

SOCIO-TECHNICAL APPROACH AS A PSYCHOSOCIAL CONSTRUCT: PREDICTOR TO PSYCHOLOGICAL AND SOCIAL CONSTRUCT

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Abstract *The Socio-Technical Approach (STA) as a design principle works on the criterion of minimal critical specification and joint optimisation of both the technical as well as the social system. Self-regulating work group holds the key to the underlying theory of estrangement and dissatisfaction in a job resulting due to want of self-control. Expectancy is normal, and these expectancies influence behaviour. The expectancy judgement, which is a mental representation based on both the past outcomes and the current situation that an individual confronts, has a causal influence on choices based on their behavioural pattern. Exploring the belief system towards a favourable trajectory about a behaviour depends on whether the expectations are being met with a promising outcome or not. Observers, over a period, presented different learning curves for different people, albeit identical conditions. The learnings varied from person to person; while some responded predictably to reinforcement, others comparatively less so, and for some, it was totally unpredictable. Hence, it is quite imperative to study the impact of the Socio-technical system design of an organisation in conjunction with the psychological aspects engulfing an individual. The study is an attempt to explore the same.*

Keywords: *Socio-Technical System, Psychosocial; Psychological, Positive Psychology, Behavioural Psychology, Work Group, Job Design*

INTRODUCTION

The typical concern that an organisation is faced with today is towards creating a psychologically safe workplace wherein not only there's minimisation towards the risk of harm but also a secured environment for the employees. Harm could relate anything from dangers in the incumbent environment articulated to built-in architectural design and construction, lighting, facilities, space and even safety plans, but also to vehemence, physical intimidations, stated abuse, threatening gesticulations, sexual aggravation and racial criticism. A bonhomie in work-relationship facilitates organisational learning behaviour (Carmeli, 2008). Google had undertaken a two-year study analysing the performance of a team (Rozovsky, 2015), at the end of which it was revealed that teams with the highest level of performance get done with one thing in common, i.e. psychological safety: the certainty of not being punished even when making a mistake. Studies time and again have shown credence towards the fact that psychological safety permits a moderate level of risk-taking, speaking out one's mind, ingenuity, and being valiant enough to voice one's opinion. In hindsight, it was well explained in

early evolutionary editions as psychological protection being both delicate and important to accomplishment in undefined, inter-reliant situations (Gagliardi, 2021). Our brain, in its complex calculations, processes an incitement, be it through our boss, competitive colleague, or even an unconcerned subordinate, as being in a situation of life and death. This ignites our brain's alarm bell, better known as the amygdala, to a fight-or-flight retort, in the process taking control over higher centres in the brain. This structural retribution of 'act first, think later' by the brain almost nullifies the prospect of delving into analytical reasoning. While it may seem that the fight-or-flight reaction has saved us in dire situations, it also has a reciprocal effect of handicapping the tactical intellect much needed in today's workplace. Twenty-First Century is a farce; success here depends on another psychological method — the broaden-and-build approach of progressive sensation, which permits us to decipher multifaceted complications and nurture accommodating associations. Fredrickson (1998, 2001), in her study at the University of North Carolina, found a connection between positive emotions like trust, inquisitiveness, self-reliance, and encouragement to the mind, which helps it broaden,

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thereby helping it build psychological, societal, and physical means of optimisations. People transpire to be more open-minded, irrepressible, inspired, and dogged when they feel safe. A sense of calmness resides, and so does the nag of solution-finding and variable thought process increase — the cognitive process resurging under creativity. Herein comes the concept of socio–technical system approach. The Socio–Technical approach states that work must be theorised as a combined social-technical process where a self-regulating work team is the indispensable building block of lively organisations. The fundamental theory here is that estrangement and job discontentment are a result of a lack of self-control, and hence employees are asked to prescribe the way they visualise their roles. ‘Minimal critical specifications’ is the underlying fundamental approach here. It believes workers to be able to judge for themselves as to how to do work on being told what to do. Figuring the way out should be their own initiative. As an obvious fact, people hold expectations, and these anticipations largely impact behaviour (Higgins, 1996). These expectations are nothing but mental depictions built on past outcomes and present situations they confront, in turn influencing their verdict on the probability of getting their preferred result. It can thus be said that their anticipated judgments have a causal effect on their behavioural selections. Almost all the social-learning theorists believe that if there’s ever a link between the behavioural aspects and the consequences of that behaviour, it is definitely attributed to the reinforcers. It would otherwise transpire to be less reacting to the reinforcers where learning is likely not to occur as expected. Numerous studies have shown individual variances and different learning curves for different people have been observed, albeit in identical conditions. The learnings varied from person to person; while some responded predictably to reinforcement, others comparatively less so, and for some, it was totally unpredictable. Some saw a strong and direct linkage between their behaviour and the reciprocated punishments or rewards received. Hence, it is quite imperative to study the impact of the Socio–technical system design of an organisation in conjunction with the psychological aspects engulfing an individual. The study is an attempt to explore the same.

