

NPTEL
NPTEL ONLINE CERTIFICATION COURSE
Course
On
Human Resource Development
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Lecture 09: The Context of HRD(Contd.)

Welcome to the fourth session of second week.

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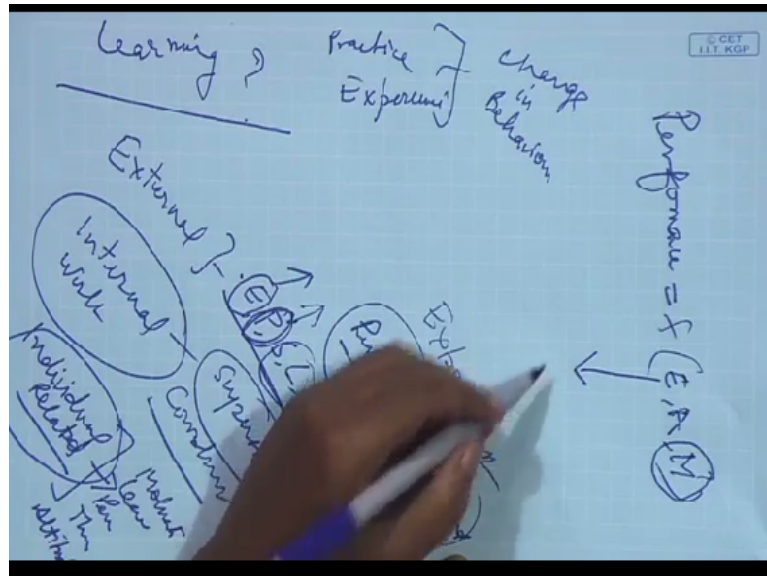
Session 4

HRD: Influence on employee behavior

And you remember in the third session we talked about how we are going to align strategic HRD activities with organizational performance. Now what we are going to discuss is that how HRD activities are going to influence the behaviour and performance of the employees. When we are going to talk about imply behaviour what I meant to say that whether there is a significant improvement or change in the behaviour of the employees due to any HRD activity. Now any HRD activities basically treated as a learning activity. So here we are going to use some the learning and principles to see that when we are going to desired in HRD activity. It

is able to influence the behaviour of the employees. When we consider HRD as a learning activity so now we have to see that how we are going to define learning.

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Learning is something that brings about a change in your behaviour and this change happens due to two regions that is by practice if you are going to do the same thing time and again you will improve on doing that thing or experience so the practice experience these are the two major things which brings about the change in your behaviour. Now we are going to use some other principles of learning when we are talking about that how HRD activities are going to influence the behaviour of the employees and in the process are going to discuss certain things.

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Model of Employee Behavior/factors/environment

- Forces that influence behavior:
 - External to the employee:
 - External environment (economic conditions, laws and regulations, etc.)
 - Work environment (supervision, organization, coworkers, outcomes of performance)
 - Within the employee:
 - Motivation, attitudes, knowledge/skills/abilities (KSAs)

Werner & DeSimone (2006)



Like what are the models that is available imply behaviour related to behaviours factors are the environment so the most important thing is the external environment external environment is going to affect or influence your behaviour and also internal environment are the factors that is related to the employs. So there could be two kind of factors which are related to influencing behaviour one is external factors that is related to the environment that is external environment or it could be related to work environment so economic conditions, laws, rules and regulations

They are going to also regulate and control your behaviour in the organization similarly when we are talking about the work environment means the kind of culture, climate, and leadership. What kind of co-workers you have, how much autonomy and free time you have. What is the outcome of your performance, what is expecting out of it when you perform well. So these are the internal environmental factors which are also going to effect the behaviour of the employs.

For example supervisor, if you have a favourable and good supervisor it is you to improve your performance, if the culture and climate of the organizational favourable it helps you to improve your behaviour and performance. If you think that yes your performance is going to be rewarded definitely you are motivated enough to perform well. So these are the terminal environmental factors which are going to affect the behaviour and performance of the employs. Now apart from these internal environmental behaviours their certain behaviours which is related to the individual, like his motivation, his attitude, his knowledge, his skill or abilities.

