



SHREE H.N.SHUKLA COLLEGE OF MANAGEMENT STUDIES, RAJKOT



**SHREE H.N.SHUKLA COLLEGE OF MANAGEMENT STUDIES,
RAJKOT**

STUDY MATERIAL OF MBA SEM-1

SUB: ORGANISATIONAL BEHAVIOUR (4519204)

MODULE-2



CHAP-1 UNDERSTANDING DYNAMICS OF INDIVIDUAL BEHAVIOUR-PERSONALITY

Details Explanation:

TOPIC-1 DEFINITION OF PERSONALITY

- Personality is a complex, multi-dimensional construct and there is no simple definition of what personality is.
- Maddi defines personality as, “A stable set of characteristics and tendencies that determine those commonalities and differences in the psychological behaviour and that may not be easily understood as the sole result of the social and biological pressures of the moment”.
- “Personality is the sum total of ways in which an individual reacts to & interacts with others.”
- From the above definition we can interpret that all individuals have some universally common characteristics.
- Yet they differ in some other specific attributes. This makes it difficult for the managers to assume that they can apply same reward types or motivation techniques to modify different individual behaviors.
- The definition, however, does not mean that people never change. In simple terms, it asserts that individuals do not change all at once. Their thoughts, feelings, values and actions remain relatively stable over time.
- Changes in individual's personality can, however, occur gradually over a period of time. The managers should, therefore, attempt to understand certain dimensions of personality. This can enable them to predict the behavior of their employees on a daily basis.
- Some personality theorists stress the need of identifying person-situation as interaction. This is equivalent to recognizing the social learning aspects related to personality.
- Such a social learning analysis is one of the most comprehensive and meaningful ways included in the overall study of organizational behavior.
- From this perspective, personality means the way people affect others. It also involves people's understanding themselves, as well as their pattern of inner and outer measurable traits, and the person and situation interaction.
- People affect others depending primarily upon their external appearance such as height, weight, facial features, color and other physical aspects and traits.
- Personality traits are very important in organizational behavior. In particular, five personality traits especially related to job performance have recently



emerged from research. Characteristics of these traits can be summarized as follows:

1. Extroversion: Sociable, talkative and assertive.
 2. Agreeableness: Good-natured, cooperative and trusting.
 3. Conscientiousness: Responsible, dependable, persistent and achievement-oriented.
 4. Emotional Stability: Viewed from a negative standpoint such as tense, insecure and nervous.
 5. Openness to Experience: Imaginative, artistically sensitive and intellectual.
- Identifying the above "big five" traits related to performance reveals that personality plays an important role in organizational behavior.
- Besides physical appearance and personality traits, the aspects of personality concerned with the self-concept such as self-esteem and self-efficacy and the person-situation interaction also play important roles.

One Word Question-Answer

Line/Sr. No.	Question	Answer
1	Personality is what kind of construct?	Multi-dimensional
	Personality is?	Complex
2	“A stable set of characteristics and tendencies that determine those commonalities and differences in the psychological behaviour and that may not be easily understood as the sole result of the social and biological pressures of the moment” who has given this definition?	Maddi
	“A stable set of characteristics and tendencies that determine those commonalities and differences in the psychological behaviour and that may not be easily understood as the sole result of the social and biological pressures of the moment” is called?	Personality
3	“The sum total of ways in which an individual reacts to & interacts with others.” Called?	Personality



	What we can interpret from the above definition?	all individuals have some universally common characteristics
4	How they are differ from each other?	Specific attributes
	What is the definition of personality explains?	People change
5	In simple terms, it asserts that individuals do not change?	all at once
	How Changes in individual's personality can occur?	Gradually
6	What should manager attempt to understand?	Dimensions of personality
	For what a managers should attempt to understand certain dimensions of personality?	Predict the behaviour
7	What theorists stress the need of identifying person-situation?	Interaction
	Which analysis is one of the most comprehensive and meaningful ways included in the overall study of organizational behaviour?	Social learning
8	From this perspective, personality means the way people?	Affect others
	Height, weight, facial features, colour and other physical aspects and traits are what kind of dimensions?	External appearance
9	How many personality trait are there?	Five
	The person is sociable, talkative and assertive called?	Extroversion trait
10	The person with good-natured, cooperative and trusting called?	Agreeableness trait
	The person is Responsible, dependable, persistent and achievement-oriented called?	Conscientiousness trait
11	The person viewed from a negative standpoint such as tense, insecure and nervous called?	Emotional Stability trait



	The person with Imaginative, artistically sensitive and intellectual called?	Openness to Experience trait
12	The performance reveals that personality plays an important role in organizational behaviour with what?	Big five traits
	Physical appearance and personality traits, the aspects of personality concerned with what?	Self-concept

TOPIC-2 PERSONALITY FORMATION

- The personality formation of an individual starts at birth and continues throughout his life.
- Three major types of factors play important roles in personality formation, which are as follows:
 - Determinants:
 - The most widely studied determinants of personality are biological, social and cultural.
 - People grow up in the presence of certain hereditary characteristics (body shape and height), the social context (family and friends) and the cultural context (religion and values).
 - These three parts interact with each other to shape personality. As people grow into adulthood, their personalities become very clearly defined and generally stable.
 - Stages:
 - According to Sigmund Freud human personality progresses through four stages: dependent, compulsive, oedipal and mature.
 - This concept of stages of growth provides a valuable perspective to organizational behavior.
 - Experienced managers become aware of the stages that their employees often go through.
 - This helps them to deal with these stages effectively and promote maximum growth for the individual and for the organization.
 - Traits:
 - Traits to personality are also based on psychology.
 - According to some trait theories, all people share common traits, like social, (political, religious and aesthetic preferences but each individual's nature differentiates that person from all others.



One Word Question-Answer

Line/Sr. No.	Question	Answer
1	From where personality formation of an individual starts?	Birth and continues
	How many types of factors plays important role in personality formation?	Three
2	The 1 st factors play important roles in personality formation is?	Determinants
	What are the most widely studied determinants of personality?	Biological, social and cultural
3	People grow up in the presence of what?	Hereditary characteristics
	Body shape and height are what kind of characteristics?	Hereditary characteristics
4	Family and friends are what kind of characteristics?	Social context
	Religion and values are what kind of characteristics?	Cultural context
5	The 2 nd factors play important roles in personality formation is?	Stages
	According to whom human personality progresses through four stages?	Sigmund Freud
6	What does this concept of stages of growth provides?	Valuable perspective
	Who become aware of the stages that their employees often go through?	Experienced managers
7	How many deal with these stages effectively and promote maximum growth for the individual and for the organization?	19
	The 3 rd factors play important roles in personality formation is?	Traits
8	Traits to personality are also based what?	Psychology



	According to some trait theories, what all people shares?	common traits
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TOPIC-3 PERSONALITY FACTORS IN ORGANISATIONS

Some of the important personality factors that determine what kind of behaviours are exhibited at work include the following:

Need Pattern

Steers and Braunstein in 1976 developed a scale for the four needs of personality that became apparent in the 'work environment. They are as follows:

- The need for achievement: Those with a high achievement need engage themselves proactively in work behaviours in order to feel proud of their achievements and successes.
- The need for affiliation: Those in greater need for affiliation like to work cooperatively with others.
- The need for autonomy: Those in need for autonomy function in the best way when not closely supervised.
- The need for dominance: Those high in need for dominance are very effective while operating in environments where they can actively enforce their legitimate authority.

Locus of Control

- Locus of control is the degree to which an individual believes that his or her behavior has direct impact on the consequences of that behavior.
- Some people, for example, believe that if they work hard they will certainly succeed. They, strongly believe that each individual is in control of his or her life.
- They are said to have an internal locus of control. By contrast, some people think that what happens to them is a result of fate, chance, luck or the behavior of other people, rather than the lack of skills or poor performance on their part.
- Because- these individuals think that forces beyond their control dictate the happenings around them, they are said to have an external locus of control.
- As a personality attribute, locus of control has clear implications for organizations. For example, certain individuals have an internal locus of



control, which means they have a relatively strong desire to participate in the management of their organizations and have a freedom to do their jobs.

- Thus, they may prefer a decentralized organization where they have a right of decision-making and work with a leader who provides them freedom and autonomy.
- They may like a reward system that recognizes individual performance and contributions.
- Conversely, people with an external locus of control, are likely to prefer a more centralized organization where they need not take any decisions. They may incline to structured jobs where standard procedures are defined for them.
- They may prefer a leader who makes most of the decisions and a reward system that considers seniority rather than merit.

Introversion and Extroversion

- Introversion is the tendency of individuals, which directs them to be inward and process feelings, thoughts and ideas within themselves.
- Extroversion, on the contrary, refers to the tendency in individuals to look outside themselves, searching for external stimuli with which they can interact.
- While there is some element of introversion as well as extroversion in all of us, people tend to be dominant as either extroverts or introverts.
- Extroverts are sociable, lively and gregarious and seek outward stimuli or external exchanges.
- Such individuals are likely to be most successful while working in the sales department, publicity office, personal relations unit, and so on, where they can interact face to face with others.
- Introverts, on the other Hand, are quiet, reflective, introspective, and intellectual people, preferring to interact with a small intimate circle of friends.
- Introverts are more likely to be successful when they can work on highly abstract ideas such as R&D work, in a relatively quiet atmosphere.
- Since managers have to constantly interact with individuals both in and out of the organization and influence people to achieve the organization's goals, it is believed that extroverts are likely to be more successful as managers.

