UG-ARTWORKS:

ORGANISATIONAL PSYCHOLOGY COURSEHACK

1. Concepts of Organisational Psychology

a. Organisational Psychology

 is the study of human behaviour at work, how people interact, perform and adopt within organisations e.*g understanding how LUANAR staff and students work together effectively.*

b. Purpose

 improve productivity, satisfaction and well-being e.*g managing employees in ADMARC or ILLOVO sugar efficiently.*

c. Focus Area

- motivation, leadership, teamwork, communication, decision-making.

d. Relations to Management

- psychology helps managers understand people's attitudes, needs and reactions.

2. Major Perspectives in Psychology

a. Behavioural

 It is learned from environment *e.g Training shapes performance*.

b. Cognitive Perspective

- thoughts affect behaviour *e.g Employee beliefs about fairness influence morale*.

c. Humanistic

- people seek growth and fulfilment *e.g Give staff recognition and respect.*

d. Psychoanalytic

 behaviour driven by unconscious motives *e.g personality conflict may affect teamwork.*

e. Biopsychological

 Behaviour linked to brain and body *e.g stress affect performance and health*.

3. Individual Differences

a. Personality

☐ unique pattern of thinking, feeling, behaving *e.g some workers are extroverts, others introverts.*

b. Perception

☐ How people interpret events *e.g supervisors tone may seem rude to one worker but not another.*

c. Attitudes

☐ Feelings towards work or organisation *e.g positive attitude = higher performance.*

d. Aptitude and Ability

- Natural and learned skills *e.g A skilled accountant is a trainer.* **e. Values**

- deeply held beliefs guiding behaviour *e.g integrity, punctuality, respect.*

4. Motivation Theories (Very Important)

a. Maslow's Hierarchy of Needs

⬜

People have 5 levels: physiological – safety – social – esteem – self-actualisation

e.g farmers work for pay (physiological needs) then for recognition (esteem).

b. Herzberg's Two-Factor Theory

⬜ hygiene factors (salary, work condition) prevent dissatisfaction - motivators (achievement, personal growth) create satisfaction *e.g paying salary prevents complaints, giving promotion motivates.*

c. McGregor's Theory X and Y

- X = workers are lazy
- Y = workers are self-motivated if trusted *e.g modern managers use Theory Y approach.*

d. Vroom's Expectancy Theory

⬜ Motivation = Expectancy × Instrumentality × Valence *e.g if workers believe effort leads to reward and then satisfaction, they work harder.*

e. Frederick Taylor's Scientific Management Theory

⬜ Taylor emphasised that work performance can be improved through scientific analysis of tasks and efficient management practices.

   o He proposed that workers should be selected scientifically, trained properly, and motivated by financial rewards. Taylor also believed that

dividing work between management (planning) and workers (execution) increases productivity.

- *Example: In manufacturing industries, applying time and motion studies can help identify the most efficient way to perform a task, leading to higher output and reduced fatigue.*

5. Communication in Organisations

a. Formal

- official channels (memos, reports) *e.g notice from LUANAR administration*. **b.**

   Informal

- casual communication (gossip, chatting) *e.g 'grapevine' talk among staff*.

Note*: The grapevine is an informal network of communication in an organisation where information spreads unofficially through conversations. It can be fast but sometimes inaccurate.*

c. Upward

- from subordinates to superiors *e.g feedback report*.

d. Downward

- from managers to staff *e.g instructions.*

□

e. Horizontal

between same-level employees *e.g lecturers planning a project.*

NB*:*

- ✓ *Barriers to communication include noise, language, emotions, culture, and poor feedback*

- ✓ *Good communication = clear message + right channel + feedback.*

6. Leadership

a. Trait Theory

□ leaders have inborn qualities *e.g confidence, honesty, intelligence.*

b. Behaviour Theory

- Leadership can be learned *e.g training managers in communication skills.* **c.**

  Situational Theory

- best style depends on situation e.*g use strict control in crisis, freedom in creative projects.*

d. Transformational Leadership

 inspires and motivates others to exceed *expectations e.g NGO leaders motivating*

staff for community change.

NB: Leadership Styles:

i) *Autocratic: boss makes decisions alone.*

ii)*Democratic: team participation. iii) Laissez-faire: gives freedom for*

workers to decide.

7. Group and Teamwork

a. Group

- two or more people interacting to achieve goals.

b. Team

- group with shared responsibility and synergy e.*g research project team*.

c. Stages (Tuckman Model)

 forming – storming – norming – performing e.*g new study group adapting to*

each other.

□

d. Groupthink

□ members avoid conflict leading to poor decisions e.*g team ignores warnings to meet deadlines.*

e. Conflict

disagreement due to goals or values *e.g between supervisors and workers over working hours.*

NB: Managing Conflict:

1. *Listen*

2. *Clarify issues*

3. *Find a win-win solution.*

8. Job Satisfaction and Performance

a. Job Satisfaction

- how happy employees feel about their jobs *e.g high at ILLOVO = low turnover*.

Note:

- Turnover refers to the rate at which employees leave an organisation and are replaced by new ones

- A high turnover rate often means poor management or low job satisfaction. **b.**

Performance

- output or contribution level *e.g more motivation = better performance.* **c.**

Turnover

- rate at which employees leave jobs *e.g High turnover means poor management.*
d. Absenteeism

- missing work without reason e.g dissatisfied or stressed workers.

9. Stress and Workplace Well-being

- Workplace stress occurs when job demands exceed an employee's ability to cope. Managing stress is essential for productivity, health, and satisfaction.

Type of Stress	Explanation	Effects	Solutions
Heavy Workload		*Fatigue, low morale*	
	Too many tasks or tight deadlines		*Job redesign, regular breaks*
Poor Supervision	*Lack of guidance or unfair treatment*	*Conflict, frustration*	
			Training managers in leadership and communication

Job Insecurity	Fear of losing one's job	Anxiety, reduced motivation	Transparent communication, reassurance from management
Family Pressure	Balancing work and home stress	Distraction, low focus	Counseling programs, work-life balance initiatives

NB: *Stress management = balancing job demands with available resources.*

10. Organisational Change and Development

a. Organisational Change

 any alterations in structure, technology or people *e.g introducing new farm software.*

b. Resistance to Change

 fear of unknown, habit, misunderstanding *e.g staff resists digital attendance system.*

c. Change Management Steps (Lewin)

1. Unfreeze

2. Change

3. Refreeze *e.g prepare staff, train them, stabilise new system*.

11. Exam Tips

1. Define each concept in simple terms (no dictionary words).

2. Give at least one Malawi example.

3. Mention one theory related to the question, link the theory to organisational performance.

4. Keep sentences short, clear, and logical.