

3.3 APPLIED MOTIVATIONAL PRACTICE

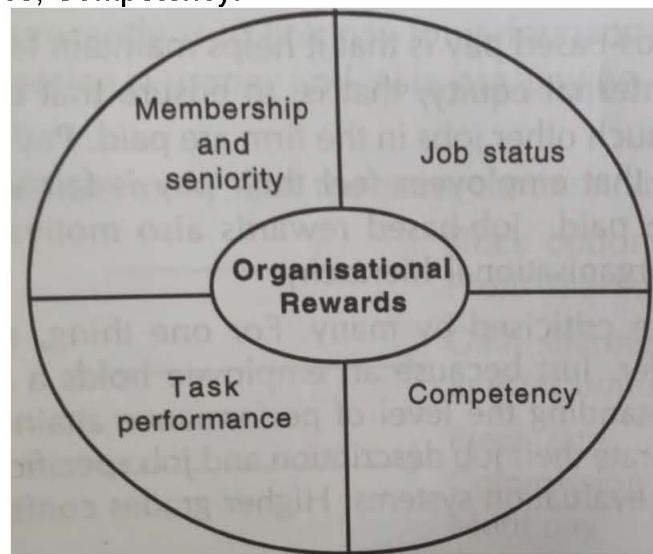
3.3.1 Rewards

People join organization expecting reward. Firms distribute money and other benefits in exchange for employee availability, competencies and behaviors. (**See Motivational Practices**)



Motivational Practices

The illustration shown below identifies 4 types of rewards: membership & Seniority, job status, Task performance, Competency.



Types of Organizational Reward

Successful Manager

Rewards Please :

- People join organizations expecting rewards mostly monetary. They are not to be faulted
- Job-based pay should not be completely replaced by skill-based compensation

Membership and Seniority-based Rewards

Benefits an employee receives depend on the firm which he or she joins. An MBA taking up Job in Wipro or Infosys gets more benefits than the boy or girl who joins a state government undertaking.

The same firm, a senior employee receives more benefits than his or her junior employee. Advancement, pay raises, retirement benefits, and perquisites depend on seniority of an employee.

There are advantages and limitations associated with membership and seniority-based rewards, Membership- based rewards attract Job applicants but the problem is that such rewards may not directly lead to job performance, Seniority-based rewards tend to reduce turnover but may fail to motivate achievers to perform better. Another problem with membership-based rewards is that they discourage poor performers from leaving the firm voluntarily because alternative Jobs are simply not available to them.

Job Status-based Rewards

Every firm rewards employees for the status of the Jobs they are holding. Firms evaluation system which helps establish differentials in status of jobs. Status differentials are used as the basis for establishing salary/wage differentials.

Jobs that require more skill and effort, have more responsibility, and have difficult working conditions would have more value and consequently would be placed in higher pay grades. Firms that do not use Job evaluation systems still reward Job status-based on pay survey information about the labor market.

A supervisor will receive higher rewards than a purchasing assistant as the job of the former enjoys better status than the latter. It has more value to the organisation (calculated by job evaluation systems or pay survey) and therefore employees in that job receive more status- based rewards in the organisation. High status Job holders are also rewarded with more perquisites.

One advantage of status-based pay is that it helps maintain feelings of equity. Job evaluation systems try to maintain **internal equity**; that is, to ensure that employees feel their pay is fair when compared to how much other jobs in the firm are paid. Pay surveys help maintain **external equity**; that is, to ensure that employees feel their pay is fair when compared to how much people in other firms are paid. Job-based rewards also motivate employees to compete for positions higher up the organizational hierarchy.

Job-based rewards are criticized by many. For one thing, such benefits fail to motivate achievers to perform better. Just because an employee holds a high priced job, he or she is rewarded better, notwithstanding the level of performance attained by the individual. Further, employees tend to exaggerate their job description and job specification to garner higher grading for their jobs through job evaluation systems. Higher grades confer higher rewards on the jobs.

Competency-based Rewards

Increasingly organizations are linking rewards to competencies of employees. Competencies are reflected through skills, knowledge, and traits that lead to desirable behaviors. Employees are expected to have several competencies, and these traits are evaluated by observing specific behaviour patterns.

Where rewards are linked to competencies, what emerges is the skill-based pay. In the skill-based pay, employees are paid on the basis of number of jobs they are capable of discharging, or on the depth of their knowledge. The purpose of this system is to motivate employees to acquire additional skills so that they become useful to the organisation.

Below Table illustration brings a comparison between job status-based and the skill-based pay.

Competency-based rewards have merits. They have been praised for developing a better skilled and flexible workforce. Customer needs are met more quickly and employees can handle any job with felicity. Product or service quality tends to improve because employees who have work experience In several Jobs are more likely to know where problems originate. Moreover, employees find it easier to discover ways to improve the work process as they learn more skills .and tasks in the process. Rather than paying to the jobs.

Skill base reward however results in pay disparities which may demotivate employees. They are also expensive (See Skill based Vs Job based pay Illustration).

**TABLE 11.1:
SKILL-BASED VS. JOB-BASED PAY**

Factors	Job-based	Skill-based
Pay structure	Based on job performance	Based on ability to perform
Employer focus	Job carries wages; employee linked to job	Employee carries wages; employee linked to skills
Employee focus	Job promotion to earn greater pay	Skill acquisition to earn greater pay
Procedure required	Assess job content; value jobs	Assess skills; value skills
Advantages	Pay based on value of work performed	Flexibility; reduced workforce
Disadvantages	Potential personnel bureaucracy; inflexibility	Potential personnel bureaucracy, cost control

Performance based rewards

The trend that is emerging recently is to link pay to performance rather than to seniority or membership

Firms in N. America, Europe, and Asia are paying their employees more for performance than ever before.

Performance-based rewards are many, but the most common among them are:

Organizational rewards => Stock options & Profit sharing

Team rewards => Gain sharing & special bonuses

Individual rewards => Piece rate, Commission, Merit pay, Bonuses

Profit-sharing is an organizational performance-based reward. In profit-sharing designated employees are allowed to share in the profit earned by a company. Employee stock option schemes (ESOPs) confer ownership of the firm on employees. ESOPs encourage employees to buy shares of the company.

Team rewards are common where firms rely on teams to get the work done. Some teams are rewarded with special bonuses or gifts if they collectively achieve specific goals. A gain sharing plan is a type of team reward that motivates team-members to reduce costs and increase about efficiency in their work process. Gain sharing plans use a predetermined formula to calculate cost savings and pay bonus to all team-members. Typically, the company shares the cost savings its employees.

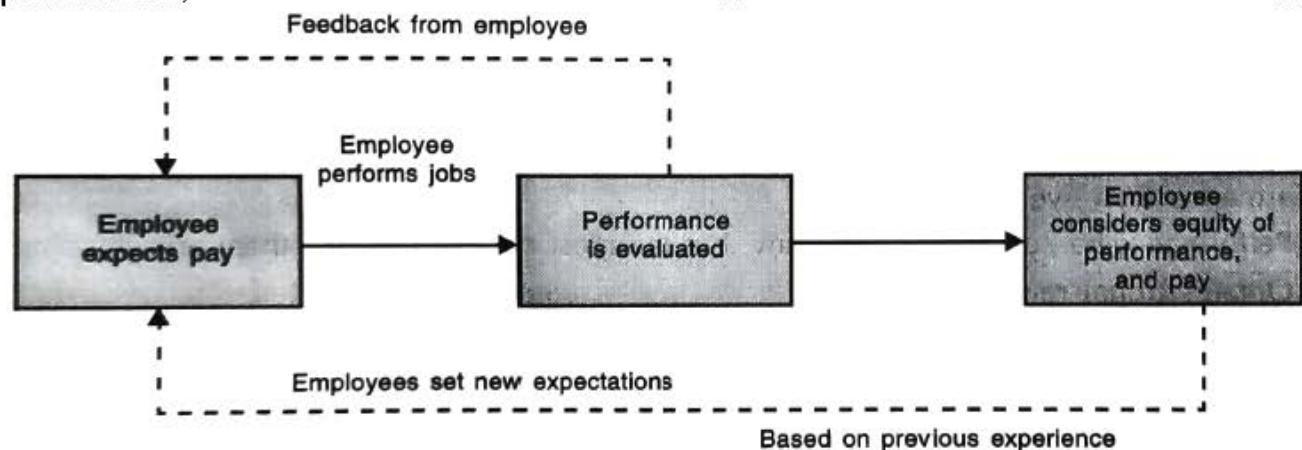
Individual rewards are quite common in organizations. The most common is the piece rate which links pay to the units produced by an employee, commissions are paid to salespeople on the actual sales shown by them. Merit pay is based on an individual's performance. This is gradually replaced by reasonable bonuses for accomplishing specific tasks or for achieving certain goals. Although these bonuses are often determined from team or organizational performance, they may also result from satisfactory completion of individual goals.