So if the employ himself is not willing to learn, if he does not have that kind of attitude , knowledge and skill, it is very difficult to improve or change his behaviour,. Now the question is that if you really want to see that HRD activities are going to help the individual to improve the behaviour and performance. So you need to facilitate the process of learning and development. In the process of facilitating learning and development what you need to do is to start with you are going to analyse the external environment, the internal

Work environment and individual related factors if you look at this individual related factors they are mostly guided by psychological factors like we are talking about motivation, you are talking about learning what is his perception, thinking, attitude, so these kind of factors are important external environment that is outside the organization like economical factors political factors, social cultural factors. They are also going to affect your behaviour. The kind of behaviour that is going to be used via person in an economic is going to different compare to if there is a economic recession.

If there is a political uncertainty implies behave differently, because they think that what will be the fact of the organization, they do not know how the organization is going to be influence are these political factors, similarly social cultural factors and nature culture are also going to influence the behaviour of the employs, because the socialise, in that socialising process of the employs is the result of the social cultural factors, now coming to internal factors like supervisor when we are talking about supervision, it is very, very important. Supervisor is going to influence your behaviour in the organization.

He may motivate you, may guide you, he can help you, he can facilitate you, on the one side. On the other side he can do the opposites, so it is going to help you to improve your behaviour or not. So these are the factors which are going to effective behaviour similarly if you are supportive co-workers, it is good for you. If you don't have then it does not help. If your performance is linked with reward then it is good and in expectation of performance are reward you are going to perform. So you are going to use expectancy theory, or expectancy model. Similarly when we are talking about the individual behaviour finally his attitude, his emotions, his learning and all kind of things are very very important.

So when you are going to see that what are the various factors which are going to influence imply behaviour, it could be classified into external work environment internal environment and factors related to the individual. Now once you have identified this then you move further.

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External Environment Factors Influencing employee behaviour

- Economic conditions
- Technological changes
- Labor market conditions
- Laws and regulations
- Labor unions

Source: Heneman, Schwab, Fossum & Dyer
(1989)



As see that how these factors are going to influence. As I told you the economic conditions, technological changes, the labour market conditions, labour unions, so these factors are external environmental factors and they are going to affect your behaviour. Technological changes may motivate or de motivate if labour market conditions are good or it is which is favourable you need to have differential impact, similarly the government frames rules and regulations they are also going to influence your behaviour especially in the context of India you know that labour unions have a major role to play.

And they are also going to influence the behaviour they may distractive to behave certain ways which is going to either facilitate or in there any kind of learning and development activities, so you need to identify these external environment factors which is going to influence employ behaviour.

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Internal factors influencing employee behavior

- Outcomes – result of employee behavior
- Supervision and leadership
- Organization
- Coworkers



Moving next to we have to see the internal factors as I told you it could be related to supervision outcome that what is the result of the employ behaviour and that is why I told you that if employ behaviour or performance is link with the reward and the person think that he is being appropriately rewarded for his performance, in this kind of behaviour is strengthened and it is likely to go for these kind of behaviour time and again, similarly supervision a leadership which is very, very important.

I do not that people do not leave organization the leave the supervisor it means supervisor is the most important factor in the organization, so far as the employ behaviour as concerned because he is going to help you as a guide, as a model, as a leader, as a coach, so he is going to perform different kind of roles and this will facilitate better learning. Similarly you have organization whether is going to support these kind of activities or not, what kind of culture and climate is there, what kind of norms and values are propagated related to HRD activities if of philosophy of the organization yes that is we need to invest in people.

People are our valuable assets to if these kind of philosophy is adopted by the organization. Then it is always good for the organization and then people will be motivated enough, because that case they would get the support from the management then co-workers, co workers with whom you work that is also important, because it is the collective responsibility not the individual responsibility and when we are talking about collective responsibility then you need cooperation help of your co-workers to perform well. So learning and development activities co-workers also facilitate to learn you better and perform then from internal factors influencing employ behaviour.

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Influences on Employee Behavior

Werner & DeSimone (2006)

Factor	Issues
Outcomes	Types, Effect on Motivation
Supervision	Leadership, Performance Expectations
Organization	Reward Structure Organizational Culture Job Design
Coworkers	Norms, Group dynamics, Team work, Control of outcomes

Personal outcomes ———> Employee perceptions of the
Organizational outcomes ———> outcomes they receive (or hope
to receive) influences their
performance of that behavior

We may have to see that how it happens. In terms of outcomes yes what are the different kind of outcome whether it is motivating in the HR or not that you have proceed in terms of supervision leadership performance expectation what kind of leadership is provided by your supervisor. What kind of performance he expects from you and whether he is supportive or not, the organization what kind of culture, how the job is desireded, what kind of structure you have in the organization and then how the reward he wants into.

