

Unit-4

Attitude

* Attitude → Attitude is basically expression of Approval or Disapproval, Likes or dislikes & favorability & unfavorability.

Attitude is evaluative statement either favorable or unfavorable about the people, objective etc.

* Characteristics

- 1) It affects the behavior of an individual
- 2) It is invisible, which can not be directly observed
- 3) It is accurate
- 4) It is pervasive (At all age groups)

* Sources of Attitude / Formation

- 1) Personal Experience
- 2) Association
- 3) Social Learning
- 4) Mass Media
- 5) Psychological factors (Beliefs, values, Perception, etc.)
- 6) Social factors (Language, culture, Norms)
- 7) Organisational factors (Nature of the job, Co-workers, Quality of supervision, informal group)

Meuwards)

- 8/ Economic factors
- 9/ Political factors
- 10/ family factors (Education, Health, Religion, Economic Condition)

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★ Methods of Measuring Attitude

- 1/ Observation
- 2/ Expression
- 3/ guided interviews
- 4/ Unguided interviews
- 5/ Questionnaire

→ guide aim

★ Counselling → Employee Counsell is a Psychological Health care intervention which can take many forms its aims is to assist both the Employer & the Employee with and an Active Problem solving Approach to ~~take~~ & tackle the ~~problem~~ problem. Counselling is a scientific process of Assistant extended by an Experts. In an individual situation to a Needy Person.

Counselling involves relationship b/w 2 Persons in which one of them is counsellor who Attempts to ~~assist~~ the Assist the other (counselee or client).

Employee Counselling is

a ~~proc~~ process of assisting the employees wh. with the help & support during tough times and this times may be ~~be~~ because of Personal issues or organisational issues.

* Objectives of Counselling

- 1) To Understand Ones problem clearly.
- 2) To realise what he is able to do & what he should do that means to except the abilities and weakness. ^{Deep thinking}
- 3) Developed insight and understanding in relation to self & environment & opportunities open to improve.
- 4) Decide A course of action by making his own own decision

* Types of counselling

1) Directive counselling

(i) counselling orientive → The counsellor Direct the client to take ~~the~~ the 1st step in order to resolve the problem.

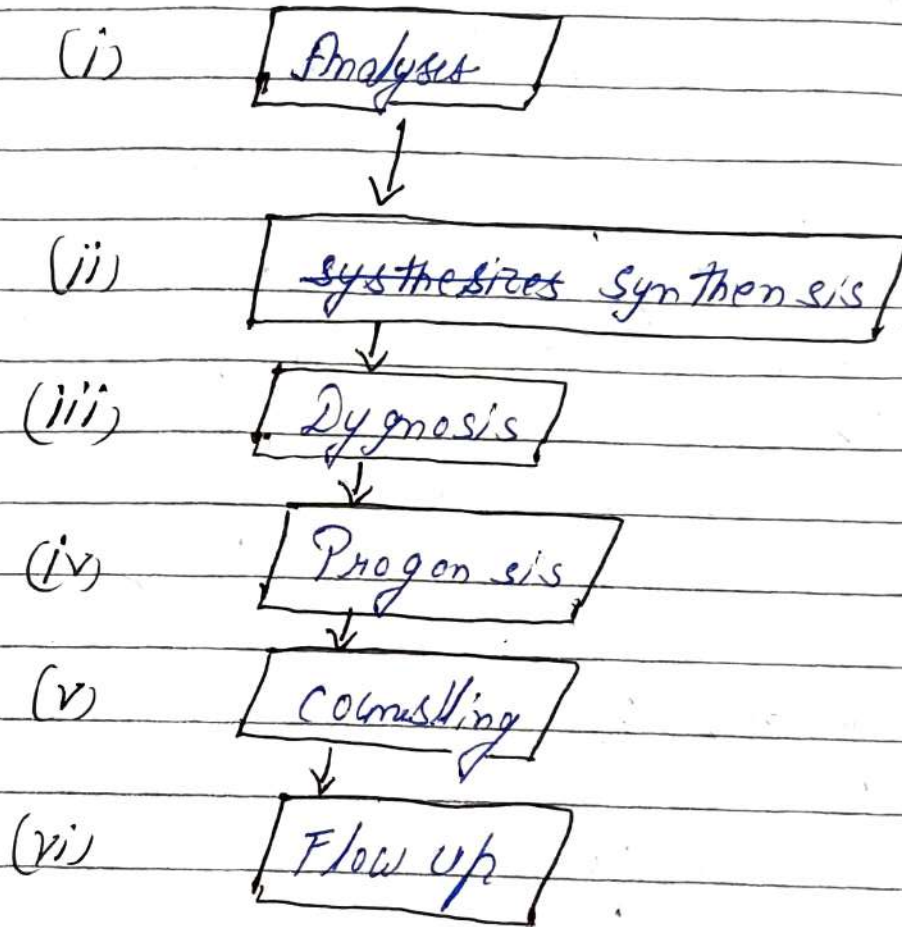
(ii) It is based on the Assumption that the client can't solve his own problem.