Do rewards, particularly monetary ones, really motivate? Put another way, does money motivate employees? The answer is 'yes' and 'no'.

MONEY: Money is understood to be a powerful motivator for more than one reason. In the first place, money is fundamental for completion of a task. Work, unless it is voluntary or play", involves a contract between two parties "guaranteed" by the payment of money. The employee takes pay as the reward for his or her work, and the employer views it as the price for using the services of the employee.

Second, as a medium of exchange, money is the vehicle by which employees can buy numerous need-satisfying goods and services they desire. Third, money is one of the hygiene factors, and improving maintenance factors is the first step in efforts directed towards motivation. Fourth, money also performs the function of a "score card" by which

employees assess the value that the organisation places on their services and by which employees can compare their values" to others. Fifth, reinforcement and expectancy theories attest to the value of money as a motivator. In the former, if pay is contingent upon performance,



Feeling of Equality

encourage workers to high levels of effort (See Illustration **feeling of equality**). Consistent with the expectancy theory, money will motivate to the extent that it is seen as being able to satisfy an individual's personal goals and is perceived as being dependent upon performance criteria.

Sixth, money acts as punctuation in one's life. It is an attention getting and affect producing mechanism. Money has, therefore, tremendous importance in influencing employee behaviour. Seventh, money is easily vulnerable for manipulation. Other factors like satisfaction, responsibility, a challenging job and the like are nebulous. Payments and the plans with which they are linked are manipulatable. Finally, money will be a powerful motivator for a person who is tense and anxious about lack of money. Many worries and concerns are financially based. It is relaxing to receive sufficient money to clear the outstanding bills and past debts which have been causing tensions.

But behavioral scientists think otherwise. They downgrade money as a motivator. They prefer, instead, other techniques such as challenging jobs, goals, participation in decision making and other non-monetary incentives for motivating employees. The opposition of behavioral scientists to money as a motivator is understandable for at least six reasons. First, money is not important to all people. High achievers, for example, are intrinsically motivated. Money has little impact on the people. Second, people fail to see a direct linkage between monetary rewards and performance. In these days of unionization, protective legislation, seniority based promotions, and the cost of living indexation, pay raises do not depend on performance. Third, for money to motivate the difference in pay increases between a high performer and an average performer must be significant. In practice, it rarely is. Fourth, management must have the discretion to reward high performers with more money. This is not possible, thanks to strong unionization. Fifth, relationships among employees are often ruptured because of scramble for monetary rewards. Finally, financial incentives discourage risk-taking propensity of people. Whenever people are encouraged to think about what they will get for performing a task, they become less inclined to take risks or explore possibilities

Conclusion is that money can motivate some people under certain conditions. Put in another way, money cannot motivate all people under all circumstance.

Job Design

Besides rewards, OB specialists emphasize job itself as a source of motivation. The process of assigning tasks to a job, including interdependency of those tasks with other jobs, is called Job Design. A job is a set of tasks assigned to and performed by one person. Some jobs have very few tasks, each requiring limited skill or effort. Other jobs include a very complex set of tasks and can be accomplished by only a few highly-trained professionals.

Job design has a critical impact on organisation and employee objectives. From the organisation's perspective, the way tasks and responsibilities are grouped can affect productivity and costs. Jobs that are not satisfying or are too demanding are difficult to fill. Boring jobs may experience higher turnover. For an employee, motivation and job satisfaction are affected by the match between job factor (content, qualifications and rewards) and personal needs. A thoughtful job design, therefore, can help both the organisation and its employees achieve their objectives.

Poorly designed job, on the other hand, may lead to lower productivity, employee turnover, absenteeism, complaints, sabotage, unionization, resignations and other problems. It was Herzberg who conceived job design as an important instrument to motivate employees. Since then, job design has been used extensively all over the world.

SUCCESSFUL MANAGER

Work is Worship

- For Indians job is not a mere means of living. Societal status, standard of living, upbringing of child family atmosphere, health and welfare depend on the job one occupies. For many Indians work is worship too.
- Job design is a powerful motivator
- Several people-related happenings such as productivity, grievances, unionization, exiting, productivity and safety depend on job design.

Factors Affecting Job design

Job design is affected by organizational, environmental, and behavioral factors (**See Factors Affecting Design Illustration**).

Organizational Factors: These include characteristics of task, workflow, ergonomics and work practices. With regard to task characteristics, it may be stated that job design requires the assembly of a number of tasks into a job or a group of jobs. An individual may carry out one main task, which consists of a number of interrelated elements or functions. On the other hand, task functions may be split between a team working closely together or rung along an assembly line. In more complex jobs, individuals may carry out one main task, each with a number of functions or these tasks may be allocated to a group of workers or divided among them. Complexity in a job may be a reflection of the number and variety of tasks to be carried out, or the range and scope of the decisions that have to be made, or the difficulty of predicting outcomes.

The *flow of work* in an organisation is strongly influenced by the nature of the product. The product usually suggests the sequence and balance between jobs if the work is to be done effectively. For example, the frame of a car must be built before the fenders and doors can be added later. After the sequence of jobs is determined, the balance between jobs is established.

Ergonomics is concerned with designing and shaping jobs to fit the physical abilities and characteristics of individuals so that they can perform the jobs effectively. Ergonomics helps employers design jobs in such a way that workers' physical abilities and job demands are balanced. It does not alter the nature of job tasks but adopt location of tools, switches and other facilities, keeping in view that the handling of the job is the primary consideration.

Work practices are set ways of performing work. These methods may arise from tradition or collective wishes of employees. Work practices till now, were determined by time and motion techniques. A new technique has now emerged, which if introduced, could drastically alter the work practices in industrial undertakings. Called MOST (Maynard Operating Sequence Technique), the technique uses a standard formula to list the motion sequence ascribed in index values. There will be resistance from the workers to the introduction of MOST but the benefits from the technique should help cope with opposition.

Environmental Factors: These include employee abilities and availability and social and cultural expectations.

Efficiency consideration must be balanced against the abilities and availability of the people who are to do the work.

When Henry Ford made use of the assembly line, for example, he was aware that most potential workers lacked any automobile making experience. So, jobs were designed to be simple and required little training. Therefore, considerable thought must be given as to who will actually do the work. There were days when getting a job was the primary consideration. The worker was prepared to work on any job and under any working conditions. Not any more. Literacy, knowledge and awareness of workers have improved considerably, so also their expectations from jobs. Hence, jobs must be designed to meet the expectations of workers.

When designing jobs for international neglect national and cultural operations, uniform designs are almost certain to differences. Hours of work, holidays, vacations, rest breaks, religious beliefs, management styles and worker satisfaction and attitudes are just some of the predictable differences that can affect the design of jobs across international borders. Failure to consider these social expectations can create dissatisfaction, low motivation, hard-to-fill job openings and a low quality of work life especially when foreign nationals are involved in the home country or overseas operations.

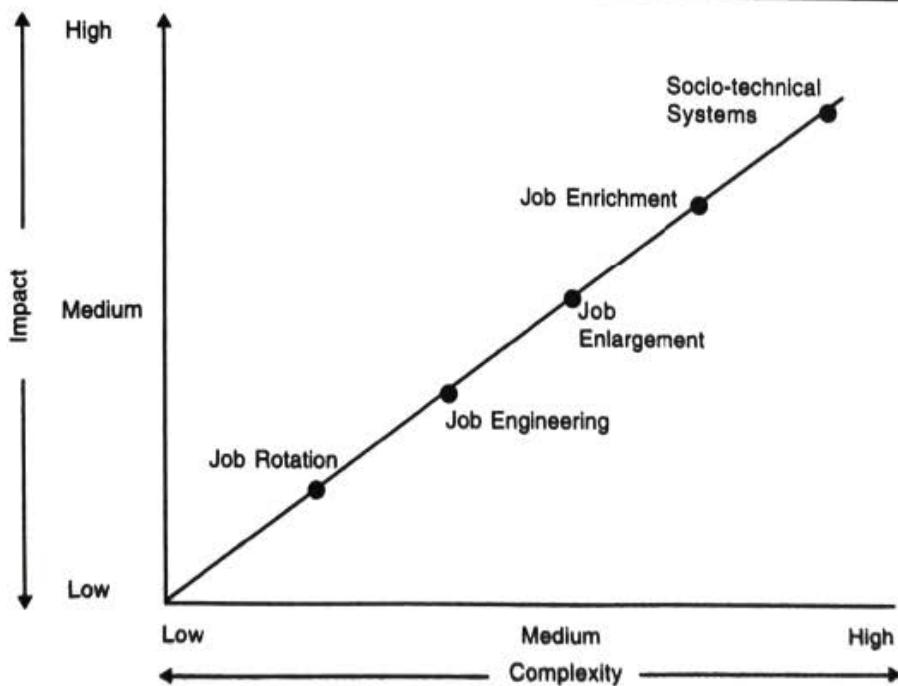
Behavioral Elements: Behavioral factors have to do with the human needs and the necessity to satisfy them. Behavioral factors include feedback, autonomy, use of abilities and variety.