Self-Esteem and Self-Concept

- Self-esteem denotes the extent to which individuals consistently regard themselves as capable, successful, important and worthy individuals. Self-



esteem is an important personality factor that determines how managers perceive themselves and their role in the organization.

- Self-esteem is important to self-concept, i.e., the way individuals, define themselves as to who they are and derive their sense of identity.
- High self-esteem provides a high sense of self-concept, which, in turn, reinforces high self-esteem. Thus, the two are mutually reinforcing.
- Individuals with a high self-esteem will try to take on more challenging assignments and be successful.
- Thus, they will be enhancing their self-concept i.e., they would tend to define themselves as highly valued individuals in the organizational system.
- The higher the self-concept and self-esteem, the greater will be their contributions to the goals of the organization, especially when the system rewards them for their contributions.

Risk Propensity

- Risk-propensity is the degree to which an individual is willing to take chances and make risky decisions.
- A manager with a high-risk propensity might be expected to experiment with new ideas and to lead the organization in new directions.
- In contrast, a manager with low risk propensity might lead to a stagnant and overly conservative organization.

Type A and B Personalities

- Type A persons feel a chronic sense of time urgency, are highly achievement-oriented, exhibit a competitive drive, and are impatient when their work is slowed down for any reason.
- Type B persons are easy-going individuals who do not feel the time urgency, and who do not experience the competitive drive.
- Type A individuals are significantly more prone to heart attacks than Type B individuals.
- While Type A persons help the organization to move ahead in a relatively short period of time they may also suffer health problems, which might be detrimental to both themselves and the organization in the long run.



TOPIC-4 DESIRED PERSONALITY CHARACTERISTICS FOR EFFECTIVE MANAGERS

- Obviously, there are some personality predispositions, which are favourable "to managerial effectiveness and to the success of managers.
- Apart from possessing the necessary skills and abilities, managers need to develop a high tolerance for ambiguity.
- There are many changes taking place in the internal and the external environment of an organization.
- Naturally, several unpredictable factors are involved in any complex situation, which are beyond the managers' control.
- Therefore, they should be able to, handle situations as they come, without experiencing undue stress.
- Thus, a high tolerance for ambiguity is a desired managerial trait. Managers with a good mix of achievements, affiliations and power will be successful in most situations.
- This is because they will have the drive to achieve the goals and the interpersonal orientation to get the job done through others.
- In sales and other people-oriented roles, extrovert managers will fit better in their jobs.
- Similarly, managers with internal locus of control will be more efficient as intellectual and skilled performers.
- Managers with good work ethic values, will get more involved in their jobs and make things happen. They are likely to be more successful in their jobs.
- Managers with Type A personalities may suit very well for some jobs, which have inbuilt performance pressures and deadlines, but they need to know how to relax through exercises and self-monitor their stress levels.
- Personality is a relatively stable factor, but our predispositions can be changed through conscious choice.
- For instance, our tolerance for ambiguity and ability to handle stress can be considerably enhanced; the attributions we make for success such as internal versus external-locus of control can be changed.
- Also, our latent needs can be activated and our skills in decision-making can be increased through training programs and by deliberately making the necessary changes.



- Recognizing the essential ingredients for managerial success is the first step towards making the changes.

TOPIC-5 THE SELF-CONCEPT: SELF-ESTEEM AND SELF-EFFICACY

- People's attempt to understand themselves is called the self-concept in personality theory.
- The human self is made of many interacting parts and may be thought of as the personality viewed from within.
- This self is particularly relevant to the concepts of self-esteem and self-efficacy in the field of organizational behavior.
- People's self-esteem has to do with their self-perceived competence and self-image.
- Considerable research has been done on the role played by self-esteem outcomes in the organizational behavior.
- Most recently done studies indicate that self-esteem plays an important moderating role in the areas of emotional and behavioral responses and stress of organizational members.
- It was recently noted that, "both research and everyday experience confirm that employees with high self-esteem feel unique, competent, secure, empowered and connected, to the people around them"
- Self-efficacy is concerned with self-perceptions of how well a person can cope with situations as they arise.
- Those with high self-efficacy feel capable and confident of performing well in a situation.
- In the field of organizational behavior, self-efficacy is conceptually close to self-esteem.
- Miner points out the differences by noting that self-esteem tends to be a generalized trait (it will be present in any situation), while self-efficacy tends to be situation specific.
- Self-efficacy; has been shown to have an empirical relationship with organizational performance and other dynamics of organizational behavior.
- In summary, personality is a very diverse and complex cognitive process. It incorporates almost everything. As defined above, personality means the whole person.



- It is concerned with external appearance and traits, self and situational interactions.
- Probably the best statement on personality was made many years ago by Kluckhohn and Murray, "to some extent, a person's personality is like all other people's, like some other people's, and like no other people's."

TOPIC-2 UNDERSTANDING VALUES

Details Explanation:

INTRODUCTION

- Generally, **value** has been taken to mean moral ideas, general conceptions or orientations towards the world or sometimes simply interests, attitudes, preferences, needs, sentiments and dispositions.
- But sociologists use this term in a more precise sense to mean "The generalized end which has the connotations of rightness, goodness or inherent desirability."
- Actually, the value represents basic convictions that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence.
- Values defined in organizational behaviour as the collective conceptions of what is considered good, desirable, and proper or bad, undesirable, and improper in a culture.

DEFINITION OF VALUE

According to M. Haralambos, "A value is a belief that something is good and desirable."

According to T. W. Hippiie, "Values are conscious or unconscious motivators and justifiers of the actions and judgement."

Value system:

A hierarchy based on a ranking of an individual's values in terms of their intensity.

Rokeach Value Survey (RVS):

Milton Rokeach created the Rokeach ValueSurvey (RVS).

It consisted of two sets of values, each containing 18 individual value items.

(1)Terminal values:

Desirable end-state of existence; the goals that a person would like to achieve during his/her lifetime.



(2) Instrumental values:

Preferable modes of behaviour or means of achieving one's terminal values.

Personality-job fit theory:

Identify six personality types and proposes that the fit between personality type and occupational environment determines satisfaction and turnover.

- Realistic
- Investigative
- Social
- Conventional
- Enterprising
- Artistic

Person-organization fit:

- Employees personality must fit with overall organizations culture than with the characteristics of as specific job.
- Analysis was done by Geert Hofstede in late 1970s by surveying more than 116000 IBM employees in 40 countries about their work related values & found that managers & employees vary on **5 value dimensions of national culture:**
 - Power distance
 - Individualism versus collectivism
 - Masculinity versus femininity
 - Uncertainty avoidance
 - Long term versus short-term orientation
 - Indulgence vs. Restraint

One Word Question-Answer

Sr. No.	Question	Answer
1	Value system is a hierarchy based on a ranking of which factor?	Individual's values
2	Which attribute says that a mode of conduct or an end-state of existence is important?	Content attribute
3	Which attribute specifies how much a mode of conduct or an end-state of existence is important?	Intensity attribute



4	From where a significant portion of value is established?	From parents, teachers and friends
5	What influences our attitude and behaviour?	Values
6	Values represent the interpretations of what?	Right and wrong
7	Who created the Rokeach Value Survey (RVS)?	Milton Rokeach
8	Rokeach Value Survey (RVS) consists how many sets of values?	Two
9	In each of the set of Rokeach Value Survey (RVS), how many individual value items are included?	18
10	“RVS values vary among groups.” Is this statement true or false?	True
11	People in same occupation or categories tend to hold which kind of values?	Similar
12	Which values are the goals that a person would like to achieve during his/her lifetime?	Terminal values
13	Which values are preferable modes of behavior or means of achieving one’s terminal values?	Instrumental values
	Which values helps in achievement of terminal values?	Instrumental values
14	What kind of behavior tends to be consistent with our values?	Habituated behavior
15	Who gave personality-job fit theory?	John Holland
16	Personality-job fit theory identifies how many personality types?	Six
17	What kind of differences is seen in personality between people?	Intrinsic differences
18	Which personality type prefers physical activities that require skill, strength and co-ordination?	Realistic
19	Which personality type prefers activities that involve thinking, organizing and understanding?	Investigative
20	Which personality type prefers activities that involve helping and developing others?	Social



21	Which personality type prefers rule-regulated, orderly and unambiguous activities?	Conventional
22	Which personality type prefers verbal activities in which there are opportunities to influence others to attain power?	Enterprising
23	What personality type prefers ambiguous and unsystematic activities that allow creative expression?	Artistic
24	What must be fit with the employee's personality?	Organizational culture
25	Who has given the framework for assessing cultures?	Greet Hofstede
26	What is a national culture attribute describing the extent to which a society accepts that power in institutions and organization is distributed unequally?	Power distance
27	What is a national culture attribute describing the extent to which a society feels threatened by uncertain and ambiguous situations and tries to avoid them?	Uncertainty avoidance

TOPIC-3 ATTITUDE AND THEIR IMPACT ON BEHAVIOUR AT WORK

Details Explanation:

INTRODUCTION

- In general sense, attitude means a feeling or opinion about something or someone.
- Attitude refers to feelings, beliefs and behaviour predispositions directed towards people, groups, ideas or objects.
- It can be positive or negative. It influences the behaviour of the individuals. It decides how to act or behave in a particular situation.
- Everything in organization will get better if the attitude of everyone gets better.
- Let us understand about attitude and how it affects the behaviour at work.

