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Role of psychology in human resource management

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Abstract
Organization and psychology are inter-related. A few trends have emerged in the field of strategic Human Resource Management over the past few years. Here, we will describe, why psychology is important in organizational performance. This paper considers the two major areas that comprise the broader domain of the field i.e. (personnel psychology and organizational psychology). The integration between the psychology and human behavior's management is arguing the main factor depicting HRM theory and practice from its more traditional personnel management roots. The human factor is considered as the main point in the psychology of the management, as its importance and a core thing. Studying the psychology management, we study the psychology of the person, his various and the most important thing – influence of person's mental action, on activity; and influence of that activity on psychology and behavior of that person. The psychology of management is the branch of psychology, studying mental features of an individual and its behavior in the course of planning, organizing, managing and controlling the joint activity.

Keywords: Psychology, management, personnel selection, human resources

Introduction
According to Lillian Moller Gilbreth, an American Psychologist, consultant, and educator, "The Psychology of Management means the effect of the mind that is directing work upon that work which is directed, and the effect of this undirected and directed work upon the mind of the worker. The emphasis in successful management lies on the man, not on the work."
Psychology is an extremely broad field, encompassing many different approaches to the study of mental process and behavior. It began as a branch of psychology in 1901, when Dr. Walter Dill Scott in the U.S.A. spoke on the possibilities of the application of the psychological principles to the field of Business. Organizational psychology is the third or the fourth of the most popular branches of the Psychology. The two fundamental goals of Organizational Psychology are:
- To understand the behavior of people in a workplace; how people can become fulfilled, effective, satisfied, and rewarded; and how these outcomes can be achieved more.
- To study how the organization can be developed and sustained by applying such psychological principles, theory, research and its interventions in order to design and implement the practical solutions to solve the challenges of Organization
'Organizational Psychology' refers to the practice of applying psychological principles and practices to a work environment. The goal is to identify and solve problems, increase employee satisfaction, and improves workplace dynamics. While it's most often, referred to as, industrial-organizational psychology, other names for this field include IO Psychology, Work Psychology, Business Psychology, and Occupational Psychology. Being engaged in studying the person in the conditions of the concrete practical activities of psychology, managers constantly face the problems that need development for both the, Professional work, and The Person, who carries it out. It tries to understand the human problems that have arisen as a result of tremendous expansion of industry in the last few decades. It is defined as the study of man and his behavior with the aid of scientific methodology. The Science of behavior (what we do) and mental processes (thoughts, sensations, perceptions, dreams, beliefs, and feelings).
Sub-divisions within Industrial/Organizational Psychology:
(A) Industrial and Personnel Psychology: People are the most important ingredient in the Organization. Organizational psychology has the potentiality to contribute to the productivity of industry and business, on one hand and achieving greater effectiveness

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and fulfillment of working, on the other hand.

1) HR Stuff: Recruitment, Job analysis, selection, training, performance appraisal, compensation, employment law (Title 7th of CRA)

2) KSA – Job performance: It includes employee related activities which involves recruitment, selection, training and development, leadership etc.

- Employee Recruitment: The process of attracting qualified applicants.
- Employee Selection: The process of choosing applicants for the job.
- Employee Placement: The process of assigning the workers to their appropriate jobs.
- Performance Appraisal: the formalized means of assessing the work performance in comparison with already established organizational standards.
- Employee Training: planned organizational efforts which facilitate in learning employee's job-related knowledge, and behavior.
- Job Analysis: the systematic study of the tasks, duties, and responsibilities of a job and knowledge, skills, abilities, and other characteristics (KSAO's) of the workers, needed to perform it.
- Job Evaluation: An assessment of the appropriate value of jobs to determine the relative compensation.
- Employee Motivation: the force that energizes, directs, and sustains work behavior.
- Job Enrichment: Designing jobs to give workers greater responsibility in planning, executing and evaluating the work.
- Job Satisfaction: The positive and negative feelings and attitudes about one's job.
- Leadership: The ability to guide a group towards the achievement of the goals.
- Group Dynamics: The nature of groups, including the factors which govern the formation and development, elements of its structure, and the inter-relationships with individuals, other groups and organizations.

