Analyze, Lead, and Develop Organization, People, and Their Psychology for Productive Work

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Abstract
When an employee is new to an organization, it takes time to adapt to the organizational environment as well as any new rules or strategies when applied or if something changes for achieving the organizational goals to existing employees it's very hard to adopt. As the human resource department is responsible for the organization's human resources development, organizational leaders face the challenge of learning to meet current and future needs and rethinking and adapting development strategies. Human resource is the most valuable pillar for the success of any organization along with the critical management skills required to make people love their workplace. Human psychology is an important aspect of study in this regard which can be used to manage people and make them stay in the long run. Organizations should focus on psychological analysis of how employees can adapt quickly and be productive in the workplace. The research would analyze the psychology of employees at work and would highlight the techniques which can be used to lead people in the workplace. The work would further talk about the challenges in harnessing human psychology and would suggest the areas of development that can be used to help organization decrease their attrition rate.
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1. Introduction
Human psychology is one of the most important aspects of human resource management in any organization. To get effective work done and to increase productivity along with the efficiency of employees, it is very important for the employees to be motivated. And to keep them motivated it is very important to understand their expectations from the organization. Before telling someone a lot of information, one needs to understand his or her emotions. Because people cannot absorb any information about their fears, anxieties, and sadness until they can adapt to the new environment (Albrecht and Goldsmith, 2003).

To influence them, it would be crucial to understand their thought process, and understanding their psychology would help in understanding their thought process (Tripathy, 2016). Moreover, not all employees are similar and everyone has expertise in a different field which needs to be found out before the allocation of work. Targeting the right potential for each task is very important to keep the efficiency of the workplace higher. And for that again understanding human psychology would help as it would help the management in figuring out the strong area of expertise for each employee (Saari, & Judge, 2004).

After working for 3 to 3.5 years in human resource departments at different organizations in Bangladesh, I noticed some inconsistencies practice of human resources management or development which I never found these things while I was studying major in Human Resources Management as well as it's not good for an organization and committed people who work for an organizational goal. However, it is possible to solve these problems by following the rules of the human resources strategies. Human resources and human psychology at the workplace have been an important part of an organization known to shape its growth path in the long run.

Usually, expenditure incurred in managing human resources has been considered under the expenses section of the income statement and has been shown as a cost to the companies. But with time this has changed and now human resources are considered to be an asset in the organization. The growth of human resource management standards has led to a change in the traditional way of skills for management and companies are experimenting with different models of leading people. The value of human resources has been given more weight and the HRA method has been used to add to the asset value of the companies and reduce losses due to expenses shown for human resource management (Akbaba & Altindag, 2016).

The international way of leading people methods have different across the world and a comprehensive study has been done in this paper to understand the approach adopted by the countries across the globe for human resource management. The evolution of people management skills by studying human psychology has brought a major change in the ways the skills for leading people have been done. HRA measures are now being used in organizations for skills for reporting (Antonioni & Park, 2001). Following the path of international standards, a more complex fair value approach is being studied by countries across the globe to change their method of leading people. Now the intangible assets are also considered for skills for leading people and reporting. The

measurement of HRA for further analysis in leading people is now important and human resource measurement is an important part of this subject. The managerial reporting and decision making is also impacted by the human resource and any future growth and expansion plan of the companies is highly dependent on that. This makes human resources an important long-term asset for any organization and needs to be accounted for accordingly. This will generate the insight of going for lesser layoffs and pay cuts in the future and focusing on preserving human resources. Human resources would no longer be considered an expense or a loss-making proposition for the companies. Investment in human resources would come under-investing in assets for the companies (Forest et al., 2011).

