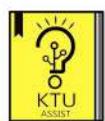


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## MODULE I

Most employees need motivations to feel good about their job and perform optimally. Some employees are money motivated while others find recognition and rewards as motivation. Motivation levels within the workplace have a direct impact on employee productivity.

Motivation is the word derived from the word "motive" which means needs, desires and wants or drives within the individual. It is the process of stimulating people to actions to accomplish goals. In short motivation is the internal urge to do something.

### Motivational Drives

People often develop certain motivational drives as a product of cultural environment in which they live. These drives affect the way people view their jobs and approach their lives.

David C. McClelland developed three dominant drives and pointed out their significance to motivations. They include

- ① Achievement Motivation Theory
- ② Affiliation Motivation
- ③ Power Motivation.

Achievement Motivation Theory by McClelland is also called Need achievement Theory. It is a drive some people possess to attain goals. There are a no: of characteristics which define achievement-oriented employees.  
1) They work harder when they perceive that they will receive personal credit for their efforts.

- 2) They take responsibility for their actions + results.
- 3) Pleasure in success.
- 4) Confident of abilities.
- 5) Set realistic goals.
- 6) Experienced success.

There are a group of people who have low nAch. Their characteristics include.

- 1) Motivational force is fear of failure.
- 2) Long history of experiencing failure.
- 3) Afraid of ridicule and disappointment.

As managers, they tend to expect that their employees will also be oriented toward achievement.

## Affiliation Motivation

Affiliation is a drive to relate people on a social basis. This describes a person's need to feel a sense of involvement and "belonging" within in a social group. Affiliation may be based on cooperation, friendship, mutual interest, age, sex, protection, social pressures to conform etc. Affiliations with some groups may bring prestige, a better standard of living and other benefits. Such affiliations usually are easier when kinship with group members exists. Otherwise, the individual may have to make certain sacrifices. Most people could moderately probably be described as having moderate need and others have extremely high need. Those who ~~have~~ <sup>have</sup> affiliation motive tend to select friends to surround them. Managers with strong needs for affiliation may have difficulty being effective managers.

## POWER MOTIVATION

Power motivation is a drive to influence people and change situations. Power motivated people wish to create an impact on their organisations and are willing to take risks to do so. Once this power is obtained, it may be used either constructively or destructively.

Institutional power is the need to influence others' behaviors for the good of the whole organization. People with this need seek power through legitimate means, rise to leadership positions through successful performance and therefore are accepted by others. If an employee's drives are toward personal power, then that person tend to be an unsuccessful organizational leader.

## HUMAN NEEDS

Needs can be classified as:

- 1) Physical Need or Primary Need.
- 2) Social & Psychological Need or Secondary Need

3

The physical needs include food, water, sleep, air and reasonably comfortable temperature. These needs arise from the basic requirements of life and are important for the survival of the human race. They are virtually universal, but they vary in intensity from one person to another. For e.g., a child needs much more sleep than an older person.

Needs are also conditioned by social practice. Eg:- If a coffee hour is introduced in the morning, then that becomes a habit of appetite satisfaction as well as a social need.

Secondary needs are more vague. They are considered as the needs of mind and spirit rather than the physical body. Many of these needs are developed as people become mature. Eg:- sense of duty, self-assertion, competitiveness, giving, belonging & receiving affection.