ERIC TRIST AND SOCIO-TECHNICAL SYSTEM

Eric Lansdown Trist (11 September 1909 – 4 June 1993), a scientist par excellence and a well-known personality promulgating organisational development (OD), is better known as one of the originators of the Tavistock Institute for Social Research in London. ‘The Tavistock group’ was formed as a result of the wartime experiences of Trist and his various associates; the role of the planning committee envisaged meeting and planning the future of the Tavistock

after the war. Trist, who was the deputy chairman, played a vital role in performing Psychoanalytic training through Tavistock Clinic, aided by a generous grant from the Rockefeller Foundation in February 1946. Tavistock Clinic soon catapulted itself to be a part of the newly formed National Health Service.

Eric Trist, Ken Bamforth and Fred Emery coined the term sociotechnical system during the Second World War, propelled by their interaction with English workers in the coal mines of Tavistock Institute. Sociotechnical systems compositely relate to social aspects of people in society alongside the technical nuances of organisational arrangement and practices. The sociotechnical theory is the bearer of combined optimisation, sharing an emphasis on achieving both excellent technical outputs and adding quality to employees’ work lives alongside it (Bednar, 2019).

THE PROGRESSION OF SOCIO-TECHNICAL SYSTEM (STS)

The STS propaganda was the foremost of many a project undertaken by the Tavistock Institute. The period of 1949 was focused on post-war re-development, a synergy which was in line with the institute’s dual action research projects (1). The first project was about analysing the group cohesion at all hierarchies, including the management-labour structure. The sample was carried out by a privately based engineering company. The second initiative analysed the innovative work practices and the structural model. This need not require huge capital outflow but, as a management tool, would boost productivity. The first project evaluated the organisation as being a social system; likewise, so, the project advocated the socio-clinical ideas to the groups demarcated at the Tavistock. The second project factored in the technical modalities along with the social system according to the factors hypothesised. The conclusion was to be postulated as per the relations, which would then establish a new ground for an inquest.

Industrial revamp was mainly dependent on the cheap and bountiful supply of coal, but it failed to capitalise because of the changes being done on the operational front. The introduction of more mechanised outputs led to a decrease in productivity. The attrition rate was high as workers moved out of the coal mine in search of better opportunities; those who remained also accounted for high absenteeism, even to the extent of 20 per cent. There were frequent labour disputes in spite of improved employment terms and conditions. The deteriorating condition forced the National Coal Board to seek Tavistock Institute’s help in undertaking a comparative study between two coal mines: one that of a high productive, high employee morale mine to that of a low productive, low morale but otherwise an equal capacity mine.

Eric Trist and the team started off their research at Haighmoor in a new seam of South Yorkshire Coalfield colliery. The layout of the work structure in the new seam had an innovative approach to it. Workers were split into autonomous work-shift groups, diligently carrying on with their daily chores with very little supervision. The task force was coherent in its methodology with intrinsically sound and dedicated individuals. All of these and the results were obvious; strong cooperation, low absenteeism and high productivity. This was in high contrast to the conventional side of the pit, which glaringly showcased negativity. Further discussion with the men around produced some interesting observations. To familiarise themselves better with the current set of technical ambiances, the workers had formulated the practice of small workgroups who autonomously would carry on with their designated job role and would take responsibility for the entire cycle, something common during the non-mechanised days. Because of more mechanisation, such practices had gradually subsided, which in turn had led to the large scale of operations alongside men of sizeable numbers having their jobs broken down to single job roles and external supervision for harmonisation and control. Workers in the new seam had found a way out of this monotony and long-lost adhesion amongst themselves, thereby imbibing the self-regularisation they were used to for enhanced productivity. This change in management paved the way for a new organisational design, something beyond Frederic Taylor's scientific management theory.

The findings and observations by Trist and the team had projected a new method of organisational working and broke the conventional notion; that the work-design principle must confront either Taylor's scientific management theory or Max Weber's bureaucratic principles. This insightful event at Haighmoor Seam promulgated the advent of a new archetype of work through which a semblance of relativity could be sought between the necessities of social and technical systems.