(iii) The counsellor ~~for~~ plays an impor imp. ~~part~~ role he tries to Directive thinking of counsellor.

by thinking, informing, explaining and ~~advising~~ Advising.

(iv) It gives more important to intellectual Aspect than to emotional Aspect.

* Process of Directive Counselling



(1) Analyse → It is

(i) It includes collection of information about the individual which can be collected through unstructured interview Psychological case history method, interaction with friends or family etc.

- 2) Synthesis → After collection of the data the information is organised in a logical manner to analyse the individual in terms of his qualification, Potential, cultural background, habits etc.
- 3) Dagnosis → It consists of the interpretation of the data in relation to the nature of problem, causes of problem.
- 4) Prognosis → Under this step a prediction is made about the future development of the problem.
- 5) Counselling → The counselling here is about to bring adjustment & readjustment to the individual in relation to his problem, attitude & interest of the individual.
- 6) Followup → It is extremely imp. step & individual may be able to solve the immediate problem through counselling but new problems may occur or the original problem may re-occur. Followup with the client is very necessary as he has to make the individual understand and accept his strengths & also the weaknesses.

* Advantages

- 1/ It is the most economic approach & less time consuming.
- 2/ This method is used for clients less mature or less intelligent clients can interact with an experienced counsellor.
- 3/ This is the best method at lower level where the client is not in the position to analyse his own problem.
- 4/ In this method the counsellor becomes readily and available to help the client.

* Disadvantages

- 1/ In Directive counselling the client never becomes independent to the counsellor.
- 2/ It will not help the individual to develop any attitude through his own experience.
- 3/ The counsellor fails in saving the client to commit the mistakes in future.

2/ Non Directive counselling →

- 1/ It is client oriented.
- 2/ In this method the counsellor is the most imp. centered of the counselling process.
- 3/ The main function of the counsellor is to create and atmosphere in which

the client can work on his own problem.

Also known as Permissive counselling.

In this type of counselling emotional elements are given more importance rather than in intellectual elements.

* Process of Non-direct counselling

Defining the Problematic Situation



Free expression of feelings



Development of the Insight



Classification of Positive and Negative Felt Feelings



Termination of counselling situation.

1) Free expression of feelings → The client is made aware of the fact that he can express his feelings and the counsellor approves this.

2) Development of Insight → The Counsellor goes on thinking regarding client's new feeling along with the development of client's insight and he goes on on classifying all those new feelings.

3) Classification of positive and negative feelings → After the free expression of the feelings by the client the counsellor identifies his negative and positive feelings.

4) Termination of total counselling situation → The counsellor looks for a point where he can terminate the counselling situation of after all the above steps.

* Advantages → of non-directive counselling

- 1) It helps the counsellee to become independent and to attain the ability for self direction.
- 2) It helps the client to attain emotional integrity and helps to reach his full growth.

It helps to attain more sustainable adjustment to his situation.
This type of counselling is done for longer period.

* Disadvantages —

- 1. More time consuming
- 2. Not suitable for less-motivated and less intelligent people.
- 3. It is not possible in ~~short~~ ^{small} groups because the counsellor has to attend many people.
- 4. The counsellor with the passive attitude might irritate the client that he might hesitate to express their feelings.