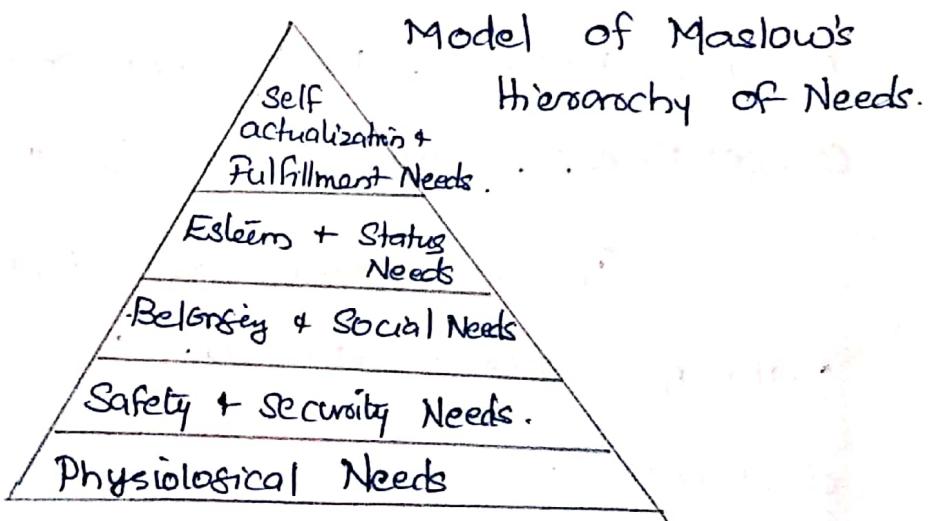
In an organisational set up managerial planning should consider the effect on the secondary needs.

The 7 key conclusions about secondary needs are

- 1) Are strongly conditioned by experience.
- 2) Vary in type and intensity among people.
- 3) Are subject to change across time within any individual.
- 4) This work in combinations and influence one another.
- 5) Are often hidden from conscious recognition.
- 6) Are vague feelings as opposed to specific physical needs.
- 7) Influence behavior.

### Maslow's HIERARCHY OF NEEDS.

According to A.H. Maslow, Human needs are not of equal strength. Maslow identified a set of human needs in an hierarchical order. He classified needs in lower-order Needs and higher-order needs.



### Lower-order needs.

The first level needs involve basic survival and include physiological needs for food, air, water and sleep. The second need level include bodily safety (such as freedom from a dangerous work environment) and economic security. These two need levels are called lower-order needs and are similar to the primary needs.

### Higher-order needs.

There are three levels of higher-order needs. The third in the hierarchy level include, the need for love, belonging and social involvement at work place. The needs at the 4<sup>th</sup> level include those for esteem and status, including one's feeling of self worth and competence. The feeling of competence, which derives from the assurance of others, provides status. The 5<sup>th</sup> level is the need of self actualization, which means using one's skills and potential to the fullest or stretching the talents to the maximum.

## HERZBERG'S TWO-FACTOR MODEL

This model was developed by Frederick Herzberg. He concluded two separate sets of factors which influenced motivation. This theory is also called Motivation-Hygiene Theory or the dual-factor theory. This theory states that people's job satisfaction depends on two factors.

- 1) Factors for satisfaction. and.
- 2) Factors for dissatisfaction.

⇒ Performance, recognition, job status, responsibility and opportunities for growth are factors of satisfaction. They are also called motivators or satisfiers.

⇒ Salary, secondary work conditions, the relationship with colleagues, physical work place and the relationship between supervisor and employee are considered as factors for dissatisfaction. They are also called hygiene factors or dissatisfiers.

Motivators	Hygiene factors
Achievement	Company Policies
Recognition	Supervision
The work itself.	Relationships
Responsibility	Work conditions
Advancement	Remuneration
Growth	Salary
	Security

## E-R-G MODEL

Alderfer's ERG Theory condenses Maslow's five human needs into 3 categories

- Existence
- Relatedness and
- Growth.