Then co-workers what kind of norms values is there, how the group behaving what is the dynamics of the team, who is going to control the outcomes all these factors are very, very important so personal outcomes are almost outcomes are basically linked because personal outcome lead to organizational outcomes. So if employs perceive that the outcome that the receive is going to influence their employ the performance then probably it would result better organizational outcomes moving further let us see.

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Motivation and its Characteristics

- Psychological processes that cause the arousal, direction, and persistence of that are goal-directed behaviour
- Pertains to *voluntary* behavior
- Focuses on processes affecting behavior such as:
 - Energizing of effort
 - Direction of effort
 - Persistence of effort

Werner & DeSimone (2000)

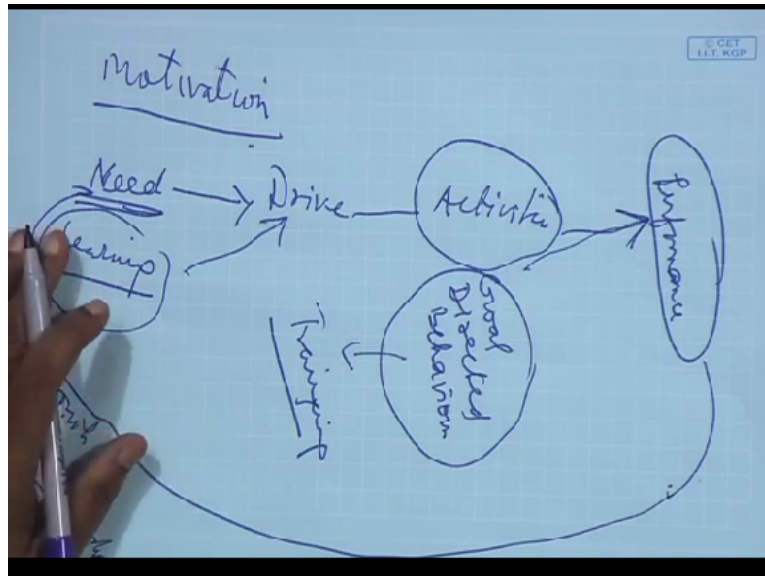


Very important individual level factor that is motivation. Because even a person is being trend or he is learning and development activities being facilitated with the supervisor if you start motivated enough to take it up at his reluctant, he is not interested in these kind of activities nothing can better, so it is very, very important to ensure that people who are going for these kind of activities are take up any kind of learning and development activities are really motivated enough now.

When we are talking about motivation you have to say that how motivations is going to affect performance because if you remember when we are trying to define performance it is a function of 3 factors that is ability, effort, and motivation so this motivation is equal important your performance first depends upon your effort, how much effort you have put in whether you have the knowledge skill and attitude and then motivation, so if you are not motivated enough.

These two factors are available you are not going to perform that is why we need to ensure that people are motivated enough to perform well, now let us look some of the factors related to this one we are talking about motivation what is motivation now if you look at motivation basically it is a psychological process, so if you are motivated means that you are driven by certain things.

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So motivation basically leads to what you call a goal directed behaviour so when we are talking about motivation this is how we draw a line related to motivation so there is a need you are driven by this need then you performing certain activities to or this what we call a goal directed behaviour results in performance. This is the basic frame work of motivation now if you look at this basic frame work of motivation need that is related your learning need, whether you are really interested to improve your behaviour by learning something more than if this learning needs is going to drive you and because of this.