* Difference Between Directive and Non-Directive Counselling -

Directive	Non-Directive
1. Less time consuming	More time consuming
2. Emphasis is on the problem	Emphasis on the client
3. Focus is on intellectual aspects	Focus is on emotional aspects

4) Methodology is direct

Methodology is
Indirect

5) solves immediate problem

Deals with self
analysis and
new problem of
adjustment may be
taken care of

6) Counsellor plays
Active Role

Counsellor plays
passive role

7) Counsellor takes all
the decisions

Client takes his
all decisions

* Eclectic Counselling → This counselling is a type
of counselling combination of
both directive and non-directive which is
either counsellor oriented non-client oriented.
Here the counsellor is either to achieve non-directive
but follows a middle course.

* Characteristics →

1) Methods of counselling may change from
client to client or with the same
client from time to time.

2) Highly flexible.

- 3) Freedom of choice and expression is open to both the Counsellor and Counseee.
- 4) The client and Psycho-social frame work are adjusted to serve the purpose of relationship.

* Counselling with special groups at work

1) Handicap ->

- A Workplace ex ex cessibility becomes low and zero.
- b Avoidance or rejection.
- c Over sympathy.
- d changes of doing job.
- E Imperfection.
- F Low Self-Motivation
- G A sense of he can't do it.
- H Low speed and productivity.
- I Discrimination.

* Possible solutions ->

(a) For Disabled Person ->

- I Be confident
- II Accept ~~your~~ yourself for who you are
- III Be confident in asking asking for the support.
- IV Be informed about your rights
- V Be open and upfront.

(b) For Co-worker -

- I do not make assumption about disabled person
- II be supportive but not over bearing

(c) For Employer and Management -

- I do not think disabled person are special case.
- II ask if there needs are not met.
- III be aware of their working hours allow flexible working.
- IV Encourage mutual respect among workers.

EMPLOYEE MORALE AND PRODUCTIVITY

Introduction

Morale is a group phenomenon consisting of pattern of attitudes of members of the group. It refers to the spirit of the organisation. It represents the attitudes of individuals and groups in an organisation towards their work environment and towards voluntary cooperation to the full extent of their capabilities for the fulfilment of organisational goals. Thus, morale is an indicator of attitudes of employees towards their jobs, superiors and environment. It is the sum total of employees' attitudes, feelings and sentiments towards these variables. Morale is a by-product of motivation and group relationships in the organisation. It is a mental process which once started permeates in the entire group creating a mood which results in the formation of a common attitude.

CONCEPT AND NATURE OF MORALE

Meaning of Morale ?

The term 'morale' has been defined in many ways. However, all the definitions revolve around the attitude towards work for the accomplishment of organisation goals. William Spriegel has defined morale as the cooperative attitude or mental health of a number of people who are related to each other on some basis. According to Alexander H. Leighton, "Morale is the capacity of a group of people to pull together persistently in pursuit of a common purpose."¹ These definitions reveal that morale is the degree of enthusiasm and willingness with which the members of a group work to perform their assignments.

Morale represents a composite of feelings, attitudes and sentiments that contribute to general feelings of satisfaction². It is a state of mind and spirit affecting willingness to work, which in turn, affects organisational and individual objectives³. It shapes the climate of an organisation.

satisfaction of individuals. Morale is the total satisfaction a person derives from his job, his workgroup, his boss, his organisation and his environment.⁵

High morale exists when employees' attitude is favourable towards their jobs, their company and their fellow workers—favourable to the total situation of the group and to the attainment of its objectives. Low morale exists when attitude inhibits the willingness and ability of the group to attain company objectives⁶. Thus, morale of employees should be high to achieve the organisational objectives efficiently and effectively. High morale reduces labour turnover, wastes and disharmony.

Employees with high morale like their jobs and co-operate fully with the management towards the achievement of goals of the organisation. It results from job satisfaction and generates job enthusiasm. High morale is indeed a manifestation of the employees' strength, dependability, pride, confidence and devotion. All these qualities of mind and character taken together create high morale among the employees.

