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In the aftermath of the COVID-19 pandemic, the so-called “world of work” has changed dramatically worldwide. New York-based management consulting firm McKinsey & Company (among others) has published extensive literature on the issue over the past few years, which will be as disruptive and significant as the mechanization in previous generations of agriculture and manufacturing. Therefore, organizations of all sizes must consider the implications of hybrid work environments within the context of multicultural and multigenerational realities to obtain optimum human performance in an era of global hypercompetition.

The Society for Industrial and Organizational Psychology (SIOP) defines the field as a dynamic and growing profession that addresses workplace issues at both the individual and organizational level; therefore, research in the subject involves everything from workforce planning, employee selection, and leader development to studying job attitudes and job motivation, implementing work teams, improving diversity and inclusion, and facilitating organizational change. It is within this extensive scope that this publication provides updated perspectives for use by researchers and practitioners alike.

Chapter 1 explores the intricacies involving performance appraisal within the performance management system in organizations. One of the biggest management challenges is how to deploy the most effective appraisal system that employees trust. Performance appraisal is critically important because it determines an employee’s career path within the organization such as rewards, promotions, and ultimately, retention. Performance management can both achieve the goals of providing useful information for efficient administration and a tool for employee development. Integrating the social context into performance management is equally important. But adopting a “One size fits all” approach can be risky, so answering questions such as the following are important: 1) How can an engineer and a janitor be measured with the same metrics? 2) Should performance appraisals occur more frequently? 3) What is the role of the rater? 4) Are performance appraisals still needed today?

Chapter 2 analyzes the various factors affecting resilience in a group of students studying in a multicultural environment based on an established resilience test and a scenario-based survey conducted in a sample of 135 students studying in Dubai, United Arab Emirates. To categorize the respondent’s position concerning the proposed criteria, questions were asked to gauge their affinity to each of the proposed categories and direct inquiries intended to elicit aspects of their personal feelings. The proposed research model consisted of five major factors and associated subfactors related to the development of resilience. This research supported strong connections between the factors of cultural sensitivity, social support, empowerment, self-control, and self-concept and the development of resilience in the group studying within the context of a multicultural environment. The research adds value to students and educational institutions who wish to understand better and improve the development of resilience.

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Chapter 3 defines self-leadership, identifies the abilities necessary to be a successful self-leader, and describes the benefits of self-leadership to organizations and remote employees. Finally, the chapter recommends self-leaders and organizations interested in successful self-leadership. Remote work skyrocketed during and after the COVID-19 pandemic which started in 2020. The traditional approaches to leadership have proven ineffective due to the uniqueness of leading via technology and the global nature of the workforce. Identifying and defining the type of leadership needed for success in remote environments is vital. This chapter was developed using evidence-based research techniques. From the findings, recommendations for self-leaders and organizations were developed, as well as a new theoretical framework for self-leadership based on self-discipline. With the rapid evolution of the global workforce, this research has value and significance to self-leaders, traditional leaders, educators, and organizations.

Chapter 4 examines organizational culture and employee productivity. Today's work environment is undergoing a major shift due to determinants like globalization, growing advanced science, and improved technology. These factors are constantly presenting new challenges and making new opportunities for workers. With these changes, worker perceptions concerning their jobs also change. In this grow-or-die marketplace, the success of any organization depends on its employees and the work culture. Happy and committed employees are important assets of any organization, and the economic management of human resources in smart work cultures can ultimately increase the organizations productivity as it maintains higher job satisfaction levels of the employees.

Chapter 5 addresses toxic leadership and conflict resolution in organizations today. Leaders are always considered as an example to follow by inspiring and motivating staff to follow them. However, there are other leaders whose behavior and style can be hazardous for the organization and its staff. This chapter draws attention to the toxic leaders and their variations in style by presenting different forms of toxic leaders as well as cases for each of them. Furthermore, an action plan to be taken in case of toxic leadership is also presented. The chapter also addresses the stages that organizational conflict might have and presents a classification of possible organizational conflicts as well as their reasons.

Chapter 6 analyzes the impact of culture on individuals and organizations. Different types of organizations are established to meet the demands and needs of humans around the world. Regardless of their size and the sector in which they participate, each one strives to be effective and efficient. All organizations are managed by human beings which produce goods or render services using human labor. The customers of the organization are humans as well. Therefore, humans naturally have a critical role in the function of organizations. It is important to understand their behavior and the variables that affect their behavior. Since the world has become a single market as a result of globalization and the drastic development in technology, it is crucial to comprehend the effect of culture as a variable in determining the behavior of individuals and effectiveness and efficiency of organizations.

Chapter 7 links organizational stress and burnout. Stress is a multidimensional and multifaceted phenomenon that reflects and conditions individual and organizational quality of life. However, given specific work contexts in which there are disproportionate demands, lack or reduced support from the organizational structure, dull treatment of employees, lack of recognition, and the existence of a conflictual environment, it leads to relatively high levels of organizational stress. In turn, burnout arises from the crisis in relationships with work. Its main manifestations are emotional and physical exhaustion, cynicism, and professional ineffectiveness, arising from feelings of exhaustion, energy depletion, increased apathy with work, reduced effectiveness, and negativism with the professional routine. In this follow-up, a bibliometric analysis between 1980 and 2022 was conducted to explore the most relevant

authors, documents, and journals, the trends identified in the publications, and the collaborations between countries in the field of study.