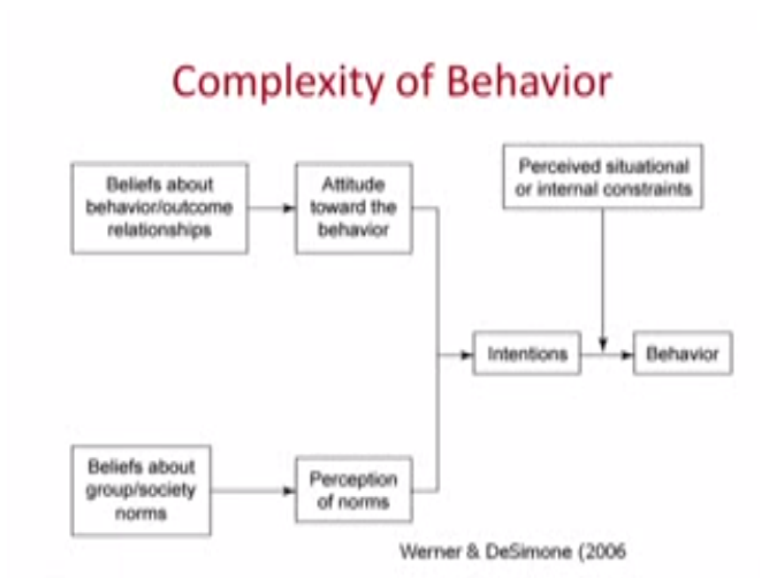
You are going to engaging some goal directed behaviour that is get trained. That is training. And this training is going to improve your performance or behaviour. So motivation basically is related to goal directed behaviour. So if you are motivated enough then you will be driven to perform certain activities which would resulted better performance in case of training it is also applied now this is something which is voluntarily you cannot force somebody to do it or do a certain activities especially when we talking about adult learning. They cannot be forced to learn certain things.

So it has to voluntary. If you have a need then you go for it. So it has to be a voluntary behaviour. For example if you are thirsty then you look for water, is not it. It means that you have certain needs which need to be fulfilled physiologically that need to be fulfilled. So it is a kind of voluntary behaviour if you are really wanted to learn and grow yourself in your carrier so you are going to engaging certain kind of activities, so that you learn something perform well and this performance may again going to satisfy your need related to growth in carrier, increase your knowledge skill base and this is a cyclical process again you have it does not mean that once your this particular need is satisfied, you stop.

Then again you have another need, again you move to the same cycle. And that is how you continuously learn and develop yourself in the process. So the idea is that this motivation provides energy, direction and persistence. What I mean to say is that when you are going for goal directed behaviour, because that is the cracks here. So this goal directed behaviour it mean that you need to continuously engage yourself, when if you are motivated enough, you should be engaged in the right direction and you should have persistence.

If you do not have patience probably you may fail in the process, so you should have patience then you are able to achieve the goal and if that happens probably it is going to help you to improve your performance which can be linked with what you call growth and development to the carrier and then this process goes on a cyclical basis to see that how you grow and develop.

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See how it happens. When we are talking about behaviour which is something that is not very simple, it is very, very complex, because the outcome of the behaviour is influenced by number of factors. So to start with you have some expectations if I do this, I will get this one. so if you think that this is the cost of this effect. So you try to have some kind of cost effect relationship. For example if you think that if you learn a language this will lead to getting a job. So this is the behaviour, this is the outcome.

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Behavior Modification

Principles for controlling employee behavior:

- Positive Reinforcement
- Negative Reinforcement
- Extinction – decrease occurrences by eliminating reinforcement that causes the behavior
- Punishment – introduce an adverse consequence immediately after behavior



So how this behaviour modification takes place. Using cost with the reinforcement you tell your employs that okay, if you are able to perform this job well. You are going to rewarded for it. So reward is the something kind what you call a positive reinforcement which given to employs is expected to improve their behaviour and performance, but this reward is contingent upon making the desired behaviour.