Morale of employees must be kept high to achieve the following benefits :

- (i) Willing cooperation towards objectives of the organisation.
- (ii) Loyalty to the organisation and its leadership or management.
- (iii) Good discipline i.e., voluntary conformity to rules and regulations.
- (iv) High degree of employee's interest in their jobs and organisation.
- (v) Pride in the organisation.
- (vi) Reduction of rates of absenteeism and labour turnover.

Indicators of Low Morale

Low morale indicates the presence of mental unrest. The mental unrest not only hampers production but also leads to dissatisfaction of the employees. Low morale exists when doubt and suspicion are common and when individuals are depressed and discouraged. i.e., there is a lot of mental tension. Such a situation will have the following adverse consequences :

- (i) High rates of absenteeism and labour turnover.
- (ii) Excessive complaints and grievances.
- (iii) Frustration among the workers.
- (iv) Friction among the workers and their groups.
- (v) Antagonism towards leadership of the organisation.
- (vi) Lack of discipline.

Low morale may be very fatal to the organisation as human relations will tend to deteriorate. Whatever may be the cause of low morale, organisation suffers ultimately because quantity and quality of production both suffer. Thus, in order to avoid these evil consequences, every manager should work to build and maintain high morale of the people working under him. For this, he should have constant knowledge of the opinions and attitudes of the

VROOM'S EXPECTANCY THEORY/MODEL

Expectancy theory of motivation was developed by Victor H. Vroom. It was first published in 1964 in his book 'Work and Motivation'. Later, this theory was expanded and refined by Porter and Lawler and others. Expectancy theory is a process theory of motivation which describes the process through which needs are translated into behaviour. It does not explain how needs emerge as has been described by content theories of Maslow, Herzberg and others.

Expectancy theory of motivation states that every employee is motivated to work when he believes to achieve the things which, he wants from his work. This theory is based on the premise that every employee is a rational person.

According to Vroom, every employee has a tendency or motivation to act or behave in a certain way. But the strength of the tendency or the force of motivation to act in a certain way is determined by the following three factors :

- (i) **Valence** or attractiveness of the outcomes of performance.
- (ii) **Expectancy** i.e. employee's perceived probability to perform to a certain level. This perception or estimate of performance is based on his abilities, experiences, resources, environmental factors etc.
- (iii) **Instrumentality** i.e. employee's estimate that his performance will result in achieving the outcome or reward.

Vroom states that the motivation force of an employee is a product of these three factors i.e. Valence, Expectancy and Instrumentality. This can be expressed in the following equation.

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

Vroom's model suggests that motivation leads to efforts and the efforts combined with employee's abilities (efficacy), experience, available resources, environmental factors etc. lead to performance. The performance, in turn, leads to various outcomes or results. Each outcome has some positive or negative value to the employee, which is termed as valence in this theory. When the total of all the valences is positive, the employee is motivated to make further efforts. Figure 17.4 explains the Vroom's model.

When all these three factors are high in an employee's perception, the motivation of the employee is likely to be high. But any of these factors is low in the employee's perception or belief, his level of motivation is likely to be low. When an employee thinks or believes that it is impossible for him to perform, his motivation to perform will be low. Similarly, when an employee believes that outcomes are not linked to performance but depends on manager's whims, his

motivation will be very low. When an employee does perceive any value in the outcomes, the motivation to attain it will not be in him. Therefore manager must always try to ensure that employee's level of expectancy, instrumentality and valence remains high. Only then the products of these factors will be high. Consequently the motivation level will also be high. Low level of any of the three factors and consequently the motivation level will also be low.

