

# Organization Behaviour

Class- BCA IInd Semester

Topic – Perception, Attitude, Value and Motivation



Mr. Upendra Sharma  
Assistant Professor

Department of Computer Application  
Jagatpur P. G. College, Varanasi

Affiliated to Mahatma Gandhi Kashi vidhyapith Varanasi  
Email- [sharmaupendra82@gmail.com](mailto:sharmaupendra82@gmail.com)

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# Concept

## Fundamental Concepts of Organizational Behavior

Organization Behavior is based on a few fundamental concepts which revolve around the nature of people and organizations.

- ▶ Individual Differences.
- ▶ Perception.
- ▶ A Whole Person.
- ▶ Motivated Behavior.
- ▶ The desire for Involvement.
- ▶ The value of the Person.
- ▶ Human Dignity.
- ▶ Mutuality of Interest.
- ▶ Holistic Concept.

# Nature

Perception is a process by which individuals organize and interpret as per their sensory immersions in order to give meaning to their environment. It is important to study perceptions in the study of Organization Behaviour, because people's behaviour is based on their perception of 'what reality is and is not on reality itself. Perception is influenced by many factors. These factors may be in the perceiver, or the object being perceived or the situations in the context of which perception is made. Personal characters that affect perception are attitude, personality, motives, interest, past experience and expectations.

# Importance

- ▶ It builds better relationship by achieving people's, organizational, and social objectives.
- ▶ It covers a wide array of human resource like behavior, training and development, change management, leadership, teams etc.
- ▶ It brings coordination which is the essence of management.
- ▶ It improves goodwill of the organization.
- ▶ It helps to achieve objectives quickly.
- ▶ It makes optimum utilization of resources.
- ▶ It facilitates motivation.
- ▶ It leads to higher efficiency.
- ▶ It improves relations in the organization.

# Management Behavioral aspect of Perception.

## Managerial applications of perception

- ▶ Employment Interview
- ▶ Performance Evaluation
- ▶ Performance Expectations
- ▶ Employee Loyalty

## BEHAVIOURAL APPLICATIONS OF PERCEPTION

- ▶ Principle of Intensity
- ▶ Principle of size
- ▶ Principle of contrast
- ▶ Principle of Novelty and Familiarity
- ▶ Principle of repetition
- ▶ Principle of Motion

# Effects of employee Attitudes

Bosses want you to show up to work with more than just your business clothes on; they prefer you come to work wearing a smile with that suit. The attitude you bring to the job can make or break your career. When you cop a bad attitude at work, you can infect your co-workers with your negative vibes. Negative attitudes -- just like positive ones -- have a direct effect on worker productivity and a company's bottom line.

- ▶ **Negative Attitudes**
- ▶ **Positive Attitudes**
- ▶ **Managers Set The Tone**
- ▶ **Attitudes And Productivity**

# Personal and Organizational Values

Most leaders know that effective feedback must be specific and timely. It's not effective to tell someone that he or she is "doing a great job and working with the values of the company."

- ▶ **Know Your Values.**
- ▶ **Be A Role Model.**
- ▶ **Teach values to your people.**
- ▶ **Remove obstacles to working with values.**
- ▶ **Reward and recognize those who live the values.**
- ▶ **Redirect those who aren't working with values.**

# Job Satisfaction

Job satisfaction is the extent to which an employee likes or dislikes her work. Although it is an overall attitude about the work and the organization, a number of facets or dimensions influence it, including job conditions, supervision, nature of the work, co-workers, pay and benefits and personal characteristics. Employers monitor workers' job satisfaction through a variety of tools, such as employee satisfaction surveys, to measure employee attitudes and identify opportunities for improving morale and job satisfaction. The goals of such efforts are desired organizational behaviors and improved employee retention.

# Improve Job Satisfaction

Employers can take steps to improve employee job satisfaction, thus increasing employees' OCB. They can implement policies and procedures that are fair and impartial and provide timely, objective performance feedback and fair compensation and benefits. They can also create and sustain a trusting environment by keeping promises, respecting employee privacy, encouraging employees to ask questions or express opinions without fear of ridicule or retaliation and allowing workers to decide how they will complete certain aspects of their work. Communicate openly and honestly with employees. Treat them as individuals, not as resources or full-time equivalents. Get to know them, recognize their accomplishments and give them opportunities for skills development and career advancement.

# Motivation

**Motivation** is an important factor which encourages persons to give their best performance and help in reaching enterprise goals. A strong positive motivation will enable the increased output of employee but a negative motivation will reduce their performance. A key element in personnel management is motivation. According to Likert, “it is the core of management which shows that every human being gives him a sense of worth in face-to-face groups which are most important to him. A supervisor should strive to treat individuals with dignity and a recognition of their personal worth.”

# Nature of Motivation

- ▶ Motivation is a psychological phenomenon which generates within an individual. A person feels the lack of certain needs, to satisfy which he feels working more. The need satisfying ego motivates a person to do better than he normally does.
- ▶ From definitions given earlier the following inferences can be derived:
- ▶ Motivation is an inner feeling which energizes a person to work more.
- ▶ The emotions or desires of a person prompt him for doing a particular work.
- ▶ There are unsatisfied needs of a person which disturb his equilibrium.
- ▶ A person moves to fulfill his unsatisfied needs by conditioning his energies.
- ▶ There are dormant energies in a person which are activated by channelizing them into actions.

# Importance of Motivation

Management tries to utilize all the sources of production in a best possible manner. This can be achieved only when employees co-operate in this task. Efforts should be made to motivate employees for contributing their maximum. The efforts of management will not bear fruit if the employees are not encouraged to work more. The motivated employees become an asset to the organization. The following is the importance of motivation.

- ▶ **High Performance**
- ▶ **Low Employee Turnover and Absenteeism**
- ▶ **Better Organizational Image**
- ▶ **Better Industrial Relations**
- ▶ **Acceptability to Change**

# Maslow's Need Hierarchy Theory



# McGregor's Theory 'X' and Theory 'Y'

Theory X and Theory Y were first explained by McGregor in his book, "The Human Side of Enterprise," and they refer to two styles of management – authoritarian (Theory X) and participative (Theory Y). If you believe that your team members dislike their work and have little motivation, then, according to McGregor, you'll likely use an authoritarian style of management. This approach is very "hands-on" and usually involves micromanaging people's work to ensure that it gets done properly. McGregor called this Theory X.

On the other hand, if you believe that your people take pride in their work and see it as a challenge, then you'll more likely adopt a motivate your team members. So, it's important to understand how your perceptions of what motivates them can shape your management style.

We'll now take a more in-depth look at the two different theories, and discover how and when they can be useful in the workplace. anticipative management style. Managers who use this approach trust their people to take ownership of their work and do it effectively by themselves. McGregor called this Theory Y.

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**Mr. Upendra Sharma**  
**Assistant Professor**  
**Department of Computer Application**  
**Jagatpur P. G. College, Varanasi**