Human resource management and leading people and their measurement model is an important part of the discussion in the paper. The cost of human resources consists of acquisition and learning costs. The acquisition cost would include the expenses incurred while hiring and selecting resources and the learning cost would include the expenses incurred while training the resources as per the roles and responsibilities for which they have been selected. But these costs would then be compared with the values, the human resource would generate in the short and long run. And the present value would be calculated by discounting the profits expected to be gained in the long run. The discounting factor could be chosen by considering the market standards. Human resource valuation models have been studied and it is an important part of this research where the future value of the human resources is forecasted as per their current values. The expected future psychology is studied to the present value, in that case, to derive a final valuation for the human resource (Carr, 2004). It was found that the short and medium-term strategy of the companies would include the improvement of services for increasing customer satisfaction. The long-term vision of the companies needs to be aligned with the medium and short-term strategies opted for the companies. The organizational aims and objectives would include the medium and short-term objectives along with its long-term vision. The alternative strategies used through medium and short-term planning would further strengthen the long-term vision of the companies and would gain the trust of shareholders in the long run. The companies aim to perform better and become bigger using alternative strategies as per the requirements. The organizational aims and objectives planning would allow the companies to clarify their vision and accordingly define its aims and objectives to choose the long, medium, and short term strategy.

Figure 1: Organizational leadership models of psychological perspective – 1

Figure 2: Organizational leadership models of psychological perspective – 2

2. Research and Discussion

The sustainability factor is an important piece while studying human resource psychology. The research made in this area confirms that for companies to sustain themselves in the long run, it is very important to value their human resource. Human resource management becomes more important with the growth of the companies and the human resource needs to be considered as an asset for the skills of leading people. Human resource developers are not only ensuring the career advancement of the company's employees by directing the organizational core functions but also by working together with different employees (Yoon et al., 2021).

Global standards have been picking up slowly to accommodate this in their part of future research and modeling to study the impact of human resources on skills for leading people and companies' valuations. The valuation of companies would increase if the human resources are put under the asset category in the organization instead of being kept as the expenses in the income statement.


Figure 3: Relationship between leadership behavior and outcomes
Source: https://www.mckinsey.com/business-functions/organization/our-insights/psychological-safety-and-the-critical-role-of-leadership-development

We have seen rapid authoritative leadership change that encourages positive team psychological safety, which has been tested to understand. Tests have shown that authoritative leadership does not help as much as supportive leadership does for human psychological security, but rather does harm. And, leaders can change psychological security by ensuring a positive direction. To make a good climate of a team supportive and consultative leadership can help because both have psychological effects directly or indirectly. These behaviors can encourage leaders as well as individuals to support and concern for their team members each other. Another hand, challenging leadership help to re-think their work and their future performance as well as helps to explore creativity, increase feeling to make changes, and intend to develop team members.

International companies have taken this human resource management and its implications very seriously and are studying different models to accommodate the HRA and work towards making their valuation model more accurate. In order to capture the full value of an organization, human resources cannot be ignored and needs to be accounted for clearly in the valuation of companies. The need is to change the mindset to change the management policy and prioritize the human resources considering their value as an asset to the companies instead of just being considered as a cost to the companies (Gardner & Pierce, 1998). Led by the USA, other countries like India, China, Greece, Europe, the UK, Australia, and Canada have been researching human resource management models using human psychology. They are trying to understand the long-term benefits of changing their traditional leading people method by including human resources in their organization. The HRA metrics would increase the valuation of their companies and would take them towards sustainability in the long run.

