experiences that people participate in over the life span of their working lives.

Effective career development has been said to improve employee satisfaction and self-esteem, minimizes stress, and strengthens the employees‟ psychological and physical health.

MEANING OF SELF-IDENTITY

The question, who am I, is definitely that of a desire to find or fix an identity. Psychologists have used this type of procedure to understand how we develop our sense of identity. That the self is a social being. The self do not develop in isolation but relative to certain relevant others, That is, the self evolves within a social context.

The African child does often evolve into a communal being because of the extended family system, while the American child is individualistic. Self-awareness provides knowledge about own behaviour, and encourages the use of insight from inner experiences to anticipate how rivals might behave in the future - in war or social engagements - thus giving advantage in the activities. On the whole, the self is not a „thing‟ distinct or separate from the person.

CAREER CYCLE

There are a number of propositions by scholars who had devoted time to the study of career stages across organizations. Two of such studies are briefly reviewed below. Greenhans and Callaman proposed a five stage cycle.

Mid career\

It could be seen from the above that one‟s career spans, giving the definition of the labour force in Nigeria as consisting of people from between ages15 – 65, more than a third of the lifespan. The induction training in all good intent is meant to cater for the need of new recruits who needed to be situated within the context of a new organizational culture, climate and work ethics. The general and specific rule of work, often captured in the company‟s employees‟ handbook, is made available to serve as guide.

Career Plans

The prevailing assumptions will be that high performers will ultimately prove themselves and assume greater future responsibilities, otherwise the organisation will recruit from outside. Where deliberate effort is not made to develop and harness internal labour market, workers are difficult to put to action and such organisation will experience higher rate of workers‟ turnover. A highly structured career management plans are put in place to train, motivate and promote high performers to assume greater responsibilities. Performance is periodically assessed, rewarded and training is given to meet future needs.

Another feature of long term plan is the broadening as well as deepening experience of job holders through exposure to relevant technology.

SELF-ASSESSMENT AND CAREER PLANNING

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The self with respect to relevant social environment began as soon as one‟s sense of self is evolving. Such practices as divination, palmistry, star gazing or horoscope were attempts used in the past and still used today, by parents and individuals to ascertain the future. These attempts lack scientific base and may lead into erroneous judgment of future prospects. We are basically a biological being and physiological factors are largely inherited except where accidentally caused.

Certain professions as modelling and basket ball are respectively predicted for instance on the basis of good physique and height. This refers to ability to comprehend and use words. Meaning ability to relate with dimensions of space and relativity of space and time. People in engineering, Geology, Geography, need this ability to function as pilot, surveyor, cartographer and so forth.

This may explain the preponderance of female typists and computer operators. Abstract reasoning. Meaning ability for logic deductive reasoning. It is an important ability for would be scientists, researchers and people dealing with abstract component of experience.

Creativity refers to ability to derive novel solution to problem by bringing remote elements of experience together to produce new objects, new ideas or build new movement or models. It is useful ability in Art, Engineer, Science and in all field of endeavour where there is a need to break new grounds in human and material experience. This ability is limited in most population, and belongs more or less to the realm of geniuses like Isaac Newton, Wole Soyinka and Engineer Awojobi. They exhibit what Debono called lateral thinking.

Problem solvers are unique in their mode of thinking, use of imagination, and ability to go beyond normal mode of thinking. Problem solving ability also leads to novel and creative solutions and as such has been though a different concept, studied along with creativity. The ability is also not so common or not so widely developed among most society man.

Self awareness – ability to be aware of what you are feeling Self management – ability to manage one‟s own emotions and impulses

In most instances people are judged on the basis of what they do or what they refrain from doing. While most uneducated parents have little or nothing to say in their children choice of career, often they prefer popular professions like Law, Medicine, and Engineering. Certain personality characteristics tend to relate to job success.

[...]

Loud colours will be likely preferred, as much as he / she will eat out of the home environment regularly and in company of others. Several needs, ranging from family, societal, and personal needs can form the basis of consideration for career choice. Africans in 1960s became journalists or politicians because of societal need for emancipation from colonialism. Many communities today still decide the career choice of their indigenes on the basis of areas of political, social or economic imperatives.

The Niger Deltans will want their people to acquire skills that are suitable in the oil companies. Government in Nigeria had in the past made policies that favour career choices in science and engineering. Individuals may also see their education and career choice as a means to an end such as eradication of poverty, defending family legalizes or as result of a need to pursue knowledge and

enlightenment.

[...]

