

Process theories

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SUBJECT :ORGANISATIONAL BEHAVIOUR
ACADEMIC YEAR -2020-2021

Process Theories.

1.Vroom's Expectancy Theory

Vroom's Expectancy Theory was proposed by Victor. H. Vroom, who believed that people are motivated to perform activities to achieve some goal to the extent they expect that certain actions on their part would help them to achieve the goal.

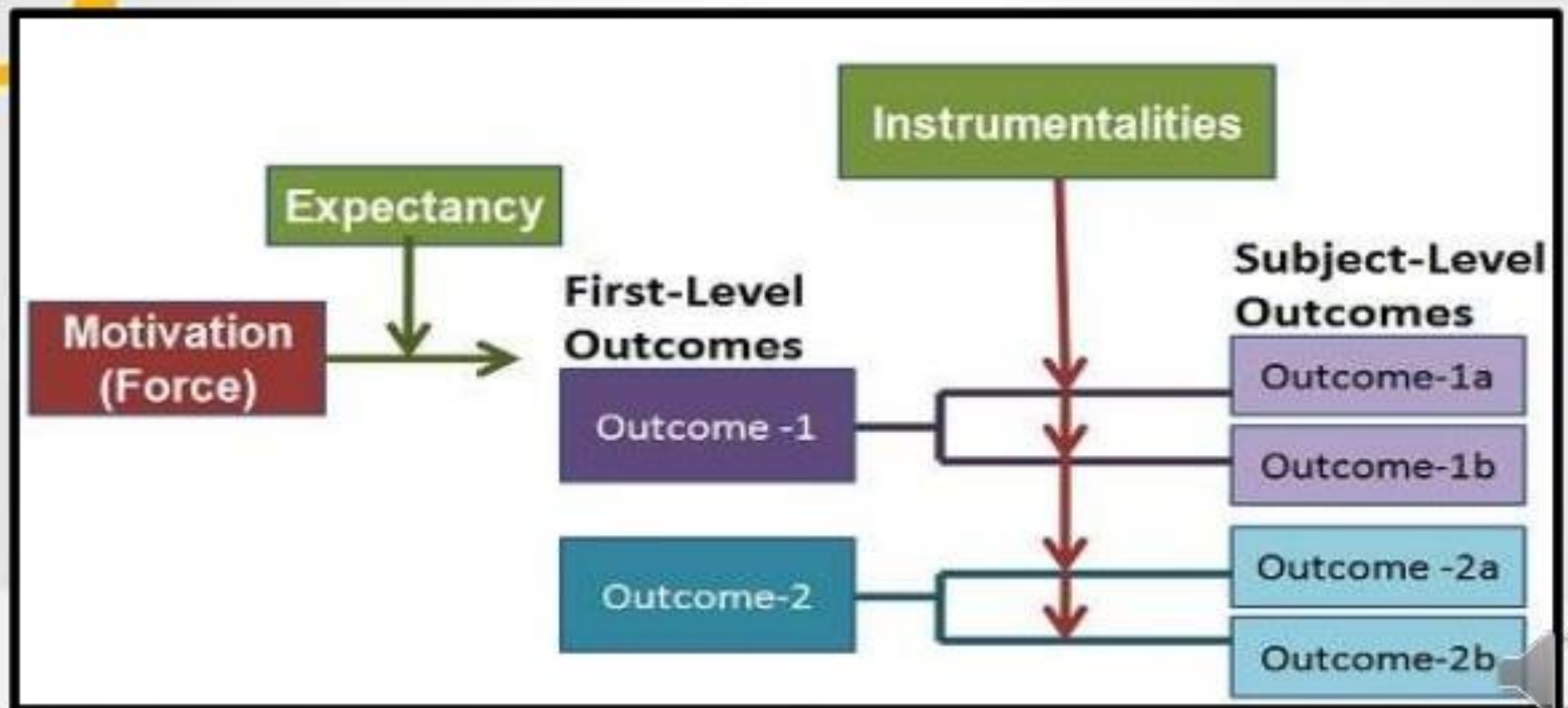
Vroom's Expectancy Theory is based on the assumption that an individual's behavior results from the choices made by him with respect to the alternative course of action, which is related to the psychological events occurring simultaneously with the behavior. This means an individual selects a certain behavior over the other behaviors with an expectation of getting results, the one desired for. Thus, Vroom's Expectancy Theory has its roots in the cognitive concept, i.e. how an individual processes the different elements of motivation.



This theory is built around the concept of valence, instrumentality, and Expectancy and, therefore, is often called as **VIE theory**.

- The algebraic representation of Vroom's Expectancy theory is:

- **Motivation (force) = \sum Valence x Expectancy**



- **Expectancy** – a person's belief that more effort will result in success. If you work harder, it will result in better performance.
- **Instrumentality** – the person's belief that there is a connection between activity and goal. If you perform well, you will get reward.
- **Valence** – the degree to which a person values the reward, the results of success.