The principles that were involved are as follows:

- *Work System*: This itself now became the basic unit as against the previous pattern of a set of activities, transforming itself into a composite whole.
- *Work Group*: This was now the central part instead of the individual worker.
- *Work System*: Had its internal regulation in contrast to external work supervision.
- *Work Design*: This was based on the the redundancy of functions and not the redundancy of parts (Emery, 1967). The fundamental viewpoint was to groom individuals to multiple skill sets, thereby attributing the group to a higher level of repertoire.
- Discretionary will was given due diligence instead of the prescribed work role (Jaques, 1956).

- Individuals and machines were treated as complementary to each other (Jordan, 1963). Previously workers were viewed as an extension.

Work design henceforth went through a metamorphosis. Previously the technological aspect of work design ignored the 'people cost' with an assumption that this could be recompensed by managing the socio-economic conditions and subsequently by cultivating the human-relation. All through the interwar phase, when the structure of technocratic bureaucracy was establishing itself to become engrained, post-World War Second, the model, however, disappointed; it failed to seize the extent of work alienation. One such research conducted by Jaques (1951) analysed the liberal workforce policies espoused to improve upon the management-employee relationship. It was observed that subjugated mindset still prevailed at the bottom of the pyramid. The executive chain was still blunt, with nothing concrete to the variation in nature of job structure or work experience. The notion of discrete tactics to the social and technical aspects of a working design was slowly getting questioned, more so after the Haighmoor development. For Trist and the team, the social and technical systems were one with the fundamental elements – the people and equipment, the results of which were performance and job contentment. Based on this thought, Tavistock undertook the following program task:

- Theoretical improvisation of the basic concept.
- Analysing the correlation of technology and administrative types in different work settings.
- Criteria to be matched for the best possible adhesion between the scientific and social constituents.
- Directives to further improve upon the techno-social cohesion.
- Further research is to delve into and evaluate the relative studies.
- Ways and means to improve the aspect of socio-technical work design.

PSYCHOLOGICAL CONSTRUCT – THE GAME WITHIN AN INDIVIDUAL

Behavioural psychology gives vent to the internal feeling of an individual's perception towards the causal effect of the happenings surrounding him. More simply put, attributing destines either through self-control or by external forces. The above arguments presented invariably emphasise psychological construct as being more desirable, for it is but obvious that the psychological well-being of an individual would definitely depend upon parameters one is adept at impelling. Research over the years has also found that people at the top of the hierarchy in an organisation are 'intrinsic' in nature (Mamlin, Harris & Case, 2001). In

today's professional world, performance and productivity are synonymous with employee well-being and job satisfaction. Human Resource managers have the arduous task of keeping attrition at bay, and one of the key indices to this either happening or not is employee job satisfaction, which is nothing but the psychological state of mind based on the individual's expectation of the work-life and the work-environment alike; and his experiences built on the pre-defined expectations. The attachment theory (Cassidy & Shaver, 1999, 2008, 2016) with substantial explanatory power and cognitive psychotherapy (Beck, 2011; Beck & Haigh, 2014) are the most recognised theories in this aspect. Individual personality plays a very vital and pivotal role out here. Personality is defined as an individual's stable psychological attributes (McCrae & Costa, 2003; Corr & Matthews, 2009; Engler, 2013; Beck et al., 2015; Friedman & Schustack, 2015) which, if cognitive approaches are to be believed is determined through the core knowledge

of the concerned individual comprising a set of his allied beliefs (Young, 2002; Dweck, 2008; Perdighe & Mancini, 2010; Beck et al., 2015; Osmo et al., 2018). This could invariably alter the potent organisational outcomes defining performance, such as absenteeism, engagement, dedication, motivation, commitment and employee throughput.

Positive psychology in a workplace environment is a vital indicator to differentiate the social cohesiveness of employees (Jaiswal, 2020); one who believes it is possible to exercise control over the surroundings and circumstances and the other who, most of the time, is self-contingent. This contrast in belief is the differentiator in the performance levels. (Judge, 1997) is of the opinion that social cohesiveness has a direct impact on accomplishment as well as gratification in the workplace. Table 1 presents a relationship between job satisfaction and psychological mindset based on different research findings. Table 2 and the subsequent Projection Chart reflects the analysis of this research finding.

