Work Life Cycle on Erikson's Psychosocial Growth Cycle

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ABSTRACT

The aim of this article is to explain and describe employees' needs, expectations and behaviors in the stages of work life cycle. For this purpose, Erikson's psychosocial growth cycle is used as a metaphor. Based on this metaphor, work life cycle is divided into eight stages: from the beginning of employment to retirement. At each stage, there are needs and expectations for an individual, which if responded to properly and accomplished, then this psycho-organizational growth would continue healthily, and he could achieve a major virtue. However, if he fails at each stage, his psycho-organizational growth will be disrupted and deviated from the healthy path ending in deprivation and development of abnormal individual traits and organizational behavior.

Key words: work life cycle, Erikson's psychosocial growth cycle, Psycho-Organizational growth

Introduction

Since the time immemorial, drawing a comparison between social and natural issues and phenomena has been used as a way to understand and interpret the events and occurrences. Early men believed that the world had been born at a time and placed on the way to growth and evolution and would finally die some day.

Especially Sociologists integrative structured-functionalist theorists also used the method of establishing contact between phenomena social systems and living creatures in order to interpret and attach meaning to social events. Based on this understanding, like a living creature, society goes through life and death cycle. Life time can be interpreted for societies in the same way as it is for living creatures. According to Spencer, like any living organism, the society grows, during which in addition to an increase in bulk structurally, it includes more complex combinations and variations. This complexity and variety on the one hand make things more specialized and on the other hand add to social solidarity and integrity.

The life cycle metaphor is also used in organizational theories to explain and describe organizational traits and specifications [1,2,3,4]. In this article Eriksson's psychosocial growth cycle is for the first time used as a metaphor to express and identify employees’ needs, expectations, behaviors, and problems during their work life.

Erikson's Psychosocial Growth Stages:

Erikson [5] predicted eight distinctive stages for man's personality growth and evolution. At each stage man encounters a major crisis and conflict. According to Erikson, crisis and conflict have a constructive and a destructive component at each stage. The constructive component leads to personality growth and the destructive component leads to personality disorder. If a person solves the crisis and conflict of each stage in a way that he tends to the constructive component, he will reach mental health, but if tends to destructive component, his mental health will be jeopardized and his personality will grow unhealthily.

The eight stages of Eriksson's psychosocial growth are as follows:

1. Hope period: Trust Vs. Mistrust – from birth to about 1.5 years of age.
2. Power and will-power period: Autonomy vs. Doubt and shame – 1.5 to 3 years of age.
3. Purpose period: Initiative vs. Guilt (fear of being an actor) - 3 to 5 years of age.
5. Fidelity period: Identity vs. Role confusion – 13 to 20 years of age.
7. Care period: Generativeness vs. Self-absorption – 40 to 60 years of age.
8. Wisdom period: Ego integrity vs. Despair – 60 and over.

Work life Cycle:

Work life forms a major part of man's life qualitatively and quantitatively. According to Marx, man is human when he is involved in the work process. In fact, work process is the process of becoming civilized. Work can push the man toward health or sickness. Many (authorities) have referred to work force self-alienation as major social injuries. Marx[6] has referred to "lack of authority in workforce", Weber[7] to "impersonalization of work", Fromm[6] to "centralization and lack of authority in workforce", Collins to "structure of command and obedience at work place", and Simmel and Kurt[8]) to "complication of production technology and lack of worker's power against it" as the cause of self-alienation.

Self-alienation and as a result, disorder in the growth and perfection of individual can stem from failure to provide a response to their needs and expectations during work life cycle. Needs and expectations at each stage of work life cycle are the result of virtues and accomplishments which individual has achieved during previous stages. If the individual fails to realize his "new ego" that is "a set of new needs and expectations" at each stage of work life, then he will suffer from self-alienation; because in this case he will remain in the purgatory between the "old ego" and "new Ego", that is, self-alienation.