DEFINITION OF ATTITUDE

According to Frank Freeman “An Attitude is a dispositional readiness to respond to certain institutions, persons or objects in a consistent manner which has been learned and has become one's typical mode of response.”



Attitude is an evaluative statements or judgements concerning objects, people or events.

Researchers have assumed that attitude have three components:

- Cognition
- Affect
- Behavior

Job satisfaction:

- A positive feeling about one's job resulting from an evaluation of its characteristics.

Job involvement:

- The degree to which a person identifies with his or her job, actively participates in it, and considers his or her performance important to self-worth.

Organizational commitment:

- The degree to which an employee identifies with a particular organization and it's goals, and wishes to maintain membership in the organization.
 - Affective commitment
 - Continuance commitment
 - Normative commitment

Perceived organizational support:

- The degree to which employees believe an organization values their contribution & cares about their well-being.

Measuring the A-B Relationship (attitude & behavior)

- Recent research indicates that the attitudes (A) significantly predict behaviors (B) when moderating variables are taken into account.
- Those moderating variables are:
 - Importance of the attitude
 - Social pressures on the individual
 - Direct experience with the attitude

In simple words, an "attitude" is an individual's point of view or an individual's way of looking at something. To be more explicit, an "attitude" may be explained as the mental state of an individual, which prepares him to react or make him behave in a particular pre-determined way.

An attitude is defined as, "a learned pre-disposition to respond in a consistently favourable or unfavorable manner with respect to a given object".

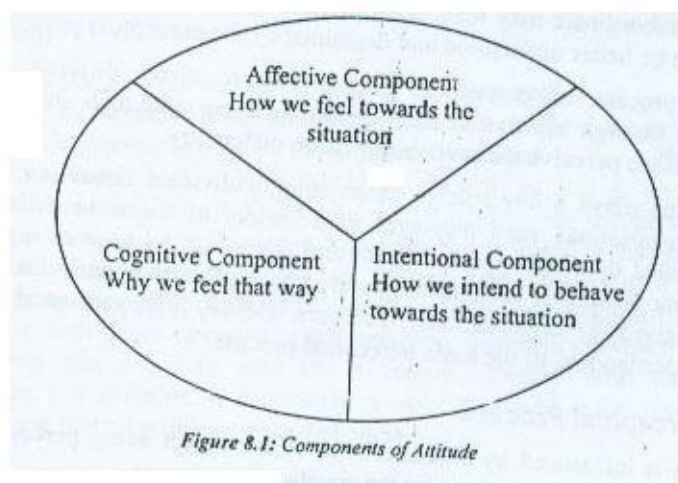
Attitude is the combination of beliefs and feelings that people have about specific ideas, situations or other people. Attitude is important because it is the mechanism through which most people express their feelings.

COMPONENTS OF ATTITUDE

Attitude has three components, which are as follows:

- Affective component
- Cognitive component
- Intentional component

The figure 8.1 shows the components of attitude.



The affective component of an attitude reflects 'feelings and emotions' that an individual has towards a situation. The cognitive component of an attitude is derived from 'knowledge' that an individual has about a situation. Finally, the intentional component of an attitude reflects how an individual 'expects to behave' towards or in the situation. For



example, the different components of an attitude held towards a firm, which supplies inferior products and that too irregularly could be described as follows:

- "I don't like that company"—Affective component.
- "They are the worst supply firm I have ever dealt with"—Cognitive component.
- "I will never do business with them again"—Intentional component.

People try to maintain consistency among the three components of their attitudes. However, conflicting circumstances often arise. The conflict that individuals may experience among their own attitudes is called 'cognitive dissonance'.

ATTITUDE FORMATION AND CHANGE

Individual attitudes are formed over time as a result of repeated personal experiences with ideas, situations or people. One of the very important ways to understand individual behaviour in an organization is that of studying attitude, which is situationally specific and learned.

An attitude may change as a result of new information. A manager may have a negative attitude about a new employee because of his lack of job-related experience. After working with a new person, a manager may come to realise that he is actually very talented and subsequently may develop a more positive attitude toward him.

Work-Related Attitudes

People in an organization form attitudes about many things such as about their salary, promotion possibilities, superiors, fringe benefits, food in the canteen, uniform etc. Especially some important attitudes are job satisfaction or dissatisfaction, organizational commitment and job involvement.

Job Satisfaction

Job satisfaction is an attitude that reflects the extent to which an individual is gratified or fulfilled by his or her work. Extensive research conducted on job satisfaction has indicated that personal factors such as an individual's needs and aspirations determine this attitude,



along with group and organizational factors such as relationships with co-workers and supervisors, working conditions, work policies and compensation.

A satisfied employee also tends to be absent less often, makes positive contributions, and stays with the organization. In contrast, a dissatisfied employee may be absent more often may experience stress that disrupts co-workers, and may keep continually looking for another job.

Organizational factors that influence employee satisfaction include pay, promotion, policies and procedures of the organizations and working conditions. Group factors such as relationship with co-workers and supervisors also influence job- satisfaction. Similarly, satisfaction depends on individual factors like individual's needs and aspirations. If employees are satisfied with their job, it may lead to low employee turnover and less absenteeism and vice-versa.

Organizational Commitment and Involvement

Two other important work-related attitudes are organizational commitment and involvement. Organizational commitment is the individual's feeling of identification with and attachment to an organization. Involvement refers to a person's willingness to be a team member and work beyond the usual standards of the job. An employee with little involvement is motivated by extrinsic motivational factor and an employee with strong involvement is motivated by intrinsic motivational factors.

There are a number of factors that lead to commitment and involvement. Both may increase with an employee's age and years with the organization, with his sense of job security and participation in decision-making. If the organization treats its employees fairly and provides reasonable rewards and job security, employees are more likely to be satisfied and committed. Involving employees in decision-making can also help to increase commitment. In particular, designing jobs, which are interesting and stimulating, can enhance job involvement.

ATTITUDE: IT'S IMPORTANCE IN ORGANIZATIONAL BEHAVIOUR

Attitudes of both workers and management react to each other and determine mutual relationships.



Attitude is an understanding or learning of why employees feel and act the way; they do and help supervisors in winning cooperation from them. So, it is very essential for the efficient working of an organization.

From a personal perspective, attitudes provide knowledge base or prepare, our mental state, for our interaction with others, and with the world around us. This directly affects organizational behaviour, and in turn organizational working.

One Word Question-Answer

Sr. No.	Question	Answer
1	What is an evaluative statement or judgement concerning objects, people or events?	Attitude
2	According to research, how many components a research have?	Three
3	Which component of attitude is the opinion or belief segment?	Cognitive component
4	Affective component of an attitude is which kind of segment?	Emotional
5	Which component of an attitude is an intention to behave in a certain way towards someone or something?	Behavioural component
6	High level of job satisfaction holds what kind of feeling about his or her job?	Positive
7	What kind of commitment has emotional attachment to the organization?	Affective commitment
8	Which commitment is perceived economic value of remaining with organization as compared to leaving it?	Continuance commitment
9	Normative commitment is an obligation to remain with the organization for which reasons?	Moral or ethical
10	What is called the degree to which employees believes that an organization values their contribution & cares about their well-being?	Perceived organizational support



11	What factor in job is associated with clear job guidelines, personal control & performing work consistent with one's identity?	Level of engagement
12	What is an incompatibility between two or more attitudes or between behaviour and attitudes?	Cognitive dissonance
13	In measuring the A-B relationship A&B stands for what?	Attitude and Behaviour
14	In measuring the A-B relationship, what can be predicted from attitude when moderating factors are taken into account?	Behaviour
15	Importance of the attitude, social pressures on the individual and direct expense with the attitude are what kind of variables in measuring the A-B relationship?	Moderating

TOPIC-4 UNDERSTANDING MOTIVATION AT WORK

Details Explanation:

- The word motivation is derived from 'motive', which means an active form of a desire, craving or need that must be satisfied. Motivation is the key to organizational effectiveness.
- The manager in general has to get the work done through others. These 'others' are human resources who need to be motivated to attain organizational objectives.

DEFINITION

- According to George R. Terry, "Motivation is the desire within an individual that stimulates him or her to action."
- In the words of Robert Dubin, it is "the complex of forces starting and keeping a person at work in an organization". Viteles defines motivation as "an unsatisfied need which creates a state of tension or disequilibrium, causing the individual to move in a goal directed pattern towards restoring a state of equilibrium, by satisfying the need."
- According to Encyclopaedia of Management. "Motivation refers to the degree of readiness of an organism to pursue some designated goals and implies the determination of the nature and locus of force inducing a degree of readiness."



