

UNIT-2 PYQ

Perception, Attitude, Values and Motivation

Section-A 3 Marks

Que-1: What is Job Satisfaction? (2018)

Ans: Job satisfaction refers to an individual's overall positive or negative feelings towards their job or work

- It is influenced by various factors such as the work itself, working conditions, pay and benefits, relationships with coworkers and supervisors, and opportunities for growth and advancement
- Job satisfaction can impact employee behavior, including job performance, absenteeism, and turnover intentions
- It is an important concept in organizational behavior and management as it can affect individual and organizational outcomes
- Job satisfaction can be measured through various methods, such as surveys and interviews
- Strategies to improve job satisfaction may include increasing job autonomy and decision-making power, providing opportunities for growth and development, offering competitive compensation and benefits, and creating a positive work environment.

Que-2: What do you mean by Job enrichment? 2018

Ans: Job enrichment is a technique used to improve employee job satisfaction and motivation

- It involves increasing the level of responsibility, autonomy, and challenge in an employee's work
- This can be done by adding new and more complex tasks to an employee's job, providing opportunities for skill development and growth, and increasing decision-making power
- Job enrichment can improve employee engagement, job satisfaction, and performance, as well as promote personal and professional growth
- It is often used as a strategy to retain employees and reduce turnover rates

- However, job enrichment should be tailored to individual employee needs and preferences to be effective
- It may have limitations and may not always lead to improved outcomes if not implemented effectively.

Que-3 : Explain the nature and process of perception. 2016

Ans : Perception is the process through which individuals organize and interpret sensory information in order to make sense of their environment

- It involves three stages: selection, organization, and interpretation
- Factors that influence perception include the individual's past experiences, expectations, motives, and emotional state, as well as the characteristics of the object or situation being perceived
- Perception can impact behavior and decision-making, as individuals may act on their perceptions rather than objective reality
- The process of perception is complex and can be influenced by various biases and cognitive shortcuts, such as stereotyping and the halo effect
- To improve perception accuracy and reduce bias, individuals and organizations can take steps such as seeking out diverse perspectives, gathering objective data, and challenging assumptions.

Que-4: Briefly define the term perception ,attitude, values, and motivation 2022

Ans: Perception: The process of organizing and interpreting sensory information in order to make sense of the environment.

- **Attitude:** A learned predisposition to respond to people, objects, or institutions in a positive or negative way based on evaluations, feelings, and behavioral intentions.
- **Values:** Enduring beliefs and attitudes that influence behavior and decision-making, often shaped by culture and personal experiences.
- **Motivation:** The internal psychological forces that drive behavior, including factors such as goals, needs, and desires.
- These concepts are interrelated and can impact an individual's behavior and job satisfaction. Perception and attitude can shape how an individual perceives their job and work environment, while values can impact what an individual prioritizes in their job. Motivation can impact an individual's engagement and productivity in their job.

Que-5: Define Motivation ? 2019

- Motivation is a process that energizes, directs, and sustains behavior towards achieving a goal or fulfilling a need.
- It involves both internal psychological factors, such as goals, needs, and desires, as well as external environmental factors, such as incentives, rewards, and feedback.
- Motivation can impact an individual's engagement, productivity, and satisfaction in their job. A lack of motivation can lead to feelings of boredom, apathy, and disengagement, while a high level of motivation can lead to a sense of purpose, satisfaction, and achievement.

Section-B 7.5 Marks

Que- 6: Give a comparative analysis of Herzberg's two factor theory and Maslow's need hierarchy of needs. 2016

Ans : Herzberg's two-factor theory and Maslow's hierarchy of needs theory are two prominent motivational theories that have been widely studied and compared. Here's a comparative analysis between the two theories:

- Maslow's hierarchy of needs theory suggests that human needs are arranged in a hierarchical order, and they must be satisfied in a specific order. It proposes five levels of needs, which are physiological, safety, social, esteem, and self-actualization. The theory assumes that when one level of needs is satisfied, the individual moves to the next level. Herzberg's theory, on the other hand, suggests that job satisfaction and dissatisfaction arise from two different sets of factors: hygiene factors and motivators.
- Hygiene factors are those factors that are essential to prevent dissatisfaction but do not necessarily create satisfaction. These factors include salary, working conditions, company policies, and job security. In contrast, motivators are those factors that create job satisfaction and lead to higher motivation. These factors include recognition, achievement, the work itself, responsibility, and growth opportunities.
- Maslow's theory suggests that people are motivated by a deficiency in their needs, while Herzberg's theory suggests that people are motivated by the presence of motivators in their work.
- Maslow's theory is a general motivational theory, whereas Herzberg's theory is specific to job satisfaction and motivation in the workplace.