Based on the eight stages of Eriksson's psychosocial growth, work life cycle metaphor is a good tool to identify employees' crises, conflicts and needs, at each stage of work life. Accordingly, from the beginning of employment to retirement, work life cycle is divided into eight stages as follows:

Stage one: Hope Period (Trust vs. Mistrust):

This stage is referred to as "shock stage" or "confrontation stage" in the socialization process. Individuals perform two specific acts at this stage. First, they compare their ideas about organization, job and colleagues with what they have encountered in real life. If the perceived gap between impressions and observations can be tolerated, the individual feels hopeful and triumphant; otherwise, he will suffer from doubt and shake. Second, a new job, a new atmosphere, and new people create a kind of fear combined with the feeling of loneliness, whose outcome is doubt in behaviors and handling responsibilities. For this reason, the person will feel the dire need for establishing contact, advice, approval and support. According to Ballard and Blessing [9], organizational understanding is achieved during the first week of the employee's work, when he feels the need for more attention and trust.

Since, at the beginning of his work life, the individual is unfamiliar with the organizational climate, people, intra-organizational networks, colleagues' acceptable criteria and authorities' expectations; he will feel badly in need for emotional support and interaction with others. He will be faced with questions to which he needs to know the answers, and more than ever the need for other people's help and support. If the cooperation climate and helping newcomers especially by supervisors is favorable, such that the individual can comfortably meet his needs, he will achieve a stable and predictable stability of the intra-organizational environment. In other words, the person will experience the feeling that when in need, they can count on their colleagues' help and support and trust them. The feeling of trust offers hope to the individual about his job and future work life. Robbins [10] says "the employee feels at home with the organization and his job, the feeling of having been accepted by colleagues and of being of value and trust." Support, care and help from the supervisors at this stage shape the feeling that the individual is valuable, important, and basically trusted, and as a result, prepares him to continue an accountable and responsible work life and gives him such virtues as hope and optimism. According to Whetten and Cameron [11], studies about trust have shown that people, who trust others, are more prepared to express honesty, sincerity, frankness and adaptation. They are research-oriented, autonomous, self-confident and eager to learn. They have more capacity for interactions, and compared to people of low trust, they display a higher degree of cooperation and risk in the group. They are interested in others and struggle to be a contributive member in the group. They show less resistance to change and are self-trusted.

At this stage the employee receives more of the attention and support of his senior colleagues and boss than is needed, such that the opportunity for working without others' help and struggle to attract others' support and attention is taken away from him. In this case he will not achieve "individuality" or "individual identity" in fulfilling his job tasks required for the next stage.

Vaton and Cameron believed that managers' behavioral stability, justice and care for employees, openness and trust are among the effective factors to create trust [11]. If a newcomer is faced with a situation where the manager's and senior colleagues' behaviors and reactions are unstable and unpredictable, also, if the superiors' lack the management skills and competence, and communication channels are hardly penetrable, such that it will be difficult to interact with others and attract their support, the conditions for isolation, fear, anxiety, selfishness, individualism, pessimism and feeling of invaluableness is developed. In this situation, the individual learns not to trust anyone, to
be insincere, disguising, covert and fraudulent, and rather than struggle, tries to survive and become secure under insecure conditions.

**Stage two: Power and Will period (Autonomy vs. Doubt and Shame):**

If the employee has left behind the previous stage safely, now he somehow develops the self-confidence to perform his job tasks and establish contact with his colleagues and superiors. He is familiar with colleagues, their temper, organizational values, norms, rules and formal as well as informal organization networks. He can negotiate and interact with his colleagues without fear of being accepted or rejected by them. Also, the individual can make decisions about his tasks and responsibilities; accept, reject or moderate their requests. He accepts the organizational realities and narrows the gap between his expectations and realities. According to Whetten and Cameron [11], in this case the employee feels helpful, that is the individual values their job goals, thoughts and criteria adapting them to what they are doing. They express the feeling of "being their self" by saying "my work", "my responsibilities", "my job", "my boss", "my ideas and methods". This feeling of ownership and usefulness leads to having more control over their job. Under these conditions, delegation of authority to make appropriate decisions on the employees without the need for the superior's approval is a major factor in their healthy growth.

Among the individual's needs and measures at this stage, are developing the social networks in relations with colleagues[12], and blocking the organization[13], namely, establishing relations of self-tasks with the work of the organization including other needs and actions of the individual, occur at this stage. Fromm [14] looks upon this as the need for belonging and linking to others and groups. The feeling of ownership and control is the continuation of previous stage to form "individual identity" or "individuality" in the employee and the need for dependence on and linking to others in promising to prove his "social identity".