➤ On the basis of above definitions, the following observations can be made regarding motivation:

- Motivation is an inner psychological force, which activates and compels the person to behave in a particular manner.
- The motivation process is influenced by personality traits, learning abilities, perception and competence of an individual.
- A highly motivated employee works more efficiently and his level of production tends to be higher than others.
- Motivation originates from the-needs and wants of an individual. It is a tension of lacking something in his mind, which forces him to work more efficiently.
- Motivation is also a process of stimulating and channelising the energy of an individual for achieving set goals.
- Motivation also plays a crucial role in determining the level of performance. Highly motivated employees get higher satisfaction, which may lead to higher efficiency.
- Motivating force and its degree, may differ from individual to individual depending on his personality, needs, competence and other factors.
- The process of Motivation helps the manager in analysing and understanding human behavior and finding out how an individual can be inspired to produce desirable working behavior.
- Motivation may be positive as well as negative. Positive motivation includes incentives, rewards and other benefits while negative motivation implies some punishment, fear, use of force etc.
- The motivation procedure contributes to and boosts up the morale of the employees. A high degree of motivation may lead to high morale.

FEATURES OF MOTIVATION

The following are the features of motivation:

- It is an internal feeling and forces a person to action.
- It is a continuous activity.
- It varies from person to person and from time to time.
- It may be positive or negative.

IMPORTANCE OF MOTIVATION

➤ Motivation is an important part of managing process. A team of highly qualified and motivated employees is necessary for achieving objectives of an organization because of the following reasons:



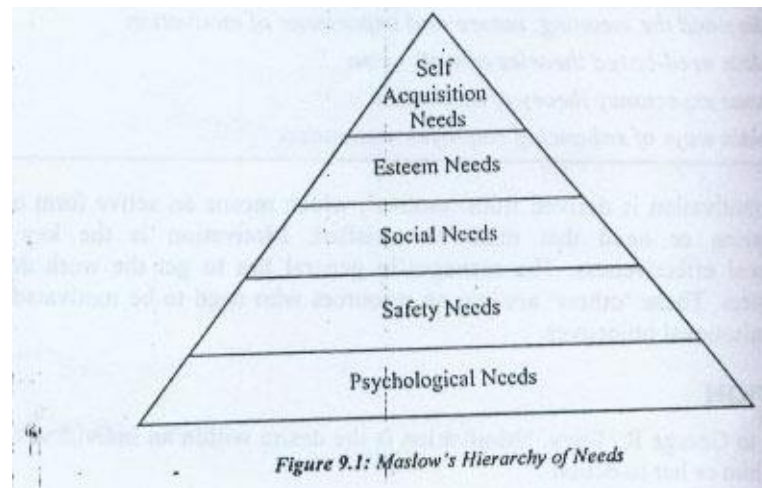
- Motivated employees make optimum use of available resources for achieving objectives.
 - Motivation is directly related to the level of efficiency of employees.
 - Motivated employees make full use of their energy and other abilities to raise the existing level of efficiency.
 - Motivated employees make goal-directed efforts. They are more committed and cooperative for achieving organizational objectives.
 - Motivated employees are more loyal and sincere to an organization. These factors help reduce absenteeism and labor turnover.
 - Motivation is considered as a backbone of good industrial relations.
 - Effectively motivated employees get more job satisfaction and possess high morale.
 - Motivation also helps in improving the image of an organization.
-
- The motivation process begins with identification of individual needs. For example, when an employee feels underpaid then what, then he tries to fulfill his needs by asking for a raise or by working harder to earn a raise or by seeking a new job.
 - He then chooses to pursue one or more of these options for instance, working harder while simultaneously looking for a job.
 - If his hard work resulted in a pay rise, he probably feels satisfied and will continue to work hard. But if no raise has been provided he is likely to try another option.
 - Since people have many different needs, the satisfaction of one need or set of needs is likely to give rise to the identification of other needs. Thus, the cycle of motivation is constantly repeated.
 - Understanding human motivation is crucial for managing people. Extensive research has been performed to find out what makes people work and how to motivate them.
 - This includes managers, social scientists, behaviorists and psychologists.
 - A number of theories have been developed, even though there is no universally acceptable motivation theory.
 - Understandings these theories facilitates the managers to get a better insight into the human behavior.

NEED-BASED THEORIES TO MOTIVATION

- Need-based theories try to answer the question, "what factor(s) motivate people to choose certain behaviors?" Some of the widely known need-based theories are as follows:

(a) Maslow's Hierarchy of Needs

- Maslow Abraham proposed his theory in the 1940s. This theory, popularly known as the Hierarchy of Needs assumes that people are motivated to satisfy five levels of needs: physiological, security, belongingness, esteem and self-actualization needs. The figure 9.1 shows Maslow's hierarchy of needs



- Maslow suggested that the five levels of needs are arranged in accordance with their importance, starting from the bottom of the hierarchy.
- An individual is motivated first and foremost to satisfy physiological needs. When these needs are satisfied, he is motivated and 'moves up' the hierarchy to satisfy security needs.
- This 'moving up process continues until the individual reaches the self-actualization level.
- Physiological needs represent the basic issues of survival such as food, sex, water and air. In organizational settings, most physiological needs are satisfied by adequate wages and by the work environment itself, which provides employees with rest rooms, adequate lighting, comfortable temperatures and ventilation.
- Security or safety needs refer to the requirements for a secure physical and emotional environment.
- Examples include the desire for adequate housing and clothing, the need to be free from worry about money and job security and the desire for safe working conditions.
- Security needs are satisfied for people in the work place by job continuity, a grievance resolving system and an adequate insurance and retirement benefit package.



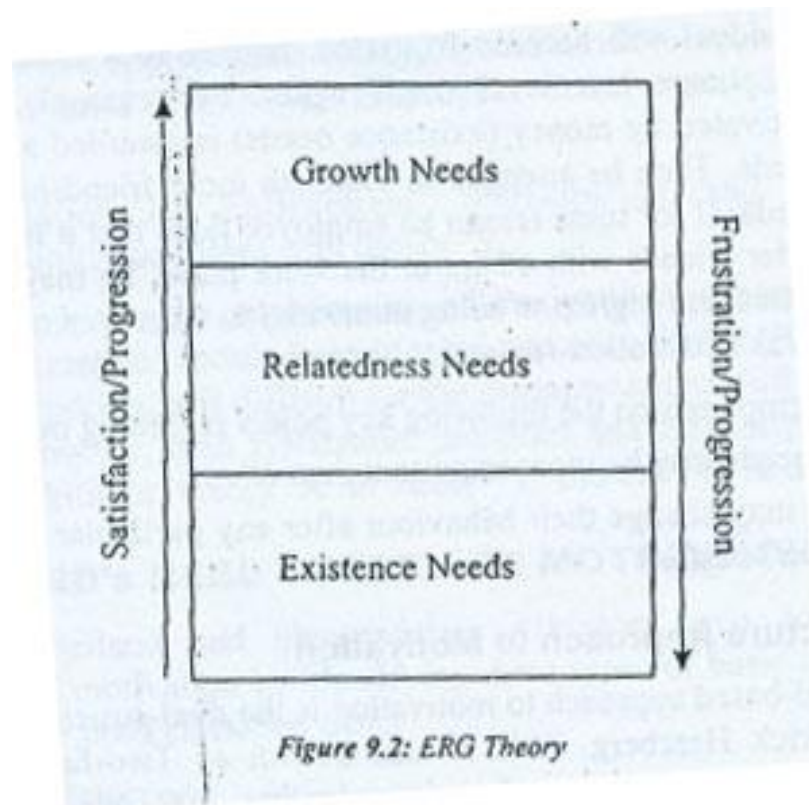
- Belonging or social needs are related to the, social aspect of human life. They include the need for love and affection and the need to be accepted by one's peers.
- For most people these needs are satisfied by a combination of family and community relationships and friendships on the job.
- Managers can help ensure the 'satisfaction of these important needs by allowing social interaction and by making employees feel like part of a team or work group.

Esteem needs actually comprise of two different sets of needs:

- The need for a positive self-image and self-respect.
 - The need for recognition and respect from others.
-
- Organizations can help address esteem needs by providing a variety of external symbols of accomplishment such as job titles and spacious offices.
 - At a more fundamental level, organizations can also help satisfy esteem needs by providing employees with challenging job assignments that can induce a sense of accomplishment.
 - At the top of the hierarchy are those needs, which Maslow defines the self-actualization needs. These needs involve realizing one's potential for continued growth and individual development.
 - Since these needs are highly individualized and personal, self-actualization needs are perhaps the most difficult for managers to address. Therefore, an employee should try to meet these needs on his own end.
 - However, an organization can help his employee by creating a climate for fulfillment of self-actualization needs.
 - For instance, an organization can help in fulfillment of these needs by encouraging employee's participation in decision-making process and by providing them with an opportunity to learn new things about their jobs and organization.
 - This process of contributing to actual organizational performance helps employees experience personal growth and development associated with self-actualizing.
 - Maslow's concept of the need hierarchy possesses a certain intuitive logic and has been accepted universally by managers.
 - But research has revealed several shortcomings of the theory such as some research has found that five levels of needs are not always present and that the order of the levels is not always the same as assumed by Maslow.
 - Moreover, it is difficult for organizations to use the need hierarchy to enhance employee motivation.