In summary, Maslow's hierarchy of needs theory focuses on human needs, their satisfaction, and their hierarchical arrangement, while Herzberg's two-factor theory focuses on factors that create job satisfaction and motivation.

Que-7: Define the term motivation. Explain the importance of motivation in employee satisfaction. 2022

Ans: Definition is in Ans 5

- The importance of motivation in employee satisfaction is that motivated employees tend to be more productive, engaged, and committed to their work.
- A lack of motivation can lead to employee dissatisfaction, demotivation, and poor performance.
- Various theories of motivation have been developed over time, including Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and Ouchi's Theory Z.
- Motivation can be intrinsic, coming from within an individual, or extrinsic, coming from external factors such as rewards, recognition, and job security.
- Effective managers understand the needs of their employees and create a work environment that fosters motivation.
- Some strategies to promote motivation in the workplace include setting challenging but attainable goals, providing opportunities for growth and development, recognizing and rewarding achievements, and promoting a positive organizational culture.
- Regular feedback and communication with employees can also help in keeping them motivated and engaged in their work.
- Ultimately, employee motivation plays a critical role in achieving organizational goals and fostering a positive work environment.

Que-8: Explain the concept of Ouchi's theory Z. 2022

- Theory Z was developed by William Ouchi in 1981 as a response to the failure of American companies to compete with Japanese companies.
- Theory Z is a management philosophy that combines the best of Japanese and American management practices.
- Theory Z emphasizes a strong company culture, employee involvement, and long-term employment.
- The Theory Z management style places a strong emphasis on employee involvement and participation in decision-making processes.
- The Theory Z management style is based on the belief that employees are the most valuable asset of the company and should be treated accordingly.

- Theory Z is also characterized by a focus on long-term employment and job security, as well as a strong company culture that emphasizes teamwork and collaboration.
- Theory Z is often contrasted with Theory X and Theory Y, which were developed by Douglas McGregor and focus on contrasting assumptions about employee motivation and behavior.
- Theory X assumes that employees are inherently lazy and need to be motivated through external rewards and punishments, while Theory Y assumes that employees are self-motivated and can be trusted to take responsibility for their own work.
- In contrast, Theory Z assumes that employees are motivated by a combination of intrinsic and extrinsic factors, and that a strong company culture and sense of community are key to motivating employees and promoting long-term job satisfaction.

Section-C 15 Marks

Que-9: Explain the factors influencing perception and the relevance of impression management in an organisation? *2018*

Ans : Factors influencing Perception:

- **Physical Environment:** The physical environment in which individuals perceive stimuli can affect their perception. For example, lighting, noise, temperature, and other environmental factors can influence how individuals perceive their surroundings.
- **Past Experiences:** Past experiences can influence perception by shaping an individual's expectations and creating mental models for interpreting stimuli. Individuals tend to interpret new information based on their past experiences.
- **Attitudes and Values:** Attitudes and values can influence perception by creating biases and preconceptions that can color the way individuals interpret information.
- **Motives:** Motives can influence perception by directing an individual's attention to specific stimuli and influencing their interpretation of those stimuli.
- **Cultural Background:** Cultural background can influence perception by shaping an individual's worldview and influencing the way they interpret information.
- **Impression Management:** Impression management can be relevant in an organizational context, as individuals may attempt to control how others perceive them to influence hiring and promotion decisions or manage relationships with colleagues and superiors.