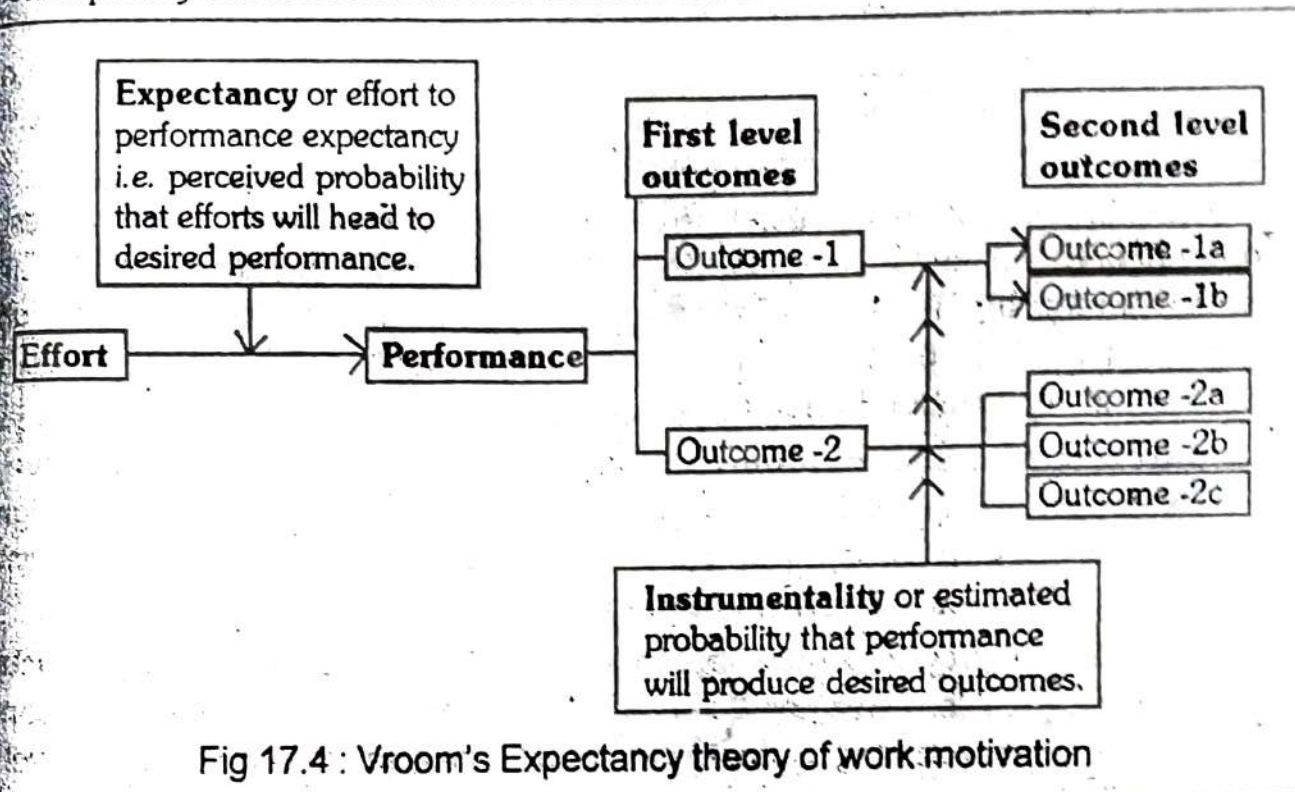


Fig 17.4 : Vroom's Expectancy theory of work motivation

Assumptions about the causes of behaviour :

Following are the assumptions about the causes of behaviour in organisations which provide the basis for the expectancy model :

(i) It assumes that behaviour is determined by the combination of forces in the individual and in the environment.

(ii) It assumes that people make decisions about their own behaviour in organisations.

(iii) It assumes that different people have different types of needs, desires and goals.

(iv) It assumes that people make choices from among alternative plans of behaviour based on their perceptions of the extent to which a given behaviour will lead to desired outcome. [Nadlar and Lawler]

Key concepts/factors :

It is usually stated that these three basic factors in Vroom's expectancy theory. However, few other factors are also considered important. All these concepts or factors are as follows :

1. Effort/Action/Behaviour
2. Outcomes
3. Expectancy

4. Instrumentality

5. Valence

1. Effort/Action/Behaviour : Effort are a behaviour or action or set of behaviours actions over which a person has control. Every person rationally chooses to do or not to do any behaviour or action. Actual level of behaviour or action or effort depends on all other concepts of this model described hereunder.