(b) ERG Theory of Motivation

- Clayton Alderfer has proposed an alternative hierarchy of needs - called the ERG Theory of Motivation. The letters E, R and G stand for Existence, Relatedness and Growth. The figure 9.2 shows ERG theory:



- ERG Theory the need hierarchy developed by Maslow into three 9.2. The existence needs in this theory refers to the physiological and security needs of Maslow. Relatedness needs refers to belongingness and esteem needs. Growth needs refers to both self-esteem and self-actualization needs.
- Although ERG Theory assumes that motivated behavior follows a hierarchy in somewhat the same fashion as suggested by Maslow, there are two important differences.
 - Firstly, ERG theory suggests that more than one kind of need might motivate a person at the same time. For example, it allows for the possibility that people can be motivated by a desire for money (existence); friendship (relatedness), and an opportunity to learn new skills (growth) all at the same time.
 - Secondly, ERG theory has an element of frustrations-regression that is missing from Maslow's need hierarchy. Maslow maintained that one need must be satisfied before an individual can progress to needs at a higher level, for example, from security needs to belongingness. This is termed as satisfaction—progression process.



Although the ERG theory includes this process, it also suggests that if needs remain unsatisfied at some higher level, the individual will become frustrated, regress to a lower level and will begin to pursue low level needs again. For example, a worker previously motivated by money (existence needs) is awarded a pay rise to satisfy this needs. Then he attempts to establish more friendship to satisfy relatedness needs. If for some reason an employee finds that it is impossible to become better friends with others in the work place, he may eventually become frustrated and regress to being motivated to earn even more money. This is termed as 'frustration-regression' process.

The ERG theory emphasis on the following key points regarding needs:

- Some needs may be more important than others.
- People may change their behavior after any particular set of needs has been satisfied.

(c) The Dual-Structure Approach to Motivation

- Another popular need-based approach to motivation is the dual-structure approach developed by Frederick Herzberg.
- This is also known as Two-factor Theory. Herzberg developed this approach after interviewing 200 accountants and engineers in Pittsburg.
- He asked them to recall such occasions when they had been dissatisfied and less motivated. He found that entirely different sets of factors were associated with satisfaction and dissatisfaction.
- For instance, an individual who identified 'low pay' as causing dissatisfaction did not necessarily mention 'high pay' as a cause of satisfaction. Instead, several other factors, such as recognition or accomplishment, were cited as causing satisfaction.
- This finding suggests that satisfaction and dissatisfaction are at opposite ends of a single scale.
- Employees would, therefore, be satisfied, dissatisfied or somewhere in between. Herzberg argued that attitudes and motivation consists of a dual structure.
- One structure involves a set of factors that result in feelings ranging from satisfaction to no satisfaction.
- The other structure involves a set of factors that result in feelings ranging from dissatisfaction to no satisfaction.



- Herzberg identified two sets of factors responsible for causing either satisfaction or dissatisfaction.
- The factors influencing satisfaction are called motivation factors or motivators, which are related specifically to the job itself and the factors causing dissatisfaction are called hygiene factors, which are related to the work environment in which the job is performed.

Motivators

- Achievement
- Recognition
- Advancement
- The work itself
- The possibility of personal growth
- Responsibility

Hygiene or Maintenance Factors

- Company policies
 - Technical supervision
 - Interpersonal relations with supervisor
 - Interpersonal relations with peers
 - Interpersonal relations with subordinates
 - Salary
 - Job security
 - Personal life
 - Work conditions
 - Status
-
- Based on these findings, Herzberg recommended that managers seeking to motivate employees should first make sure that hygiene factors are taken care of and that employees are not dissatisfied with pay, security and working conditions.
 - Once a manager has eliminated employee dissatisfaction, Hertzberg recommends focusing on a different set of factors to increase motivation, by improving opportunities for advancement, recognition, advancement and growth. Specifically, he recommends job enrichment as a means of enhancing the availability of motivation factors.



- Although widely accepted by managers, Herzberg's dual structure approach however suffers from certain drawbacks.
- Other researchers who measured satisfaction and dissatisfaction based on different aspects reached very different conclusions.
- They have also criticized Herzberg's theory for its inability to define the relationship between satisfaction and motivation and to pay enough attention to differences between individuals.
- Hence, at present Herzberg's theory is not held in high esteem by researchers in the field of motivation.
- The theory, however, had a major impact on managers and has played a key role in increasing their awareness of motivation and its importance in type work place.

'X' AND 'Y' THEORIES OF MOTIVATION

- Douglas McGregor observed two diametrically opposing viewpoints of managers 'about their employees; one is negative called "Theory of X" and another is positive called "Theory of Y".

Theory of X

- Following are the assumptions of managers who believe in the "Theory of X" regarding their employees.
 - Employees dislike work.
 - Employees must be coerced, controlled or threatened to do the work.
 - Employees avoid responsibilities and seek formal direction.
 - Most employees consider security of job, most important of all other factors in the job and have very little ambition.

Theory of Y

- Following are the assumptions of managers who believe in the "Theory of Y" regarding their employees.
 - Employees love work as play or rest.



- Employees are self-directed and self-controlled and committed to the organizational objectives.
- Employees accept and seek responsibilities.
- Innovative spirit is not confined to managers alone, some employees also possess it.

Applicability of Theories 'X' and 'Y'

- Theory 'X' in its applicability, places exclusive reliance upon external control of human behavior, while theory 'Y', relies heavily on self-control -and self-direction.
- Theory 'X' points to the traditional approach of management. Literally, this theory of behavior is related to organizations that lay hard and rigid standards of work-behavior.
- Some examples of such organizations are organizations that break down jobs into specialized elements, establish 'norms of production, design equipment to control worker's pace of work, have rigid rules and regulations, that are sometimes very vigorously enforced.
- Theory 'Y', on the other hand, secures the commitment of employees to organizational objectives.
- This motivational theory places emphasis on satisfaction of employees. While applying this theory, the use of authority, as an instrument of command and control is minimal. Employees exercise self-direction and self-control.
- The concepts of 'Job' Enlargement', 'Participation' and 'Management by Objectives' are quite consistent with theory ' Y'.
- McGregor supports the applicability of motivational theory 'Y', instead of theory 'X'. Organization should keep in mind that once theory 'X' is employed for organizational working, it is difficult for the management to shift to theory ' Y', all of a sudden.
- However, with systematic, judicious and slow steps, shifting in the practical applicability of theory 'X' to theory ' Y' usually can be achieved.

MC-CLELLAND's NEED THEORY OF MOTIVATION

- David C. McClelland and his associate Atkinson have contributed to an understanding of motivation by identifying three types of basic motivating needs. These needs have been classified as:
 1. Need for Power
 2. Need for Affiliation
 3. Need for Achievement : :



1. Need for Power

- According to this theory the need for power, which might be defined as the desire to be influential in a group and to control one's environment is an important motivation factor.
- Research suggests that people with a strong need for power, are likely to be superior performers and occupy supervisory positions.
- Such types of individuals generally look for positions of leadership, they act effectively, are outspoken, have a stubborn character and exert authority.

2. Need for Affiliation

- The need for affiliation means the desire for human companionship and acceptance. Those with a high need for affiliation often behave the way they think other people want them to, in an effort to maintain friendship.
- They prefer a job that entails a good deal of social interaction and offers opportunities to make friends. The principal characteristics of such peoples' traits are as follows:
 - Desire to like and be liked.
 - Enjoy company and friendship.
 - Prefer cooperative situation.
 - Excel in group task.
 - Star attraction in gathering.
 - Leadership qualities.
- This need is closely associated with the "social-type" of personality, who are sociable, friendly, cooperative and understanding.
- Persons with high motivation for power and affiliation have better chances of becoming good managers.

3. Need for Achievement

- People with a high need for achievement, always feel ambitious to be successful; are ever prepared to face challenging situations and set arduous goals for themselves.
- They are prone to take calculated risks; and possess a high sense of personal responsibility in getting jobs done.
- These people are concerned with their progress, and feel inclined to put in longer hours of work" Failures never dishearten them and they are always ready to put in their best efforts for excellent performance.