Relevance of Impression Management in an Organization:

- In Hiring and Promotion Decisions: Individuals may attempt to manage their impression to create a positive image and increase their chances of being hired or promoted.
- In Managing Relationships with Colleagues and Superiors: Impression management can be used to create a positive image and manage relationships with colleagues and superiors.
- In Managing Customer Relationships: Impression management can be used to create a positive image and manage customer relationships.
- In Branding and Marketing: Impression management can be used in branding and marketing to create a positive image of the organization or product.
- In Crisis Management: Impression management can be used in crisis management to control how the organization is perceived and minimize negative publicity.

Que-10: Write short notes on the following. 2018

(a). Maslow's need hierarchy theory of motivation

Ans: Section B Question-6

(b). Traits approach of leadership.

Ans:

- The traits approach to leadership suggests that effective leaders have certain inherent personality traits or characteristics that distinguish them from non-leaders.
- These traits may include intelligence, confidence, decisiveness, and integrity, among others.
- However, this approach has been criticized for its lack of scientific evidence and for focusing too much on individual characteristics rather than situational factors that may affect leadership.
- Despite these criticisms, the traits approach has helped to identify key characteristics that are associated with effective leadership.
- This approach has been used to develop leadership assessment tools and training programs that aim to identify and develop individuals with leadership potential.
- More recent leadership theories, such as transformational and situational leadership, have incorporated situational factors and emphasize the importance of leader behavior and relationships with followers.

Que-11: What is hygiene factor of Herzberg's motivation theory? 2022

- Herzberg's two-factor theory of motivation proposes that there are two types of factors that impact employee motivation and job satisfaction: hygiene factors and motivators.
- Hygiene factors are basic factors that are necessary for an employee to be satisfied with their job, but do not necessarily motivate them. These factors include things like salary, working conditions, job security, and company policies.
- While the absence of hygiene factors can lead to job dissatisfaction, their presence does not necessarily lead to motivation or job satisfaction.
- On the other hand, motivators are factors that are more closely related to job satisfaction and motivation. These factors include things like achievement, recognition, the work itself, and opportunities for growth and development.
- The absence of motivators can lead to job dissatisfaction, while their presence can lead to job satisfaction and motivation.
- According to Herzberg, managers should focus on providing both hygiene factors and motivators in the workplace to promote job satisfaction and motivation.
- The theory has been criticized for oversimplifying the complexity of human motivation and for its focus on individual factors rather than the overall work environment.

Que-12: How can analyse different reward system as a part of motivation of employees? 2022

- Reward systems are crucial for motivating employees and improving organizational performance.
- Analyzing different reward systems involves several steps.
- Firstly, identifying the goals and objectives of the reward system to ensure it is aligned with the organization's overall goals.
- Secondly, considering the types of rewards that can be used to motivate employees.
- Thirdly, administering and communicating the reward system effectively to employees.
- Fourthly, monitoring the effectiveness of the reward system over time.
- Fifthly, making adjustments or revisions to the reward system as necessary.
- Potential drawbacks or unintended consequences of each system should also be considered.

- Expertise in human resources or organizational development can help to ensure the system is aligned with best practices and promotes employee motivation and performance.
- Analyzing different reward systems can help organizations develop an effective system that motivates employees to achieve desired goals and objectives.

Que-13: The human motivation factors of physiological needs are a concept that explains the human requirements of conscious mind.

Comment. 2022

Ans : The human motivation factors of physiological needs are a concept that explains the basic requirements of the human conscious mind. The following are some key points related to this concept:

- Physiological needs are the most basic and fundamental needs of humans, such as food, water, air, and shelter.
- These needs are essential for survival and are considered the foundation of human motivation.
- When physiological needs are not met, they become the primary focus of an individual's attention and motivation.
- Once these basic needs are met, individuals can move on to fulfill higher-level needs, such as safety, love and belonging, esteem, and self-actualization.
- The concept of physiological needs is often associated with Abraham Maslow's hierarchy of needs, which proposes that human needs can be organized into a pyramid-like structure.
- In order to motivate individuals, it is important to understand their physiological needs and ensure they are met before addressing higher-level needs.
- Organizations can provide benefits such as health insurance, a safe working environment, and fair pay to address employees' physiological needs and create a foundation for employee motivation.
- By understanding the importance of physiological needs in human motivation, individuals and organizations can create a supportive environment that fosters growth, creativity, and overall well-being.