2. Adam's Equity Theory.

The Adam's Equity Theory posits that people maintain a fair relationship between the performance and rewards in comparison to others. In other words, an employee gets de-motivated by the job and his employer in case his inputs are more than the outputs. The Adam's Equity Theory was proposed by John Stacey Adams, and is based on the following assumptions. Individuals make contributions (inputs) for which they certain rewards (outcomes).




To validate the exchange, an individual compares his input and outcomes with those of others and try to rectify the inequality. There are three types of exchange relationships that arise when an individual input/outcomes are compared with that of the other persons.

1. Overpaid Inequity. When an individual perceives that his outcomes are more as compared to his inputs, in relation to others. The overpaid inequity can be expressed as:

$$\frac{\text{Person's Outcome}}{\text{Person's Inputs}} > \frac{\text{Other's Outcome}}{\text{Other's Inputs}}$$

2. Underpaid Inequity. When an individual perceives that his outcomes are less as compared to his inputs, in relation to others. The Underpaid Equity can be expressed as:




$$\frac{\text{Person's Outcomes}}{\text{Person's Inputs}} < \frac{\text{Other's Outcomes}}{\text{Other's Inputs}}$$

3. Equity. An individual perceives that his outcomes in relation to his inputs are equal to those of others. The equity can be expressed as


$$\frac{\text{Person's Outcomes}}{\text{Person's Inputs}} = \frac{\text{Other's Outcomes}}{\text{Other's Inputs}}$$

Thus, Adam's equity theory shows the level of motivation among the individuals in the working environment. An individual is said to be highly motivated if he perceives to be treated fairly. While the feelings of de-motivation arise, if an individual perceives to be treated unfairly in the organization.



3.GOAL SETTING THEORY.

In 1960's, **Edwin Locke** put forward the Goal-setting theory of motivation. This theory states that goal setting is essentially linked to task performance. It states that specific and challenging goals along with appropriate feedback contribute to higher and better task performance. The important **features of goal-setting theory** are as follows:

The willingness to work towards attainment of goal is main source of job motivation. Clear, particular and difficult goals are greater motivating factors than easy, general and vague goals. **Specific and clear** goals lead to greater output and better performance. Unambiguous, measurable and clear goals accompanied by a deadline for completion avoids misunderstanding. Goals should be **realistic and challenging**. This gives an individual a feeling of pride and triumph when he attains them, and sets him up for attainment of next goal.



The more challenging the goal, the greater is the reward generally and the more is the passion for achieving it. Better and appropriate feedback of results directs the employee behaviour and contributes to higher performance than absence of feedback.

Feedback is a means of gaining reputation, making clarifications and regulating goal difficulties. It helps employees to work with more involvement and leads to greater job satisfaction.

Employees' participation in goal is not always desirable. Participation of setting goal, however, makes goal more acceptable and leads to more involvement. goal setting theory has certain eventualities such as:

a. Self-efficiency- Self-efficiency is the individual's self-confidence and faith that he has potential of performing the task. Higher the level of self-efficiency, greater will be the efforts put in by the individual when they face challenging tasks.



While, lower the level of self-efficiency, less will be the efforts put in by the individual or he might even quit while meeting challenges.

b.Goal commitment- Goal setting theory assumes that the individual is committed to the goal and will not leave the goal. The goal commitment is dependent on the following factors.

- Goals are made open, known and broadcasted.
- Goals should be set-self by individual rather than designated.
- Individual's set goals should be consistent with the organizational goals and vision.



4.Reinforcement Theory:

This theory is based on the concepts of operant conditioning developed by B.F. Skinner. It argues that the behavior of people is largely determined by its consequence. In other words, those actions that tend to have positive or pleasant consequences tend to be repeated more often in future, while those actions that tend to have repeated negative or unpleasant consequences are less likely to be repeated again.

The reinforcement theory suggests that managers should try to structure the contingencies of rewards and punishments on the job in such a way that the consequences of effective job behavior are positive while the consequences of ineffective work behavior are negative or unpleasant. The focus of this approach is upon changing or modifying the behavior of people on the job. that is why it is also regarded as organizational behavior modification.



Reinforcement Theory

Manager
praises the
employee

Positive Reinforcement

- Positive behavior followed by positive consequences

Negative Reinforcement

- Positive behavior followed by removal of negative consequences

Manager
stops nagging
the employee

Manager
demotes the
employee

Punishment

- Negative behavior followed by negative consequences

Extinction

- Negative behavior followed by removal of positive consequences

Manager
ignores the
behavior



- The basic notion underlying reinforcement theory is the concept of reinforcement itself. An event is said to be reinforcing if the event following some behavior makes the behavior more likely to occur again in the future.

- In organizational settings, four basic kinds of reinforcement can result from behavior which is discussed briefly as under:

1. Positive Reinforcement. A method of strengthening behavior with rewards or positive outcomes after a desired behavior is performed.