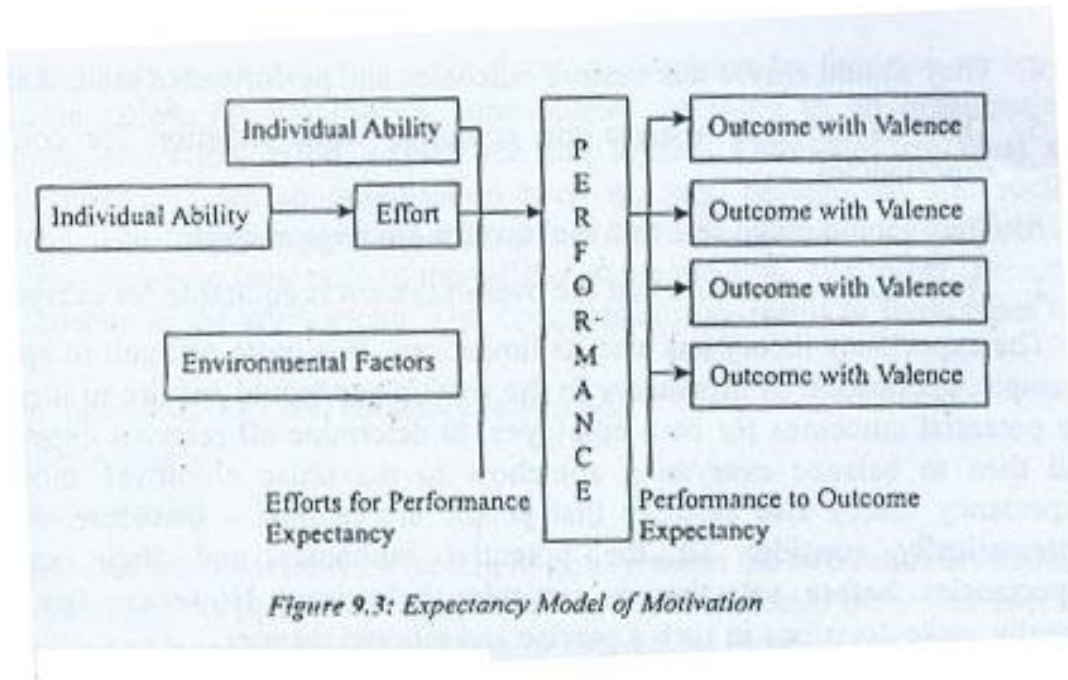


PROCESS-BASED THEORIES TO MOTIVATION

- The field of organizational behavior has generally moved away from the needs theories of motivation.
- Needs theories are content-oriented - that is, they explain what are the causes leading to motivated behaviors.
- They do not explain why or how motivated behavior occurs. These questions relate to behaviors or actions, goals and feelings of satisfaction.
- These concepts are addressed by various process-based theories to motivation.
- Process-based theories to motivation are concerned with how motivation occurs.
- They focus on why people choose to enact certain behavioral options to fulfill their needs and how they evaluate their satisfaction after they have attained these goals.
- Two of the most useful process-based approaches to motivation are expectancy theory and equity theory.

(a) Expectancy Theory of Motivation

- Expectancy theory of motivation was developed by- Victor Vroom. Basically, Vroom's expectancy theory views motivation as a process of governing choices.
- The expectancy theory tries to explain how and why people choose a particular behavior over an alternative.
- The theory suggests that motivation depends on two things: how much an individual desires a particular goal and how likely he thinks he can get it.
- For instance, a person is looking for a job and reads an advertisement for a position of Marketing Executive with a starting salary of Rs. 3 lakh per year.
- Even though he might want the job, he probably does not apply because he is aware that there is little chance of getting it.
- Next he sees an advertisement is for Field Supervisor for a salary of Re. 1 lakh per year. In this case he realizes that he can probably get the job, but still doesn't apply simply because he doesn't want it.
- Then he comes across another advertisement for a Management Trainee in a big organization with a starting salary of Rs. 2 lakh per year.
- He chooses to apply for this job because he wants it and also thinks that he has a reasonable chance of getting it. Figure 9.3 shows the expectancy theory of motivation.



The expectancy theory rests on four assumptions:

- The theory assumes that behavior is determined by a combination of forces in the individual and in the environment.
 - It assumes that people make decisions about their own behavior in organizations.
 - It assumes that different people have different types of needs, desires and goals.
 - It assumes that people make choices from among alternative plans of behavior based on their perceptions of the extent to which a given behavior will lead to desired outcomes.
- The above model suggests that motivation leads to efforts and that effort, when combined with individual ability and environmental factors, result in performance.
 - Performance, in turn, leads to various outcomes—each of which has an associated value called its 'valence'.
 - According to this model, individuals develop some sense of these expectations before they exhibit motivated or non-motivated behavior.

Effort-to-Performance Expectancy

- The effort-to-performance expectancy refers to an individual's perception of the probability that effort will result in high performance.
- When an individual believes that effort will lead directly to high performance, expectancy is quite strong, that is close to 1.00.



- For instance, if one feels sure that studying hard for an examination (effort) will result in scoring high marks (performance), then his effort-to-performance expectancy is high, that is close to 1.0.
- When an individual believes that effort and performance are unrelated, the effort-to-performance expectancy is very weak, that is close to 0.0. Usually we are not sure about our expectations, so they fall somewhere between 0.0 and 1.0 with a moderate expectancy.

Performance-to-Outcome Expectancy

- The performance-to-outcome expectancy means an individual's perception of the probability that performance will result in a specific outcome.
- For example, an individual who believes that high performance will lead to a pay raise has a high performance-to-outcome expectancy, approaching to 1.00.
- An individual who believes that high performance may possibly lead to a pay raise has a moderate expectancy between 1.00 and 0. And an individual who believes that performance has no relationship to rewards has a low performance-to-outcome expectancy that is close to 0.

Outcomes and Valences

- Expectancy theory recognizes that an individual may experience a variety of outcomes as a consequence, of behavior in an organizational environment.
- A high performer, for example, may get big pay raises, fast promotions and praise from the boss.
- However, he may also be subject to a lot of stress and incur resentment from co-workers. Each of these outcomes has an associated value or valence that is an index of how much an individual desires a particular outcome. If an individual wants an outcome, its valence is positive.
- If an individual does not want an outcome, its valence is negative. If an individual is indifferent to an outcome, its valence is zero.
- It is this advantage of expectancy theory that goes beyond the need-based approaches to motivation.

- Thus, for motivated behavior to occur on the part of any individual, three conditions must be met, which are as follows:
 - First, the effort-to-performance expectancy must be greater than zero.
 - Second, the performance-to-outcome expectancy must also be greater than zero.
 - Third, the sum of the valences for all relevant outcomes must be greater than zero.



- Expectancy theory maintains that when all of these conditions are met, the individual is motivated to expand effort.
- The expectancy theory also has several other important practical implications, which managers should keep in mind.
- The managers can perform the following activities in relation to this -
 - Determine what outcomes employees prefer.
 - Define, communicate and clarify the level of performance that is desired.
 - Establish attainable performance goals.
 - Link desired outcomes to performance goal achievement.

Practical Applicability of Expectancy Theory

- If a manager wishes to motivate his employees for increased and better performance, then he has to make sure whether the reward system is highly supportive to hard work or high quality.
- The manager will particularly see that the specific system, as applicable in their case, is communicated to them, so as to make them feel confident that their energized efforts will be rewarded.
- Another important point, which should not be ignored by the manager, is that rewards must correspond to the varying preferences of an individual employee.
- In conclusion, no doubt 'expectancy' theory has gained much popularity with theorists, but much more work still needs to be put in, before it can be accepted for use as an effective instrument of explanation of 'motivation' with all its implications.

The Porter-Lawler Extension

- Porter and Lawler have proposed an interesting extension to the expectancy theory.
- The human relationists assumed that employee satisfaction causes good performance but research has not supported such relationship.
- Porter and Lawler suggest that there may indeed be a relationship between satisfaction and performance but that it goes in the opposite direction, that is, superior performance can lead to satisfaction.

Porter-Lawler Model

- First, an individual's initial effort is influenced by his perception regarding the value of reward and the likelihood that the effort will yield a reward.
- The probability that increased effort will lead to improved performance is affected by an individual's traits, abilities and perception of his role in an organization.



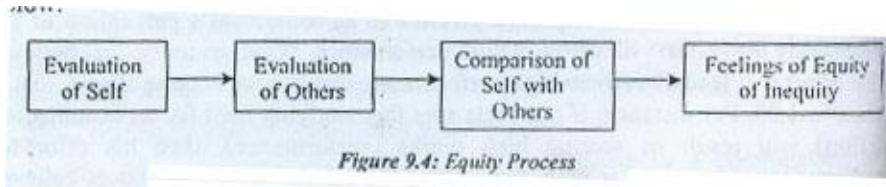
- The model also distinguishes between intrinsic and extrinsic rewards. Finally, the Porter-Lawler model borrows from equity theory the idea that the employee's satisfaction depends on the perceived equity of the rewards relative to the 'effort expended and the level of performance attained.

Implications for Managers

- Expectancy theory can be useful for organizations attempting to improve the motivation of their employees.
- Nadler and Lawler suggest a series of steps for managers in applying the basic ideas of the theory.
 1. They should determine the primary outcomes that each employee likely desires.
 2. They should decide what kind and levels of performance are needed to meet organizational goals.
 3. They should ascertain that the desired levels of performance are attainable.
 4. They should ensure that desired outcomes and performance are linked.
 5. They should also analyze the complete work situation for conflicting expectancies.
 6. They should make sure that the rewards are large enough.
 7. They should make sure that the overall system is equitable for everyone.
- The expectancy theory has also its limitations. It is quite difficult to apply, for example, application of this theory in the work place would require to identify all the potential outcomes for each employee, to determine all relevant expectancies and then to balance everything somehow to maximize employee motivation.
- Expectancy theory also assumes that people are rational - therefore, they will systematically consider all the potential outcomes and their associated expectancies before selecting a particular behavior.
- However, few people actually make decisions in such a precise and rational manner.

(b) Equity Theory

- J. Stacy Adams developed equity theory of motivation. The equity theory argues that motivations arise out of simple desire to be treated fairly.
- Equity can be defined as an individual's belief that he is being treated fairly relative to the treatment of others. The figure 9.4 shows the equity process.



