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PSYCHOLOGY

PAPER No. 16: Community Psychology
MODULE No. 25: Organizational Model of Mental Health

1. Learning Outcomes

After studying this module, you shall be able to

- Know about the Organizational Model of Mental Health
- Learn about the X and Y theory
- Identify its various assumptions
- Evaluate its pros and cons
- Analyze how it is used in the community

2. Introduction

In the year 1946, a group of psychological and educationists and educationists met at New Britain's Teachers College in Connecticut, U. S. A. The aim of this group was to develop techniques for educating people about and community and social relations. The leader of this group was, K. Lewin, R. Lippit, K. Benne and L. Bradford.

The Basic Skills Learning Technique developed under the leadership of K. Lewin had considerable influence in the development of organization model in Community Psychology.
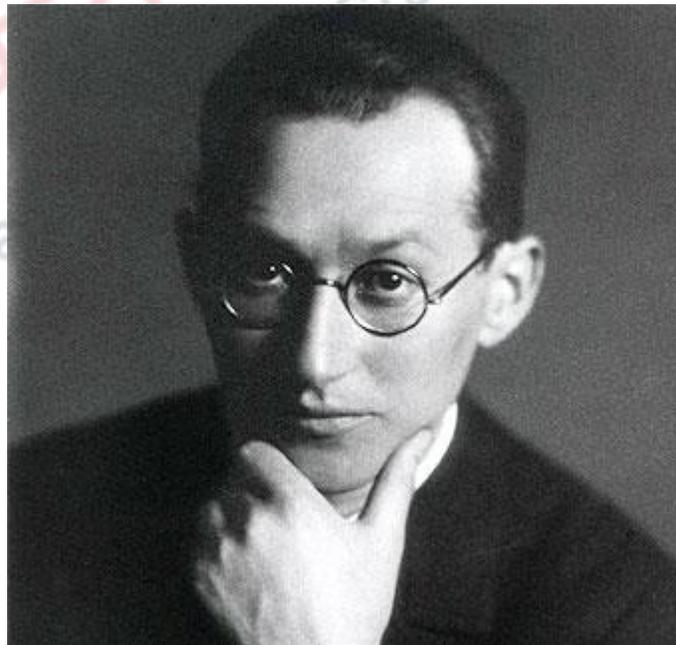

Figure 1: This is a picture of K. Lewin

This is a psychological approach to study the organization phenomena has its primary interest in the description, prediction and explanation of the behavior of individuals and teams in the

organizational settings in order to understand, influence, and manage people, processes, and outcomes in the organizations.

The two areas that had immense impact on organizational psychology were that of individual difference and social psychology. Approaches based on social psychology studied cognitive, affective and behavioral processes and their outputs, such as attitudes, beliefs and evaluation at individual and at team level.

The emergence of organizational psychology is linked with Hawthorne studies and the writings of Elton Mayo, who interpreted the results from psychological perspective rather than industrial engineering perspective.

Figure 2: This is a picture of Elton Mayo

3. Assumptions

The organizational model has been majority influenced by the views of Douglas Mc Gregor and his theory X theory and Y theory. Douglas Mc Gregor elaborated two opposite sets of assumptions about the employees. According to him efficiency of management in dealing with people is based on ability of manager, leader to make correct assumptions about the employees.

Figure 3: This is a picture of Douglas Mc Gregor

3.1 Theory X

This theory is related to function on management. This theory holds negative assumptions about the employees whereas management approaches is strict and autocratic.

Managerial Actions

- Management is responsible in directing people's effort, motivating them, controlling their actions and modifying their behavior to fit needs of the organization.
- Management is responsible for organizing the elements of productive enterprise money, materials, equipment, and people in the interests of economic ends.
- Without the active intervention of management people will be passive and even resistance to organizational needs.

Managerial Assumptions

- Average man by nature works as little as possible.
- Most people lack in ambition, they desire security as their major goal, they dislike responsibility and prefer to be led.
- Most people dislike work they have to be pushed closely supervised, coerced, persuaded and even punished in order to reach the organizational goal.
- By nature are resistant to change.
- They are gullible and not very bright, ready to be duped of the demagogues and charlatans.

3.2 Theory Y

An alternative theory of human behavior represents the democratic approach and thus offers employees greater scope of creativity and responsibility. It makes positive assumptions about the employees. It is referred as the humanitarian approach of management.

Managerial Assumptions

- Work is as natural as pray, average human being does not always dislike work. Attitude towards work depends upon the work related experiences depending upon situations; work can be source of satisfaction or punishment.
- Motivation occurs at self esteem and self actualization level and also at physiological and security level.
- Most employees are capable of using high degree of imagination, ingenuity and creativity in solving organization problems.
- Task of the management is to arrange organization conditions and the methods of management so that the people can achieve their own goals by directing their efforts towards organization objectives.
- People can exercise self control and self direction to achieve objectives to which they are committed, threats and punishments are required.

