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Social Adjustment in Organizational Environment

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Mariana Floricica CĂLIN[1]

Abstract

Problem statement. *Professional activity is a personal expression of the person, a dimension of existence of each person, a measure of our place in society.* ***Purpose of study*** *is the identification of the way that psycho-social adaptability influences the individual from the point of view of integration in the professional activity, the latter one being a basic dimension of any individual's existence, leading to professional success.* ***Research methods***: *The research was based on three surveys that have aimed to identify the psychosocial adaptability, work satisfaction and organizational civic behavior level. Respondents were instructed to complete the questionnaires appropriately to situations most frequently encountered in everyday life.* ***Findings***. *To validate the three hypothesis we used independent samples t test for independent samples and correlations between psychosocial adaptability, work satisfaction, and organizational civic behavior of 50 people aged between 30 and 59 years.* ***Conclusions***. *Flexibility, the ability to schedule a task, the ability to harness previous experience, capability to restructure the work style in the event of a failure, all of them are psychosocial traits of adaptability.*

Keywords: psychosocial adaptability, work satisfaction, organizational civic behavior.

1. Introduction

Taking into account the changes we undergo every day, the much more frequent changes of jobs and even the country we need more and more adaptation to the new.

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Job challenges in another country bring with them the adaptation to another culture and norms other than those we are used to. Thus adaptation is a conduct change process, whereby an individual adapts his/her own action mode upon the environment conditions and exigencies. The tendency is to obtain a concordant relation, a balance between the individual and environment; failing it, we talk about mismatch [11].

The adaptation is defined by Larousse, The Great Dictionary of Psychology [5] as: a whole of the changes of conducts aiming the assurance of the balance of relations between body and its life environments and, at the same time, of the mechanisms and processes that support this phenomenon.

The research aims to analyze whether there is a link between work satisfaction and psychosocial adaptation in the sense that if people are happy at work then they are able to adapt more easily to societal change and face new challenges.

2. Problem Statement

Paul-Popescu Neveanu [9] defines by the Dictionary of Psychology, the social adaptation: a person's adaption to the environment, agreement between the personal conduct and environment specific conduct models, balance between the social assimilation and accommodation. The social adaptation is the process whereby a person or a social group becomes capable to live in a new social environment, adjusting their behavior upon the environment requirements. The social adaptation is achieved related to a new environment, and the success index is the fact that the subject feels like home. Otherwise, we talk about social non-adaptation. A special category is constituted by the mental patients, misdemeanants, patients with behavior disorders that show social non-adaptation situations.

The adaptation means the behavioral and cognitive efforts made for the administration of internal and external requests (and of the conflicts occurred between them), which are assessed as expensive or far too high compared to the individual resources [4].

The adaptation is more than knowledge. It means anticipation, forecast, intelligent use of science acquisitions; the adaptation supposes the conclusion and perfection of the mechanisms that assure the individual psychic balance.

The adaptation processes are used when a situation has one or several new, unknown or not familiar elements. J. Piaget [7] calls these processes: assimilation and accommodation.

- The assimilation occurs when they integrate the new data of previously established behavioral expressions;
- The accommodation occurs when the new data change a pattern or a previous diagram to make it compatible to the exigencies of a new situation.

The assimilation and accommodation are considered essential activities for the individual's development. The development of intelligence is the highest and the most complete adaptation, which embeds the development of psycho-social knowledge, person's ability of development, not just of survival. J. Piaget (2011) describes the psychic adaptation as a balance between assimilation and accommodation.