The advances in the international methods of leading people by understanding their psychology have resulted in the change of the traditional methods of leading people, especially for human resource management. The HRA method is being studied further to account for different human resource metrics (Strivastava, 2014). The view of human resource management has changed completely over period of time and now human resources are considered an asset for the growth of the companies in the long run. The international skills for leading people standard have contributed a lot to this wind of change and now different countries are experimenting with their leading people models to see human resources from a fresh pair of eyes. (Ho et al, 2018). The fair value of leading people has been popular following the GAAP of the USA and that will make the use of HRA a potential option to consider the skills for leading people in the future. The skills for the development environment are changing and it will have a further impact on the human resource measurement and will definitely change the outlook of psychological skills for reporting with that respect.
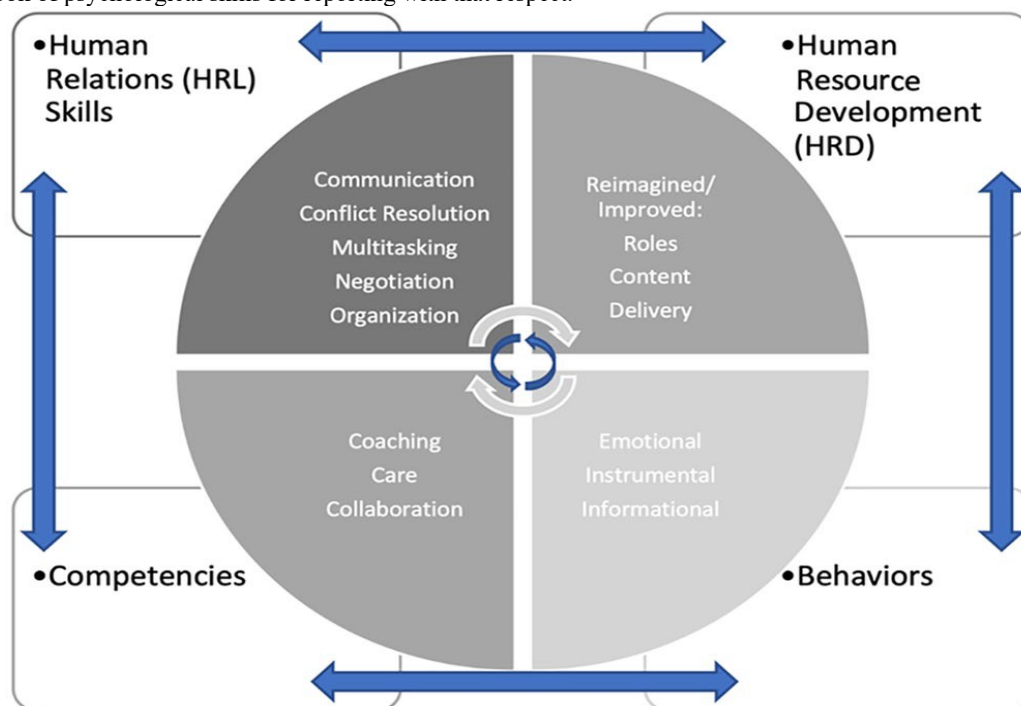
Figure 4. Integration of HRL, HRD, competencies, and behaviors (Lloyd-Jones, 2021).

As described in this figure 4, human resources development, human relation skills, human behaviors, and human competencies are involved simultaneously. Even if the stand-in has opposite angles, human relations skills are as closely related to human behavior as well as human resources development closely related to competencies. The competencies and behaviors behind the developers describe as the core skills of human relations skills. Communication, fixing disputes, multi-task, fair discussion, and organizing are included in this. The Department of Human Resource Development plays a role in concentration and dedication to work, and development performance. Human relations and human resource development competencies are associated with adaptive behavior described and verified.

Human resource developers need to support each new employee to adapt according to cultural differences in the new environment (Faller et al., 2020). The literature available on workplace culture is very helpful in determining its impact on the employees' performance. Employee performance is monitored all-round the year

with continuous improvement plans (Houlfort et al., 2014). Organizations use an all-around year evaluation of the team performance to find gaps and ensure the timely correction of those gaps to make sure that the team performance is aligned with the strategic objectives of the companies. The quarterly monitoring of team performance allows the timely initiation of changes where necessary and helps the organization in staying on track in terms of its annual skills for planning. The team performance measure tool further organizes the process of measurement and helps the easy monitoring of the team performance. The initiation of changes well in time helps the companies in managing their planning and performance better in order to bring the companies on a continuous path of growth and expansion.