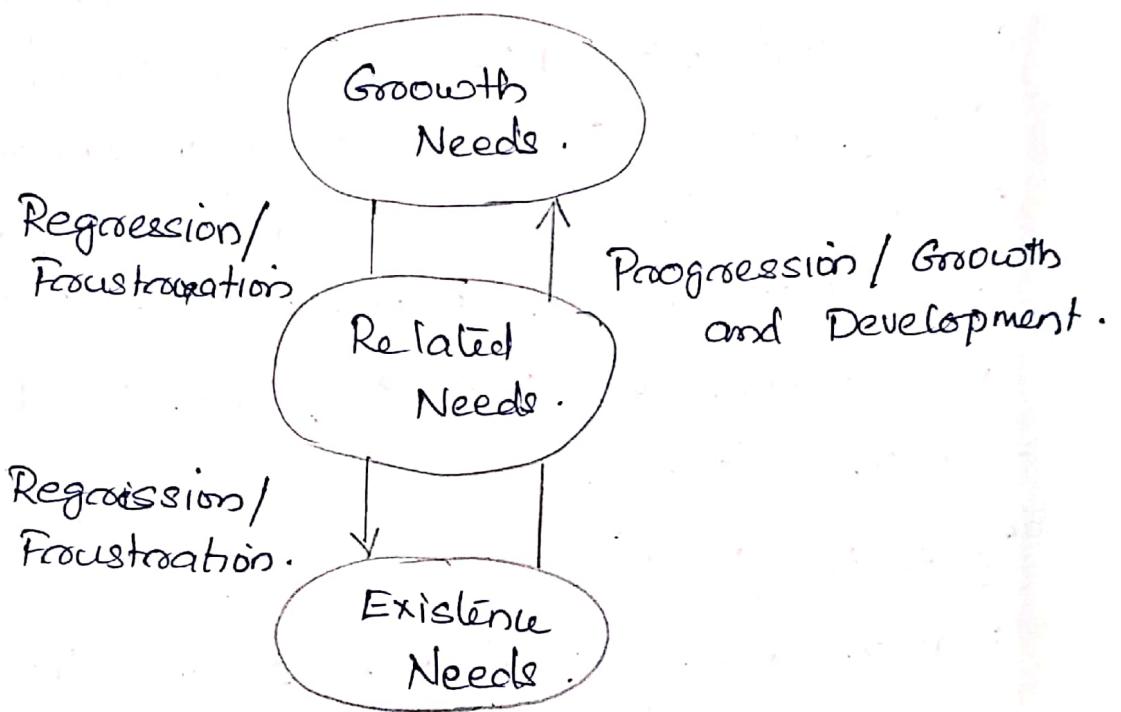
Existence Needs are survival needs that correspond with Maslow's Physiological and Safety needs. To exist every individual needs extrinsic values such as food, drink, warmth and love. According to Alderfer these Existence needs are obvious and that they form the basis for human existence.

### Relatedness Needs

Humans are social animals and they need appreciation from people directly involved in their lives such as family, friends, colleagues and employers. The Relatedness needs correlate with Maslow's social needs and external self-esteem needs. Interpersonal relationships are important for a person's social status and interaction with other people.

## GROWTH NEEDS

This focuses on the need of people to grow and develop themselves. The Growth Needs correspond with the 5<sup>th</sup> level of Maslow's Hierarchy of Needs that correspond with self-actualization needs. For the inner self esteem, it is important for people to grow as a person.



## BEHAVIOR MODIFICATION

Organisation Behavior Modification or OB Mod is the application in organisations regarding the principles of behavior modification, which evolved from the work of BF Skinner. It is a human resources management technique aimed at improving job-related behaviors that are observable and measurable. Eg:- absenteeism, tardiness, quality & quantity of work etc. This technique helps the managers in modifying or eliminating undesirable behaviors and replacing it with behaviors that is more compatible with goal attainment.

OB Mod relies heavily on Law of Effect. This states that a person tends to repeat behavior that is accompanied by favorable consequences (reinforcement) and tends not to repeat behavior that is accompanied by unfavorable consequence.

Thus the manager must be able to identify some powerful consequences. and then must be able to administer them in such a

way that the employee will see the connection b/w the behavior to the affected and the consequences.

The law of effect comes from learning Theory, which suggests that we learn best under pleasant surroundings. OB Mod states that external consequences tend to determine behavior. The advantage of OB Mod is that it places a greater degree of control and responsibility in the hands of managers.