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Authors	Country of Research	Industry/Sector	Male/Female Ratio	Methods	Psychology & Job Satisfaction
Aghaei et al. (2013)	Iran	Private Sector	-	40 Sample; Experimental techniques	Correlation is positive
Vijayashree & Jagdishchandra (2011)	India	PSU	Male -58 Female - 15	73 Sample; Quantitative Techniques	Positive correlation
Mahajan & Kaur (2012)	India	Education Sector	Male-75 Female-75	150 Sample; Quantitative Techniques	Positive Correlation
Dhole & Tipnis(2013)	India	Manufacturing Industry	-	60 Sample; Qualitative	Correlation is negative
Chhabra (2013)	India	IT Industry	Male-335 Female-114	449 Sample; Quantitative Techniques	Self-motivated employees are more content
Hans et al (2014)	Oman	Education Sector	-	54 Sample; Qualitative Techniques	Self-motivated employees are more content
Hans et al (2013)	Oman	PSU	-	100 Sample; Qualitative Techniques	Self-motivated are more content
Singh and Dubey (2011)	India	Private	-	210 Sample; Quantitative	Correlation is positive
Carrim et al. (2006)	South African	Call center	Male - 34.76% Female- 65.24%	187 Sample; Quantitative Techniques	Correlation is positive
Wang, Bowling & Eschleman (2010)	USA	-	-	124 Sample: Experimental Techniques	Correlation is positive
Igbeneghu & Popoola (2011)	Nigeria	Hospital	-	512 Sample; Quantitative	Correlation is positive
Srivastava (2009, 2011)	India	Private	-	200 & 550 Sample. Quantitative techniques	More satisfaction for the self-motivated
Dayo (2012)	Nigeria	Higher Education institute	-	314 Sample; Quantitative Techniques	Correlation is positive
Kulcarni (1983)	USA	Bank and Insurance	-	200 Sample; Quantitative Techniques	Externally biased – negative correlation and positive for the self-reliant

Table 2

Authors	% Indian Researchers	% Foreign Researchers	
	43	57	
Industry	% Service Industry		
	43		
Methods	% Experimental	% Quantitative	% Qualitative
	14	64	22
Correlation	% Positive	% Negative	% Ambiguous
	57	7	36

The strategy behind developing socio-technical design was to create a means for enhancing the expertise and astuteness of individuals by collaborating it with newer technologies with the end objective of improving both our social status and job temperament. The 1970s was the era of STS, where its approach to work design was affected by many industries. This initiative, unfortunately, did fade away to regain some lost grounds later on, but still today, we have many a hapless soul withering away in mundane jobs that are monotonous in nature, micro-managed too often and offer no scope for personal growth and development.

Some very pertinent question arises at this junction:

- Why did STS lose its charm in the 1980s and 1990s?
- Can STS regain its glory days to meet up to the challenges the twenty-first century poses?
- Psychosocial construct being a behavioural psyche, where does its impact in a job design lie, or does it stimulate at all; the neural response to a perception?
- What is the effect, limitations to the effect and subsequent ways STS affects the psychosocial construct?

BRIDGING THE GAP BETWEEN STS AND BEHAVIOURAL PSYCHOLOGY

STS thought process has, over the years, found itself being utilised in the domains of new technological work design. It has undoubtedly made its impact felt in the realms of history; having said so, STS now has to evolve to be a predictive analyser for global challenges encompassing deeper complex problems, in the process extending the conceptualisation of the anarchy of a system. What typically constitutes a system has to be revisited for risk mitigation and sustainability of global challenges.

60 years and beyond, the theory of STS has found profound application both by practitioners and academicians alike (e.g., Baxter & Sommerville, 2011; Carayon, 2006; Cherns, 1976, 1987; Clegg, 2000; Eason, 1988, 2007; Mumford, 1983, 2006; Pasmore & King, 1978; Trist & Bamforth,