As per the researchers, team performance measurement is highly organized and based on the current performance and psychology of the team members and companies and set objectives for the future, the team performance measurement tool can forecast the sales target of all the teams in the organization. The value of the team performance to measure future team performance is analyzed to create a forecasting model for the organization in order to align the team performance with the strategic objectives of the company. The future team performance along with the current team performance is well aligned with the companies' aims and objectives with the performance measurement tools which helps in creating the performance forecasting models as well. The research revealed that the agreed objectives form the base of the team performance in organizations studying and utilizing human psychology. Any problem in performance is analyzed and found in the quarterly performance assessment and the changes are suggested to account for the gaps in order to meet the strategic objectives of the organization. Team performance is very important in meeting the strategy of the organization. The companies keep a close track of the measurement of the team performance and make sure that the performance is monitored all around the year with continuous feedback and replanting wherever and whenever required. The problematic performance is measured against the set targets and based on the gaps changes are suggested and mentoring is done throughout to ensure the closing of the gaps (Jawahar, 2006).

3. Future scope

As per the literature available, the organizational goal is simple and includes the long-term vision of becoming a powerful leader in the retail industry. The companies have designed their aims and objectives accordingly to fulfill their goals and the performance targets are said accordingly to the teams. The human resource has been trained based on the present strategy to achieve the target set for the organization as per its long-term vision. Further, it was seen that the aims and objectives of the organization are clearly aligned with the companies' strategic objectives. The companies have designed their aims and objectives accordingly to fulfill their goals and the performance targets are said accordingly to the teams. The human resource has been trained based on the present strategy to achieve the target set for the organization as per its long-term vision. The organizational strategy aims at aligning the companies' aims and objectives to the plan of growth and expansion. The companies have seen phenomenal growth in their sales over the past few years and the future scope of development looks brighter. The companies aim to spread across the globe and establish themselves as leading retail chains. The companies have designed their aims and objectives accordingly to fulfill their goals and the performance targets are said accordingly to the teams. The human resource has been trained based on the present strategy to achieve the target set for the organization as per its long-term vision (Tsarenkoa et al., 2018).

4. Challenges

As per the literature available, the organizational goal is simple and includes the long-term vision of becoming a powerful leader in the retail industry. The companies have designed their aims and objectives accordingly to fulfill their goals and the performance targets are

As per the research, the potential problem lies in the wide competition existing in the market. The companies have established themselves as a huge brand but the competitors are equally strong and have a good presence. Further, the competition in the market makes this problem even more difficult by increasing the attrition rate of the customers. The companies could not simply give lucrative offers to the customers to retain them as the companies also have to look into the profit the organization is expecting and the shareholders' interest as well. The strategy defined by the companies to cater for the competition in the market is strong enough to cater to the potential problems arising out of it.

However, the impact of the culture on employee performance is not solely dependent on this and there are many other factors influencing this. Further study could cover these factors and determine how much impact the culture is making alone. The strategic option has caught the interest of stakeholders by defining a clear path of growth for the long run. The companies' current strategy is to win the customers' trust and provide a quality service to increase the volume of sales. The strategic objective of the companies is in line with its aims and objective and that all sums up the growth of companies by gaining more customers across the globe. The organization has been clear in its vision and with that in mind the strategy is decided. The existing strategy is checked for its performance and practicality on a regular basis and any change suggested is implemented to keep

the companies' performance in check. The different horizons explored with this methodology have helped the stakeholders in working better for the companies by realizing their true potential. Research says that the potential strategic problems are taken care of by the right strategy of the companies by establishing itself as a different brand for the customers. The companies' aim and objectives are also analyzed to check if the strategic options adopted by the company are in line with its long-term vision. The companies ensure that the monitoring exercise suggests the modifications in the strategy required to maintain the interests of the companies overall along with its stakeholders. The planning done by the organization is at all levels. The companies believe that for stable growth and development of the organization, the study of human psychology is important and hence should be studied in detail (Zhang & Bartol, 2010).