2. Outcomes/results : Outcomes are the results or consequences of actions or behaviours. These are the results or consequences over which one does not have complete control. Outcomes are of two types :

(i) **First level outcomes :** First level outcomes are the performances or consequences achieved from behaviours or actions or efforts of a person. These outcomes may be either positive or negative. Positive outcomes include higher productivity, good quality products, better cooperation etc. Negative outcomes include non-cooperative behaviour, poor quality products, low productivity etc.

(ii) **Second-level outcomes :** Second level outcomes are the positive or negative results or consequences of the first level outcomes. These include higher pay, recognitions by peers and society, promotions etc, as a positive outcomes and criticisms demotions donation or reprimands as the negative outcomes.

3. Expectancy : Expectancy is the estimated probability that a particular action or effort will lead to a particular level of performance i.e. first-level outcome. In other words, expectancy is the belief of an employee that a particular level of effort will lead to a particular level of performance. The employee's estimated probability or belief is based on his level of efficacy or ability work, experience, available (physical and financial) resources and environmental factors.

In fact, expectancy is an effort to performance expectations. These expectations are the subjective probabilities which may range from zero to one or zero per cent to 100 per cent. Zero expectancy indicates that employee's efforts have no anticipated impact on performance. There is absolutely no relationship seen between effort and performance. An expectancy of one suggests that performance is totally dependent on employee's efforts.

4. Instrumentality : Instrumentality is the employee's perceived degree of probability that a particular level of performance (i.e. first-level outcomes) will lead to a desired reward i.e. second-level outcomes. Thus, employee's general perception is that there is relationship between first-level outcomes and second level outcomes. In fact, first level outcomes are considerable instrumental in attaining second level outcomes.

Instrumentalities range from minus one to plus one (-1 to +1). An instrumentality of +1 indicates that attainment of second-level outcomes is totally dependent on the first-level outcomes. On the other hand, instrumentality of -1 indicates that attainment of second-level outcomes is less likely even if first-level outcomes have been achieved. The zero degree of instrumentality reveals that employee perceives no relationship between first-level outcomes and second level outcomes. In short, instrumentality can be expressed as the performance outcome expectation.

5. Valences or outcome valences : Valences or outcome valences is the value or preference perceived by an employee for a second-level outcome i.e. reward. In other words, valence is the degree of satisfaction or dissatisfaction felt by an employee from a second-level outcome. It represents an employee's feelings towards an outcome.

Valence ranges from negative to positive. It may be from minus one (-1) to plus one (+1). It is determined by the value of the outcome perceived by an employee. His value perception depends on how much the outcome will fulfil his needs. It is also influenced by personal values of the employee.

Outcomes have positive valence when they satisfy employee's needs and are consistent with his values. Outcomes have negative valence when they inhibit need fulfilment and are opposed to his values. Outcomes have zero valence when they neither satisfy or dissatisfy his needs and nor have any impact on his values. Zero valence indicates the employee's indifference towards an outcome. In such a case, the employee is not attracted to achieve that outcome.

The motivation force of an employee to perform a certain job depends upon all these five basic factors i.e. efforts, outcomes, expectancy, instrumentality and outcome valence.

Evaluation of Theory :

Advantages : This model or theory has been appreciated and supported by many academicians and managers. **It is appreciated on the following grounds :**

- (i) This theory **helps managers think about the mental processes** through which motivation occurs.
- (ii) This theory **values his employee's human dignity** because it is based on the premise that employees are capable and rationally thinking individuals. Therefore, their beliefs, perceptions and probability estimates influence their behaviour.
- (iii) It also **encourages managers to design a motivation climate** that will stimulate positive employee behaviour. This is done by creative effective communication with the employees.
- (iv) It encourages **managers to understand employees preferred outcomes** and ensures the availability of such outcomes.
- (v) It provides clear guidelines to managers for **increasing employee motivations by altering his expectancies, instrumentalities and outcome valences**.

(vi) This theory helps managers to see beyond the belief that motivation occurs when work satisfies the unsatisfied needs. Vroom's model suggests that **efforts can lead to need satisfying rewards**.