OB Mod gives great emphasis on the use of rewards and alternative consequences to sustain behavior. While using OB Mod, managers must decide whether they wish to stop or continue the particular behavior. Then they should decide which type of consequences to be applied i.e positive or negative consequences. Also they should decide whether to reward apply it or withhold it.

Behaviors is encouraged positively through the reinforcement. The positive reinforcement provides a favorable consequence which encourages the repetition of a behavior.

Negative Reinforcement occurs when behavior is accompanied by removal of an unfavorable consequence. i.e. which normally adds something which is unfavorable.

Punishment is the administration of an unfavorable consequence that discourages a certain reinforcement. behavior. Thus punishment discourages of undesirable behaviors.

Shaping is a systematic and progressive application of positive reinforcement. It occurs when more frequent or more powerful, reinforcements are successively given as the employee comes closer to the desired behavior. Shaping is especially useful for teaching complex tasks.

Extinction is the withholding of significant positive consequences that were previously provided for a desirable behavior. Such desirable learned behaviors

needs to be reinforced to encourage the person to repeat the action in the future. If no reinforcement by the manager, the employee, or anyone else occurs, the behavior tends to diminish & become extinguished through lack of reinforcement.

### Schedules of Reinforcement

It is the responsibility of the manager to find out the frequency of a particular behavior. The frequency of a behavior serves as a baseline against which improvements can be compared. Then the manager can select reinforcement schedule, which is the frequency with which the chosen consequence accompanies a desired behavior.

The Reinforcement may be either continuous or partial. Continuous Reinforcement occurs when a reinforcer accompanies each correct behavior by an employee. An eg: of continuous reinforcement is payment of employees for each acceptable item that they produce.

Partial Reinforcement occurs when only some of the correct behaviors are reinforced. Learning is slower with partial reinforcement than with

continuous reinforcement. There are 4 types of partial reinforcement schedules.

- 1) Fixed interval
- 2) Variable interval
- 3) Fixed ratio
- 4) Variable - ratio schedules.

Fixed interval schedules provides a reinforcement after a certain period of time. Eg: paycheck that arrives every two weeks.

Variable interval schedule gives reinforcement after a variety of time periods.

Fixed Ratio schedule occurs when there is reinforcement after a certain no: of correct responses. Eg: payment of sales bonuses after a certain no: of large items (such as automobiles) is sold.

Variable ratio schedule is reinforcement after a variable, but undisclosed such as reinforcement after 19, then 15, then 12, then 24 and then 17 response. This type of reinforcement schedule provokes much interest and is preferred by employees for some tasks. It tends to be the most powerful of all reinforcement schedules.

## GENERAL GUIDELINES FOR APPLYING

### BEHAVIOR MODIFICATION

- Identify the exact behaviors to be modified
- Make sure the expected behavior is within the employees capabilities.
- Determine not only the rewards that employees value , but also the magnitude that would affect their behavior
- Clarify the connection between desired behavior and rewards.
- Use positive reinforcement whenever possible
- Use punishment only in usual circumstances and for specific behaviors.
- Ignore minor undesirable behaviors to allow its extinction
- Use shaping procedures to develop correct complex behaviors .
- Minimize the time between the correct response and reinforcement.
- Provide reinforcement frequently ; and on some chosen schedule .

## Limitations

BM is criticized on several grounds including its philosophy, methods and practicality. Some says that BM insults peoples intelligence. Sometimes in this technique people could be treated like rats in a trapping box when in fact they are intelligent, thinking, self controlled individuals who are capable of making their own choices and perhaps motivating themselves. Another problem is that BM has limited capacity applicability to complex jobs.

## GOAL SETTING

Goals are targets and objectives for future performance. They help the employees to focus on items of greater importance to organisation, encourage better planning, allocations of duties, managing critical resource like time, money or energy etc.