Autonomy refers to the degree the job provides the employee with substantial freedom, independence, and discretion in scheduling the work and in determining the procedures to be used in carrying it out. Job design is obviously impacted by autonomy factor. Feedback refers to the degree to which carrying out the work results in the employee's obtaining direct and clear information about the effectiveness of his or her performance. Job needs to be designed keeping the need for feedback in mind. Job should be so designed so as to utilize abilities of incumbents. Failure on this count results in either the employee exiting or wasting his or her abilities. Finally, need for variety should be embedded in job design to make the job challenging and motivating.

Job Design Approaches

Five approaches to job design are popular in the literature on OB. They are: job rotation, job engineering, job enlargement, job enrichment and socio-technical systems. All

these are explained in the subsequent paragraphs. (See **Illustration Job design Approaches**).



Job Design Approaches

Illustration Job Design Approaches: contains two dimensions Impact and Complexity. The impact dimension on the vertical axis, is the degree to which a job-design approach is linked to factors beyond the immediate job, such as reward systems, performance appraisal methods, leadership, customer needs, organisation design, working conditions, and team composition and norms. The Complexity dimension, on the horizontal axis, is the degree to which a job design approach requires: (1) the involvement of individuals with diverse competencies at various organizational levels; and (2) a high level of decision-making competency for successful implementation.

Job Rotation: Job rotation refers to moving employees from job-to-job to add variety and reduce boredom by allowing them to perform a variety of tasks. When an activity is no longer challenging, the employee would be rotated to another job, at the same level, that has similar Skill requirements. It reduces boredom and interest through diversifying the employee's activities. Other benefits are also available. Employees with a wider range of skills give management more flexibility in scheduling work, adapting to changes and Job rotation filling vacancies, also has drawbacks. Training costs are increased, work is disrupted as rotated employees take time to adjust to a new set-up. It can demotivate intelligent and ambitious trainees who seek specific responsibilities in their chosen specialty.

Job Engineering: Job engineers focus on the tasks to be performed, methods to be used, workflows among employees, layout of the workplace, performance standards, and interdependencies among people and machines. Experts often examine these job-design factors by means of time and motion studies, determining the time required to do each task and the movements needed to perform it efficiently.

Specialization of labor is the hallmark of job engineering. High levels of specialization are intended to: (1) allow employees to learn a task rapidly; (2) permit short work cycles so

that performance can be almost automatic and involve little or no mental effort; (3) make hiring easier because low-skilled people can be easily trained and paid relatively low wages; and (4) reduce the need for supervision, leading to simplified jobs and standardization.

Although job engineering can create boring jobs, it remains an important job-design approach the resulting cost savings can be measured immediately and easily.

The approach continues to be successfully used, particularly when it is combined with a concern for the social context in which the jobs are performed. Job engineering may be used, with success, subject to the following golden rules of work design:

- Ensure that the end-product/output of the work is clearly defined, unambiguous, and fully understood by the employees.
- Ensure that the steps/tasks to be performed to achieve the required end-product/output are clearly defined in the appropriate sequence and are fully understood by the employees.
- Ensure that the employees know and understand where their responsibility starts and finishes in the work process.
- Ensure that the tools, facilities and information needed to perform the work are readily available and fully understood by the employees.
- Ensure that there is a process whereby the employees can suggest possible improvements in the work design and exercise initiative in implementing them. Ensure that the employees are involved in the work-design process.

Job Enlargement: Job enlargement refers to the expansion of the number of different tasks performed by an employee in a single job. For example, an auto mechanic switches from only changing oil to changing oil, greasing, and changing transmission fluid. Job enlargement attempts to add somewhat similar tasks to the job so that it will have more variety and be more interesting. Job enlargement approach to job design has been criticized and appreciated too. An enlarged job can motivate an individual for five reasons:

- (a) Task variety: Highly fragmented jobs requiring a limited number of unchanging responses tend to be extremely monotonous. Increasing the number of tasks to be performed can reduce the level of boredom.
- (b) Meaningful work modules: Frequently, jobs are a whole unit of work, or a major enlarged so that one worker completes allowing workers portion of it. This tends to increase satisfaction by to appreciate their contribution to the entire project or product.
- (c) Ability utilization: Workers derive greater satisfaction from jobs that utilize their physical and mental skills and abilities better. Enlarged jobs tend to fulfill this condition. However, management must be careful not to enlarge jobs too much, because jobs that require more skills and ability than the worker possesses lead to frustration and present obstacles to task accomplishment. Enlarged jobs with optimal levels of complexity, on the other hand, create tasks that are challenging but attainable.
- (d) Worker-paced control: Job enlargement schemes often move a worker from a machine-paced production line to a job in which the worker paces himself or herself. Workers feel less fatigued and likely to enjoy their work more if they can vary the rhythm and work at their own pace.
- (e) Performance feedback: Workers performing narrow jobs with short performance cycles repeat the same set of motions endlessly, without meaningful end point. As a result, it is difficult to count the number of finished performance cycles. Even if they are counted, the

feedback tends to be meaningless. Enlarged jobs allow for more meaningful feedback, and can be particularly motivating if it is tied to evaluation and organizational rewards.

Although the benefits of job enlargement are several, certain disadvantages cannot be lost sight of. First, training costs tend to rise. Workers may require additional training for their new, enlarged tasks. Besides, if the job enlargement programme involves breaking up an existing production line of work systems and redesigning a new system and training employees to adjust to it, the costs can be substantial. Moreover, productivity may fall during the introduction of a new system. Another drawback is that unions often argue for increased pay because of the increased workload. Finally, even after enlargement, many jobs may still be routine and boring.

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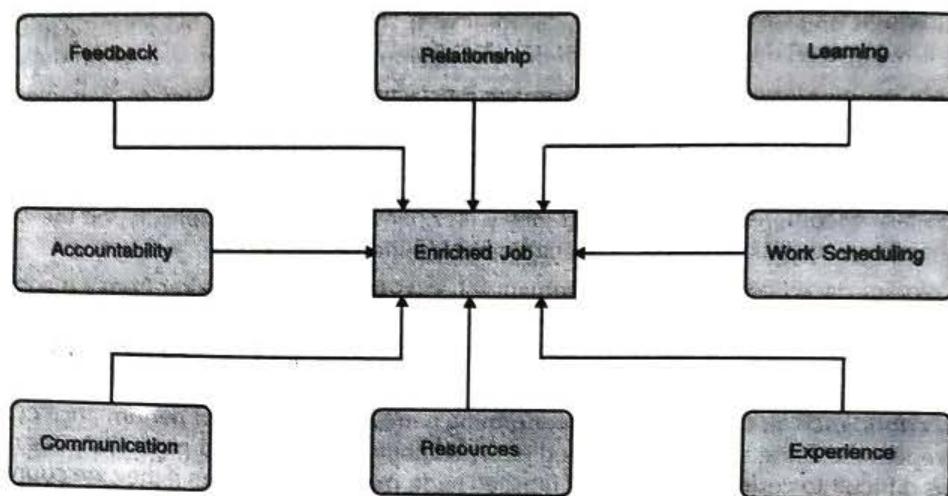
Negative Side of OB Mod to Guard Against

- OB Mod is manipulative.
- Deliberate and calculated attempt to control behaviour of others.
- "Big Brother attitude of management is evident
- Not a new technique - replication of Taylor's Scientific Management principles
- Individual freedom is denied.

Job Enrichment: First coined by Herzberg in his famous research on motivators and maintenance factors, job enrichment has become a popular concept. Job enrichment refers to the practice of giving employees a high degree of control over their work, from planning to organizing, through performing the tasks and evaluating the results. It is a more powerful motivator than job enlargement, and job rotation.

According to Herzberg, an enriched job has eight characteristics. These features are described below and illustrated in (**See Characteristic of an Enriched Job**).

(a) Direct feedback: Employees should be able to get immediate knowledge of the results they are achieving. The evaluation of performance can be built into the job (as an electronic spell-checker indicating the presence or absence of errors) or provided by a supervisor.



Characteristics of Enriched Job

(b) *Client Relationship:* An employee serves a client or customer directly has an enriched job. The client can be outside the firm (such as mechanic dealing with a car owner) or inside (such as a computer operator running a job for another department).