- **2. Avoidance / Negative reinforcement.** Used to strengthen behavior by avoiding unpleasant consequences that would result if the behavior was not performed.

3. Punishment. Used to weaken undesired behaviors by using negative outcomes or unpleasant consequence when the behavior is performed.

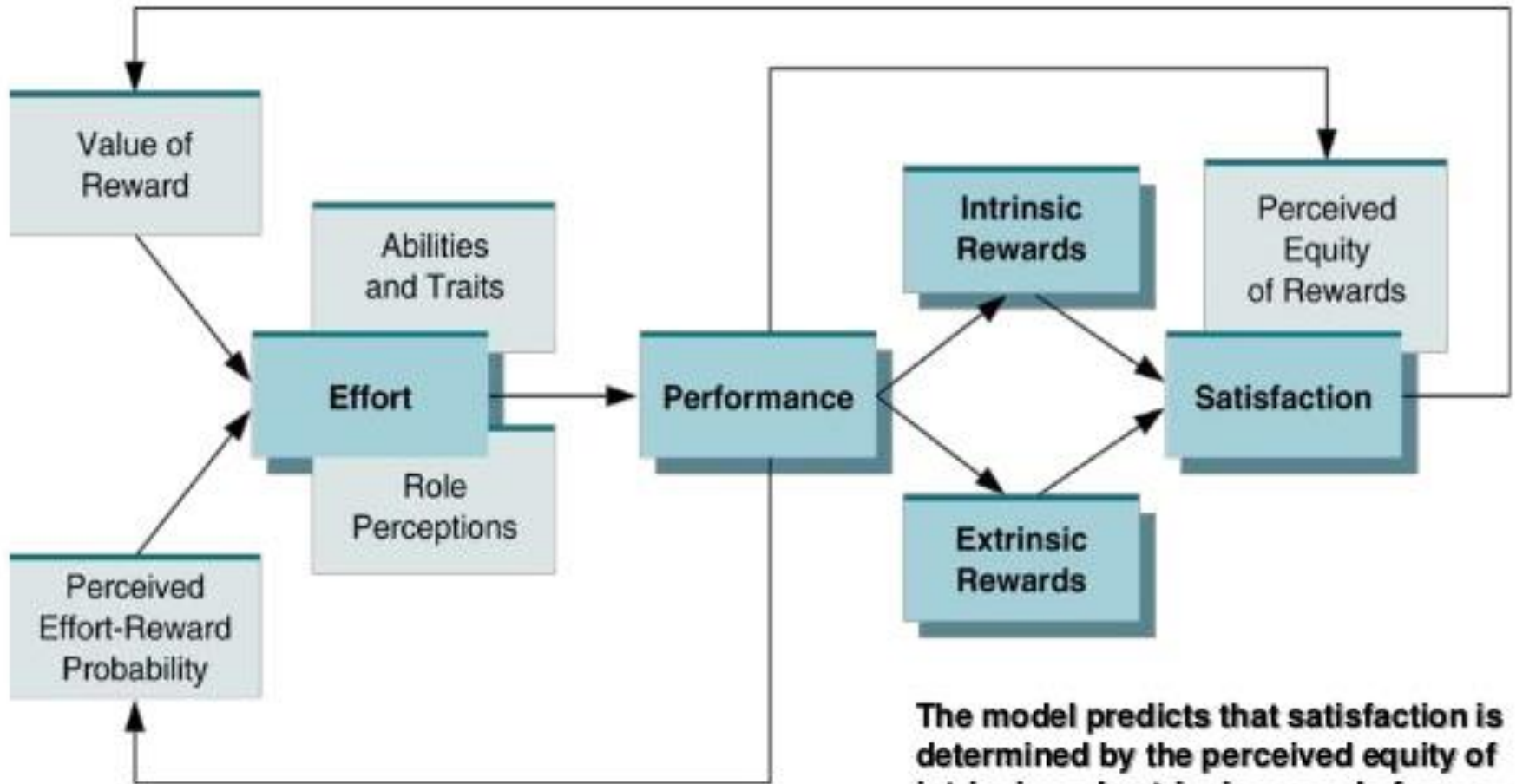
4. Extinction. Used to weaken undesired behaviors by simply ignoring or not reinforcing that behavior.



Introduction to Porter and Lawler Model

- Porter and Lawler used Victor Vroom's expectancy theory as a foundation to develop their expectancy model. Similar to Vroom's theory, Porter and Lawler concluded that an individual's motivation to complete a task is affected by the reward they expect to receive for completing the task. However Porter and Lawler introduced additional aspects to the expectancy theory.

The Porter-Lawler Model



The model predicts that satisfaction is determined by the perceived equity of intrinsic and extrinsic rewards for high-level performance.

Relevance of Porter and Lawler Model

The Porter-Lawler theory is a more complete theory because it stresses:

- (1) intrinsic and extrinsic rewards,
- (2) task requirements and ability, and
- (3) the perceived fairness of rewards.