Two psychological factors that impact safety:

1. Motivation

2. Individual Differences
Motivation

• Motivation involves moving people to action to achieve desired goals.
• Motivation is a main objective of safety promotion, i.e., the safety professional must influence workers to work and think in a safe manner.
• How do you instill motivation?
  – Setting goals
• How do we incorporate goals into the workplace?
  – Education
  – Repetition
  – Reinforcement
• Management support essential.
• Conflicts occur if goals of organization and worker don’t dovetail
  – What are organization goals?
  – What are worker goals?
• Safety should be a main goal of each
Individual Differences

In regards to behavior, physical characteristics, motivation, attitudes, heredity, environment there are general patterns that can be assigned to people. However, we are all different.

– Average person fallacy doesn’t consider individual differences

– Must consider individual differences when looking at workers
Motivation

Four variables associated with motivation

1. **Goal (objectives)**
   - Behavior and/or desired output
   - Understand/learn how to do it

2. **Priority (intensity)**
   - Personal attention must be given to attaining the goal
   - Employees must give the same attention to safety goals as they do to other work objectives

3. **Reinforcement**
   - Involves anything that encourages desired behavior
   - Desired performance lasts over time
   - Attitude, timeliness important

4. **Feedback**
   - This maintains attention, progress toward to goal

Optimal approach encourages positive, prompt reinforcement with general feedback
Maslow’s Hierarchy Of Needs

• Needs drive our *motivation*

• There is an innate priority to needs
  - Lower level needs are met before moving to higher levels

• The importance of certain needs may change at different stages of life
Maslow’s Hierarchy of Needs

Deficit Needs

Physiological Needs

Safety Needs

Belonging Needs

Esteem Needs

Self-actualization

Being Needs

Notice the position of safety
- Second step
- Before social needs
Job Satisfaction

Workers (like anyone) continually seek to satisfy their needs

- Satisfied workers contribute to a better, more productive workplace
- Know your workers
  - Understand their needs and job goals
  - Do you/they know what they want from the job?
  - **Major job motivators:** steady work and job security
Motivation Theories

Theory X
- Worker is essentially uninterested, unmotivated to work specifically in regards to safety
- Management must then motivate workers through externals

Theory Y (remember ‘yes’)
- Worker has inherent motivation, potential to be interested and motivated to work
- Work is natural and desirable
Job Enrichment Theory

• Extension of Theory Y
• Work itself can be a motivator
• Work itself satisfies worker desires and needs
• Both work environment and work itself are important
• Job should provide opportunity for personal growth, satisfaction (work is meaningful)
Principles Of Job Enrichment

1. Good job organization
2. Challenge and change
3. Specialization/unique contribution
4. Worker authority
5. Worker freedom/same accountability
6. Increased accountability
7. Direct feedback
Attitude is Everything

Attitude encompasses certain internal predispositions that produce behaviors.

- Difficult to observe, measure, change
  - Behavior is easier to quantify
- People respond and have attitudes based on past behavior
- Conscious and unconscious attitudes exist
- Changing attitudes and behaviors is critical in successful safety program
- Attitudes can lay dormant until triggered
  - What triggers positive attitudes in one individual may trigger negative attitudes in another.
Three Components of Attitude

1. Affective (feeling)
   - Positive or negative emotions
   - Work-related or not

2. Cognitive (knowing)
   - Education must be provided for tasks and safety
   - Misinformation; triggers negative attitudes

3. Action (doing)
   - Behavior may/may not reflect attitudes
   - Procrastination, peer pressure

Consider all three to change attitude and thus behavior.
Attitude Adjustment

To change safety related behaviors via attitude adjustment involves recognizing certain keys

• EXTERNAL KEYS (the company)
  – Know and understand the risks, costs, and negative effects of unsafe behavior
  – Solicit worker help in solving problems

• INTERNAL KEYS (the worker)
  – Health effects
  – Family

Knowledge of learning process is important to adjusting attitudes.
Principles of Learning

• Reinforcement
  – Soon after desired behavior is exhibited; verbal praise, certificates
  – Positive is best; discipline less effective
• Results
  – Making the worker cognizant of how they did, or are doing
• Practice
  – To entrench good habits note that follow up is important
• Relevance
  – Are topics meaningful; why is a new approach better?
• Selective learning
  – Recognize that individuals tend to learn what they want, and sometimes not what is necessary
• Frequency
  – Related to practice; regular reinforcement, reminding of safety rules, practices
Principles of Learning (continued)

- **Recall**
  - Related to retention; what’s learned last is what’s most easily recalled
  - Devise ways to reinforce important concepts regularly (practice, training)
- **First contact**
  - Material to be learned should be positive; importance of safety should be stressed
- **Transfer of training**
  - Previous training may be a help or a hindrance (need to unlearn bad habits)
- **Intensity**
  - Vivid examples; involve the student
- **Retention**
  - Recognize that there is short term and long term memory; one may learn some things and forget others
  - Requires reinforcement, repetition, refreshers, motivation