(c) *New Learning*: An enriched job allows its incumbent to feel that he is growing mentally. An assistant who clips relevant newspaper articles for his boss is, therefore, doing an enriched job.

(d) *Scheduling Own Work*: Freedom to schedule one's own work contributes to enrichment. Deciding when to tackle which assignment is an example of self-scheduling. Employees who perform creative work have more opportunity to schedule their assignments than do employees performing routine jobs.

(e) *Unique Experience*: An enriched job has some unique qualities or features, such as a quality controller visiting a supplier's place.

(f) *Control over Resources*: One approach to job enrichment is for each employee to have control over his or her resource and expenses. For example, he or she must have the authority to order supplies necessary for completing his or her job.

(g) *Direct Communication Authority*: An enriched job allows the worker to communicate directly with people who use his or her output, such as a quality assurance manager handling a customer's complaints about quality.

(h) *Personal Accountability*: An enriched job holds the incumbent responsible for the results. He or she receives praise for good work and blame for poor work.

Being direct outgrowth of Herzberg's two-factor theory of motivation, job enrichment is a valuable motivational technique. A few studies conducted in the United States demonstrated the usefulness of job enrichment as a motivator. For example, a study of AT&T with clerical and other telephone company employees showed a positive improvement in job performance and satisfaction after job enrichment. Another study with technicians, engineers, and sales representatives showed similar results.

Not that any study is needed to demonstrate the usefulness of job enrichment in helping motivate employees. It can be the knowledge of everyone, especially for people working in Government establishments. A lab technician in the health department of a State Government experiences frustration after 20 years of working in the same capacity. The incumbent hardly finds the job interesting. The only regular work the employee does, on every working day, is to sign the attendance register at 10 a.m. He naturally plans to take voluntary retirement. The such employees, whose number unfortunately is considerable, can be remedied by enriching the jobs.

The other benefits of job enrichment are job satisfaction, growth opportunities, scope for self-realization to employees, better employee performance, less absenteeism, fewer turnovers less grievances and full use of human resources to make effective organizations to the society.

Some Cautions about Job Enrichments

Since job enrichment has been so well publicised in recent years as a method of increasing worker motivation, one can easily be misled about its possibilities. Although job enrichment can cause increased employee motivation, there are some other factors that should be considered.

(1) Job enrichment is not a substitute for good management: Regardless of how enriched jobs might be in an organisation, if other environmental factors in the organisation are not adequate, job enrichment will have little or no effect. Job enrichment is not a substitute for good supervisory practices, wages, and company policies.

(2) "Enriched" is a relative term: As a general rule, job enrichment presupposes that jobs with little responsibility should be improved to provide more responsibility for the incumbent.

However, we must remember that describing a job as one with "little responsibility" carries an implicit assumption about the person occupying that role. While the job may appear to be boring to the observer, the person actually performing the job may find it quite challenging.

(iii) Enriching jobs may create a "snow ball" effect: Given that organizations have a fixed amount of authority to distribute among the members, enriching one person's job means taking authority away from another (most likely the managers). This not only presents systems design problems (for example, rewriting job descriptions), but it can also present a practical barrier, since labour unions may resist a scheme that eliminates jobs.

(iv) Job enrichment assumes that workers want more responsibility: Clearly if we take extreme case of a worker who is motivated by lack of responsibility, then job enrichment for this person would be a disaster. For workers who, for a variety of reasons, are satisfied with their current level of responsibility, job enrichment may cause more problems than it cures.

(v) Job enrichment may have negative short-run effects: For a short time after an increase in job responsibility, it is not unusual for organizations to experience a drop in productivity, as workers become accustomed to the work systems. After this initial drop, however, there will be increased productivity.

(vi) Job enrichment may become static: People become bored in their jobs because their capacity to make decision is not fully utilized. Even though the job is changed to utilize this capacity, there is ample evidence to suggest that personal capacity is a dynamic, developing attribute. It is likely, therefore, that after a period of time (the exact amount varies from person-to-person) the worker will outgrow the enriched job. If this occurs, additional enrichment will be required to fully utilize the individual's increased capacity. If jobs cannot be changed over time to use this capacity, the workers could be transferred to another job at a higher level of work (promoted).

(vi) Participation can affect the enrichment process: Herzberg originally recommended that workers should not be involved in the enrichment process. His logic was that workers are often conditioned to see their jobs in terms of "hygiene" factors and are unable to respond to the job content. No doubt, this is a factor that management must consider in the participation process, but recent research has indicated that participation can have a positive effect.

(viii) Change is difficult to implement: As is too well-known, any change is resisted and applies to job enrichment this also. In fact, job enrichment theory is a paradox: on the one hand we have a theory telling us that changing jobs through increasing the level of responsibility will result in increased motivation. On the other hand, our knowledge about change processes tells us that this type of change is one of the most difficult things to implement in a work situation. The initiation of a job enrichment programme must take this factor into account. In other words, do not expect employees to jump for joy at the announcement of a job enrichment programme.

Socio-technical Systems: The socio-technical systems approach focuses on organisations as made up of people with various competencies (the social systems) who use tools, machines and techniques (the technical system) to create goods or services valued by customers and other stakeholders. Thus, the social and technical systems need to be designed with respect to one another and to the demands of customers, suppliers, and other stakeholders in the external environment. Because of their impact, socio-technical systems are complex and have an impact on the way work is performed throughout the organisation. As shown in **(See illustration Job Characteristic Model)**, this model influences how

effective an organisation will be. All firms are socio-technical systems, but they seldom reflect the principles underlying this approach.

The goal of technical model is to find the best possible match between the technology available, the people involved, and the needs of an organisation. A crucial feature of this model is the recognition of tasks interdependence, which becomes basis for forming teams. Teams being formed, the specific tasks to be performed by team-members are considered, along with relationship among all these tasks. This approach, as with job enrichment, has been widely used in industrial establishments.

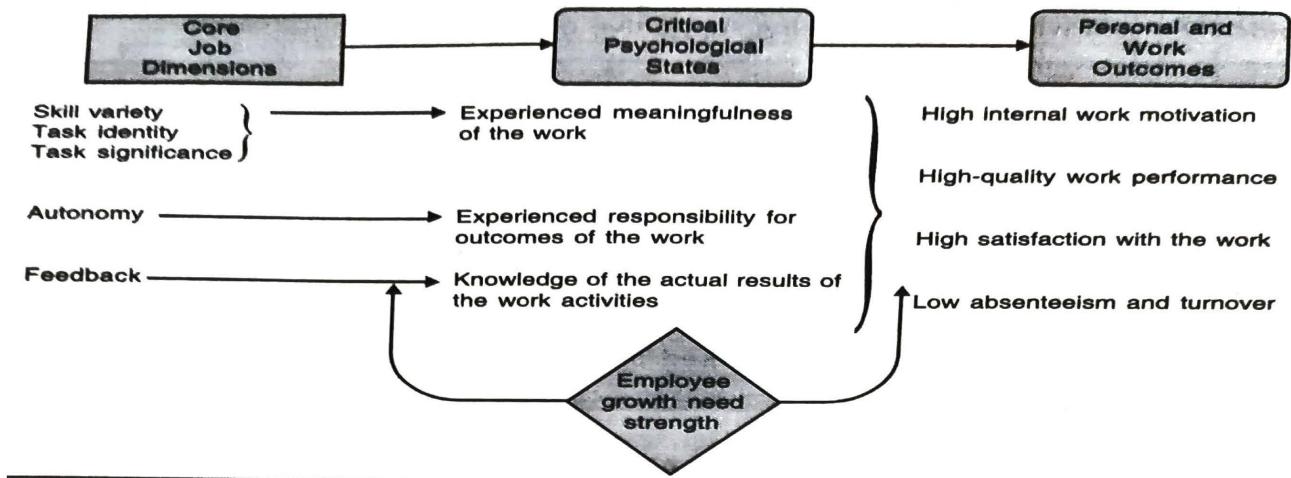
Ergonomics: Ergonomics is another approach to job design but not shown in Fig. 11.5. Ergonomics focuses on minimizing the physical demands and risks of work. This approach helps ensure that job demands are consistent with people's physical capabilities to perform them with least risk. It involves the design of aids (ranging from hand tools to computer software to instruments) used to perform tasks. Where jobs are well designed through ergonomics, workers report less physical effort and fatigue, fewer aches and pains, and hence fewer health complaints. The likelihood of accidents is reduced, and employees have more favorable attitudes towards their work and experience job satisfaction. But on the cost side, equipment investments are high and training requirements tend to increase.

Ergonomics has become more relevant now because employees stay in the workforce longer and jobs are altered to meet their changing physical needs. Its relevance is also felt more now because of the need to accommodate individuals with physical disabilities (e.g., hearing impaired loss of mobility in the limbs).