The main objective of this unit is to review some of the theories of career and career development. Though, many theories are listed, students will be expected to research into these theories and make an updated note of their own that is concise and touching on the essential features and possible criticisms of the theories.

TYPES OF CAREER

Entering as employee - An employee works for other people on the basis of a contract of employment which stipulates relevant conditions of work such as hours of work, resumption time, pay, allowances and benefits, risk associated with job and mode of determination of contract. He owns the means of production, capital, land, equipment, raw materials, and seeks people to help translate his business objectives. He paid only money and other in-kind rewards to attract, motivate and retrain good workers. His main motive for doing business is profit.

At lower levels where semi and unskilled labour is required, specialty is not so important.

THEORIES OF CAREER

The traditional concern of human resources managers has been to match individual abilities to specific jobs.

THEORIES OF CAREER DEVELOPMENT

Of the several career theories here listed John Holland‟s and Super‟s career theory will be discussed in some detail.

Ginzberg‟s theory

Behaviour is determined by an interaction between personality and environment. Also called Holland's theory of occupational choice, the theory derived from development, by Holland, of vocational preference inventory questionnaire that contains 160 occupational titles. Respondents indicate like or dislike for these titles and their responses were used to form six personality profiles. The implication of this is that a realistic person should be in realistic jobs such as Mechanical Engineering and Farming.

Fig 2:1 Career Diamond of Holland

The extent to which the individual fits into one or several types are his degree of differentiation, which the extent to which he is aligned to the similar rather than dissimilar types, is his degree of consistency. A highly differentiated person is aligned with a single category, whereas most people relate to two or more categories.

FBQ1: ---------- Psychology as a scientific discipline seeks to study the impact of organisations on man and vice versa.
Answer: Organisational

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FBQ2: Philosophers such as Socrates and Plato speculated a lot about --------
Answer: human behaviour

FBQ3: In the past, -------- is deemed as the study of the mind and mental life.
Answer: Psychology

FBQ4: Industrial/organisational psychology, also called-------, is a systematised and specialised body of knowledge about human behaviour in industries and organisations.
Answer: workplace psychology

FBQ5: Understanding human behaviour, from a--------- point of view, is the overall goal of Psychology.
Answer: Scientific

FBQ6: ---------- means adducing reason(s) to why people think, feel, or act the way they do.
Answer: Explanation

FBQ7: The goal of --------- behaviour is underscored by the need to take decisions that will be valid for now and in the future.
Answer: Predicting

FBQ8: ----------are "doctors" who diagnose psychological disorders and treat them using psychotherapy.
Answer: Clinical Psychologist

FBQ9: --------- psychologist applies psychological principles and theories in understanding human behaviour in social setting.
Answer: Social

FBQ10: ---------- Psychologists try to understand complex human behaviour by studying the onset of a behaviour pattern and the orderly way in which they change over time.
Answer: Developmental

FBQ11: --------- are Involved in criminology and legal issues relating to investigation and prosecution of criminals.
Answer: Forensic Psychologist

FBQ12: The importance of man as individuals and group at work is the focus of ------Psychology.
Answer: Industrial

FBQ13: The --------- function is one of the main activities of Personnel Psychologists
Answer: Staffing

FBQ14: ---------- means the process of seeking and attracting a large pool of likely knowledge, skills, talents and experiences for consideration for appointment;
Answer: Recruitment

FBQ15: ---------- involve putting the right worker on the right job
Answer: Placement

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FBQ16: ---------- is to determine the core activities engaged in by workers; that is the duties, tasks, responsibilities, working conditions and hazards and assessment of human requirements of all jobs
Answer: Job analysis

FBQ17: Sources of recruitment are broadly divided into
Answer: 2

FBQ18: ---------- on the other hand means determining among the so-recruited, the best possible hand for the position advertised.
Answer: Selection

FBQ19: ---------- are designed on different human attributes and the choice of test(s) depends on attributes that are necessary for the job in question.
Answer: Psychological tests

FBQ20: There are -------types of inhibitions
Answer: Two

FBQ21: The classical conditioning approach was promoted by the work of -------
Answer: Ivan Pavlov

FBQ22: The ---------- states that "in a given situation, a response followed by a 'satisfying' consequence will become more likely to occur, and a response followed by an unsatisfying outcome will become less likely to occur".
Answer: law of effect

FBQ23: --------- view, human learning as influenced by multiplicity of factors such as beliefs, attitudes, motivations, expectations and emotions.
Answer: Social-cognitive Theory

FBQ24: ---------- is an internal record or representation of some prior event or experience.
Answer: Memory