If the individual struggles to join the relationship networks with colleagues, ownership and control over their work and understand their role and status, it is successful, and they can reach the organic and natural adaptation to organization. Then, he will achieve the healthy feeling of autonomy and self-management. The feeling of autonomy and self-management leads to the formation of the "work will" virtue. According to Thomas and Vethhouse[15], the formation of the "will to work" as the outcome of feeling of autonomy and self-management cause people, to voluntarily get involved with responsibilities rather than be forced into or abandon them. They find themselves as active and self-starting individuals. According to Whetten and Cameron [11], the results of studies show that the strong feeling of autonomy is related to less self-alienation at work, job satisfaction, improved job performance, higher levels of job participation, and less work pressure.

At this stage if the individual is entangled with formality, supervision and over interference and the various forms of organizational restrictions, such that they fail to meet the needs of "ownership and control over their work" and "membership in social networks of organization", the seeds of doubt, shame and lack of self-confidence at workplace are planted. In this way, organizations change the individual into a submissive and dependent creature. According to Conger and Kanungo[16] "autocratic management styles lead to dependence, denial of ideas and beliefs, valuelessness of aims, and inability of employees". Under these conditions, socialization is realized not through the internalization of values, norms and behaviors, rather through force adaptation.

Obviously, over-emancipation inversely affects the formation of "feeling of autonomy" and causes the individual to move forward, revolt against and resist order; because the feeling of autonomy makes sense in the face of restrictions. In the absence of restrictions, the feeling of autonomy does not make. Hence, supervision, support, formality, and restrictions must be used to moderation.

**Stage Three: Purpose period (Initiative vs. Passiveness):**

At this stage, the employee is socialized to the organizational culture, and is familiarized with the organizational resources and capabilities, key elements as well as the power structure of the organization. Also, he has developed skill and competence in his job and achieved self-efficacy. Now, the individual needs the opportunity to test his self-efficacy. For this reason he is eager to take on more tasks and responsibilities. He expects to be admitted into commissions, programs, projects, meetings, and problem-solving groups and generally whatever that allows him to express their abilities at higher level. Conger and Kanungo [16] maintain that when subordinates perform complicated tasks or when they have heavier responsibilities, they have found the opportunity to test their self-efficacy. The first successful experience causes them to feel more competent.

At this stage, the individual tends to understand what is beyond their job, and learns from the managers and senior colleagues in order to prepare for heavier responsibilities. Now, if there is the possibility for the employee to arrive in the game of organizational groups, they will increase and express his capabilities and competencies in competition with others. If the climate for expression, encouragement and support of capabilities and curiosities is prepared, if the individual is given the opportunity to discuss their ideas, and if those ideas are fairly...
develops in himself the motivation for learning and involved with the job and responsibilities and seriously attends training and workshop courses, gets perfection and growth. For this reason, the individual education at higher levels. More importantly, he skills, information, knowledge and experience, and organization creates the need for developing the "mastery" virtue. The degree of feeling having mastered and feeling competent determines whether or not the individual will attempt to challenge work and responsibilities. Boundora observes that when individuals find themselves competent to manage a situation which might be threatening, they get involved with the activity and behave confidently. Efficacy expectations determine how hard individuals struggle when encountered with obstacles and unfavorable experience and how long they can resist [19]. The feeling of mastery and competence increases the hope for success and accordingly the individual's mental preparation to assume heavier responsibilities and more challenging tasks. This preparation increases the probability of success and places the individual within the circle of positive expectations and performance as a result self-confidence about his competences and efficacies.

If the employee is not given the opportunity to participate in organizational decisions and policies concerning job tasks, organizational problems, challenges, transfer of organizational information, if the individual is not allowed to develop their knowledge, skills, and capabilities, if the organization looks narrow-mindedly and pessimistically upon the employee, such that they are locked up in cages; hence, organizational position, if the organizational culture is a totalitarian culture, if discrimination, injustice, and selfishness are overcasting the organization, such that efforts to achieve the virtue of mastery is fruitless, or competence is not the criteria for growth and progression, the individual fails to meet the need for mastery. At this stage, the individual may give in to the status quo and consequently lose their motivation and interest to struggle to accomplish work and to emotionally and mentally engage with organization problems and thus continues to live as a cog in the wheel of the organization machine. Also, the individual may transfer his satisfaction of the need for mastery to outside of the organization, and consequently turn into an individual who exists only physically in the organization but his mind and psyche are engaged elsewhere. One probability is that, individuals replace the need for mastery power with hierarchic power in the organization. To satisfy this need they may make use of common tools consistent with these conditions such as hypocrisy, slavery, obedience, flattery, sycophancy and favoritism. Organizations which prematurely place the individual in key positions and high organization levels, providing for him to play the master role, take away the opportunity of learning the basic experience from the individual and turn him into an immature master. In fact, with this, the organization deprives them of the opportunity to foster their interests any further and take away from them the opportunity to use experience and knowledge of others and of learning social communication within the organization as well as shaping the basis of mastery.