Model of Job Design

The Job Characteristics Model developed by Richard Hackman and G.R. Oldham seeks to bring the job close to the person. (**See illustration Job Characteristic Model**) outlines the Job Characteristics Model. This Model suggests that five core job characteristics result in the employee experiencing three favorable psychological states, which in turn lead to positive outcomes. The five core job characteristics are explained as follows:

- 1. Skill variety:** The degree to which a job includes difficult activities and involves the use of multiple skills and talents of the employee.
- 2. Task identity:** The degree to which the job requires completion of a whole and identifiable piece of work that is doing a job from beginning to end with a tangible outcome.
- 3. Task significance:** The degree to which the job has a substantial impact on the likes or work of other people.
- 4. Autonomy:** The degree to which, as stated earlier, the job provides the employee with substantial freedom, independence and discretion in scheduling the work and in determining the procedure to be used in carrying it out.
- 5. Feedback:** The degree to which, as mentioned earlier, the employee possesses information of the actual results of his or her performance.



Job Characteristic Model

Hackman and Oldham's model seeks to integrate the five job characteristics to give an overall Motivating Potential Score (MPS) for each job's potential for motivating the incumbents. An individual's MPS is determined thus-

$$MPS = \frac{(\text{Skill Variety} + \text{Task Identity} + \text{Task Significance})}{3} \times \text{Autonomy} \times \text{Feedback}$$

The Job Characteristics Model contains a moderator-growth need strength. This moderator explains why jobs theoretically high in MPS will not automatically generate a high level of motivation and satisfaction for all workers. This means that employees with a low growth need are less likely to experience a positive outcome when their job is enriched.

The job characteristics theory further suggests that core job dimensions stimulate three critical psychological states based on the relationship specified in the model.

The three critical psychological factors are:

1. **Meaningfulness of the work:** The extent to which the employee experiences the job as the one which is meaningful, valuable and worthwhile.
2. **Responsibility for work outcomes:** The extent to which the employee feels accountable for the outcome of the work he or she does.
3. **Knowledge of results:** The extent to which the employee has feedback on his or her performance on the job.

Hailed as highly relevant approach to job design, the Job Characteristics Model has been empirically tested with the results being supportive of the theory.

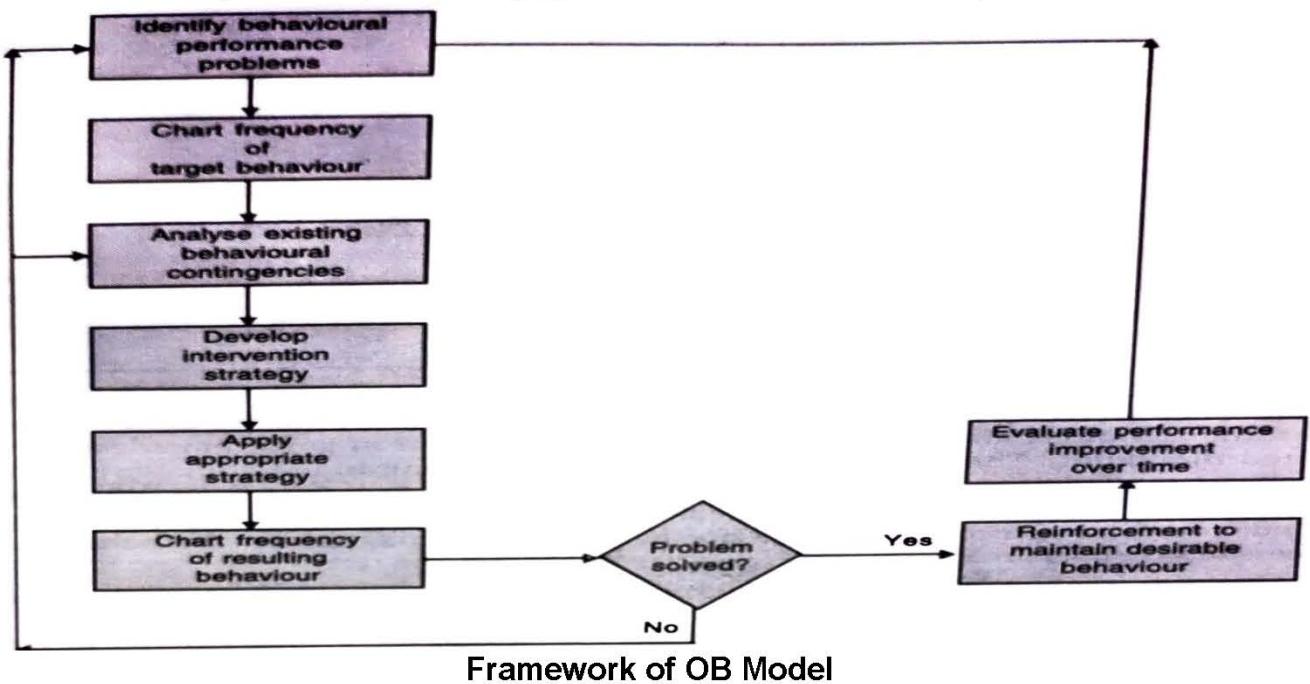
Behaviour Modification

'Principles of learning is reinforcement'. The reinforcement principle states that a behaviour with positive consequence has a tendency to repeat and the one with negative consequence does not repeat itself. Now, this principle has motivational implication too. When applied to organizational settings, the term behaviour modification becomes Organizational Behaviour Modification, or OB Mod in short. OB Mod characteristically uses positive reinforcement to encourage desirable behaviors in employees.

Earlier to OB Mod, the prevailing thinking was behaviorism. Behaviorism argues that feelings, thoughts and emotions should not find a place in the study of human behaviour. OB 217 Mod is a variation of behaviorism.

Behaviour modification is based on the law of effect. According to the law of effect, the likelihood that the behaviour will be repeated depends on its consequences. If behaviour is followed by a pleasant experience, then the person tends to repeat the behaviour. If the

behaviour is followed by an unpleasant experience or by no experience at all, then the person is less likely to repeat it. The law of effect explains how people learn to associate behaviors with specific responses. Figure 11.8 illustrates the basic steps of OB Mod



Identify Behaviour Problem

The first step is to identify the critical behaviors that make a significant impact on the employee's job performance. For example, the manager of a garment store might decide that most important behaviour for salespeople working in the store is to greet customers warmly and exhibit the clothes they want to see. Three kinds of activities are associated with this behaviour, the behavioral event itself, the performance that results, and the organizational consequences that befall the individual.

In the second step, the manager measures baseline performance the existing levels of performance for each individual. This usually is stated in terms of a percentage frequency across different time intervals. For example, the garments store manager may observe that particular salesperson presently is greeting around 50 per cent of the customers each day as desired. Charting baseline performance serves as a point of reference for desirable or undesirable behaviour.

The third step is to identify the existing behavioral contingencies, or consequences of performances; that is what happens now to employees who perform at different levels? If a salesgirl in the garment store works hard, does she get a reward or just get fired? For instance, the manager of the garment store may observe that when customers are greeted warmly and assisted competently, they buy something 50 per cent of the time, whereas the customers who are not properly greeted and assisted make a purchase only 30 per cent of the time. Thus, the salesgirl earns both gratifications from the sales manager and higher commission.

The popular A-B-C of behaviour modification should be recollected in this context. There are two contingencies to any behaviour: the antecedents that precede behaviour and the consequences that follow the behaviour. Together these variables form the A-B-C model as shown in (See Illustration of A-B-C of Behaviour Modification).

Antecedents are events preceding the behaviour, informing the employees that certain behaviors will have particular consequences. An antecedent may be a sound from computer signaling that e-mail has arrived or a request from the boss to complete a task within the stipulated time. These antecedents signal employees to establish certain behaviors in order for certain consequences to occur.

Although antecedents are important, behaviour modification mainly focuses on the consequences. Consequences are events following behaviors that influence its future occurrence. If a behaviour is followed by a pleasant experience, then the person is more likely to repeat the behaviour. If the behaviour is followed by an unpleasant experience or by no response at all, then the person is less likely to repeat it.