Goal setting works as a motivational process because it creates a discrepancy b/w current and expected performance. This results in a

feeling of tension, which the employee can diminish through future goal attainment. Meeting goals also helps to satisfy a person's achievement drive, contributes to feelings of competence and self esteem and also stimulates personal growth needs. Individuals who successfully achieve goals tend to set even higher goals in the future.

A major factor in the success of goal setting is self-efficacy. Self efficacy is an internal belief regarding one's job related capabilities and competencies. It can be judged by observing a specific task or performance of a variety of tasks. If employees have high self efficacies, they often set higher personal goals with the belief that they are attainable. The first key to successful goal setting is to build and reinforce employee self efficacy.

### Elements of Goal Setting

This include

- 1) Goal Acceptance
- 2) Specificity
- 3) Challenge
- 4) Performance Monitoring, Feedback

### As Goal Acceptance:

An effective goal should be accepted by the employees. For the acceptance of the goals, the employees should also participate in goal setting process.

### Specificity:

Goals need to be specific, clear and measurable. Then the employees will know when a goal is reached. If the employees are aware of the specific goals, then it will help them to know what to reach for and also help to measure their own progress.

### Challenge:

When the goals are harder, then the goals become a challenge for them.

### Performance Monitoring And Feedback:

Once the employee participated in setting the goals, the next two process involved in completing the process include 1) Performance Monitoring and 2) Performance Feedback.

Performance Monitoring include observing behavior, inspecting output or standards and valuing the contributions. This type of monitoring increases

the awareness of the role they play in contributing to organizational effectiveness.

Simply monitoring may not be enough. Many employees are hungry for information about how well they are performing. For this Performance feedback can be used. This gives the timely provision of data or judgement regarding task related results. Performance feedback tends to encourage better job performance and self-generated feedback is especially a powerful motivational tool.

### EXPECTANCY MODEL

A widely accepted approach to motivation is expectancy model, or expectancy Theory, developed by Victor H Vroom and expanded and redefined by Porter + Lawler and others.

Vroom explains that motivation is a product of three factors

- ⇒ How much one wants a reward (valence)
- ⇒ one's estimate of the probability that an effort will result in successful performance } → (expectancy)
- ⇒ The estimate that performance will result in receiving the reward } → (instrumentality)

This relationship is stated in the following formula.

$$\text{Motivational Force} = \text{Expectancy} \times \text{Instrumentality} \times \text{Valence}$$

Vroom's expectancy theory assumes that behaviors result from conscious choices among alternatives whose purpose is to maximise pleasure and to minimize pain.

Expectancy This is what employees expect from their own efforts and the relation to good performance. Part of this expectation is the level of difficulty he experiences. The motivating factors for good performance can be facilities, training or support from a supervisor, who builds the employees' confidence. According to Vroom, more effort leads to better performance.

In some cases employees suffer from a phenomena called impostor phenomena. Impostors believe that they are not really as capable as they appear to be and consequently fears that their incompetence will be revealed to others. They are filled with self doubt, afraid to take risks and seldom asks for help.

Instrumentality represents the employee's belief that a reward will be received once the task is accomplished. Here the employee makes another subjective judgement about the probability that the organisation values the employee's performance and will administer rewards on a contingent basis.

The value of instrumentality ranges from 0 to 1. For eg:- If an employee see that promotions are usually based on performance data instrumentality will be rated high. But if the basis of such decisions is unclear, low instrumentality estimate will be made.

Valence refers to the strength of a person's preference for receiving a reward. It is an expression of the amount of one's desire to reach a goal. Eg:- If an employee strongly wants a promotion then the promotion has high valence for that employee. Since people may have positive and negative preferences for an outcome valence may be negative as well as positive. When a person prefers not attaining an outcome, valence will be a negative figure. If a person is indifferent to an outcome, the valence is 0. The total range is from -1 to +1.

The product of valence, expectancy and instrumentality is motivation. It is defined as the strength of the drive toward an action.

The multiplicative combination that produces strongest motivation is high positive valence, high expectancy and high instrumentality.

The expectancy model is a valuable tool for helping managers think about mental processes through which motivation occurs.