Stage Four: Competency and Mastery Period (Industry vs. Inferiority):

At this stage the individual strikes a balance in the whole organization and finds peace of mind. Their job, organizational position, relations, superiors, subordinates, colleagues, performance, organizational roles, and established competences and capabilities, all indicate their status in the organization. According to Van Mannan [17], the employee feels that they understand that the laws, regulations, processes and methods have been accepted informally. He understands the entire system. He feels that he has required the capability and competence in order to do his job tasks and responsibilities. He knows how they are evaluated, what is expected of them, and what makes them do a good and quality job.

If the individual has safely left behind the previous stage, his improved presence in the organization creates the need for developing the skills, information, knowledge and experience, and according to Korte [12], the need for developing the opportunities for the job path, and according to Fromm [14] and Alderfer [18], the need for perfection and growth. For this reason, the individual seriously attends training and workshop courses, gets involved with the job and responsibilities and develops in himself the motivation for learning and education at higher levels. More importantly, he develops the motivation from experienced, successful colleagues and managers through modeling, enquiry and organizational interaction, is reinforced in him at this stage.

If the opportunity for learning and mastery is available to the employee, they have attained the "mastery" virtue. The degree of feeling having
in the process of time and competition. Immature mastery is looked upon as a disorder in the growth and perfection of the individual. Such individuals suffer from some forms of narcissism and irrational ambitions, and since they do not have to learn from others and from the environment, they drive away masters and professionals, engaging themselves in difficult and laborious efforts of a not so-efficient nature.

Stage Five: Fidelity Period (New identity vs. Lack of identity):

At this stage, the employee struggles to achieve a new identity and role in a field wider than friends, colleagues, job, and work group. For example, the employee's representative assembly, professional unions, intra-organizational and inter-organizational networks, strategy-making teams, crisis management teams, special commission groups, pro-environmental protection employees, adherents of a political party, fall in this category. In other words, the individual is seeking to achieve a more grown-up and perfected identity. Scott and Jaffe [20] find it necessary for the individuals to participate in work groups and other special problem-solving groups in order to become empowerment. Also, Ramsden reminds of providing the opportunity for leadership [21]. At this stage, the employee wants to be known as a recognized and famous individual in the organization. For this reason, they struggle to join the higher-level networks of organization or become the founder of a higher-level network.

Here, the individual is concerned about not having been admitted to the organizational networks and not having been given a role at higher organizational levels. They may question their past performance in the organization, and worry that, perhaps they did not make an impact good enough in organization to be assigned a higher-level organizational role. If the individual has safely left organization to be assigned a higher-level organization destiny, increasing their self-confidence in their behavioral, professional, mastery abilities and skills as well as the loyalty and fidelity to organizational laws and regulations, norms, values, ethics and discipline, becomes more firmly established, and interacts based on "the common fate" with managers and superior colleagues. According to Whetten and Cameron [11], if the employee feels capable, he will probably give up opposition and resistance to the manager's power, and struggle for self-support.

In addition to the individual's personality traits and disorder in his psycho-organizational growth during the previous stages, monopoly and closed circle of friends within the organizational networks, closed entry channels to the networks, excessive pessimism and mistrust in the organization, are among the major factors of the employee's failure at this stage. The individual's failure makes him suffer from ruptured identity. This means that, the individual's past identity is not so attractive to him and will suffer from inner distraction and escape from his organizational id. Therefore, attachment to and dependence on the organization will decrease and the individual prepares to leave the organization. On the one hand, if they stay with the organization, their fidelity to and friendship with managers and leaders will decrease and will probably join unsatisfied groups in the organization. The other consequences include lack of cooperation, indifference and recklessness about the organizational fate, questioning and blaming the organization performance and policies, playing the role of displeased critics and disrespect for or at least indifference to the organizational values, norms, aims, ethics, and interests.