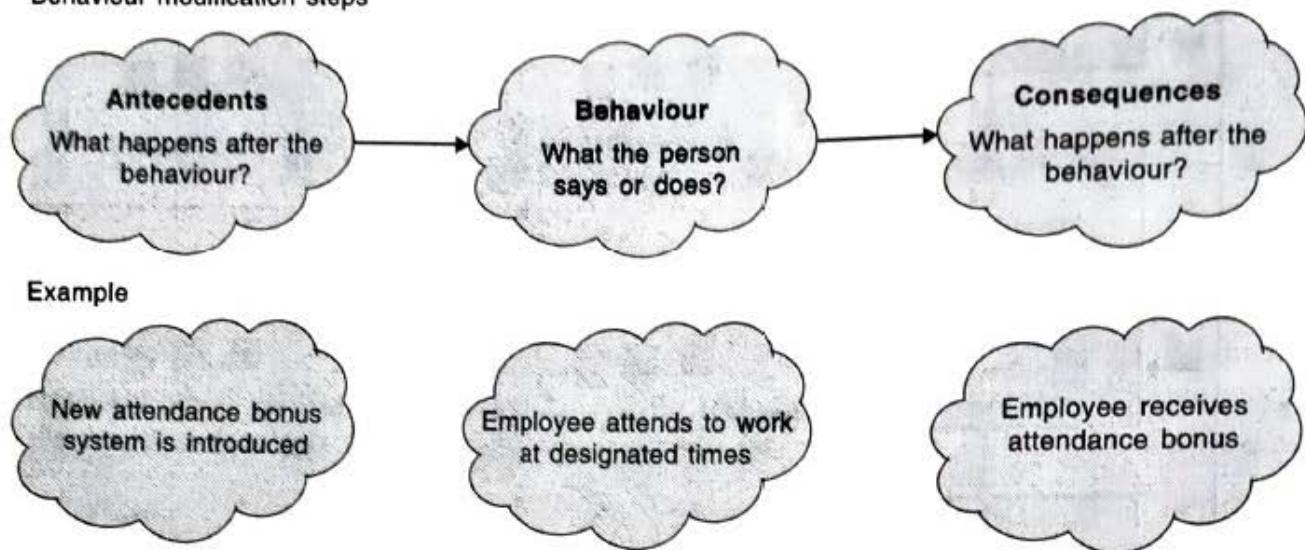
(See illustration Framework of OB model) in which the 5th & 6th step represent designing and applying an appropriate intervention strategy. This may involve establishing linkage between performance and reward. Various kinds of positive reinforcers are used to guide employee behaviour in desired directions. The garment stores manager may introduce commission on sales to salespersons, whereby salespeople can earn a given percentage of commission on every rupee of sales made. Reinforcement of this type helps shape the behaviour of salespeople. In addition, an individual salesperson who does not get reinforced may model the behaviour of more successful salespersons.

After the intervention step, the manager again measures performance to determine whether the desired behaviour has been achieved. This is called charting frequency of desirable behaviours. If desired behaviour has not been achieved, the manager needs to redesign the intervention strategy or repeat the entire process. For instance, if the salespeople in garment store are still not greeting customers properly, the manager needs to look for other terms of positive reinforcement, perhaps a higher percentage of commission.

If performance has increased, the manager must try to maintain the desirable behaviour through some schedule of positive reinforcement. For e.g., higher percentage of commission might be granted for every additional sale.

Finally, monitoring the performance over time is necessary. Motivation exhibited by the salespeople needs to be sustained over a period of time. This needs evaluation of performance and reinforcing desirable behaviors.

Behaviour modification steps



A-B-C of Behaviour Modification

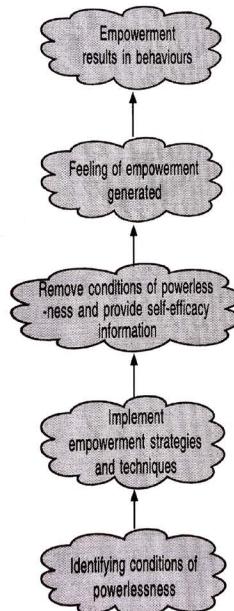
OB Model has been used by a number of organizations to reduce cost, increase attendance, improve productivity, improve safety, increase satisfaction, reduce labour cost, and increase profit. The organizations which benefited include General Electric, Standard Oil, B.F. Goodrich Chemical Co., Emery Air Freight, Michigan Bell, etc., all in the United States.

Despite the positive results that OB Mod has demonstrated, it is not without its critics. Is it a technique for manipulating people? Does it decrease an employee's freedom? If so, is such an action on the part of managers unethical? And do non-monetary reinforcers like feedback, praise, and recognition get old after a while? Will employees begin to see these as ways for management to increase productivity without providing commensurate increase in their pay? There are no easy answers to questions such as these.

Empowerment

Empowerment is one of the concepts discussed much in OB. Empowerment is what job aspirants young are looking for in organizations. More than monetary rewards, it is the feeling that employee 'owns' the job that motivates him or her nowadays. Empowerment may be understood as "a process of enhancing feeling of self-efficacy among organizational members through the identification of conditions that foster powerlessness and through their removal by both formal organizational practices and informal techniques of providing efficiency information." Empowered employees are energetic and passionate. They aspire to do better job because they get personally rewarded for doing so.

Empowerment consists of five stages.(See Illustration Empowerment Sages) The first stage involves identifying conditions existing in the organizations that lead to feelings of powerlessness on the part of organizational members. These conditions manifest through poor communication, centralized resources, and authoritarian styles of leadership, low incentive value rewards, low task variety and unrealistic performance goals.



Empowerment Stages

Diagnosis being completed as suggested above, the next stage is to introduce empowerment strategies and techniques. Use of participative management, implementing merit-pay systems, and job enrichment are examples of possible empowerment practices.

The use of the programmes (stated above) is designed to accomplish two objectives in the third stage. One is simply to remove the conditions identified in the first stage as contributing to powerlessness. The second, and more important, Is to provide self-efficacy information to subordinates. Self-efficacy describes a belief in one's effectiveness. Individuals high in self- efficacy tend to be confident and self-assured and feel they are likely to be successful in whatever endeavors they undertake.

Receiving such information results In reeling of because increasing self-efficacy strengthens empowerment in the fourth stage. This is effort-performance expectancies. (See expectancy theory of motivation5). Finally, the enhanced empowerment feelings from stage four are translated into behaviour in the fifth and final stage. These behavioral consequences of empowerment include increased activity directed towards task accomplishment.

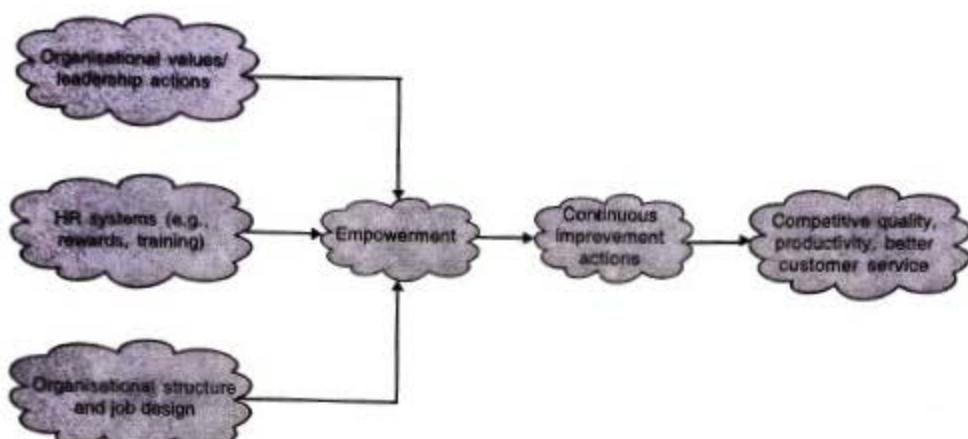
How to Empower?

1. Empowerment makes employees get involved and take initiative
2. Decision to empower needs to be facilitated by organizational values, HR practices and organizational structure
3. Willingness and preparedness on the part of employees are equally important to empower
4. Replace the managerial parent culture with that of partner culture
5. Empower teams rather than individuals. Teams are the best vehicles to empower.

Empowerment is facilitated by a combination of factors including values, leadership actions, job structure, and reward systems as illustrated in (Facilitators of Empowered Teams)

Empowerment occurs when power of decision making and authority to share resources goes to employees who then experience a sense of ownership and control over jobs. Empowered employees knew that their jobs belong to them. Given a say on how things are done, employees feel more responsible. When they feel responsible, they show more initiative in their work, get more done and enjoy the work more.

Empowerment demands team formation. Teams, thus formed, are called self-directed simply empowered teams. Wipro Corporation has nearly 30 such teams and Titan, ABB, self-directed or plant teams or were Kea empowered to make critical decisions at the worksite. Self-directed or simply empowered teams. The Hyundai plant was established in record time of 18 months as technical teams were empowered to make critical decision at the work site. Self directed teams are distinguished by the following characteristics..



Facilitators of Empowered Team

- They are empowered to share various management and leadership functions.
- They plan, control and improve their own work processes.
- They set their own goals and inspect their own work.
- They often create their own schedules and review their performance as a group.
- They may prepare their own budgets and co-ordinate their work with other departments.
- They usually order materials, keep inventories and deal with suppliers.
- They are frequently responsible for acquiring any new training they might need.