A person's perception of equity develops through a four-step process as shown below:

1. First an individual evaluates the way he is being treated by an organization.
 2. The next step is for an individual to choose a co-worker who seems to be in a roughly similar situation and to observe how an organization treats him.
 3. In the crucial step of equity theory an individual 'compares' the two treatments.
 4. In the fourth step he evaluate a sense of equity to see if the two treatments seem similar or if the are different.
- Adam suggests that employees make these comparisons by focusing on input and outcome ratios.
 - An employee's contributions or input to an organization include time, education, effort, experience and loyalty.
 - Outcomes are what an individual receives from an organization such as, pay, recognition and social relationships.
 - The theory suggests that people view their outcomes and inputs as ratio and then-compare their ratio to the ratio of someone else.
 - This other 'person' may be someone in the work group. The comparison may result in three types of attitudes:
 - The individual may feel equitably rewarded,
 - Under-rewarded.
 - Over-rewarded.
 - An individual will experience a feeling of equity when the two ratios are equal.
 - If an individual has the feeling of equity then he should maintain the status quo. If he has a feeling of inequity then he is likely to change the input.
 - The single most important idea for managers to remember about equity theory is that if rewards are to motivate employees, they must be perceived as being equitable and[^] fair.
 - However, managers must remember that different employees have different sense towards basis for a reward and this may result in problems.
 - Hence, the best way to avoid such problems is to make all employees aware of the basis for rewards.



Reinforcement Based Approaches to Motivation

- A final approach to the motivation process focuses on why some behavior are maintained and changed overtime.
- Reinforcement-based approaches explain the role of those rewards as they cause behavior to change or remain the same over time.
- Specifically, reinforcement theory is based on the fairly simple assumption that behaviors that result in rewarding consequences are likely to be repeated, whereas behavior that results in punishing consequences are less likely to be repeated.
- There are similarities between expectancy theory and reinforcement theory.
- Both consider the processes by which an individual chooses behaviors in a particular situation.
- However, the expectancy theory focuses more on behavior choices and the latter is more concerned with the consequences of those choices.

Reinforcement Contingencies

- Reinforcement contingencies are the possible outcomes that an individual may experience as a result of his or her behaviors.
- The four types of reinforcement contingencies that can affect individuals in an organizational setting are positive reinforcement, avoidance, punishment and extinction.
- Positive Reinforcement is a method of strengthening behavior. It is a reward or a positive outcome after a desired behavior is performed.
- When a manager observes an employee is doing a good job and offers praise then this praise helps in positive reinforcement of behavior.
- Other positive reinforces include pay, promotions and awards.
- The other reinforcement, contingency that can strengthen desired behavior is avoidance.
- This occurs when an individual chooses certain behavior in order to avoid unpleasant consequences. For instance, an employee may come to work on time to avoid criticism.
- Punishment is used by some managers to weaken undesired behaviors.
- The logic is that the unpleasant, consequence will reduce an undesirable behavior again, for example, punishing with fine for coming late.



- Extinction can also be used to weaken behavior, specially that has previously been rewarded. When an employee tells a vulgar joke and the boss laughs, the laughter reinforces the behavior and the employee may continue to tell similar jokes.
- By simply ignoring this behavior and not reinforcing it, the boss can cause the behavior to subside which eventually becomes 'extinct'.
- Positive reinforcement and punishment are the most common reinforcement contingencies practiced by organizations.
- Most managers prefer a judicious use of positive reinforcement and punishment. Avoidance and extinction are generally used only in specialized circumstances.

NEW APPROACHES TO MOTIVATION IN ORGANIZATIONS

- New approaches are emerging to supplement the established models and theories of motivation.
- Two of the most promising are Goal-Setting Theory and the Japanese Approach.

(a) Goal-Setting Theory

- This approach to motivation has been pioneered in the USA by Edwin Locke and his associates in 1960s and refined in 1980s.
- Goal-setting theory suggests that managers and subordinates should set goals for an individual on a regular basis, as suggested by MBO.
- These goals should be moderately difficult and very specific and of type that an employee will accept and make a commitment to accomplishing them.
- Rewards should be tied directly to accomplished goals.
- When involved in goal-settings, employees see how their effort will lead to performance, rewards and personal satisfaction.

Salient features of this theory are as follows:

- Specific goal fixes the needs of resources and efforts.
- It increases performance.
- Difficult goals result higher performance than easy job.
- Better feedback of results leads to better performances than lack of feedback.
- Participation of employees in goal has mixed result.
- Participation of setting goal, however, increases acceptance of goal and involvements.



- Goal setting theory has defined two factors,' which influences the performance. These are given below:
 - Goal commitment
 - Self-efficiency.
- The mere act of goal setting does not ensure higher levels of motivation among employees.
- In fact, there seem to be three important criteria that goals must meet if they are to influence the behavior of organization members.
- They are goal specificity, goal difficulty and goal acceptance.

Goal Specificity

- Goals must be stated in specific terms if they are to motivate effective performance. Goals must be set in terms of measurable criteria of work performance, i.e., number of units produced, new sales etc. and must specify a lime period within which the goal is to be attained.
- It also gives a sense of personal satisfaction and accomplishment to workers if he is able to meet the specific goal.

Goal Difficulty/Challenge

- There exists a relationship between goal difficulty and work motivation. The more difficult- and challenging the goal is, the higher the level of motivation and performance.
- However, it is essential that goals are set at realistic levels. Goals that are very difficult to achieve are unable to motivate since it is beyond the capacity of the concerned individual.

Goal Acceptance

- In order to influence motivation and performance, a goal must be internalized by an individual.
- In other words, the person has to feel some personal ownership of the goal and must have commitment to achieve it.



Goal Setting in Practice

- The most obvious implication of goal-setting theory is that managers should be helping subordinates to set goals that are specific and reasonably difficult so that subordinates accept and internalize them as their own goals.
- Besides this, there are a number of issues that arise in implementing goal setting in practice.
- Though specificity of goal is essential and measurability is desirable, it should not affect in identifying meaningful and valid objective of goal attainment.
- The manager can stimulate goal acceptance in at least three ways:
 - By involving subordinates in goal-setting process.
 - By demonstrating a supportive attitude and approach toward his subordinates.
 - By assigning various rewards to the achievement of goals.
- Management by Objectives (MBO) is a managerial technique for improving motivation and performance using goal-setting principles.

Cognitive Evaluation Theory

- A researcher 'Charms' reported in 1960 that extrinsic motivation like pay or rewards for a job, which has an intrinsic-motivation content, which is prior to such rewards.
- It tends to decrease overall level of motivation.
- This proposal is called cognitive Evaluation Theory" which has been supported by a large number of research studies conducted subsequently.

(b) Japanese Approach to Motivation

- The Japanese approach to motivation has gained increasing popularity around the world during the past few years.
- This approach is rather a philosophy of management than a theory or model. The basic tenet of the Japanese approach is that managers and workers should perform together as partners.
- Since both of them see themselves as one group, all members are committed and motivated to work in the best interests of an organization.
- No one is called an employee; instead everyone is a team member, team leader or coach and everyone owns the 'share' of an organization.
- Like goal-setting theory, the Japanese approach is likely to become more common in businesses throughout the world.



Integration of Motivation Theories

- Thus several theories complicate our understanding. Some of these theories are compatible and some are not.
- The real challenge that a researcher has to face is integration of all or at least some of these together so that their inter and intra-relationships are established.
- This will also improve the understanding of motivation. Certain attempts are made in USA and elsewhere.

Enhancing Motivation in Organizations

- Managers trying to enhance the motivation of their employees can, of course, draw on any of the theories described above.
- They may in practice adopt specific interventions derived from one or more theories or they may influence motivation through the organization's reward system.
- The organization can enhance motivation in following ways:
 - Humanize the work environment: Respect the need to treat each employee as an individual.
 - Publicize both short and long-term organizational goals: Encourage personal and departmental goal setting.
 - Promote from within: It's great for morale and simplifies hiring procedures.
 - Use incentive programs: Inducing the feeling that 'if you're creative enough, you won't have to rely on expensive financial bonuses.'
 - Establish appropriate deadlines: Every project should have a deadline.
 - Be liberal with praise: It's almost impossible to over praise and easy to under praise.
 - Be consistent in your own work and in your relations with others.
 - Show a personal interest in the people who work for you: Relations are always smoother between people who know each other on a personal basis than relations between people who merely want something from each other.
 - Admit mistakes: People will respect you for it and will be less likely to hide their own mistakes.
 - Don't whitewash unpleasant assignments: Prepare subordinates for unpleasant assignments well in advance and offer what support you can.

Managerial Approaches for Improving Motivation

- A number of approaches can help managers motivate workers, to perform more effectively. The following steps promote intrinsic motivation:
 - Workers Participation in Management (WPM)



- Management by Objectives (MBO)
 - Organization Behavior Modification
 - Job-Redesign
 - Alternative Work Schedules.
- Two approaches, however, have been especially effective: linking pay to job performance and quality of work-life programs.