(B) Organizational Psychology: Emphasis on research and practice involving human relations. It includes various approaches:

1. Management Approaches: It is based on management based on the strength and style of Japanese which involves Theory X and Theory Y
   Theory X - Managers get motivated by exerting control and threatening punishment to the employees.
   Theory Y - Managers get motivated by allowing workers to participate in different problem solving.

2. Job Satisfaction: Job satisfaction can be provided by measuring the attitude in the work and by fairness in the compensation. It involves personal characteristics of an individual and the influence of culture on them.

3. Employee Commitment: It includes commitment of employees regarding the Organization, culture of the organization, and sense of gratitude towards the organization.

- Affective Commitment- Emotional Attachment of employees to the Organization
- Continuance Commitment - Perception of economic and social costs of living in the Organization
- Normative Commitment – Sense of obligation towards the organization

4. Organizational Culture: Here, role of power culture, role of personnel, cultural tasks, culture of an individual and the organization and various toxic workplace factors are included.

(C) Human Factors and Ergonomics: Human factors and ergonomics together affect the organization because it is directly related with psychological factors and it is concerned with applied psychology.

- Modifying equipment and environment to help workers
- Intersection of Engineering with Psychology.
- It Focuses on safety, and efficiency of human and machine interactions.
- Perception, learning, attention, cognition, environmental and social psychology

The Hawthorne Studies: It is the most important study in the field of psychological management. In 1924, a series of experiments is given at the Hawthorne works of the Electrical Company.

- Researchers from the Harvard University came to study the relation between lightening and efficiency in organization.
- Increased lighting, results in the increased efficiency, but to their surprise, efficiency continued to improve as the lighting dimmed to the moonlight levels.

The Hawthorne Affect: Change in behavior following generally new or increased attention affect eventually wears off and behavior returns to original as the 'novelty' dissipates.

- In 1993, Elton Mayo made his report on the Hawthorne studies. It contains the first important call for the human relations exercise.
- Mayo showed the existence of informal employee groups, and their effect on production, the importance of Employee attitude, the value of a understanding and sympathetic supervisor, and the need to treat people as people – not simply as capital.
- This was one of the benchmark events in the development of Industrial Psychology.

Challenges

Workplace practice poses unique challenges for Industrial psychology and, at the same time, Organizational psychology can offer opportunities. In practice, there is a risk for the practitioner researcher to be exacerbated unless we can identify ways for the two fields to converge. Here, we discuss the challenges this context poses for Organizational psychology. Before proceeding to the methods and content of industrial psychology it might be best to mention certain major problems which the profession has to face m its future growth and development.

The Organizational Psychology poses 3 main challenges:

1) The Consultant and the Staff Psychologist: As was pointed out earlier, the industrial psychologist is likely to obtain his livelihood through one of three major sources of employment. He is either a consultant, an employee of a company or the government, or a university teacher. Very often he combines two of the three roles, but whether he does or not depends upon his interests, opportunities, degree of identification, and tempo.
   A full time employee is employed by a company or by the government agency is refined to as "staff psychologist." The major difference is, the consultant

can be working for a no. of employers. In general, the duties and tasks of the consultants and staff overlap. The staff psychologist plays a major role in organization chart for every employer. There is no difference in types of assignment as concerned. Although a division between groups is undesirable between the staff psychologist and the consultant, if the profession is advanced in the industry. The answer is given in Canters study (1948) to the question "What do you think of consulting firms as the best solution to industrial psychological problems?" pose a serious future problem. One- half of the psychologist group was not favorable toward such firms; the consulting group was generally in favor. This situation demands attention and which should be cleared up.

2) Communication: One of the difficulties faced by any profession is its language and technique. Sometimes it becomes so difficult that the outsider is really felt out. If organizational psychology has to gain an important place in the organization, they must have to learn to write and talk in the language which is clearly understandable by the others who are interested in the problems equally and who sometimes have even more concern in a solution. Not only the organizational psychologist must learn to communicate properly but the other non-psychologists must also try to avoid the problem of communication within the problem by better understanding.