- They may hire own replacement or assume responsibility for disciplining their own members.
- They, not others outside the team, take responsibility for the quality of their products or services.

Information sharing is another building block of empowerment. Employees need to be informed about the business and demonstrate how their work fits in. One of the most important measures of job satisfaction is whether employees find meaning in their work- if they know what they are working towards and understand how their work affects other employees and the organisation as a whole.

The following tips may be useful in empowering employees:

- Delegate responsibility and along with it authority.
- Replace the managerial "parent role with that of 'partner' role.
- Have tolerance for mistakes committed by subordinates. Demonstrate this tolerance through deeds and words.
- Share information with subordinates. Empowered employees need sufficient information to get full perspective.
- Allow teams to form. Teams are the best vehicles to empowerment.
- Performance feedback is always important. It is particularly important for newly empowered employees. Feedback enhances learning and can provide needed assurance that the job is being mastered.

B-Players

A widow in A B-School had health problems. She cannot bend her body to sweep the premises. But she wants the building to be kept clean and tidy. She has struck on a novel idea. She has appointed a boy to do her work and pays him 500 every month from her own salary! Such unsung and unheard of heroes and heroines are found in the corporate sector too. Popularly called B-players, they are parallel to the best supporting actors and actresses at the Bollywood. The B-players exhibit unique characteristics.

Like problem employees, B-players need to be handled carefully. Organizations are taking notice of B-players and have unique policies to manage them. Coca-Cola India, for example, Regularly does an analysis based on performance feedback, dividing employees into five levels - high potentials, promotables, matches, mismatches, and non-performers. The 'matches' form Coke's majority B group. The company has career paths for all B-players.

Problem employee

Colin and George (read opening case) are typical problem employees and are not the only ones. Nor there is any organisation which is free from some sort of problem employees. Motivating problem employees is obviously a challenge to managers like Annette and Paolo. Managers need to understand that it is highly difficult to control actions of problem people. Nor is it possible to change them. four principles need to be satisfied. The principles are:

1. Everyone has motivational energy. Although many problem employees display a marked lack of drive and commitment in their jobs, these qualities are usually alive and well in other areas of their lives;
2. The energy which the problem employees possess is often blocked in the workplace. The blockage may occur because of new and sudden stresses at home or may accumulate incrementally over the years, the product of frustrated dreamers or broken promises at work.
3. Removing blockage of energy requires people participation. To motivate an employee to work towards organizational goals, it is necessary to find his or her locus of energy and

leverage it. Instead of pushing solution on people with the force of argument, the manager should pull solutions out of them;

4. Beyond a certain point, there is no need to show mercy to problem people.

The following are some tips to deal with problem employees:

1. Try to reach out to the employee even if it appears to be capitulation on the part boss. This is necessary in the interest of the organisation. Failing, think of the next.

2. Change the place of work. Probably new boss, new peers and new environment may change the employee. Failing this, think of the next.

3. Issue verbal threats - threats of severe actions. Severity of actions contemplated to vary from workers to managers. Higher the hierarchy, graver the severity. Failing, think of the next.

4. Translate threats into actions. If problem employees are workers, suspension may work. If the problem employees are managers, sack them.

Just as there are problem employees, there are individuals who are committed and motivated but who often go unnoticed, unrecognized, and unrewarded, particularly in large organizations. Files move, work goes on, activities and functions continue to take place in organizations because of such employees.

Quality of Work Life

The phrase "quality of work life" means different things to different persons, for example, to a worker in an assembly line, it may just mean a fair day's pay, safe working conditions, and a Supervisor who treats him with dignity. To a young new entrant, it may mean opportunities for advancement, creative tasks and a successful career.

There are many factors which can contribute to quality of work life. They are:

1. Adequate and fair compensation.

2. A safe and healthy environment.

3. Jobs aimed at developing and using employee's skill and abilities.

4. Growth and security; jobs aimed at to their obsolescence. expanding employee capabilities, rather than leading

5. An environment in which employees develop self-esteem and a sense of identity. 6. Protection and respect for employee's right to privacy, dissent and equity.

7. Opportunity to use and develop creativity, such as work autonomy, nature of supervision, use of multiple skills, worker's role in total work process and his or her appreciation of the outcome of his or her own effort and self-regulation.

8. Respect for the individuals' personal rights, such as the application of the principles of natural justice and equity, acceptance of the right of free speech and the right to personal privacy in respect of the worker's off-the-job behaviour.

9. Work and family life, including transfers, schedule of hours of work, travel's requirements and overtime requirements.

10. Employee participation in decision-making. 11. Creating trust by redesigning jobs, systems and structures to give people more freedom to work.

12 Reinforcement- creating reward systems that is fair, relevant, and contingent on work performance.

13. Responsiveness making the work settings more pleasant and able to serve individual needs.

14. A social environment that promotes personal identity, escape from prejudice, sense of community, and upward mobility.

15. Organizations that are socially responsive.

It is worth noting that often the conditions that contribute to motivation (equitable salaries, financial incentive and effective employee selection) will also contribute to the quality of work life. Some of these activities (like job enrichment) might contribute indirectly to the quality of work life by tapping the worker's higher order needs, and motivating them. Still other activities may contribute directly to the quality of work life providing for a safer workplace, less discrimination on the job, and so forth.

Employee Engagement

A recent addition to the armory of motivational practices is employee engagement. Employee engagement refers to job satisfaction coupled with commitment, pride being associated with the organisation, talk with pride about the firm, and eloquently speak about the company's products and services.(See Employee Engagement).



All the above perceptions need to be related to the organisation and to one's job. It is possible to feel engaged by the job but not by the organisation, in which case the employee may be making a significant contribution to the organizational performance, but is essentially a free agent primed to move to greener pastures. Alternatively, it is also possible to feel engaged by the organisation and not to the job, in which case the employee only talks eloquently but does not perform equally. Satisfaction, commitment, pride, and advocacy in relation to both the job and the organisation constitute the essential elements of engagement.

A keen observation of employee behaviour in organisation reveals three categories of employees: engaged, not engaged, and actively disengaged.

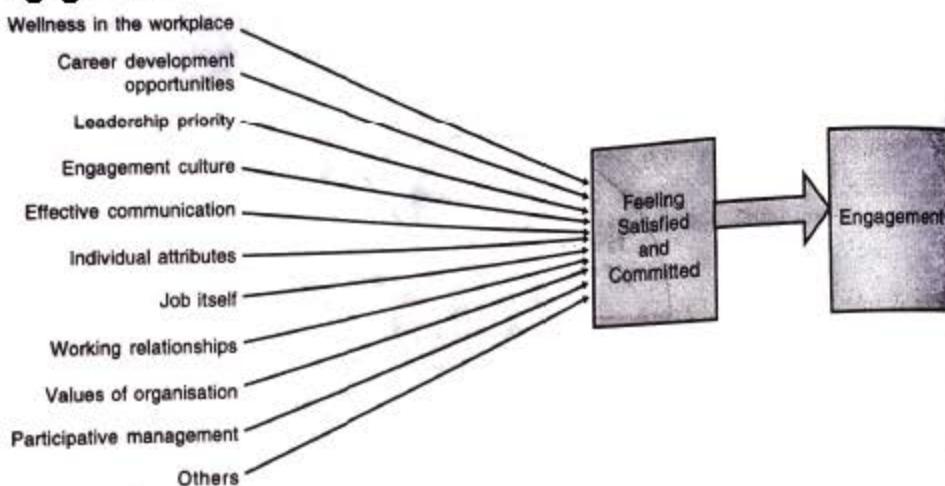
Engaged: Engaged are the employees who work with passion and feel a profound connection to their company. They drive innovation and move the organisation forward. Worldwide, only 34 per cent of employees are said to be fully engaged. Country wise percentages vary, but no country has levels above 50 per cent. Contrary to popular perception, India ranks the highest with the score of 45 per cent. Corresponding figures for other countries include: US (44 per cent), New Zealand (43 per cent), France and Germany (40 per cent each), UK (33 per cent, and Sweden (34 per cent). Other Asian countries score the lowest, with China at 29 per cent, South Korea at 18 per cent and Japan 11 per cent.

Not Engaged: Not engaged are essentially "checked out". They are sleepwalking through their workday, clocking time, but not putting in energy as passion into their work.

Disengaged: Disengaged are unhappy and resentful and who express them openly. Everyday, these workers undermine what their engaged peers accomplish.

In world-class firms, the ratio of engaged to actively disengaged employee is 9.57:1. In average organizations, the corresponding ratio is 1.83:1.

Drivers of Engagement



Drivers of Engagement

See illustration Drivers of Engagement – Several factors contribute to engagement

All these are impacted by environment which together influence employee engagement. The positive outcomes then are customer satisfaction and enhanced performance. Engagement can be optimized when leadership structure, roles and capability, and people systems and processes are aligned with an appropriate strategy and embedded in a positive work culture.