Pay and Job Performance

- Pay often can be used to motivate employee performance. But a pay plan also must be able to do the following tasks:
- Create the belief that good performance leads to high levels of pay;
 - Minimize the negative consequences of good performance; and
 - Create conditions in which rewards other than pay are evaluated as related to good performance.

Quality of Work Life Programs

- Quality of Work Life (QWL) is defined as an attempt through a formal program to integrate employee needs and well-being with the intention of improved productivity, greater worker involvement and higher levels of job satisfaction.
- Programs for QWL improvements range from those requiring minor changes in an organization to those requiring extensive modifications in structure, personnel and the utilization of resources. There are three types of QWL programs, which are as follows:

Quality Circles

- Quality Circles (QC) are small groups of workers who meet regularly with their supervisor as their 'circle leader' to solve work-related problems.
- QCs give an employee an opportunity for involvement, social-need satisfaction, participation in work improvement and challenge and opportunity for growth.
- They are, in essence, vehicles for providing employees with opportunities to satisfy lower and upper-level needs as stated by Maslow, through the motivators described in 'Herzberg's theory.'



Alternative Work Schedule

- Organizations also frequently use the modified 'work-week' as a way to increase employee motivation.
- A modified 'work-week' can be any work schedule that does not conform to a traditional 8 hours a day or 5 days a week format.
- The modified 'work-week' helps individual satisfy higher-level needs by providing more personal control over one's work schedule. It also provides an opportunity to fulfil several needs simultaneously.

Job-Redesign

- Job-Redesign or changing the nature of people's job is also being used more as a motivational technique.
- The idea pursued here is that managers can use any of the alternatives job rotation, job enlargement, job enrichment as part of motivational programme.
- Expectancy theory helps explain the role of work design in motivation.

One Word Question-Answer

Sr. No.	Question	Answer
1	The word motivation is derived from which word?	Motive
2	What is the key to organizational effectiveness?	Motivation
3	"Motivation is the desire within an individual that stimulates him or her to action." Who gave this definition?	George R. Terry
4	Motivation is which kind of force that activates and compels the person to behave in a particular manner?	An inner psychological force
5	Which is the process of stimulating and channelising the energy of an individual for achieving set goals?	Motivation
6	Which kind of motivation includes incentives, rewards and other benefits?	Positive motivation
7	Which kind of motivation implies some punishment, fear, use of force etc?	Negative motivation
8	What is directly related to the level of efficiency of employees?	Motivation
9	Which kind of employees get more job satisfaction and possess high morale?	Effectively motivated



10	The motivation process begins with which step?	Identification of individual needs
11	Motivation is which kind of process?	Repetitive
12	Which are the theories that try to answer the question, "what factor(s) motivate people to choose certain behaviors?"	Need-based theories
13	Who proposed hierarchy of needs theory of motivation? And in which year?	Maslow Abraham in 1940s
14	Which theory assumes that people are motivated to satisfy five levels of needs: physiological, security, belongingness, esteem and self-actualization needs.	Hierarchy of needs theory
15	An individual is motivated first and foremost to satisfy which kind of need?	Physiological needs
16	Which needs refer to the requirements for a secure physical and emotional environment?	Security and safety needs
17	Which need includes the need for love and affection and the need to be accepted by one's peers.	Social needs
18	Which need comprise of two different sets of needs: The need for a positive self-image and self-respect & The need for recognition and respect from others?	Esteem needs
19	Which needs involve realizing one's potential for continued growth and individual development?	Self-actualization
20	Which theory is considered as an alternative hierarchy of needs?	ERG Theory of Motivation
21	Who proposed ERG theory of motivation?	Clayton Alderfer
22	If needs remain unsatisfied at some higher level, the individual will become frustrated and regress to a lower level: what it is termed as?	Frustration-regression
23	One need must be satisfied before an individual can progress to needs at a higher level: what it is termed as?	Satisfaction-progression process
24	Who developed popular need-based dual-structure approach to motivation which is also known as Two-factor Theory?	Frederick Herzberg
25	The factors influencing satisfaction, which are related specifically to the job itself is known as what?	Motivation factors or motivators



26	The factors causing dissatisfaction, which are related to the work environment in which the job is performed is known as what?	Hygiene factors
27	According to Herzberg, managers seeking to motivate employees should focus first on which factors?	Hygiene factor
28	Herzberg recommends which factor as a means of enhancing the availability of motivation factors?	Job enrichment
29	Researcher have criticized Herzberg's theory for its inability to define the relationship between which factors?	Satisfaction and Motivation
30	Who presented X and Y theory of motivation in which two diametrically opposing viewpoints of managers about their employees were described?	Douglas McGregor
31	Theory 'X' in its applicability, places exclusive reliance upon which type of control on human behavior?	External
32	Theory 'Y' relies heavily on which type of control?	Self-control
33	“According to Douglas McGregor, Theory X is having negative viewpoint of manager about their employees while Theory Y consist positive aspect.” Is this statement true or false?	True
34	Which theory of behavior is related to organizations that lay hard and rigid standards of work-behavior.	Theory X
35	Theory X is which kind of approach?	Traditional
36	Which theory secures the commitment of employees to organizational objectives?	Theory Y
37	Theory Y is which kind of approach?	Motivational
38	Which theory have rigid rules and regulations that are sometimes very vigorously enforced?	Theory X
39	The concepts of 'Job' Enlargement', 'Participation' and 'Management by Objectives' are quite consistent with which theory?	Theory Y
40	While applying which theory, the use of authority, as an instrument of command and control is minimal?	Theory Y
41	David C. McClelland and his associate Atkinson have contributed to an understanding of motivation by presenting which theory?	Need theory of motivation
42	Need theory of motivation is identifying how many types of basic motivating needs?	Three



43	According to which need the desire to be influential in a group and to control one's environment is an important motivation factor?	Need for power
44	Which type of individuals generally look for positions of leadership, they act effectively, are outspoken, have a stubborn character and exert authority?	Individual with a strong need for power
45	Which need refers to the desire for human companionship and acceptance?	The need for affiliation
46	Which need is closely associated with the "social-type" of personality, who are sociable, friendly, cooperative and understanding?	The need for affiliation
47	With which need, people always feel ambitious to be successful and they are ever prepared to face challenging situations?	The need for achievement
48	Needs theories are which kind of theories?	Content-oriented
49	Which theories to motivation are concerned with 'causes leading to motivated behaviour'?	Need theories
50	Which theories to motivation are concerned with 'how motivation occurs'?	Process-based theories
51	Who developed Expectancy theory of motivation?	Victor Vroom
52	Which theory tries to explain how and why people choose a particular behavior over an alternative?	The expectancy theory
53	According to which model, individuals develop some sense of expectations before they exhibit motivated or non-motivated behavior?	The expectancy model of motivation
54	What refers to an individual's perception of the probability that effort will result in high performance?	The effort-to-performance expectancy
55	What refers to an individual's perception of the probability that performance will result in a specific outcome?	The performance-to-outcome expectancy
56	What is the expectancy when an individual believes that effort will lead directly to high performance?	Close to 1.00 (very strong)
57	What is the expectancy when an individual believes that effort and performance are unrelated?	Close to 0.0 (very weak)



58	Motivation leads to efforts and that effort, when combined with individual ability and environmental factors, result in performance. Performance, in turn, leads to various outcomes. What is called an associated value of each of these?	valence
59	According to the performance-to-outcome expectancy, if an individual wants an outcome: what is its valence?	Positive
60	What is the valence if an individual does not want an outcome?	Negative
61	What is the valence if an individual is indifferent to an outcome?	Zero
62	Who proposed an extension to the expectancy theory?	Porter and Lawler
63	Who developed an equity theory of motivation?	J. Stacy Adams
64	Which theory argues that motivations arise out of simple desire to be treated fairly?	The equity theory
65	What can be defined as an individual's belief that he is being treated fairly relative to the treatment of others?	Equity
66	According to equity theory, a person's perception of equity develops through how many stages?	Four
67	Which theory is based on the assumption that behaviors that result in rewarding consequences are likely to be repeated, whereas behavior that results in punishing consequences are less likely to be repeated?	Reinforcement theory
68	What are the possible outcomes that an individual may experience as a result of his or her behaviors?	Reinforcement contingencies
69	Which Reinforcement is a method of strengthening behavior?	Positive
70	Which approach to motivation has been pioneered in the USA by Edwin Locke and his associates in 1960s?	Goal setting theory
71	Which theory suggests that managers and subordinates should set goals for an individual on a regular basis?	Goal setting theory
72	What is a managerial technique for improving motivation and performance using goal-setting principles?	Management by Objectives
73	Which approach is a philosophy of management rather than a theory or model?	Japanese Approach to Motivation



74	What is defined as an attempt through a formal program to integrate employee needs and well being with the intention of improved productivity, greater worker involvement and higher levels of job satisfaction?	Quality of Work Life (QWL)
75	What are small groups of workers who meet regularly with their supervisor as their 'circle leader' to solve work-related problems?	Quality Circles (QC)
76	What gives an employee an opportunity for involvement, social-need satisfaction, participation in work improvement and challenge and opportunity for growth	QC
77	What helps individual satisfy higher-level needs by providing more personal control over one's work schedule?	The modified 'work-week'
78	Which theory helps explain the role of work design in motivation?	Expectancy theory