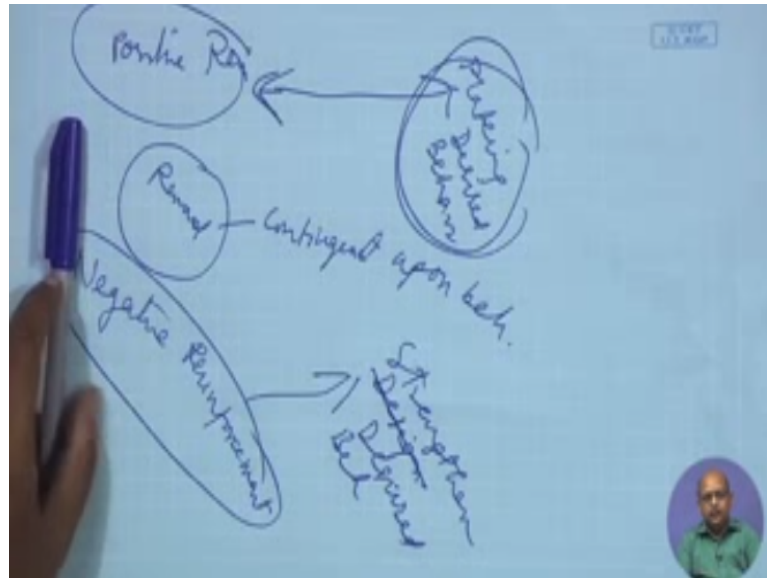
So when we are going to talk about positive reinforcement it is contingent upon what you call making the desired behaviour. So if you make the desired behaviour then you will be rewarded it means that this positive reinforcement or reward is contingent upon behaviour. It means that you get reward only when you make desired behaviour.

And if you are continuously being rewarded then this kind of desired behaviour get strengthen and you continue to make the same kind of behaviour in order to or more and more rewards. So positive reinforcement is here. Negative reinforcement negative reinforcement is not something that is opposite of positive reinforcement. Negative reinforcement is something that is you say that if you do not make the desired behaviour then you will not get the reward.

So you was questionnaire thread other kind of things for example you suggest you tell your employs suppose this employ who is coming late to the office and you tell him that if you come too late to the office, then your salary for the day would be deducted. You are actually not deducting the salary of the person, but you are using questionnaire thread to the individual employs that if you are coming late to the office your salary for the day would be deducted. So please don't come late. So the idea is to compel him to make a desired

behaviour by living undecidable behaviour. So what you are using here is this is what we call negative reinforcement.

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So the principles of the negative reinforcement are also used to strengthen desired behaviour. It is not punishment. Punishment is given only when you have made an undecidable behaviour. But negative reinforcement is the kind of questionnaire thread that is use to strengthen your desired behaviour and punishment is given when you make a undecidable behaviour. Punishment is also used for modifying your behaviour for example if you come late and your salary is deducted so it is kind of punishment.

And that would also help you to strengthen your desired behaviour. But punishment can be given only when someone makes an undecidable behaviour while negative reinforcement is different from punishment. So you must understand the difference between negative reinforcement and positive reinforcement extension another factor.

It means if you do if you are behaving in that way it means so your reward is not given. Extension is the situation if you are making undecided behaviour then the reward does not happen. But it is different from negative reinforcement or punishment it means that if you are not making the desired behaviour the punishment is not coming in that way. So you are not getting in the reward. Say for example an employ who is not developing himself to perform upto the mark then he does not get promotion. And he will never get a promotion unless he is able to make up the mark for the next level. It means that the reward that should be available to him is eliminated in the process.

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Example of behaviour modification

- Reaching late to the office:
 - 1. Warning
 - 2. explain to the Manager why you were late
- Too often you are late
- How to change your behaviour
- Positive or negative reinforcement, and why?



So he does not get it. So there are number of factors with are used to modify the behaviour and finally punishment as I told you is given only you make undecidable behaviour and that is given only after the behaviour is made. Now this behaviour modification principals are used I am just giving example I have already explained here to you that is if you are reaching late to the office, to start with give you warning or you can ask him to explain to the manager why you are late then if you are continuing this kind of practice then how to modify or change your behaviour.

There could be number options that is available to you. Either you are going to use positive reinforcement that is not possible in this case or negative reinforcement you threaten him that if you come late now onwards your salary for that time period would be deducted. Or you can also use punishment if he is coming late you deduct his salary and telling your salary for that particular day on when you are absent as when deducted, so that is going to act as deteriorate to modify or change his behaviour.