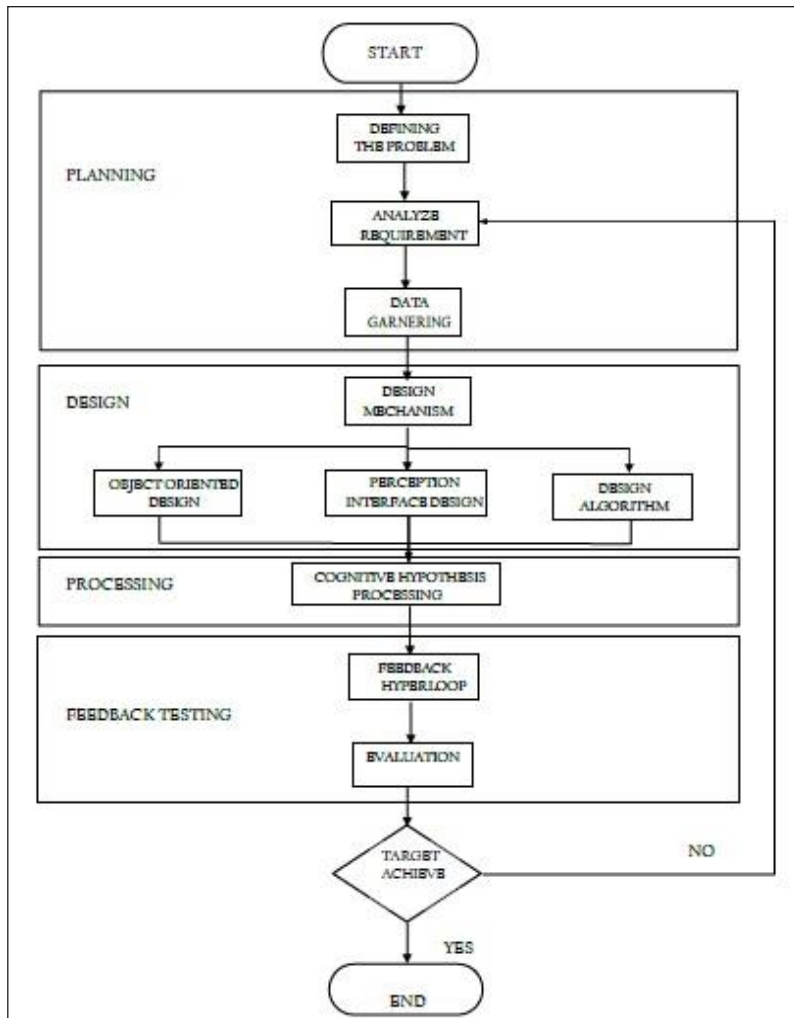
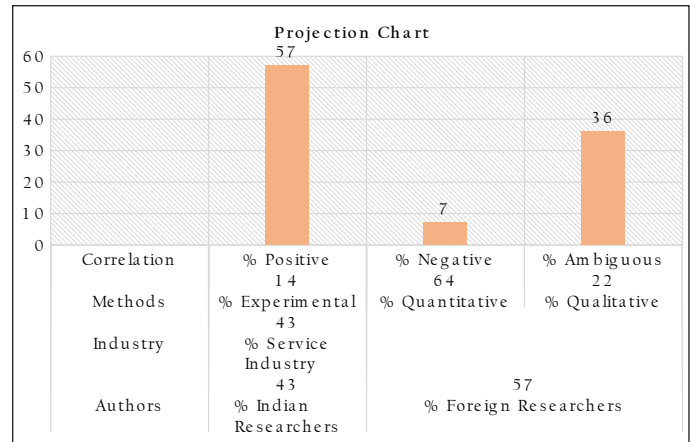
1951; van Eijnatten, 1997; Waterson, 2005). Joint structure and optimisation of the organisational classification, the core concept of STS incorporating both the technicalities and the social aspect in the true practical sense, has found adoption by onlookers even outside the purview of social sciences (Eason, 2008). Undoubtedly, this can be attributed to the constant thoughtful practices in trying to evolve STS. Based on this platform, it is opined that the 'system' part of the socio-technical theory is to be incorporated into new domains and technologies alongside being involved in prognostic work. The underlying domain being referred to here is human psychology.

An individual's survival lies on effective decision-making as it is central amongst tactical process issues which also affects it critically. When there is undergoing globalisation in a society, it is an unsaid rule of pertinent factors implying judgement through perspective and circumstances. The factors impacting STS are these pro-influencer subjects, the fact of the matter being at times not even aware of their own prejudices, and the effect an explicit context may have its bearing on the decision taken. It might so happen that though the values could be treated in high regard and be highly important, we might still not be knowledgeable enough about them. The yardstick for performance and efficiency has satisfaction as one of its important parameters, something as a prerequisite for the human race (MBCH-732D, 2019). The psychological throughput of the human mind is unpredictable and is subjective to one's own experience in a situation and the subsequent expectation of it. This is where persona or temperament often plays a pivotal role. It has always been believed that a person's intrinsic nature determines the fortification they obtain or are deemed as receivable. There is always a dilemma associated with an individual when he has to make some serious decisions, such as troublesome social conflicts with family and peers that need to be resolved, a domain needing to have problem-solving skills, knowing very well that this could be having a long-term consequence. Studies and subsequent conclusions in the literature specify that the metacognitive (2) level of an individual could indicate the chances of his or her success while trading with these challenging environmental facets (Chick, 2013). Hence, it is all the more important to gauge the relativity among metacognitive level and associated socially obligatory skillsets in terms of congruence, such as choice orientation and problem resolution. Rather than working on those skills separately, focusing on an individual's metacognitive abilities as a whole might be much more efficient in order to raise self-competent and cognitively effective individuals. All the more, it is a psychological rule of belief that a person's own whims and fancies determine the reinforcement they obtain. It has been a long way since Franz Gall conceived phrenology (3) in the early part of the 1800s. Phrenology studies an individual's bumps on the skull and is supposed to divulge characteristic mannerisms