On the other hand, for any reason such as lack of competent employees for being placed at high levels of the organization, selfishness, nepotism, the individual may attain the opportunity to get into power networks as a higher-ranking member, before leaving behind the previous stages. In this case, the void resulting from the virtue of "industry" as well as "competence" will turn them into a narcissist, fanatic, extremely ambitious, and irritable element. They think that they must achieve and encumber whatever they desire. Thus, they will be impatient, hasty and intolerant in the face of obstacles.

Stage Six: Love Period (Intimacy vs. Isolation):

At this stage, the individual is prepared to befriend and express their sincerity to colleagues and high-ranking members of the organization, because now, by being placed at a high-level organization network, he has found the opportunity to interact and communicate with the key elements, and has gained more importance in the organization. Also, the employees and colleagues pay more attention to them. Thus, the feel more valuable and have more organizational self-esteem. Organizational self-esteem means the evaluation that individuals receive by themselves as active members of the organization [22]. Now, the employee seeks to establish close relationships with organizational networks members and leaders based on trust. For this reason, they engage in different organizational issues and express
their views about them, collaborate and cooperate about professional, organizational problems, and with intimate colleagues and the subordinates’ problems. If at this stage the individual succeeds in establishing relations with the key organizational members, colleagues, and subordinates, based on friendship and trust, to express themselves as key, positive, and trusted members and are given an active role in playing the organizational totality, they will achieve the virtue of "Love". This means that the individual's feeling toward their colleagues, subordinates, superiors, customers, and all people who are linked to the organizational goals and strategies, is that of integrity and sincerity. He finds himself within the organizational goals and strategies and loves people who struggle to accomplish them and makes self-sacrifice to realize the organizational goals.

At this stage, the individual might suffer from absolutism, and not only fail to attain the love and love-kindness virtue; but rather, they will be disgusting and enraging. Also, they might get trapped behind such behavioral obstacles as jealousy and pessimism of other players or encounter with such organizational factors as restriction of extra-departmental roles, absence of dynamics in the organizational networks, the climate of mistrust, self-centeredness, selfishness, and self-importance among key players, professional and ancestral attraction, and injustice in the organization. In this case, the stage of "playing the role of a key element", turns into a crisis for the employee and if he fails to overcome it, the outcome of enthusiasm and cheerfulness resulting from fidelity and compliance, will turns into a feeling of hopelessness and frustration. In this situation, the individual might stay with the network but not as a key player, but rather as a follower or a formal member whose major role is stock. The ill outcome of this situation is contemptibility, isolation and hatred. Besides, the individual may give up struggling to join power networks and turn to an organizational life in isolation. He will no longer desire to interact with others particularly major players of the organization, to participate in organizational matters, and to make self-sacrifice in organizational matters and communications. At best, their attention may be drawn to themselves, their profession and such alternatives as new entertainments, new hobbies and even new sources of income. The ill-outcome will be leaving and hostility to the organization and its key elements.

Stage Seven: Realization Period (Generativeness vs. Self-absorption) (flow in the process of life):

At this stage, the individual feels mature and proficient. According to Eriksson, what matters to the mature individual is that they feel needy. The generation-training behavior provides the opportunity for the individual to transfer knowledge and skill to the next generation for, and at the same time by giving them authority, responsibility and superiority, gives them satisfaction [3]. Accordingly, at this stage, as master, the individual needs to be able to transfer his experience and knowledge in different areas to the young employees and managers. He expects the organization to value his experience and provide him the opportunity to use it. He wants to share with others what they have learned, experienced and fostered. In fact, this need is expected to continue the process of life. By training the generation and creation, the individual struggles to treat death not as the end of their life. The desire to teach, help, lead and fully express oneself at this stage of work life arises from the individual’s need for indestructibility. In this way the individual shares in the circulation of organizational life, and gives a part of their self to it, thus, by leaving the organization he feels his work life will continue through the organizational life and will have their image seen on the life board of the organization.

Membership on the organization's leader group and think-tank, playing the role of teacher and guide for the managers and employees, playing the role of advisor for different departments and groups in the organization, are among the enjoyable and satisfying areas for the individual. If the organization manages to meet the needs of this stage of the employee's work life, and to create an appropriate climate for optimality, they will achieve the virtue of "Flow in the process of life". Obviously the individual's competence and constructiveness affects the quality of this virtue. The more the individual enjoys the competence and constructiveness, the brighter and clearer his image will become in the mirror of the organization life.