5. Results

The research says that the strategic objective of organizations is to establish themselves as one people-loving unit. The companies aim to align their resources to maximize the customer experience and provide value-added services. The business model focuses on acquiring more and more customers and market share in the retail industry to maximize its profit based on the volume of sales. To align with this strategic objective, the companies have set team performance objectives. The team performance is measured against the volume of sales generated by the companies. The team performance and incentives are linked with that and accordingly, the appraisal is decided for the team and for the individuals. The companies have linked all their team performance metrics.

Further, it was found that the current performance in organizations is measured against the set targets based on the companies' goals and objectives. The performance target within teams is then easily defined based on the gaps in the current performance and that helps the companies in aligning their targets all-round the year to match their strategic objectives. The companies ensure that the performance targets within teams and even individual performance targets are spread across the year to avoid any load and pressure at one time. This way of setting targets and performance measurements helps the companies in balancing the targets along with the work-life balance of their employees (Klijn & Tomic, 2010). The performance target within teams is compared with the current performance while setting the targets to make sure there is not a huge difference.

Researchers revealed that team performance plans are decided based on the strategic objectives set for the companies. The plan is then evaluated and checked for its practicality. The team performance plan is then validated with the current performance of the team to see if there are huge gaps that need to be taken care of and addressed. The team performance plan and strategic objective are analyzed to see if any change is required in the team planning and team structure to achieve the aim of fulfilling the strategic objective of the organization. Team performance planning forms an important part of annual planning for any organization and this is evaluated on a quarterly basis to ensure alignment with the strategic objective of the company.

The study found that the organizational strategy aims at aligning the companies' aims and objectives to the plan of growth and expansion. The companies have seen phenomenal growth in their sales over the past few years and the future scope of development looks brighter. The companies aim to spread across the globe and establish themselves as leading retail chains. The existing organization strategy takes care of this aim and objective of the company, thus helping in creating a strong vision for the company and its long-term growth and expansion plans. The evaluation would remain positive for the companies' organizational strategy as it is in line with the companies' aims and objectives (Paek et al., 2015). Moreover, it was seen that the existing strategy of organizations is supportive of the achievement of organizations' aims and objectives. The existing strategy of monitoring the companies regularly for their key metrics performances and modifying or suggesting changes whenever required is a good plan to keep the companies' performance on the track. The annual planning of the company's aims and objectives gives a baseline to define the organizational strategies to help the achievement of set standards declared by the companies. The organization has been clear in its vision and with that in mind the strategy is decided. The existing strategy is checked for its performance and practicality on a regular basis and any change suggested is implemented to keep the companies' performance on track. A good employee always adheres to the rules of the organization and utilizes skills with quality performance as well as a work-life balance physically at the workplace with colleagues to achieve the goals of the organization (Lott & Abendroth, 2020).

6. Recommendations

The sense of belongingness is admirable and companies have to ensure to take care of all their employees. It would be entirely true to say that the present strategy is sufficient to achieve the organizational goals. Every business or organizational goal, vision, and tasks are logical but people in the organization are emotional. Human physiology action can change psychological perception.

Employees are the first customers of your organization so should treat them as well as possible. If you want to achieve your dream, start investing in your team. If someone likes to work in your organization, even if he/she ever leaves, he/she will discuss the good things about the organization with others, so you will get another good employee like him/her. There will be good impactful change if some things can think differently and if the

organizational employee is considered to be a family member. In the organizational culture, we have to make employees good performers, not parasites. So, Being happy at work is a good and obvious habit. Because when people are happy, people perform better. Employees need to be kept happy with financial or non-financial motivation if they are upset. There are many important things to discuss. We can discuss some facts about them for example.