Enăchescu [1] (p.94) considers that the adaptation is shown as two complementary aspects; they express the two main psychological action directions, following the individual's adaptation to the world and his/her agreement with others:

1. the concurrence and competition reports supposing a dispute of individual with the others, the desire of finding a place among the others, of being like the others, of surpassing the others; it means an open action that promotes the progress and change by surpassing the existent situations;
2. the cooperation and mutual support reports supposing kindred by association and cooperation, a mutual support position; it represents a close action that aims the maintenance of an existent situation, considered necessary and positive from the value point of view;

Each person is an individuality itself, but he/she cannot exist but in a close relationship with the other persons. This personal feature involves a permanent dynamic balance between two aspects; the individual differentiation process or individualization and arrangement of a kind of appropriate relations with the other persons or socialization. The two aspects of this balance mechanism resign "the personality dynamics" and represents the constancy – or personal identity – and adaptation – or the setting of interpersonal relations [1].

The term of constancy means that all the personality changes are constantly maintained as liability tendency effect to the experienced events, depending on the behavior and models elaborated during the childhood.

Adaptation is based on the balance that exists between man's actions on the environment and recersly. Adaptation involves a double movement of assimilation and accommodation.

Both the adaptation and defense are homeostasis, personality balance maintenance mechanisms, which drive to the Self strengthening and constancy.

Social adaptation – relation between a subject and his/her natural or social environment. The term taken over from the species evolution theory is used to explain the way that the individuals try to adequate their expectations and behavior to the complex social systems of their lives.

Adaptability means the feature of being adaptable, flexibility, malleability and adaptation ability.

To Popa [8], the adaptability means adaptation potential, the adaptation defining the current performance level.

Lazarus [4] describes two adaptation forms:

1. adaptation focused on issues that have the effect of changing the current relation. It refers to the initial actions within the adaptive process. The action success makes the problem solved, so that its related emotional stress should disappear.

2. adaptation focused on emotion or cognitive adaptation that determines only changes regarding the relation administration method (avoidance of a danger perception or awareness) or of its interpretation (a danger is administered by using the negation or psychological departure). Such strategies were called cognitive adaptations because they mainly rely on the cognitive processes and less on the actions intended to produce changes of the relation to environment level. Even though they don't change the real relation, the changes happen at the level of meanings assigned to it and, consequently, on the generated emotional reaction field.

The persons who rapidly and successfully adapt to new situations, requests or people, efficiently operate within a range of roles and contexts, including within incertitude times or situations, may be called easily adaptable persons.

The success of personality adaptation leads to its progress, while the adaptation failure determines a regress state. The complex process of adaptation involves an agreement of individual with the others, relied on internal motivations or common external interests.

Non-adaptation and un-adaptation are adaptation difficulty forms: causes of these adaptation difficulties may be classified as such:

1. internal personal factors: lack of motivation, disinterest, lack of a stimulating model, existence of severe mental disorders;
2. socio-cultural external factors: presence of some foreign persons or a hostile social environment, presence of adverse foreign models, social and cultural conflicts and crises, loss of moral values, change of the origin environment.

The person's adaptation problems in the organization can be grouped into six categories:

1. Inappropriateness as a condition characterized by inability to establish communication with other colleagues or partners of the organization due to difficulties in finding common elements with the aesthetics;

2. Un-adaptation as a state characterized by the refusal of existing relationships with the world and the exit from the environment in which that person existed and previously operated; This defaults occur in the elderly, the retired, the unemployed;

3. Required or voluntarily accepted isolation is also a form of inadequacy; Isolation is the state of voluntary settling accepted by an individual withdrawing from the world from society;

4. Forced obedience requires adaptation capabilities in extremely difficult conditions, as it is against the will of the person;

5. The refusal of social integration, appears to be more specific to persons belonging to closed communities (religious, ethnic, marginal groups);

6. The difficulty of integration is the inability of individuals or a group of individuals to adapt and integrate into the majority group; In this case there are neurotic, complex situations, with the impossibility to assimilate the conditions of a different socio-cultural model.

We can talk about social, family, school and professional non-adaptation. All of these may rely on a disease or on the subject's impossibility of reconciliation with the environment.

Factors involved in inappropriate mechanisms are the new fear of change linked to the inability to respond or to deal with, the individual feels connected to the group he is part of, and thus the fear of loss of identity through alienation occurs, the fear of failing Failure, the fear of changing the unknown, the new, the fear of failing to meet the new demands that will be imposed on it, the lack of trust and insecurity.

