

HUMAN **IMPLICATIONS** OF ORGANIZATIONS

CAIIB ABM CHAPTER 12 MODULE B **By Ashish Sir**

Vroom's Expectancy Model

- Also known as instrumentality theory, path-goal theory, and valence-instrumentality-expectancy theory.

- Developed by Victor H Vroom

1. Expectancy (Effort → Performance):

- **Question:** "Can I do it?"
- This is the belief that **putting in effort will lead to good performance.**
- If someone feels capable and confident in their ability to complete a task, their motivation will increase.

2. Instrumentality (Performance → Reward):

- **Question:** "What's in it for me?"
- This is the **belief that performing well will lead to a reward.**
- If someone thinks their effort will result in a meaningful outcome, they are more likely to stay motivated.

3. Valence (Value of the Reward):

- **Question:** "Do I care about the reward?"
- This is **how much the person values the reward or outcome.**
- If the reward is appealing or important, motivation will be stronger.

Motivation = Expectancy × Instrumentality × Valence

- If any one of these factors is low (e.g., they don't believe they can succeed, they don't think they'll get a reward, or they don't value the reward), motivation will also be low.
- When all three factors are high, people are highly motivated.

Adams' Equity Theory

Theory by James Stacy Adam proposes that motivation to act develops after the person compares the inputs / outcomes with the identical ratio in comparison to the other person.

Upon feeling inequity, the person is motivated to reduce it.

Porter's Performance satisfaction model

- It states that the motivation does not equal satisfaction and/or performance. These are all separate variables related in different ways.
- **Effort does not lead to performance directly.**
- It suggests that performance leads to satisfaction.

Reinforcement Theory

The consequences of an individual's behaviour in one situation influences that individual's behaviour in a similar situation.

MOTIVATION AND BEHAVIOUR

Behaviour is generally motivated by a desire to achieve some goal and goal may be known to the individual or it may not be known to him.

- Each activity is supported by motivation.

Motives: Motives (inner) are needs, wants, drives or impulses within the individual. **These are whys of the behavior.**

Goals

- These are **outside** an individual.
- These are the **hopes for rewards** towards which the motives are directed.
- Incentives can be termed as goals.
- These incentives can be tangible financial rewards such as increase salary or could be non-financial intangible rewards such as appreciation praise for power



MOTIVATION TO WORK

There are several ways of motivating people at work such as money, appreciation, job enlargement, job enrichment, job rotation, participation.

Money

- It is **important motivator** as money has the capability to meet several needs of a person. Maslow's physiological needs like food, clothing and shelter can be met by money.
- Not only satisfies the basic needs but also meet his higher needs like entertainment, pleasure etc.
- **But it has limited impact** and diminishing returns with regards to its utility.

Appreciation

- An effective **non-monetary benefit** is the recognition and appreciation for good job.
- It **satisfies self-esteem need** and employee feels important.
- It also **has impact on other group members**.

JOB ENLARGEMENT

- It refers to **assigning more and more jobs** of same level to diversify the skills of a person.
- It helps both the organization and the individual
- The **individual get satisfaction** of working whereas the organization gets a person who can handle different jobs

JOB ENRICHMENT

- A job is enriched when it is exciting, challenging and creative and involves higher responsibility.
- It provides more decision making, planning and controlling powers.

JOB ROTATION

- **Shifting an employee from one job to another** with different functionality to keep his interest in the job intact.
- Besides, there is lot of **learning opportunity** in job rotation.

Participation

Participation of the employee in the management of an organization keeps the employee motivated.

Quality of work life

- It is combination of physical and emotional comforts.

- Adequate and fair compensation, safety and healthy environment, jobs aimed at developing and using employee's skills and abilities, integration of job career and family all contribute in improvement in quality of work life.

ROLE CONCEPT AND ANALYSIS

- **Role means a set of expected behaviour patterns attributed to someone occupying a given position in an organization.**
- It includes both rights and obligations.
- *Role and position* are different concepts. Role is a position a person occupies in an organization and it is an obligational concept. Position is a relational concept and is related to power.

Aspect	Role	Position
Nature	A behavioral concept based on responsibilities.	A relational concept based on organizational structure.
Focus	Focuses on what a person is expected to do.	Focuses on where a person is in the hierarchy.
Dynamic vs. Static	Dynamic; changes based on expectations and context.	Static; tied to the organizational hierarchy.
Associated With	Obligations (what the person must fulfill).	Power and authority (what the person controls or influences).
Example	A manager's role includes	A manager's position is above

	guiding their team.	their team but below the director.
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IMPORTANT ASPECTS OF ROLE

Role stagnation

- When a person is promoted, he assumes a new role but if he fails in the new role, he experiences role stagnation, even though he occupies a new role.
- In turn this causes role stress

Inter-role distance

If **an individual occupies more than one role**, there could be conflicts between them. A branch manager also performs the role of husband and father at home.