Managerial Actions

- Job enlargement increased responsibility among rank and provides opportunities to satisfy social and ego needs.
- Participative and consultant management.
- Making employees take part in the decision making practices.
- Joint target settings and self evaluation.

Thus, the theory states that manager can yield best results by proper treatment of employees. Therefore, emphasis is laid on persona growth as a means for achieving cooperation within the organization.

4. Typical Intervention

The model has evolved gradually into a collection of specific interventions that complement and reinforce each other. Integration of these interventions for an approach specific to organization is referred as organization development. This process is carried out by either a consultant or a group of consultants invited by the organization to work for extended period of time

4.1 Sensitivity Training

Sensitivity training or 'T' group aims to create an environment, or a better experience in which the individual and the group becomes integrated harmoniously. It is a training attempt to make employees sensitive to others. This method aims to improve participant's empathetic feelings and it also is called laboratory training.

Thus, in this method members are brought together in a free and open environment in which they discuss themselves and their interaction process. The basic objective of this method is to provide the participants with the awareness of their own behavior and how others perceive them.

Thus, resulting in increased understanding of group processes, better communication and listening skills, increased group cohesiveness, openness, development of specific behavior skills and increase in tolerance of individual tolerance and improved conflict resolution.

4.2 Survey Feedback

Survey feedback Method (SFM) was pioneered by Floyd Mann of survey research centre at the University of Michigan (1957). This design promotes not just utilization of survey information but also internalization of solution derived from it.

In globally competitive environments, organizations are seeking information about obstacles to productivity and satisfaction in the workplace. Survey feedback is a tool that can provide this type of honest feedback to help leaders guide and direct their teams. Obstacles and gaps between the current status quo and the desired situations may or may not be directly apparent. In either case, it is vital to have a clear understanding of strategies for diagnosis and prevention of important organization problems. If all leaders and members alike are clear about the organizational development and changes, strengths, weakness, strategies can be designed and implemented to support positive change.

Survey feedback provides a participative approach and enables all members to become actively engaged in managing the work environment.

Step 1	• Identify project plan and objectives
Step 2	• Brief team leaders and employees about the process
Step 3	• Administrator survey
Step 4	• Conduct interviews and focus groups
Step 5	• Train leaders on facilitating team disscussions
Step 6	• Analyze the data and construct a report
Step 7	• Provide feedback to leaders
Step 8	• Team leaders conduct feedback action planning and meeting
Step 9	• Leaders present reports on progress and results to senior management
Step 10	• Follow-up by senior leadership to ensure progress and accountability

Figure 5: This flow chart depicts the 10 steps of survey process

Another technique known as Coding System was developed by Bales (1950), to study interaction between individuals in the organizations. The Coding System consists of three parts, the first three categories in the system covering socio-economic area; the next six instrumental or task oriented and emotionally neutral areas and the last three in the negative socio-economic and emotional areas.

The advantage of Coding System is that an observer can record interaction between group members over a period of time and the results can be determined in terms of common action patterns and role taking within a group

5. Organizational Efficiency

In the final analysis efficiency of an organization depends upon its effectiveness in terms of inputs and outputs. Katz and Kahn (1964) have suggested a formula for measuring effectiveness, in terms of the ratio of input to output in the organization. For example effectiveness of police force can be calculated in terms of the ratio between number of crimes committed and number of arrests made leading to prosecution and conviction.

6. Assessment

- This model primarily and mainly concentrated on the interpersonal goals of an organization. This can be done in terms of inputs and outputs or one can also say qualitative and quantitative aspects. But this model does not state or talk about its use in a community, which is a major drawback of this model.
- Another major concern of this model is the internal personal relationships in a specific situation. The assumptions which relate to employee-employer cannot be applied to the complex, problems of the community, where the relationships among people are much more complex.
- The 'T' group requires open discussion of problems, which is not possible in India due to the culture and there are some things that cannot be talked about in the presence of both men and women together. Such as in issues like family planning, there is a need to talk about sexual matters. Here the organizational model fails.
- The 'T' group requires a relatively homogenous group to function. But that cannot be found in a community.
- Also, inter organizational interaction which is possible in the organizational set up cannot be applied to inter community interactions. The model does not deal with this aspect at all.
- Finally, this model does not talk about translating human relationship in organizational set up to extra-organizational community set up.

7. Summary

- The Basic Skills Learning Technique developed under the leadership of K. Lewin had considerable influence in the development of organization model in Community Psychology.

- The two areas that had immense impact on organizational psychology were that individual difference and social psychology.
- The X theory is related to function on management. This theory holds negative assumptions about the employees whereas management approaches is strict and autocratic.
- The Y theory is an alternative theory of human behavior represents the democratic approach and thus offers employees greater scope of creativity and responsibility. It makes positive assumptions about the employees.
- The model has evolved gradually into a collection of specific interventions that complement and reinforce each other. These interventions are sensitivity Training and Survey Feedback.
- There are several drawbacks of this model along with its uses as well.