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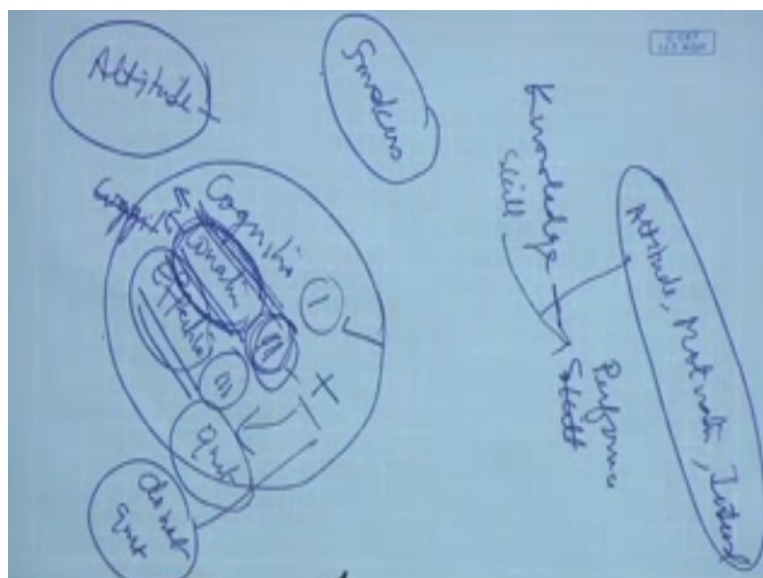
Internal Factors Influencing Employee Behavior

- **Attitude**- A person's general feelings of favor or disfavor towards something Feelings towards a person, place, thing, event, or idea
- Tend to be VERY stable and hard to change
- Attitudes are important in training
- **Abilities** – general capacities related to the performance of specific tasks
- **Skills** – combines abilities and capacities, generally the result of training



Now apart from external factors if you look at some of the internal factors which are going to the factors of that is related to individual which are going to be very, very important influence imply outcomes that is attitude. What is general attitude? Whether your favourable attitude or negative attitude or positive attitude. And attitude is something that is very, very stable and it does not change your right. So attitude is something because of which you have some idea of certain feelings about certain observations about what you call certain objects or certain things.

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I will give an example that how attitude happens, now if you look at attitude it has three components that is cognitive, cognitive and third is effective. These are the three major factors of attitude. Attitude first factors related to the knowledge, second is related to how this knowledge is going to build up your attitude and finally how this is going to effect your behaviour.

Let me given an example, suppose a person who smokes, so if you want to see what is this attitude about his smoking and you try to explain using these factors you can say whether he has the knowledge about the effects of the smoke or not. So he knows very well that is smoking is not good for health. If he has this knowledge move to the next level what he will do. What kind of believe he will have.

How it is going to impact him that is cognitive. If it is going to impact positive the behaviour would be quit, if it is negative then he do not quit. So his behaviour depends upon what kind of believes he has developed based on the knowledge that he has. He might he changes his attitude depending upon the knowledge that he has and how this knowledge is going to impact of the individual. So there could be number of factors which can be given whether he is going to develop positive attitude and negative attitude.

So he can also develop a positive attitude when he is smoking say that is by given certain arguments that is everybody smokes, so what I am also going to smoke. See he can say okay life is very short, let me enjoy, even if I die what so what. So if these arguments that could be given to develop positive attitude and it will not help you to quit a smoking. But the argument is in the negative side then he would probably think about quitting this smoking.

So attitude is something that is very, very important and if you have the right kind of attitude a favourable attitude towards growth and development which is facilitated by number of factors external environmental factors and internal environmental factors because they build up your attitude, your supervisor your learning environment all kind of things are going to develop your attitude towards work, works your behaviour towards performance.

So this attitude is very, very important and it is going to affect your behaviour. If you think that even if you are going to learn this which is not going to change much, so you will not to go for any kind of learning activities. If you think that okay learning will help you to do thinks better. So you will go for it. You know that sometime you will find senior people who do not have a very favourable attitude towards learning and development activities.

That thing okay at this stage why they should learn new things So if they have a very dis-favourable attitude probably they are not going to learn something. So attitude matters a lot, apart from attitude you have abilities. In order to behave or improve your performance you must have the request knowledge in a skill base, whether you have the competencies or not to perform specific activities. So apart from attitude the most important factor is abilities are the knowledge in a skill base that is required.

Next is the skill how you are going to do it. Even if you have the knowledge you don't know how to apply that knowledge in a particular context it does not lead to improve your performance. So when we say that knowledge leads to improve mend in performance it is not so, because here you have another important factor that how to apply that knowledge and this is what written by what you call various individual level factors his attitude, motivation, interest all these factors actually are going to influence your behaviour. So the relationship between knowledge and skill and your performance is going to be moderated by a number of factors that is your attitude motivation these kind of things okay.