If there is no opportunity for the individual to become constructive or is not sufficiently competent to utilize the existing conditions, he will suffer from self-absorption. In this situation, their relationship with the organization, colleagues, superiors and subordinates will become "pseudo-intimate", one which is very sincere but affected and devoid of friendship and solidarity. In this type of relationship, the individual looks profit-oriented. Within the organization and organizational concept and before they do anything in the organization, they think of profits. The individual needs will override their subordinates’ and the organization’s. Their concern for individual profit might even lead to betrayal. When the individual can not satisfy themselves by giving, they will compensate by taking them. Also, it is possible that failure at this stage causes the individual to become impatient and less tolerant. A desire may be created in him to meet and associate with old friends, frequently turn to using sick-leave and may look forward to premature retirement. The other manifestation of self-absorption is getting absorbed and steeped in work. In this situation, the individual becomes obsessed with his job and
completely focused on technical and professional aspects and details, and as a result denies himself the social interactions and relationships as well as participation in the circle of colleagues, expression of friendship and communion with colleagues and participation in organizational affairs.

Moreover, if the individual overplays his role such that they constantly teach, guide and transfer experiments and ideas and have the opportunity of introspection taken away from them, they will remain only a transferor and they will have no time to develop deep and philosophical ideas based on intuition.

It is noteworthy that, at this stage of life, the individual will achieve a kind of wisdom arising from introspection, and becomes a clear-sighted leader. As a result, he will be able to identify a "whole" out of seemingly heterogeneous parts and explain and interpret phenomena in the light of the "whole" (the skill of systemic thinking).

**Stage Eight: Rethinking Period (Integrity vs. Despair):**

At this stage, the individual has approached the age of retirement and in near future must take leave of his work life and the organization. Thus, they prepare to play their previous role, gradually delegate the base of power and responsibilities to other people. Now, he rethinks and reviews his work life periods and questions their usefulness. Time and time again they go over the experience, events and achievements of these periods, scrutinizing them on his mental screen. The individual means to answer one question: were these periods "good and useful" or not? If during their evaluation they achieve the feeling of "being good" and overall, the pleasure of these periods defeated the displeasure, they would achieve "integrity". This feeling will cause the individual to feel the owner of his actions, behaviors, ups and downs, victories and failures, mistakes and defeats in the different situations of his work life. Therefore, his work life will be realized as a part integrated with the other parts of life as well as making up the existence and identity of the individual. With this feeling, the individual is generally satisfied with their behaviors during the work life periods and consequently they achieve the virtue of "perfection". Their feeling is like that of a mountaineer who having climbed to the top and now standing proudly there is prepared to descend. He prepares to spend the retirement period with his favorite entertainments and hobbies and because of the enthusiasm for this period and the peace from the feeling of integrity and virtue of "perfection", they will be at peace, optimistic, cheerful, encouraging, attractive and positively stimulating.

If at the stage of rethinking and evaluating the events of his work life periods, the individual concludes that he has not lived a successful and bright period and besides has not had the opportunity to compensate for his failure for a variety of inhibitive factors such as restrictions from organizational policies, rules and regulations, natural obstacles and restrictions imposed by environmental factors (organizational environment), it will prevent the individual from going back and starting a new work life. In this situation, a feeling of "hopelessness and despair" coupled with fear and displeasure will come upon the individual and they will regret their past and give up hope to compensate it. The thought of spending the retirement period with this feeling, is displeasing and disturbing. Despair, hopelessness and anxiety turn him into a comfortless, impatient, hating and complaining person. They will look upon their organizational and work-life not as a good but as a wasted part of their life. A person as such constantly gripes and complains about the organization and everything related to the organization. They accuse the organization of ingratitude; they complain about having had their life wasted in the organization: "If I had been elsewhere, if I had been doing something else, I wouldn't be in a situation like this one now". He thinks that the organization has been exploiting him for a lifetime and now it is treating him like a useless thing" pitying themselves having worked so hard for them". The organization has been looking down on the key organizational elements, i.e. hard working positive employees spawning pessimism about work and fear of future in the organization. Their bitter nature and anti-organizational behaviors will ultimately make them even more displeased to the point that they break his ties with the organization faster and more unhappily.

