

HUMAN BEHAVIOR AND INDUSTRIAL SAFETY

withdrawing from the situation. Others may substitute some new pattern of behavior to attack the problem and thereby achieve the original goal. For example, an assistant director, frustrated in his attempt to become director of safety, may well substitute Boy Scout leading or community service work to satisfy his need for prestige, power, and leadership. This would be a positive solution to the problem. It would not be inconceivable, though, that the assistant director of safety might try to destroy the work or the reputation of his superior by some means in order to become the director of the program.

There are many other ways of behaving in the face of frustration. A person might put the blame for failure upon a disliked individual or on some group, thereby creating even more tensions between himself and others. He could sit home and do nothing but worry, which then might lead to physical ailments that could be used to excuse the failure. He could make a direct attack against the individual or thing which frustrates him.

Thus there are both positive and negative solutions to the problems stemming from frustration. How much frustration one can tolerate depends upon past occurrences in his life. These will not only vary from individual to individual, but will vary within the individual himself for varying kinds of frustration. How much frustration one can stand is never really known until put to test. When his reactions are not helping the person to adjust, his limit of frustration has been reached.

One of the most important results of frustration as far as the safety director is concerned is the emotion that it arouses.

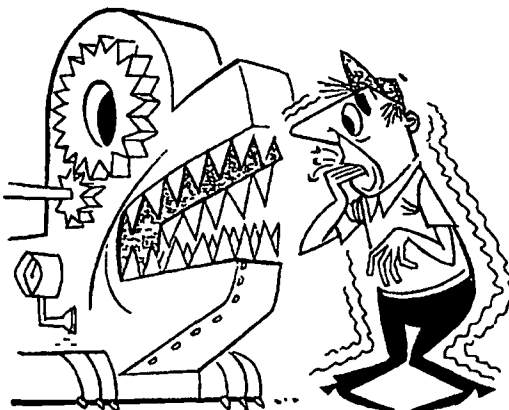
Emotional patterns

Emotions can have a disturbing influence upon an individual's behavior. Anxiety is one emotional reaction which—because of its distracting influence, its stimulus to heightened reaction, and its generally upsetting effect—will make an individual more susceptible to accidents. This general upsetting feeling can be spread to others work-

ing in the same situation and create an atmosphere not conducive to safe procedures.

Anxiety, however, is but one kind of emotional pattern shown by individuals in the face of frustration. The anxious individual is worried, circular in his thinking, and fearful in such a way as to make his behavior inadequate to reach his goal. Even though he himself may realize that his behavior is getting him nowhere, he is unable to find a method which will solve his problem.

In frustration, some people become angry, some fearful, and some accept frustration as a challenge and attempt to solve the



"Emotions can have a disturbing influence upon an individual's behavior."

problem. Most people who react emotionally to frustration and threat find it extremely difficult to cope with life situations. It is not necessary to discuss the physiological pattern which develops in emotion for everyone is familiar with the feelings experienced during fear, anxiety, anger, shame, and other emotions. Rather, one needs to recognize that over the years people have developed accepted social expressions for emotions. To some degree, one individual can be aware of how another is feeling. This is not to say that one cannot be fooled or that the outward expression always truly indicates the feelings of the individual. Many people learn to mask their real