

## 11—Human Behavior and Safety

recognition from his fellow workers and so might engage in practical jokes and harmful horseplay. At the same time, he may be seeking recognition from his foreman by working hard on the safety committee. The need is the same but the means of satisfaction are in direct conflict.

This is multiple motivation. It would be to the safety professional's advantage, in the second case, to recognize what the need is that the worker is trying to satisfy, and find ways to channel the behavior so he can achieve recognition from fellow employees and the foreman.

Continuing psychosocial need is akin to biological need. However, people often assume that in the psychosocial needs, satisfaction at one time should suffice for the future and thus they need not be concerned any longer with giving recognition, or affection, or social approval.

For all people, these needs continue throughout life. Satisfaction is always sought for these needs, but not always attained. It should be apparent also that the satisfactions sought by individuals will not necessarily be for the same needs. At one time, the motivation may be for social approval while at another time the need most requiring satisfaction might be affection. Thus, in dealing with people, one must recognize that what was effective yesterday may not work today, although the satisfaction-seeking behavior is to some degree similar.

Being aware that these needs continually want satisfaction makes it somewhat easier for the safety professional or anyone else to deal effectively with people in the work situation. There may be variance from day to day so the safety professional must therefore cultivate his own ability, and the ability of supervisors, to work with people so that he can sense which needs require satisfaction at a given time.

Since they spend so much time together and with workers, the safety professional and foreman (or supervisor) come to know each other and the workers very well. This should provide the key to determining what a worker's behavior at the moment means in terms of need satisfaction. This key is based on little cues in the individual's behavior which

they have learned over the years to recognize, if they have taken the time and made the effort to know their people.

Careful observation is required. Safety professionals should make certain that any foreman training program includes methods of effective observation of workers.

Conflicting motives constitute another major problem in motivation—needs themselves can be in conflict with one another. Seeking affection could lead to behavior which might be different with fellow workers than with supervisors. It may be necessary to determine which source of affection is the more important before doing anything.

People can internalize these problems to such a degree that the resultant physical stress, worry, anxious periods, or even behavior is completely inconsistent with that expected of them normally. For example, a young man who is assistant safety director in a given company may strongly desire to become the safety director and yet at the same time be fearful of the duties, the responsibilities, and obligations of the job. The promotion would mean more prestige, more money—in all, a better way of life. Here then is a serious conflict. The young man's answer will depend greatly on his background experiences. One of the things he might do would be to quit his job and seek employment elsewhere. He might, on the other hand, seek training to better qualify for the position. These are but two of the many choices available.

The same applies to the worker on the line. He may strongly desire the approval of his supervisor and at the same time desire to remain an accepted member of his work group. If the work group makes fun of or minimizes the importance of the safety program, this worker now is in conflict. He may follow the group or he may seek the approval of the management. He may do one or the other, or he may do something entirely inconsistent with either.

Some conflicts can be solved rather simply, for the alternatives lead to positive need satisfactions regardless of which way the individual goes. These are really no problem. Others may have at one pole a positive satisfaction and at the other a negative or un-