FBQ25: Declarative memory are of------- types
Answer: Two

FBQ26: ---------- focuses on the job holder. It is aimed at identifying the "training gaps" or skill deficiencies in the job incumbent.
Answer: Person analysis

FBQ27: ---------- is the systematic evaluation of individual employee with respect to job performance
Answer: Performance appraisal

FBQ28: ---------- is the job incumbent whose performance is to be evaluated
Answer: Appraise

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FBQ29: According to Pattanayak (2012) ------- is inevitable for every organisation to be healthy and productive
Answer: Change

FBQ30: ---------- as a generic term embraces a wide range of intervention strategies into both structural and social processes of an organization.
Answer: Organisational development

FBQ31: During------ stage, preparation. Motivation and readiness is created among people to change old behaviour through creation of discomfort or lack of conformation which may cause guilt or anxiety.
Answer: Unfreezing

FBQ32: In the --------- stage, the client is assisted to see things, judge them, feel them, and react to them differently based on a new point of view using new role models, mentors and by creating environmental scanning or new and relevant information.
Answer: Moving stage

FBQ33: --------- denote interdependencies and interconnectedness and interrelatedness among elements in the set that constitutes an identifiable whole.
Answer: Systems

FBQ34: -------- provide explanatory framework for the relationship between variables.
Answer: Theories or models

FBQ35: --------- according to Eze (2004) is central and essential part of life.
Answer: Work

FBQ36: -------- are built on Weberian bureaucratic prescriptions of rigidity and tightly controlled structure.
Answer: Mechanistic designs

FBQ37: --------- is the highest authority in dispute settlement machinery.
Answer: National industrial court

FBQ38: --------- is defined as an enduring organisation of motivational, emotional, perceptual and cognitive processes with respect to some aspect of the environment.
Answer: Attitude

FBQ39: ------ is triggered by need to respond to new challenges or opportunities presented by the external and internal environment, or in anticipation of the need to cope with potential future problems.
Answer: Organisational change

FBQ40: There are ---------- types of inhibitions
Answer: Two

FBQ41: -------- is an enduring belief that specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct.

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Answer: Value conflict

FBQ42: -------- mean interpersonal opposition that is driven by personal dislike or disagreement between parties.
Answer: Personality conflict

FBQ43: ------ is a well respected and trusted employee who may be engaged to hear out parties and to attempt a resolution of the dispute.
Answer: Ombudsman

FBQ44: ---------- is the ability to sense how others are feeling
Answer: Empathy

FBQ45: ---------- is an ability to be aware of what you are feeling
Answer: Self-awareness

FBQ46: The ------- is primarily engaged in research using experimental method.
Answer: Experimental psychologist

FBQ47: -------- tries to understand complex human behaviour by studying the onset of a behaviour pattern and the orderly way in which they change over time.
Answer: Developmental psychologists

FBQ48: ---------- involves putting the right worker on the right job
Answer: Placement

FBQ49: In selection ------- is the opinions of former employer(s) and or people of eminent status.
Answer: Reference check

FBQ50: -------- according to Naylor and Blum (2001) is a process that develops and improves skills related to performance.
Answer: Training

MCQ1: One of these is NOT one of the notable writers of Industrial Psychology as a sub-field of Psychology.
Answer: Charles Taylor

MCQ2: Industrial Psychology as an academic discipline started with the pioneering works of Musterberg
Answer: 1913

MCQ3: Industrial/organisational psychology is also called ----- psychology
Answer: Workplace

MCQ4: The overall goal of ----- is the understanding of human behaviour, from a scientific point of view.
Answer: Psychology

MCQ5: ---------- psychologists work with people of milderEmotional problems.
Answer: Counselling

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MCQ6: An engineering psychologist is also called
Answer: Ergonomist

MCQ7: The -------- function is one of the main activities of Personnel Psychologists .
Answer: staffing

MCQ8: Organisations need people periodically for the following listed reasons Except one:
Answer: For payment of low wages

MCQ9: -------- is a deliberate effort involving serious and concerted planning and budgeting to anticipate costs at every stage of the recruitment and selection.
Answer: Recruitment

MCQ10: --------- means determining among the so-recruited, the best possible hand for the position advertised.
Answer: Selection

MCQ11: ----------is suitably used where number of applicant is manageable.
Answer: Preliminary interview

MCQ12: -------is often done to clarify issues arising in the application blank.
Answer: Second interview

MCQ13: -------- is done to examine the physiological state and fitness of candidates.
Answer: Medical examination