A person with a positive attitude regarding the kinds of requests of the current charge, is considered similarly to an adapted employee, and the process leading to this result is called adaptation.

A person's adaptation level may be defined by two main indicators:

a) overall professional performance level;

b) assignment term by the individual and organization of the labor relational agreement.

The adaptation may be assessed by several perspectives [3]:

- ✓ Adaptation as state describes the quality of being adapted, which may underlined by certain objective (performance in charge) or subjective (satisfaction level) indicators.
- ✓ Adaptation as process describes the dynamics of personal

convergence process to the labor environment requirements. It has a development stage and a subsidence stage.

- ✓ Adaptation as potential, regarding the estimation of the ability to reach or continue to keep a specific professional adaptation level, relied on the assessment of individual features at a given time. This assessment makes the object of psychological and professional selection examinations, and also of the periodic assessments of current performance.

In the last two decades, the issue of ethical management has become a constant preoccupation in various institutions, organisations or highly professionalized occupations, as an adaptive response to the requirements of a democratic society [6].

3. Research Questions/Aims of the research

The main theme of this work paper is the identification of the way that psycho-social adaptability influences the individual from the point of view of integration in the professional activity, the latter one being a basic dimension of any individual's existence, leading to professional success.

1. Between psychosocial adaptability and work satisfaction there are statistically significant correlations
2. Between psychosocial adaptability and organizational civic behavior there are statistically significant correlations
3. It is assumed that there are statistically significant differences between female persons and the male regarding psychosocial adaptability.

4. Research Methods

The research was based on three surveys that have aimed to identify the psychosocial adaptability, work satisfaction and organizational civic behavior level. Respondents were instructed to complete the questionnaires appropriately to situations most frequently encountered in everyday life.

We used a sample of 50 private business participants, 27 men and 23 women, nonprobabilistically selected by the sampling method. Some participants are managers and the rest have execution functions. The research was conducted between 15-30 October 2016 and the data was subsequently processed with SPSS version 20.

With respect to their training, 18 graduated high school and 32 are higher education graduates. Depending on their education level, the subjects are divided in 36% high school education and 64% academic education.

Depending on sex, 54% of the subjects are men and 46% are women. The groups may be considered equally distributed.

The variable of age was divided into three equal categories, as such: 34% - from 30 to 39 years old, 28% - from 40 to 49 years old, and 38% - from 50 to 59 years old subjects.

At the time of applying the questionnaires, the participants in the research were provided with the confidentiality of individual responses and the possibility of withdrawing at any time from the research. Moreover, they were informed that they would be part of a research sample to conduct a study regarding psychosocial adaptability. The Helsinki Declaration provides the right to information of the subject, prior the experiment, giving him/her objective information about methods, benefits and dangers. The subject must be informed on his/her right to refuse participation in experimentations, on the possibility of abandoning anytime the studies. Then he/she gives the free and informed consent to the researchers. In this process, the specialist should pay particular attention to the possibility that the subject should not be coerced or forced to consent [12].

5. Findings

For the verification of the first hypothesis, we used the psycho-social adaptability questionnaire and the labor satisfaction questionnaire by Ticu Constantin. The questionnaires were previously validated by the author and published the values of internal consistency in *The psychological assessment of personnel* [2]

Table 1. Correlations

		Psychosocial adaptability	Work satisfaction
Psychosocial adaptability	Pearson Correlation	1	,926**
	Sig. (2-tailed)		,000
	N	50	50
Work satisfaction	Pearson Correlation	,926**	1
	Sig. (2-tailed)	,000	
	N	50	50

**. Correlation is significant at the 0.01 level (2-tailed).

A significant r=0,926 for p=0,000<0,01 resulted by calculation, which shows use that there is a direct relation between the psycho-social adaptability and labor satisfaction.