Chapter 8 inspects political behaviors and their consequences in organizations today. It is widely accepted today that politics is an unavoidable dimension of organizational dynamics, exerting a substantial impact on a diversity of factors and targets. This chapter, which covers some of the main theoretical and empirical frameworks that cut across the study of politics in organizations, aims to review the literature on the subject. The authors analyze the main theoretical perspectives and lines of research that politics has concurred around, as well as make a broad discussion about the different colorings that the effects of politics can have in an organizational context. With this literature review, the authors hope to give a more balanced view of a dimension that has been considered the perverse backstage of organizations and the dark side of organizational behavior for years.

Chapter 9 surveys the benefits of leveraging business strategies, which incorporate third culture-building approaches throughout the entire organizational ecosystem with a deep dive into people management and leadership aspects. Third-culture kids who grew up to be working adults were influenced by their parental, organizational, and personal intercultural dynamics, fostering a strong personal identity enriched by their diverse lived experiences. Post-pandemic, there seems to be a high-demand trend for attracting talent with global capabilities and cross-cultural multidisciplinary leadership perspectives to conduct business across borders with greater ease and minimal training. Leaders and managers who can leverage mindsets associated with third culture perspectives are increasingly developing a competitive edge within multicultural organizations. Concepts in this chapter will deepen awareness, understanding, and appreciation for third culture mindsets, guided by mixed-methods doctoral dissertation research findings.

Chapter 10 uncovers the psychological strategies used by Apple to market its products through various media including commercials and brand image. Since its inception in 1976, Apple has quickly separated itself as one of the industry leaders by continuing to push the needle forward in all aspects from innovation to marketing. From the iPhone to the iPad, Apple has a long resume of successful products raising the question, “How does Apple continue to successfully shift culture and facilitate technology acceptance?” By focusing on AirPods as a case study for Apple’s marketing strategies, the chapter dives deeper into the psychological strategies used by Apple to change public perception and the technology industry as a whole. Moreover, the chapter analyzes the strategies used to make technology accepted among all demographics. Last, this chapter synthesizes the information to conclude whether the success of Apple’s company marketing, brand, and image is attributed to genius, or plain luck.

Chapter 11 investigates the occupational health and safety of mining workers in India. Coal is used to generate electricity and is also a raw material in many industries. In India, the coal business is well-known for being a significant source of certain risks and negative impacts. Coal mines have larger workforces than the nuclear and oil sectors, but the dangers of mining have a significant impact on the workforce. Additionally, mining is a highly integrated sector as all underground engineering work, including installation and maintenance, is conducted by the mine’s own workforce. Firedamp and coal-dust explosions, flooding, fire, and unexpected CO₂ or CH₄ outbursts are only a few of the hazards that have been present in the mining industry from the very beginning. Therefore, the coal miners’ lives and health are at risk. Hence, an effort is made to study the occupational health and safety factors of Indian coal miners, and the WASPAS (weighted sum model (WSM) and weighted product model (WPM)) MCDM method is used to prioritize the hazards involved.

Chapter 12 studies why enabling educators fosters creativity and perceived employability. Drawing on a framework of conservation of resources theory, this chapter aims to enable educators in the

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management and organizational studies domain to foster the relationship between serious leisure and perceived employability among marketing management students. The sample was 228 marketing management graduates from four business schools in India who completed an online questionnaire between December, 2020 and February, 2021. The findings indicate that serious leisure is positively associated with perceived employability and that the relationship is mediated by creativity. Gender moderates the mediating effect of creativity on the relationship between serious leisure and perceived employability such that the indirect effect of serious leisure on perceived employability is stronger for men than women. Practical implications enable educators and career counsellors to improve the perceived employability of their students, leading to benefits at the individual, university, and organizational levels.

Chapter 13 probes the contribution that employee motivation theories can make in the design and implementation of an employee reward policy and shows the connection between reward, motivation, and performance. Human capital is one of the most critical resources of any organization. An organization's success is heavily determined by personal motivation, which is important for the fruitful performance of job-related activities. As a result, organizations strive to keep their employees motivated to increase productivity and interest in the company's goals. An organization can establish various plans to retain employees by creating a work environment with which employees are satisfied. The focus will be on some of the most relevant motivation theories: Maslow's hierarchy of needs, the 2-factor theory, the equity theory, and the expectancy theory. Several recommendations for managers and policymakers are proposed.

Chapter 14 researches worker mental stress in the manufacturing sector with a focus on the automobile industry. One of the key objectives of any modern organization is to concentrate on risks and uncertain events. Risks within the project life cycle may be serious if they are not considered at the planning stage. As a result, risk assessment is crucial and has been thoroughly studied in recent years by numerous scholars. The weighted aggregated sum product assessment (WASPAS) technique, which was used to evaluate the adverse consequences of risks on projects, was suggested by this research. The risks that a worker faced while working in the noisy environment of Bhubaneswar were identified and assessed in this study; the results indicated these risks were inaccessible or inappropriate throughout the life cycle. Additionally, this chapter recommends the WASPAS method as one of the MCDM techniques that would be most accurate for assessing risks in a practical setting.

We trust the varied topics covered in this publication will spur additional research into the field of industrial and organizational psychology. This is particularly important due to the monumental changes in workforces occurring globally resulting from declining birthrates in the developed world, rapidly aging populations, volatile economic fortunes of nations, and other factors that often exist beyond the effective control of governments and corporations alike.

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