The main advantage is expectancy model encourages managers to design a motivational climate that will stimulate appropriate employee behavior. The main drawback is the reliable measures of valence, expectancy and instrumentality need to be developed.

### INTERPRETING MOTIVATIONAL MODELS.

All models have strengths and weaknesses, advocates and critics. No model is perfect, but all of them add something to our understanding of motivational process. Other models are being developed and attempts are being made to integrate existing approaches.

The cognitive (process) models are likely to continue dominating organizational practice for some time. They are most consistent with our supportive and holistic view of people as thinking individuals who make somewhat conscious decisions about their behavior. Behavior Modification also has some usefulness, especially in stable situations with minimum complexity, where there appears to be a direct connection between behavior and consequences. In complex, dynamic situations, cognitive models will be used more often. In other words, the motivational model used must be adapted to the situation as well as blended with other models.

LEADERSHIP can be defined as the ability to lead or guide people towards the accomplishment of a common goal. The great leaders like, Gandhiji, Abraham Lincoln etc knows the way to go and they goes through that way. At the same time they lead others to go through that way. In general, leaders will

- Have a vision
- Share the vision and convince others.
- Inspire others to realize the vision.
- Provide knowledge and strategy to fulfill the vision.
- Co-ordinate and guide the followers.

Thus a leader lead people by their influence and charisma. While analysing the qualities present in a leader, it is very important to consider leadership skills & Traits.

<u>Leadership Skills</u>	<u>Leadership Traits</u>
Clever (Intelligent).	Adaptable to situations.
Conceptually skilled.	Alert to social environment.
Creative	Ambitious + achievement oriented
Diplomatic + Tactful.	Assertive + Decisive.
Fluent in speaking.	Co-operative + Dependable.
Organised Administrative ability.	Dominant - Desire to influence others.
Persuasion.	Energetic - high activity level.
Socially skilled	Persistent + tolerant to stress.

## PATH GOAL MODEL OF LEADERSHIP.

Proposed by Robert House, which was initially presented by Martin G. Evans, which is derived from the expectancy model of motivation.

Path-goal leadership states that the leader's job is to use structure, support and rewards to create a work environment that helps employees to reach the organization's goals. The two major roles involved are to create goal orientation and to impose the path toward the goals so that they will be attained.

The leaders identify employee needs, provide appropriate goals and then connect goal accomplishment to rewards by clarifying expectancy and instrumentality relationships. Barriers to performance are removed and guidance is provided to the employee. The expected results of the process include job satisfaction, acceptance of the leader and greater motivation. They should pay off further in effective performance and goal attainment.

## Goal Setting

Goals play a central role in path goal process. Goal setting is the establishment of targets and objectives for successful performance, both in long run and short run. It provides a measure of how well individuals and groups are meeting performance standards.

The main concept underlying goal setting is that human behavior is goal-directed. Without goals, different members may go in different directions. This difficulty will continue as long as there is no common understanding of the goals involved.

## Path improvement

The employees need two kinds of support in their path towards the goal. They are

- 1) Task support
- 2) Psychological support.

Leaders provide task support when they help assemble the resources, budgets, power and other elements that are essential to get the job done.

Leader provide the psychological support by stimulating the people to get the jobs done.

The combination of task and psychological support in a leader is essential for attaining the goal.

### Leadership styles.

According to path goal leadership, leaders roles are to help employees understand what needs to be done (the goal) and how to do it (the path). The path-goal model identifies 4 alternatives:

1. Directive leadership - The leader focuses on clear task assignments, standards of successful performance and work schedules.
2. Supportive leadership The leader demonstrates concern for employees' well being and needs, while trying to create a pleasant work environment.
3. Achievement-oriented leadership The leader sets high expectations for employees, communicates confidence in their ability to achieve challenging job goals and exhibit the desired behavior.

4) Participative Leadership The leader invites employees to provide input to decisions and seriously seeks to use their suggestions as final decisions are made.