Criticism/Disadvantages : In spite of many advantages, Vroom's model is criticised due to following limitations :

- (i) Though this theory has emerged as an important one but it has not been fully tested. This theory needs further testing to build broad-based evidences for its support.

(ii) It is also argued that this theory has only limited use. It is because it tends to be valid only in situations where the effort-to-performance and the performance-to-outcome linkages are clearly perceived by the employees.

(iii) In many organisations employees are rewarded on the basis of seniority, educational qualifications etc. rather than on their actual performance. In such a situation, this theory tends to be idealistic and has no practical utility.

(iv) It is a complex theory in comparison to the earlier content or need based theories. Therefore it is relatively difficult to understand and apply.

(v) Many managers do not have time and resources to use this complex motivational model. However, they do learn about it and perhaps they use parts of it.

(vi) This theory helps managers to appreciate complexities of motivation but it does not give them much practical help in solving their motivational problems. It does not prescribe how motivational decisions are actually made.

(vii) This theory assumes that people rational in their behaviours. But in practice, employees always do not make decisions rationally. This is particularly true for routine jobs. People generally make decisions and later try to rationalise them.

(viii) The multiplicative relationship of the three variable factors (valence, expectancy and instrumentality) needs to be further substantiated.

(ix) It does not consider the effects of multiple outcomes from the same effort whereas it should consider the predicted effects of those multiple outcomes.

(x) These are no reliable measures of valence, expectancy and instrumentality in the real work settings.

(xi) This theory does not consider many factors of affecting motivation force because these factors may complicate the process of predicting motivation. These factors include the role of long-term rewards, favours granted in the past, sense of loyalty, fear of losing job etc.

In spite of these limitations, this theory is useful because it guides managers in dealing with the complicity of motivation problems in organisations. It guides managers in designing rewards, work systems goal setting etc. It also helps managers in matching rewards to performances.

Factors determining motivation :

According to Vroom, every employee has tendency or motivation to act or behave in a certain way. But every employee rationally evaluates various actions or work behaviours before he chooses from among them. His choice or motivation to act or behave in a certain way is determined by the following factors.

(i) The probability perceived by him that his certain amount of efforts will lead to certain level of performance. In other words, **his perceived ability to perform to a certain level.**

(ii) The chances he believes that his level of performance will lead to a desired level of outcome or reward. In other words, his perceived chances of getting outcome or rewards.

(iii) The employee's perceived value of an outcome or reward. In other words, attractiveness of the outcome to him in the light of his needs.

Theory in Practice by Managers :

In order to motivate employees, every manager has to satisfy the following conditions :

(1) High expectancies : Manager must see that employees effort-to-performance expectancy is maintained high. It should at least be greater than zero. Manager must ensure that employees believe that their efforts will lead to high performance because of their abilities, experience and other factors. For this, manager should provide an environment that facilitates good performance. Manager should also set realistically attainable performance goals. Manager should also provide necessary training, encouragement and support to the employee so that he can confidently perform at the desired level.

(2) Identify employee's desired outcomes : A manager should also identify the employees desired outcomes from their performance. In other words, manager should identify what employee wants to get out of his performance and what not. Manager should try to maintain employee's performance-to-outcome expectancy high. In any case, it should be greater than zero. Manager must ensure that employee always believes that high performance alone will lead to his desired outcomes or rewards.

(3) Make outcomes attractive : A manager should ensure that the total of all the valences for the various outcomes to the employee is high. In every case, he must ensure that it is greater than zero. One or two outcomes may have negative valences but the overall total of all the valences should be positive. For example, pay increase, promotion, recognition and other positive outcomes have positive valences whereas the outcomes in the form of job stress increased responsibility will have negative valences. But the overall total of all, the valences must be greater than zero or positive. With a view to make outcomes more attractive, manager should carefully analyse employee's needs and values.

Expectancy theory suggests that when these conditions are satisfied, employee will be motivated to expand his efforts. Greater the product of all the three factors i.e. expectancy, instrumentality and valences, higher will be the strength of his motivation.