Table 1
Recommended Solution for Some Common Issues

Recommendation Topic	Description
Investing can be sponsored higher education with a good contract	Such as organizations can contract with investing their employee's higher education or MBA program for a distinct desirable time.
Do what you do best	People do what people love to do and that people are good at.
Gap meeting	If an organization has a CEO and his/her subordinate is Deputy Director and deputy director's subordinates are managers. In this case, should be arranging a meeting with the CEO and managers. It could be great to find out some critical issues of the organization.
Organizing some short games and celebration	For employee engagement, it's very good practice to arrange short games and celebration some special occasion (such as a small success of any employee or organization, birthday, one year of the job, etc.). A celebration can be laugh together loudly, high five, gift, Clapping, brave from superior.
Facilitation for personal development opportunities and growth	Create a well-defined growth path and show employees a well-defined career path. Show them next movement or opportunities or promotion of organizational structure/organogram in the organization. The employee will sustain only when they see a growth path. Discover employee improvement opportunities and discuss with them organizational development as well as their development.
Engage socially responsible	Make lower-level employees happy with anything and anyhow so that they can touch with top-level employees.
Employee to employee engagement	It can be good practice for every employee. Such as if an employee has done a good woke or helpful work for an organization or any other employee recognize them properly and announce it to everyone in the meeting (it can write his or her name on a big board or any highlighting area in the office).
Reward weekly, yearly, quarterly	People like to win and want to be recognized for their efforts to taste success. But hate to lose. So, Understand them from their place who performed poorly and it is better to train or motivate them without doing any negative initiate. Reward weekly, yearly, quarterly for performance or little goal achievement.
Organizational vision has to divide the work into smaller ones	The tasks should be divided into smaller ones to achieve the organizational vision. So that the small task can be identified separately and s/he will be rewarded who does the work successfully.
Practice Democratic culture	Culture is the main thing in the workplace for every employee to work. Need to be made for better cooperation and care. And there should be arrangements for counselling for everyone. Because no one knows everything properly. Employees need to be given a chance to speak and the employer needs to make sure everyone is listening. Create a collaborative environment- Flexibility, Work-life balance, Great expectations, Goal-oriented leadership, Fair pay, Open-door policy, Challenging work, Make people feel important.
Employee treatment & performance management	Personal interaction & process interaction. An employee doesn't care how much you know, employee knows how much you care. Involve them everywhere. In the case of opportunity facilities, any old employee should be given any good opportunities before new employees. Make performance management visible in a compelling scoreboard or any other good system. Record their good side and bad side in short and show the list to them after a week or month. Make a framework with employees' "skills" and "will".
Transparency communication, build a good relationship and develop team contract	Every organization should follow these- a. No official secret, b. Everyone has to know as well as they want to know regarding their work and organization, c. Openness, d. Diversity, e. Inclusion. The contract is a mission statement of the team focusing on four things, job agreement, the goal, the responsibilities, and the norms.