### contingency factors

The leader must assess three significant variables in each employee

1) locus of control refers to alternative beliefs about whether an employee's achievements are the product of his/her own effort or the result of outside forces.

2) The second factor is the willingness to accept the influence of others.

3) The third individual characteristic is self perceived task ability. Employees who have high confidence in their potential will react most favorably to a supportive leader. But employees who lack perception on their own task ability will more depend on achievement oriented leaders.

## CONTINGENCY APPROACH

### Fiedler's Contingency Model

Developed by Fred Fiedler and his associates. This model suggests that the most appropriate leadership style depends on whether the overall situation is favorable, unfavorable or in an intermediate stage of favorability to the leader. Fiedler shows that the leader's effectiveness is determined by the interaction of employee orientation with three additional variables that correlate to the followers, the task and the organization. They are.

- 1) Leader - member relations
- 2) Task structure
- 3) Leader - position power.

Leader - member relations are determined by the manner in which the leader is accepted by the group. Eg: If there is a group friction with the leader, rejection of the leader and reluctant compliance with orders. then leader - member relations are very low.

Task structure reflects the degree to which one specific way is required to do the job.

Leader - position power describes the organisational power that goes with the position the leader occupies. Eg:- power to hire and fire, status symbols and power to give pay raises and promotions.

The conclusions of Fiedler may be explained in the following manner.

- In highly unstructured situations the leader's structure and control are seen as removing undesirable ambiguity and the anxiety that results from it, so a structured approach may be preferred by employees.
- In situations where the task is highly routine and the leader has good relations with the employees, they may perceive a task orientation as supportive to their job performance.
- The remaining broad middle ground requires better-member relations to be established, so a more considerate, employee-oriented leader is effective.

Here the managers are encouraged to:

- Examine their situation - the people, task and organisation.
- Be flexible in the use of various skills within an overall style.
- Consider modifying elements of their jobs to obtain a better match with their preferred style.

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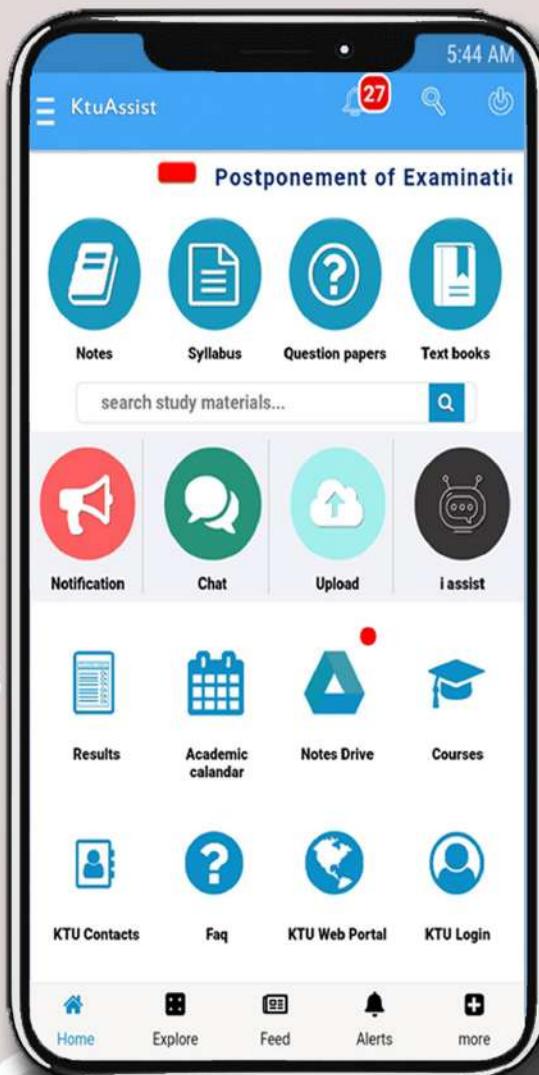
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