MCQ14: Naylor and Blum (2001) sees ----- as a process that develops and improves skills related to performance.
Answer: Training

MCQ15: The classical conditioning approach was promoted by the work of ------- (1849-1936)
Answer: Ivan Pavlov

MCQ16: In------- schedule, desired behaviour is reinforced after specified number of responses.
Answer: Ratio

MCQ17: ------- means reappearance of a previously extinguished conditioned response.
Answer: Spontaneous recovery

MCQ18: The behavioural psychologists theory that believes that behaviour is more than simple S-R (stimulus and response) paradigm, rather thinking and interpretation of stimuli – S-O-R (stimulus-Organism- Response) are bonafide part of the learning process called
Answer: Social-cognitive Theory

MCQ19: --------- is an internal record or representation of some prior event or experience.
Answer: Memory

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MCQ20: Organisational analysis is a --------perspective, while task analysis is a ------ perspective involving a review of job description in which the task, duties, responsibilities and condition under which the job is done is highlighted.
Answer: Macro and micro

MCQ21: --------- focuses on the job holder. Its aim is to identify the "training gaps" or skill deficiencies in the job incumbent.
Answer: Person analysis

MCQ22: ------- is a process and outcome justified in terms of cost to the organisation viz-à-viz adequacy or otherwise of budgetary provision, current and future benefits to individual trainees and the organisation
Answer: Cost-effect benefit

MCQ23: An organisation is like a tune; it is not constituted by individual sounds but by their syntheses. This is according to --------
Answer: Peter Drucker

MCQ24: One of these reasons is NOT for performance appraisal
Answer: Improve Grape-vine

MCQ25: The job incumbent whose performance is been evaluated is called-------
Answer: Appraise

MCQ26: -------is an appraisal method where raters is to assess job incumbents in terms of selected objectives describing job behaviours.
Answer: Forced-choice

MCQ27: An appraisal method where Traits or behaviours are rated by attaching certain numerical values is called.
Answer: Graphic Rating

MCQ28: In ------- Performance is principally measured against results as derived from well-defined work objectives.
Answer: Management By Objective

MCQ29: One of these is NOT an appraisal pitfall
Answer: Imminent effect

MCQ30: Organisational-----is a radical transformation in the functioning of the organisational processes.
Answer: change

MCQ31: Individual resistance to change may be as a result of the following EXCEPT one :
Answer: Spouse denial

MCQ32: -------- can be defined as an enduring organisation of motivational, emotional, perceptual and cognitive processes with respect to some aspect of the environment.
Answer: Attitude

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MCQ33: One of these is NOT a components of attitude
Answer: Affirmative

MCQ34: Engineering Psychology or Human Factor Engineering is another name for the sub-field of psychology called.
Answer: Ergonomics

MCQ35: One of these is not a Negotiation type according to Eze (2004)
Answer: Adhoc

MCQ36: One of these is NOT an external method of resolving conflicts
Answer: Reconciliation

MCQ37: A -------- is ones particular area of work within a series of jobs.
Answer: Career

MCQ38: ---------- is a dynamic construct implying gradual growth, or increase or advancement.
Answer: Development

MCQ39: --------is a lose-lose situation in which disputants are both physically and emotionally detached not from the problem but from the processes that will lead to resolution.
Answer: Avoiding strategy

MCQ40: The acronym ADR in Dispute Resolution means
Answer: Alternative Dispute Resolution

MCQ41: -------- entails putting elements tasks, duties, responsibilities etc together for the job incumbent to be able to meet the goals and objectives entailed on the job position.
Answer: Job designs

MCQ42: Organisations now have formal ADR policies using various combination of techniques such as all EXCEPT one
Answer: Ombudswoman

MCQ43: According to Kurt Lwine's Model, one of these is NOT a model for proper management of an effective change process.
Answer: Stagnant stage

MCQ44: -------- is NOT a type of change
Answer: Model

MCQ45: –---------- is the ability to handle the emotions of others.
Answer: Social skill

MCQ46: The ------- applies psychological principles and theories in understanding human behaviour in social setting.
Answer: social psychologist

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MCQ47: -------- simply means the process of seeking and attracting a large pool of likely knowledge, skills, talents and experiences for consideration for appointment;
Answer: Recruitment

MCQ48: One is NOT an Internal labour market source
Answer: Walk-ins

MCQ49: -------- is used to determine the training needs of specific populations of workers.
Answer: Demographic analysis

MCQ50: -------- attempts to identify the content of training, that is what an employee must do in order to perform competently.
Answer: Operational Analysis

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