Recommendation Topic	Description
Always give positive feedback and give the feedback in the future tense	Everyone wants to be appreciated for their efforts. Appreciate and help them in everything. The fact is never repeatedly talking about the past mistakes of your team member. This is a very bad practice and one damaging thing. It can be said next time your job will be fine.
Alignment between organizational and personal values	People work with the other people they enjoy working with and who share their values. They experience high productivity and low turnover. The recruitment will be easier because the candidates can let their friends and family know that the organization will be an extraordinary workplace.
Create clear performance metrics for every department	Create clear performance metrics means the number create clear performance metrics for every department. There are a lot of departments where the work is done in quality, not in quantity. There are all departments where the performance is done to improve not the results but to support the results. But you have to make sure as an entrepreneur as a leader you have to convert every single individual employee to help him find out his matrix make them convert them into measurable performance.
Contributing to a larger purpose	As individuals, each employee has different work skills. So everyone has to work differently according to their expertise for achieving the organization's goals. Although our work might get tougher with time, it inspires us when we feel how meaningful our work is and making a difference from others.
Having a good Superior	When superiors trust and appreciate the work of employees, they love their workplace. Conversely, those with low skills take punitive action by pointing out the small mistakes of others. People leave their superiors as well as the organization.
Weekly task accomplish and report	Every week team members in the organization should accomplish tasks and report out to the team what they've accomplished that week.
Share goal, objectives, mission, and vision	Share the organizational vision with your team properly and so that every department can connect to organizational goals.
Environment awareness	Men and Women friendly environment as well as healthy, safe, neat & clean.
Ensuring about job and life	Job security as well as life security as per compliance like life insurance.
Primary health care aid and financial support for emergency case as well as mentally	Provide hospitality support for physical and psychological health.
Accommodation support	Partially support for transportation, mobile phone, computer, home, etc.
Should think about everyone	Policies and rules are the same for everyone. So when making policies and rules, should to keep everyone in mind.
Careful about employees' work pressure	Need to make good stress management for everyone in the organization.
Event organizing	Organizing events quarterly for sharing life stories or job experiences of the old and new employees.
Solution-oriented questions	If you have to ask your team member any questions start asking solution-oriented questions.
Fair decision for recruitment and other	Recruitment, release, and any judicial proceedings (if necessary) must be fair, reasonable, logical, and appropriate.
Involve everyone in decision making	Involve in Decision, Engage in Mission & Recognize for Submission.
Good orientation	Make great welcome for a new employee so that the employee will be surprised and remember.
Idea collecting from everyone	Make an idea board & suggestion board for everyone.
Open discussion (democratic environment)	Arrange a large (open) meeting for every employee working at the organization (short frequent meetings).
Priority individually	Understand each team member's work style individually and identify the skills deficits of each member of the team.
Yearly revenue sharing	Yearly revenue sharing with each employee.
Incentives and bonuses	Provide incentives and bonuses.

Recommendation Topic	Description
Giving others a chance to learn	Facilitate for continuous Learning and Practicing.
Family occasion	Monthly or yearly Family get-together
Food sharing	Full subsidize and weekly lunch sharing system or free food for overtime (working beyond office hours)
Exercise	Organize an event for encouraging good health (like Yoga event, insurance plan, gym, etc.).
Promote and branding	Promote and branding each other.
Special benefits	Other financial benefits (such as marriage incentives, after retirement provide a tour at visiting place out of the country, maternity bonus as well as paternity bonus, to provide financial or non-financial support on personnel mourning day).
Work life balance of young employees	Young employees have the desire and energy to do a lot of work and at the same time, they need to spend more time with their family or for entertainment than mid-age employees. In fact, Most young people are emotional so they need their family and friends more than money. So, they need more non-financial motivation than financial motivation as well as their work should be utilized properly after thinking about everything.

7. Conclusion

Human resource is the most valuable pillar for the success of any organization along with the critical management skills required to make people love their workplace. Human psychology is an important aspect of study in this regard which can be used to manage people and make them stay in the long run. In a maximum time when people love or are satisfied with their work or workplace or work environment/culture, they try to put their full selves with their best and all their creativity into their work. And in this case, an organization can achieve organizational goals in less time by leading to higher employee engagement, higher productivity, and less turnover.

As per the research, based on human psychology, companies set team performance targets based on the companies' current performance and the future objectives set for the companies' next skills for the year. The sales target is fed into the enterprise system which is monitored every quarter in the organization. Teams and individuals are assigned their respective sales targets based on the organization-level sales target set in the objective of the companies. The enterprise system updates (Reiter-Palmon & Illies, 2004) the gaps in the target set and achieved to notify the differences the team leads so that they can align their performance well in time. Continuous measurement of team performance happens all around the year to take care of the strategic objectives of the companies and this technique helps the organization in achieving the set targets.

Further, it was found that Individual commitment is an important part of the success of any organization. The employees are awarded based on their individual team performances and are evaluated on the basis of their individual performance along with the team performance. This technique of measurement inculcates a sense of belongingness in the employees and they feel the need of working hard to take themselves and the organization forward. The companies measure the individual commitment along with the team performance to align the companies' performance with its strategic objectives. This helps in planning the long-term growth of the organization and gaining the trust of the stakeholders with the good practices in the organization.

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