and mental abilities of the subject under study. People can be classified psychologically based on their shrewdness and persona; for example, with mild to moderate success; conversely, mortal beings are a complex lot, and a significant part remains to be explained.

Refer to Fig. 1; cognition is the mental process through which insights into knowledge and intellectual capacity can be gained. Simple unnoticed tasks such as remembering, knowing, thinking, judging, problem-solving etc. are some of the cognitive processes an individual is aligned to. The model has been developed on the basis of health research suggestions conducted through the research paper: Hors, Goldberg, Almeida, Babio Júnior and Rizzo (2012). Application of the enterprise management tools Lean Six Sigma and PMBOK in developing a program of research

management. *Einstein (São Paulo)*, 10, 480-490.



Source: Author.

Fig. 1: Cognitive Development Process

The human brain is the nest of complex calculations and perception processing. Not only perception, the higher level brain functions comprehend imagination, language and planning too. How an individual or group processes

visionary receptions is what cognitive psychology deals with. The first textbook based on cognitive psychology was written by Ulric Neisser and was published in 1967. A psychologist by profession, Ulric Neisser, defines cognition

as ‘those processes by which the sensory input is transformed, reduced, elaborated, stored, recovered, and used’.

The cognitive process build-up can be attributed to the below mentioned parameters:

- Attention
- Language
- Learning
- Memory
- Perception
- Thought

It is based on these parameters that the design architecture for cognitive development is framed.

Planning – It is the first stage of the cognitive development process. Attention to detail is the intrinsic value here. What task needs to be adhered to has to be understood first, the details observed and focused keenly on the stimulating parameters that the environment has to offer. Planning starts with defining the problem, having a countenance of resemblance where the requirements are analysed, and data gathered for the same.

Designing – Language and learning plays a vital role in the design process of cognitive evaluation. Language development evokes understanding ability which in turn conjugates to thoughts through written and spoken words. Learning subjugates newer things; information is synthesised, and cognitive processes are integrated with prior knowledge in understanding new dimensions.

Processing – Memory builds perception, and perception inputs are processed to create further memories, good or bad. One of the important cognitive processes, memory is a critical constituent of the learning process, which allows information to be encoded, stored and retrieved when required. Pre-conceived notion develops based on information being taken, which is then processed to produce outputs through which an individual interacts with the outer world.

Feedback – It is a constant process of evaluation. Thought plays privy to this process, and based on the hypothesis assessment, constant feedback is looped, which in turn helps in making a decision, solving a problem or even engaging in higher reasoning.

DEVELOPING THE THEORETICAL CONSTRUCT

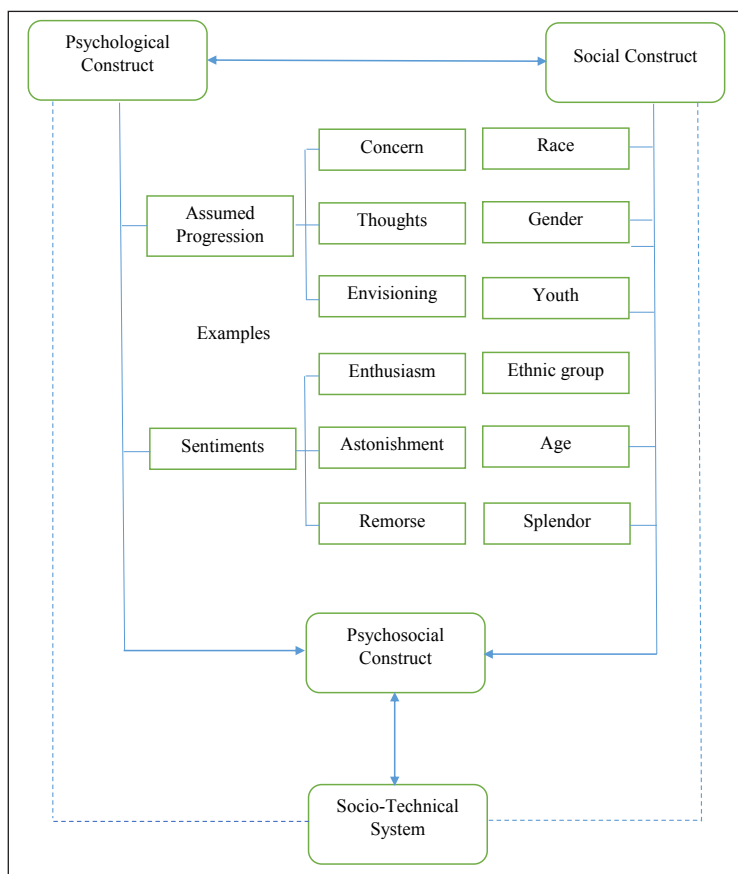
The present-day backdrop characterises the humanoid interface as being branded by the unescapable intervention of intelligent agents (4). The ability to regulate the emotive reaction to perception is vital for a vigorous, responsive