Wellness in the Workplace: Well-being of employees is a prime driver for engagement. Well-being is the interplay among physical well-being (health and energy), relational well-being (such as respect, balance and connectedness), and psychological well-being (such as mood and sense of accomplishment). Organizations should realize that well-being results in highly engaged employees.

Career Development Opportunities: An employee, who claims that his or her organisation provides for career advancement, is highly engaged. It is said that employees are six times more likely to be engaged when such opportunities are provided. At the core of career development are the learning and development facilities which the organisation needs to provide in the right-spirit.

Leadership Priority: Leadership can influence employee engagement in many ways. Employees, who feel that leaders care for them, walk that extra mile towards achieving goals. Transformational leader (strong vision, effective communication and the like) are great motivators than transactional leaders. More powerful are the charismatic leaders who inspire devout followers by appealing to their emotions and values.

Though leadership quality is the great employee motivator, in reality for top leaders, engagement seems to be not a priority as shown in Figure 11.14. Only 38 per cent of senior managers are sincerely interested in employee well-being, 38 per cent communicate openly and honestly, and the scores are low in such other dimensions as consistency between actions and values, and the like.

Engagement Culture: Strong culture is a great engagement builder. What has made Taj Hotel staff lose their lives to save the hotel guests? What made employees of Land Rover in

UK to make it profitable? What prompted a CEO of HUL say "I may retire and leave the company but the company cannot be taken away from me"? Answer to these questions is culture. Culture has the potential to convert average into good, good into great and great into the greatest.

Effective Communication: Clear communication top-down and bottom-up should be an engagement priority. Employees prefer to work for successful are contributing to that success. They need organizations and feel that they to know that their opinions count, be clear about what is expected of them, to understand their organisation's strategy, and to see how their work is linked to the business plan. Communications is needed for all these.

Individual Personalities: Some personality traits place individuals in favourable minds for engagement. Personality traits related to engagement include: Frequency of positive mood (positive affectivity), dedication to getting things done (conscientiousness), shaping work environment to reflect own preferences (proactive personality) and enjoyment of work for the sake of work (automatic personality). Employees with higher levels of each trait are more likely to be engaged in any work environment, independent of any initiative to influence his or her motivation.

The Job Itself: The challenges that the job offers on a day-to-day basis and the job's importance and its impact on the company's performance determines the individual's commitment and passion. The professional stimulation that the employee gets from the job is directly proportional to the motivation he/she exhibits on the job. Commitment to put in his/her best efforts, apply diverse thinking to solve problems and innovate are all evidenced by the perception the employee carries about the job. Ensuring that the employee is adequately equipped with all skills and resources to carry out the responsibilities also plays a role. Job impacts employee loyalty and customer service. An employee who perceives his or her role as meaningless and just a 'cog in the wheel' is clearly disengaged and exhibits a passive approach towards organizational goals and customer service. The degree of alignment of employee performance with company performance is another critical element of the job that impacts engagement. The more the employee sees the impact of his or her efforts on the business outcomes, the more is the sense of importance and purpose and more is the effort he/she will put into work.

The **World Development Report 2013** views a job beyond its impact on employee engagement. The description of a job by the Report is worth recollecting in this context. It states thus: "Individuals value jobs for the earnings and the benefits they provide, as well as their contributions to self-esteem and happiness. But some jobs have broader impact on society. Jobs for women can change the way households spend money and invest in education and health of children. Jobs in cities support greater specialization and the exchange of ideas, making other jobs more productive. Jobs connected to global markets bring home new technological and managerial knowledge. And in turbulent environments, jobs for young men can provide alternatives to violence and help restore peace".

Working Relationships: Quality of interpersonal relationships with superiors, peers, and subordinates matters in employee engagement. An employee cannot walk that extra mile if his or her interpersonal relations are fractured.

Values of the Organisation: Vision and mission of the organisation spell out the values cherished and upheld by the management. An organisation that stands for high ethical values is an engagement enhancement driven firm.

Capabilities are the extent to which the organisation effectively creates talent, Information, and resources to grow customer value. Capabilities are the strongest predictor of customer outcomes such as satisfaction and retention.

Engagement is the extent to which employees are willing to go beyond the minimum requirements of their role to provide additional energy or to advocate for their organization as a great place to work, purchase from, or invest in. Engagement is a strong predictor of employee retention and performance. Collectively, these three factors determine quality, customer loyalty, talent retention, internal function effectiveness, productivity, goal achievement, operating effectiveness, and financial performance.

Participative Management: Participative management, also called employee empowerment practices such as stock options, board level association and job enrichment will also act as engagement drivers.

Others: Size of organisation, tenure and age of employee impact engagement in no less significant way. Large organizations expend more efforts to engage employees than smaller ones. Employees in the age group of 40 plus care more for challenging environment and career growth than do older employees who value recognition and reward for their contributions. Galup Study has found that the longer an employee stays with an organisation, the greater is the likelihood that he or she gets disengaged. Organizations need to constantly innovate and provide opportunities to keep employees constantly engaged. Each employee's work should be connected with the big picture-effectiveness of the organisation. Managers need to demonstrate transparency and fairness in all their people-related activities.

Benefits of Engagement

Three variables; alignment, capabilities, and engagement matters significantly in determining an organizational success.

Alignment is the extent to which employees are connected to the organisation's business strategy and goals and the extent to which work units are effectively aligned with one another to deliver high-value products or services to customers. Alignment contributes to the operating and financial performance.

Capabilities are the extent to which the organisation effectively creates talent, information, and resources to grow customer value. Capabilities are the strongest predictor of customer outcomes such as satisfaction and retention.

Engagement is the extent to which employees are willing to go beyond the minimum requirements of their role to provide additional energy or to advocate for their organization as a great place to work, purchase from, or invest in. Engagement is a strong predictor of employee retention and performance. Collectively, these three factors determine quality, customer loyalty, talent retention, internal function effectiveness, productivity, goal achievement, operating effectiveness, and financial performance.

Key Terms

1. Status-based Rewards: Jobs occupying higher slots in job-hierarchy carry better rewards such as pay, designation, perquisites, responsibilities and challenges. Firms use job evaluation to establish status differentials among jobs.

2. Competency-based Rewards: Also called skill-based pay, competency-based rewards carry payoffs depending on the SKAs an employee possesses. Such rewards motivate employees to enhance their

skills, knowledge and abilities.

3. Job Design: Sprouted as an approach to motivation, job design involves creating jobs in such a way that enhances employee's interests in doing them

4. Ergonomics: Designing working conditions that help the job-holder perform better with comfort. The job should fit the abilities and physical characteristics of the incumbent. It is only then that the

Job-holder experiences comfort resulting in enhanced performance.

5. Job Rotation: Moving employees from job-to-job to add variety and reduce boredom by allowing them to perform a variety of tasks. In addition, employee becomes an all-rounder and multitasked.

6. Job Enlargement: The practice of expanding the content of a job to include more variety and a greater number of tasks at the same level. Job enlargement results in horizontal loading of the job and this factor acts as a motivator too.

7 Job Enrichment: The practice of giving employees a high degree of control over their work, from planning to organizing, through performing the tasks and evaluating the results. Job enrichment is a more powerful motivator than job enlargement.

8. Behaviour Modification: When OB experts refer to organizational behaviour management (or OB Mod, for short, they are describing the systematic application of positive reinforcement principles in organizational settings for the purpose of raising the incidence of desirable behaviors. OB Mod typically uses positive reinforcement to encourage desirable behaviors in employees.

9. ABC Model of Behaviour: ABC model emphasizes on A (antecedents), B (behaviour, and C (consequences). Antecedents trigger behaviors which result in consequences. Now, if the consequences are positive, behaviors tend to be repeated. If outcomes do not match actions, behaviors may not be repeated.

10. Empowerment: The process of delegating authority to individuals at the lowest level in an organisation at which competent decisions can be made. Empowerment is what young job aspirants are looking for in organizations. More than monetary words, it is the feeling that employee 'owns' the job that motivates him or her.

1. B-Players: These are the employees who do the jobs competently, steer the course, reclusive, loyal

and are solid citizens of organizations. The B-player is the wheel in an organizational machine that never squeaks and hence never gets any lubricant

2. Quality of Work Life (QWL): QWL is a technique designed to improve organizational functioning by

humanizing the workforce, making it more democratic and involving employees in decision making.

3. Law of Effect: Consequences determine likelihood of behaviour getting repeated. If consequences

are pleasant, behaviour gets repeated. Unpleasant experiences do not cause repeat behaviour.

4. MBO: A method whereby managers and employees define goals for every department, project and person and use them to monitor subsequent performance.