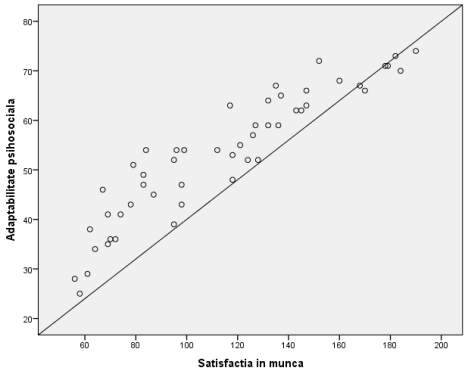


Figure 1. Correlation - point cloud

Whereof the above, **the 1st hypothesis is confirmed.** There is overall a positive statistically significant relation between the psycho-social adaptability and labor satisfaction. Therefore, the persons easily and rapidly adapt to new situations, prove behavioral and cognitive flexibility, the persons able to transfer the knowledge acquired by previous experiences to the new context situations are professionally satisfied because they are permanently attached to the personal and professional progress track.

The previous experience leads with no doubt to higher performances, but the way of valuation of each person's previous experience depends on his/her own personality.

The professional life is a very important side of existence. It takes many hours every day; because of this, it should be an enrichment source. It is the occasion of exchanges and meetings; at job, the attention, creativity and flexibility should be consistently expressed.

The adaptation is more than knowledge. It means anticipation, prediction, intelligent use of science benefits; the adaptation supposes the elaboration and perfection of mechanisms that provide the individual's mental balance. The psycho-social adaptability is a premise of professional success.

The adaptation is involved in the original stage of integration within a labor environment and further, any time a change of it happens (technological progresses, changes of the organization goals, restructuration, changes of job description). The changes may happen on individual level, too (ageing process, changes of aims and personal motivations), affecting the adaptation condition and generating its reconfiguration pressures.

For the verification of the second hypothesis, we used the psycho-social adaptability questionnaire and the civic organizational behavior. His own questionnaire analyzing organizational civic behavior was validated

by testing and retesting on a sample of 45 people, prior research, by checking the normality of responses and eliminating questions that did not achieve a value greater than 0.6 for the alpha-cronbach consistency coefficient. The internal consistency of the entire questionnaire was 0.723.

Table 2. Correlations

		Psychosocial adaptability	Organizational civic behavior
Psychosocial adaptability	Pearson Correlation	1	,712**
	Sig. (2-tailed)		,000
	N	50	50
Organizational civic behavior	Pearson Correlation	,712**	1
	Sig. (2-tailed)	,000	
	N	50	50

**. Correlation is significant at the 0.01 level (2-tailed).

Upon Pearson correlation coefficient calculation, we obtained r=0,712 at a significance threshold of p=0,000<0,01, which means that there is a positive relation between the psycho-social adaptability and the civil organizational behavior.

The regression equation is y=0,5*x+10 in the sense that we can predict the psycho-social adaptability based upon the civil organizational behavior.

The 2nd hypothesis is confirmed. There is a statistically significant positive relation between the psycho-social adaptability and the civic organizational behavior.

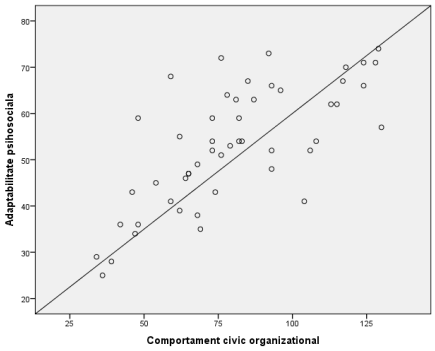


Figure 2. The regression equation

One of the most conclusive theoretical patters proposed for the explanation of "adequacy" between an individual and the organization is the "attraction – selection – removal" pattern [2]. According to this theory, the

persons are attracted by organizations whereof members are similar from the point of view of personality, aims and values. Likewise, the organizations want to select persons with similar knowledge and abilities to their own members. Adaptation problems may occur and the persons wrongly selected will tend to leave the organization. Therefore, the permanent attraction, assimilation/removal process induces a development trend of person/organization accordance. There is the tendency that person/organization binominal tends to a specific harmony. Podsakoff et. al (2000), apud Tătaru [10] certifies that the following six themes or dimensions are found in the civil organizational behavior structure: fairplay, organizational loyalty, organizational conformism, individual initiative, civism and personal development. The research confirms the existence of a relation between the civil organizational behavior, by all its dimensions, and the psycho-social adaptability.