attribute. However, the response varies considerably from person-to-person. This change in perception response can be well articulated by variances in emotional progressions, which is not the same thru individuals. While the basic neural circuitry mediating the retort to perception is described, the bearing of individual differences on that reaction is not very well categorised. If we are to gain new insight into the architecture of emotional mediation, we have to first understand the working of these influencers on the neurotic response. The amygdala, which has been proven to partake in pivotal roles while processing emotions, forms part of the limbic system. It resembles an almond shape and is a set of neurons placed deep in the brain’s medial temporal lobe. Ignition of neural response to perceptions is the responsibility of the amygdala. In humans and other animals alike, this subcortical brain structure is connected to both pleasure and fear responses. Perception is an attribute instigated by the social complexities leading to the behaviour formation of an individual. Perception leads to behaviour, and behaviour to choices encompassed by a socio-technical system (depicted in Fig. 2). What is more intriguing is the fact that perception of behavioural choices is a part of emotional intelligence which again is a type of social intelligence that involves the ability to monitor one’s own and other’s emotions, to discriminate among them, and to use the information to guide one’s thinking and actions (Salovey & Mayer, 1990). Emotional intelligence has its scope of bearing, which includes the spoken and non-spoken judgment and manifestation of emotions, the directive of self-emotion and that of others, and the application of emotional quotient in resolving problems. Intriguingly, the fundamental aspect at work here is an entree to one’s own sentiments, the array of effects as well as emotions: the ability to immediately effect discernments among these feeds and conclusively to tag them, to decipher them through representational codes and subsequently to utilise them as ways of indulging and regulating one’s behaviour.

An individual’s behaviour and action depend on the psychological assessment of the situation and circumstances, the construct of which comes under the technical aspect of social design. Individualistic indifferences are the founding paraphrase in modern psychology. In ways more than one, it is the ‘classic’ psychology people generally refer to - attributable psychology of the individual - the psychological dissimilarities between people and their likenesses. Individual difference psychology postulates that people are similar and yet differ in their behavioural aspects, thought processes and nurtured feelings. It concludes that no two people are alike, yet contrastingly no two of them are unlike either. Hence the study of humanistic differences strives to understand ways and means through which people are psychologically alike and predominantly what psychological individualities vary between people (Evans, 2023). The information age is almost over. The world we live in today provides nearly everyone

access to infinite amounts of information about almost everything. This is nothing but the direct effect of rapid technological upgradations. Understanding the dynamics of this technological disruption is vital for organisations to be able to cope with future uncertainties. Organisations must learn to continually improve the technical aspect to acquire long-term sustainability and stability. Perceived value has always acted as a catalyst when it comes to relationship building, and what better than value concept, which is the basic constituent of relationship building? The ability to provide superior value to individuals is a prerequisite when trying to establish and maintain long-term engagement. But the fact that should be stressed is that the underlying construct of inherent satisfaction is more than a perception

of the quality received. What must be taken into account as well is the individual’s need for quality improvements and his willingness to strive for it. From a relationship point of view, these facets are essential since they are both accounted for the price an individual pays to be involved. For example, employee engagement in decision-making for non-trivial matters should not be gauged in time: productivity ratio alone, rather this could be the most recommended method towards morale-boosting value driver for the employee since if done properly, this can definitely improve the internal cost efficiency as well. It is then possible to inaugurate and institute reciprocally profitable management-employee relationships, which is of major concern in relationship publicising.