**Conclusion:**

The role of metaphors in various sciences is to explain complex concepts and phenomena understand and anticipate their behaviors and characteristics based on a section which metaphors create in the concepts or phenomena. Until now a variety of metaphors have been used to explain and understand organizational and managerial concepts and phenomena. The metaphor "work cycle based on the Eriksson's eight-stages of socio-psychological growth", has been used for the first time in this article. The purpose in using this metaphor is to describe, explain and predict the needs, behaviors, expectations, and psycho-organizational disorders and growth in their work-life. For employees, the start of work-life compares to a rebirth and retirement to the end of life. In the various stages of work-life, from birth to retirement, in their interaction with the job and organizational factors the mind of the employee may get on the way to growth and perfection, suffer from disorder and deviate from the path of perfection. To what extent these organizations attend to the needs, expectations and desire of employees in the various stages of work-life...
plays an important part in the travel to or to the deviation from and disorder in its growth.

In sum, the needs, expectations, virtues and psycho-behavioral disorders which employees are confronted with in the work-life cycle are listed in table 1.

Table 1: Summary of needs, expectations, and their results in work-life cycle.

<table>
<thead>
<tr>
<th>Stage</th>
<th>Needs and Expectations</th>
<th>Virtues</th>
<th>Disorders</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Relationships, guidance, approval, support, Being accepted by colleagues and superiors</td>
<td>Looking forward to future work-life, trust in organization and colleagues, the feeling of belonging to the organization (feeling of being)</td>
<td>Mistrust, pessimism, individualism, insincerity, coverture and affection, selfishness in the organization</td>
</tr>
<tr>
<td>2</td>
<td>More and effective control on one's work, expanding social networks, identifying one's role and position in the organization</td>
<td>Autonomy, will to work, ability, self-starting and being active</td>
<td>Doubt and shame, lack of self-confidence in work, dependency on, revolting and resisting order</td>
</tr>
<tr>
<td>3</td>
<td>Self-efficacy test, learning from managers and key elements, expressing one's competences.</td>
<td>Competency and self-efficiency, looking forward to success, mental preparedness for assuming heavier responsibilities and challenging tasks.</td>
<td>Feeling of inferiority, lack of motivation for emotional engagement in professional and organizational affairs, external investment, immature mastery.</td>
</tr>
<tr>
<td>4</td>
<td>Expanding skills and information and knowledge and experience and capabilities, expanding job opportunities, growth and perfection, earn mastery.</td>
<td>Compliance and fidelity trust in his organizational, professional, behavioral capabilities and skills, to feel a common fate with the organization and its elements.</td>
<td>Ruptured identity, inner confusion and escape from organizational id, decreasing attachment (involvement) with the organization, feud toward organizational key elements, narcissism, and excessive ambition.</td>
</tr>
<tr>
<td>5</td>
<td>Grown and perfected identity, fame and power, playing roles at high-level organizational networks, achieving the role of key element in organization</td>
<td>Integrity and solidarity with the organization flow in the process of organizational life, wisdom based on introspection.</td>
<td>Despair and hopelessness, fear and displeasure with retirement period, dissatisfaction with the organization and work-life, bitter nature in organization.</td>
</tr>
<tr>
<td>6</td>
<td>Intimacy, friendship and expressing sincerity toward colleagues, establish close relationships with organization leaders and members of organizational networks based on trust, organizational self-esteem.</td>
<td>Love and friendship, feeling of solidarity and intimacy, self-sacrifice</td>
<td>Self-absorption, pseudo-intimacy with organization and colleagues, materialistic vision toward organizational affairs, lack of interests in organization, becoming obsessed with one's tasks and responsibilities, lack of wisdom.</td>
</tr>
<tr>
<td>7</td>
<td>Teaching and advising, passing knowledge and experience, continuing one's life in the life of organization, constructiveness.</td>
<td>Feeling of inner integrity, perfection and victory, usefulness, feeling of pride, cheerfulness and thinking positively.</td>
<td>Feeling of inferiority, isolation and hatred, organizational phobia and hostility to the organization and key elements.</td>
</tr>
<tr>
<td>8</td>
<td>Reviewing and rethinking and evaluating the past work-life.</td>
<td>Lack of self-escape from organizational id, decreasing attachment (involvement) with the organization, feud toward organizational key elements, narcissism, and excessive ambition.</td>
<td>Feeling of inferiority, lack of motivation for emotional engagement in professional and organizational affairs, external investment, immature mastery.</td>
</tr>
</tbody>
</table>

References