When he is not able to give time to family, this creates stress.

Role set conflicts

Different people have different expectation from one role.

There is possibility of incompatibility amongst expectation of others from employee end. It may then result into role ambiguity, role expectation conflict, role overload etc.

Role ambiguity

- When the individual is not clear about the expectations from him about the role this is called role ambiguity.
- It may be in relation to activities, responsibilities, priorities or general expectations.

Role expectation conflict

- When there are conflicting expectations or demand from a role, the role occupant experiences conflict and stress.
- These expectations may come from boss, customer, peers or subordinates.

Example: Imagine a middle manager who:

- Is expected by their boss to increase productivity and enforce strict policies.
- Is pressured by their team to be more lenient and understanding about workload and deadlines.

- Faces demands from **customers** to prioritize high-quality service that requires more time and resources than the organization allows.

These competing expectations create a dilemma where fulfilling one expectation might mean failing another, causing **stress** and **role conflict**.

Role overload

- When a role occupant finds that there are too many expectations from the role.
- It may occur when the role occupant lacks power or where there are large variations in the expected output.

Role erosion

- Where the role occupant finds that certain functions that he is performing are being performed by someone else, having a different role. It is **individual's subjective feeling**.

- In a small bank an additional post of general manager has been created. Earlier there was one GM only. The existing GM may start feeling that there is role erosion.

Resource inadequacy

When the resources required for performance of a role are not adequacy, the role occupant may experience the resource inadequacy.

Personal inadequacy

When the role occupant finds that he does not have adequate skills, knowledge or experience to perform the role effectively.

Role isolation *Distance from a Role*

- When role occupant finds that certain roles are closer to him and other at a distance, the main criteria being the frequency and ease with which he could perform the role.

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- When linkages are strong, the role isolation is low and vice versa.



Summary of Authors and Their Work (Short Notes)

1. **Kurt Lewin:** Behavior is influenced by the interaction of a person and their environment.
2. **Friedman and Roseman:** Differentiated between Type A (impatient, multitasker) and Type B (relaxed, methodical) personalities.
3. **Erik Erikson:** Identified 8 stages of personality development, from trust vs mistrust to integrity vs despair.
4. **Sigmund Freud:** Proposed psychoanalytic theory, with Id (desires), Ego (rationality), and Super Ego (morality).
5. **John Holland:** Personality-job fit theory with six types: Realistic, Investigative, Social, Conventional, Enterprising, Artistic.
6. **Abraham Maslow:** Hierarchy of needs: physiological, safety, social, esteem, and self-actualization.
7. **Frederick Herzberg:** Two-factor theory with motivators (recognition, growth) and hygiene factors (salary, conditions).
8. **Clayton Alderfer:** ERG Theory focused on Existence, Relatedness, and Growth needs.
9. **David McClelland:** Achievement Motivation Theory with needs for achievement, power, and affiliation.
10. **Victor Vroom:** Expectancy Theory explaining motivation as a function of effort, performance, and reward.

11. **James Stacy Adams:** Equity Theory highlights fairness in comparing inputs and outcomes.
12. **Elton Mayo:** Human Relations Model emphasizing social factors at work.
13. **Carl Rogers:** Self-concept theory focusing on self-image influencing behavior.
14. **John B. Watson:** Social learning theory stating personality is learned through interaction and environment.



Fill-in-the-Blanks (50)

1. Kurt Lewin stated that behavior is influenced by the interaction of the _____ and the environment. (Answer: person)
2. According to Friedman, Type A personalities are _____ by nature. (Answer: restless)
3. Erikson's first stage of personality development is _____ vs mistrust. (Answer: trust)
4. Sigmund Freud described the _____ as the rational component of personality. (Answer: ego)
5. John Holland's investigative type prefers activities involving _____. (Answer: thinking)
6. Maslow's highest need is _____-actualization. (Answer: self)
7. Herzberg classified motivators and _____ factors. (Answer: hygiene)
8. Alderfer grouped needs into Existence, _____, and Growth. (Answer: relatedness)
9. McClelland emphasized the need for achievement, power, and _____. (Answer: affiliation)

10. Vroom's Expectancy Theory includes expectancy, instrumentality, and _____. (Answer: valence)
11. Freud's Id operates on the _____ principle. (Answer: pleasure)
12. According to Maslow, safety needs include protection from _____. (Answer: danger)
13. Investigative personality types prefer jobs like _____ and economist. (Answer: biologist)
14. Herzberg's motivators include _____ and recognition. (Answer: advancement)
15. Alderfer's ERG theory focuses on needs that can exist _____. (Answer: simultaneously)
16. McClelland's power need involves influencing and _____ others. (Answer: controlling)
17. According to Erikson, intimacy vs isolation occurs during _____ adulthood. (Answer: young)