Source: Author.

Fig. 2: The Theoretical Construct

STS AS AN IDEAL MODERN DAY APPROACH

The contemporary world is slowly beginning to witness the end of the rat race. The COVID-19 pandemic has seen the rise of another fundamental behavioural change; job alignment with values. The term ‘job security’ has now been replaced with ‘job ethos’, wherein employees are more willing to find meaning and purpose in their job (Dhingra

et al., 2022; Gallup, 2022b). Employee well-being, work-life balance and resilience are at the forefront of the wish list. The attribute viz: increment and benefits do not echo the same sentiments as happiness and fulfilment do (Gallup, 2022b; Day et al., 2014). Positive psychology remains the go-to attribute amongst global challenges of war, inflation, pandemic or even job loss. Organizations and hiring managers need to figure out the aspects of the broaden-and-build theory (Fredrickson, 1998) while

embedding its principles, thereby improving an employee's commitment and loyalty (Achor, 2011). The STS approach of joint optimization assures excellence both in technical performance and quality of work lives. STS theory processes multiple avenues of job design where the functional output of socio-technical elements leads to better system efficiency, sustainable productivity, change management and user satisfaction.

CONCLUSION

Businesses today have manifold diversions and distractions. Authoritative economic climates make their presence felt, affecting the way businesses operate. Moreover, businesses today are used to strong founding cultures, which will be tough to get away with. 'Bureaucracy', or we may say the form of the command, is what the industry still feels should be the go-to method of achieving goals. This, at times, can have an adverse effect of social risks being ignored at the cost of providing social security in the form of a job (5).

Times are changing fast, though. Today's organisational culture follows a different path, a 360-degree holistic approach. People Managers are keener on bringing about intellectual growth and tractability. Individuals and groups have reorganised and revamped to meet new challenges in changing environments, and this change in the process need not be too strenuous and difficult. Many companies have accepted this message and tried to rearrange their procedures and change their cultures to meet new kinds of objectives, both human and technical. Individuals tend to change their expectations and values concerning work propositions as and when the historical progression of society unravels, which profoundly changes the constraints of organisational design. Alternatingly, technological changes are in sync with cognitive behaviours, living styles, value ethics, territories and communications, too, which deeply modifies a society and its survival chances. Socio-technical phenomena are not only circumstantial but organisational too.

Most of the literature on job satisfaction has attached too much importance to responses given at only one point in time, especially to questionnaires. People or groups get to change over time based on the experience of an individual, one of the team members or the group as a whole. Many workers might not know what could be their real feelings over a period until they have had actual experience with redesigned jobs. They also need to know how far such jobs are likely to be a long-term feature of their work lives or how much they represent merely a temporary change. It definitely makes a difference when one is considering purely individual attitudes or when there is a societal change concerning standards and values. Employees who are more or less assured of their organisation having committed itself long-term to shared optimisation are far more likely to commit themselves than those who do

not. This specifically will be the case if they sense that the norms and values of the broader society are also changing in line with the trend of the new paradigm. Workgroups, in general, could offer more choices for a range of abilities and predilections as individual differences in work groups are more than in unvarying singular workstations. This transformation is imperative for survival in a fast-changing environment. It involves nothing less than the working out of a new organisational philosophy. Under such a pretext, the role psychosocial construct plays in undermining or strengthening the cause of STS is to be found out, and if, in some way or the other, there is a possible relation between the two, it can turn out to be quite valuable in the overall scheme of things.

NOTES

1. Funds were allotted by the then government's Human Factors Panel Productivity Committee and administered by the Medical Research Council.
2. Metacognition is 'cognition about cognition', 'thinking about thinking', 'knowing about knowing', becoming 'aware of one's awareness' and top-of-the-order thinking skills. The term comes from the root word Meta, meaning 'beyond' or 'on top of'.
3. Phrenology was a faculty psychology, theory of brain and science of character reading, what the nineteenth-century phrenologists called 'the only true science of mind'. Phrenology was derived from the theories of the idiosyncratic Viennese physician Franz Joseph Gall (1758-1828).
4. Emotional intelligence and artificial intelligence is a normal mode of interaction today involving day-in-day-out human activities.
5. Industrialization undoubtedly did bring in a scaled-up volume and plethora of produced goods and improved quality of life for some, but it also resulted in a frequent grim standard of living conditions for the underprivileged and working classes. <https://www.history.com/topics/industrial-revolution/industrial-revolution>

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