The increasing complexity of organizational psychology and the specialization of interest of the psychologists who are working on different problems concerned with different problems in different settings have created many barriers to the flow and dissemination of knowledge among researchers and practitioners is increasing day by day. While such problems may be the inevitable for a dynamic discipline, the authors feel that the communication problem is one of the most critical in industrial psychology today which needs to be sort out.

3) Resistance to Change: Research findings as well as researcher himself can ordinarily be expected to meet with resistance on the part of employees and, in many instances, employers. The successful researcher of organizational psychology must be immediately followed and must be aware of this phenomenon. It would be properly scholar, if one is expecting that industry is waiting to apply for the knowledge of industrial psychology. Various attempts to change are resisted, no matter how well-intentioned they are; produce threats. This resistance can even take place of aggression and hostility against the change itself or against the head of the project or the one who is implementing the change. Most often, the employees imagine the change in advance and even its possibility. This imagination only makes the resistance stronger. When these changes are associated with layoffs and speedups, the resistance to change gets even stronger. It cannot be stated that the change can easily be implemented in any organization.

Implementation of Organizational Psychology at Workplace
For midsize and large businesses, these professionals are a valuable asset for any organization if you want to increase the satisfaction and productivity of the employees.

Depending on the scale of your organization and the work that you feel needs to be done in your company, a consultant might be a better fit for you.

Hakim said that the personality assessments tests can be used to help in screening applicants as a "multiple-hurdle approach" to hire people, or to help in development of the employees. Here are the six most common personality tests you can utilize in your organization:

- DiSC Assessment: This test identifies the style of communication in the organization and helps its employees to understand how more effectively they can work together and talk to each other. One can learn more about this DiSC model in the Business News Daily article.

- Five-Factor Model of Personality: The Five-factor model separates the people of company into the "big five" traits – ambiversion, readiness, scrupulous, neurotics and receptivity to experience.

- Predictive Index: The Predictive Index, or PI, is a short and simple test that helps us to understand behavior of our employees at work. This can help you in aligning goals and to improve the efficiency.

- Myer-Briggs: This test puts the organization into one of the 16 personality types to help you understand how to perceive the world and how to make decisions. Though this is a very popular test, there is some argument surrounding it, According to Crant, it doesn't always produce the same results when a person takes the test for multiple times.

- Situational Judgment Tests (SJTs): Here stimulated situations are used to test how workers would react in a given circumstance. That way, you can increase your customer service skills and confront any possible flaws in your approach

- Occupational Interest Inventories (OIIs): This test identifies employees' interests in the organization, helpful in understanding their preferred assignments and roles. This also helps in task delegation and employee retention.

It's important to note that these tests aren't suited for every organization, because of the size and various other factors and to analyze the results of any personality tests on your own, without the help of a professional, can also lead to arguments and some misunderstandings. It is advised to consult a professional psychologist before administering or sharing the results of any personality tests in the workforce.

Organizational psychology helps in developing strategies that build better organizations. Such psychologist can help with staffing, workplace climate issues and workforce development. It can be done by hiring best people, retaining them, by developing fair, legal, and efficient hiring practices. By creating a diverse, qualified workforce and minimizing absenteeism. It also helps in increasing motivation and dedication of employees and developing performance management systems. It eliminates harassment and discrimination from organization and improves the skills of people an organization already have and the team environment.

Conclusion
Organizational Psychology is a subfield of psychology that studies people, and their behavior in a working environment. The settings in which people work and function are helpful in gaining a better understanding of the

individual's behavior and how this behavior can be changes, influenced and enhanced in benefiting the organization and its employees. Industrial psychology focuses basically on three aspects i.e. worker, the work that is being performed and the context in which the work is to be performed.

Psychologists often make a contribution in major areas of industrial functioning, such as the selection and training of the new employees, a host of organizational development activities, and development of performance appraisal systems. However, the current findings and studies of our study that the contribution to organizational processes and performance could be extended by considering the issues where members themselves believe to be important with the issue and in need of dealing with. Finally, as indicated earlier, enhancement of the image of the profession could be achieved by increasing the communication with consumers of our services and more effective marketing of the expertise and the various areas of competence of Organizational Psychology.

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