

HUMAN BEHAVIOR AND INDUSTRIAL SAFETY

To a degree, management has capitalized more on the monetary aspect of reward than on any other, neglecting to remember that *when fundamental needs are relatively well satisfied, the psychosocial needs take precedence*

Psychosocial needs Only within recent years has management come to consider the importance of these psychosocial needs. The successful safety man will capitalize on them with both workers and supervisors.

For purposes of discussion, the social needs are divided into two major groups: one concerned with personal worth, and the second with personal acceptability, that is, a feeling of belonging.

Personal worth, the first category, considers those forces which enhance the individual's self-regard.

Personal importance is dependent upon receiving *affection* from those who are important to the individual. The term "affection" is being used here in the broadest sense possible, meaning "to be liked." Whether an individual is president of the company or the most humble worker, he wants to be liked for what he is regardless of the job he holds. All human beings like to feel that they have some inherent value in and of themselves. People in ordinary jobs consider themselves as good as anybody else. It is common in our society for people to see themselves, regardless of social position, money, or prestige, as having attributes which make them anyone's equal.

This striving for affection may not be directed toward all people but only, perhaps, to a small group of individuals liked by the person. He wishes to be held in affection at least among a small group of people without that affection being dependent upon what he, as an individual, can do for others. Never in life is this need satisfied as much as the person would like. Perhaps the only time this need was ever completely satisfied was immediately after birth when the infant was doted upon, for everyone loves a baby. From that time on, however, things have interfered with his receiving all the affection desired, so he tries by one process or another to win affection

If, to gain a feeling of being liked by his supervisor or his fellow employees, a worker engages in unsafe practices, the foreman or safety director should through personal discussion show the employee that the same goal can be achieved through safe practices. The supervisor is the one most frequently aware of the motivating forces behind a worker's behavior, and the one through whom the director of safety would most likely be able to change the behavior.

Another way of viewing this need for "affection" is in terms of *social approval*. Social approval is the most important weapon society has to control human behavior. Humans do many things contrary



"He tries by one process or another to win affection . . . and ensure approval from society."

to their own beliefs and feelings to ensure approval from society.

Through his years of development, a person learns to seek the approval of others whether they be elders or peers. This is not entirely different from the situation within industry as there is also a dependent relationship between the worker and his boss, the foreman and the plant manager, and the plant manager and the vice-president, and the vice-president and the president. Much of the behavior which is exhibited within industry is an attempt to maintain the approval of one's superiors, as well as the approval of one's associates. Individuals within industry may not always desire that their