A psycho-behavioral adaptable person tries to prevent the problems at the job, keeps a positive attitude even though the things don't get well, is ready to sacrifice his/her own benefit to the wellness of his/her group, expresses loyalty towards the organization he/she belongs to.

The creativity and innovation voluntary actions enrich personal or collective performance, the perseverance in the accomplishment of tasks, all of them may be successfully achieved by a malleable, intelligent and enthusiastic person.

The personal development is the main dimension of civic organizational behavior. It includes voluntary conducts of employees, directed to the enrichment of their own knowledge, habits and skills, all of them being also achieved by a flexible person.

For the verification of the third hypothesis, we used the psycho-social adaptability questionnaire.

Table 3. Group Statistics

	gen	N	Mean	Std. Deviation	Std. Error Mean
Psychosocial adaptability	male	27	53,48	13,412	2,581
	female	23	52,83	12,720	2,652

We notice by table 3 that the averages of the two sub-samples are quite similar, obtained an average of 53,48 to psycho-social adaptability by the men sub-sample, and an average of 52,83 by the women sub-sample.

Because the two conditions of parametric tests were verified, we choose the test 1 for independent samples, in order to see if the difference between the two averrage is significant from the statistic point of view.

Table 4. Independent Samples Test

		Levene's Test		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Diff	Std. Error Diff	95% Confidence Interval of the Difference	
									Lower	Upper
Psychosocial adaptability	Equal variances assumed	,159	,692	,176	48	,861	,655	3,717	-6,818	8,129
	Equal variances			,177	47,417	,860	,655	3,701	-6,788	8,099

As noticed by table 4, there is no statistically significant difference between the female and male persons, with respect to the psycho-social adaptability, because the significant threshold is 0,861 much higher than the statistically agreed threshold of 0,05.

This means that there are no differences between the psycho-social adaptability and the sex variable, therefore **the 3rd hypothesis is not confirmed,** and the decision is suspended.

6. Conclusions

The psycho-social adaptability means to be flexible when things change. An adaptable person is an open-minded person, involves is many projects, works as freelancer or within a team, is able to admit another point of view. We talk about persons able to administer several tasks, who adapt to the changing conditions or various labor tasks.

The adaptable persons have different roles and responsibilities, approaching a flexible labor and life position, which makes more possible the reach of success than the maintenance of a rough position. The inflexible persons may develop intolerance to frustration behaviors. The flexible people are open to change. The mental agility in the settlement of problems is a quality of flexible people, and creativity mixes for many times with flexibility.

The social adaptation is the process whereby a person or a social group becomes able to live in a new social environment, adjusting his/her conduct upon the environment requirements.

Together with the development of mental, behavioral and social adaptability, people may reach the professional success. The professional success components are: labor satisfaction (professional satisfaction), a satisfaction closely related to the motivation for work and professional performance. Professional satisfaction is defined as discrepancy level between the obtained and the desired labor results.

The fact that professional life is an important part to the most people must also be considered, because having a job means to many people a safe income source for living and, at the same time, a place where the individual may valuate his/her qualities, abilities, knowledge and accomplish his/her professional dreams.

The study shows that the features related to the individual's personality, like conduct, nature and intelligence are also important to the psycho-social adaptability. Flexibility, ability of planning an activity, the ability of valuating the previously gathered experience, the ability of reconfiguring the labor style in case of failure, all of them are psycho-social adaptability dimensions.

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