

Public Organization and Management
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Lecture – 34
Management of People in Public Organizations - IV

Hello, dear learners. Let us continue the discussion on the process-based perspectives on motivation. In the previous session, I talked about equity theory of motivation. Let's continue the discussion on equity theory. I have explained in the previous session that people can have perceptions of equity and inequity depending upon their perception of fair treatment being followed in comparison when they evaluate their performance outcomes and in ratio of the inputs with the others, they can experience equity and inequity. And that's what we have seen can be from procedural justice and distributive justice.

Perception of justice can lead to unfair treatment in the organization. Now, let us say if people experience inequity or equity, what are the responses? So, when people they experience inequity, how they will respond? So, if they feel that their efforts output in relation to their inputs are different in terms of lesser evaluated in terms of others output in, you know, the inputs, then they are actually experiencing inequity. Now, what happened is, in this case, what they can do is, person can alter their inputs, putting in more efforts, right? And then, person altering their outcomes, enhance their performance to see whether they can come up to the level of performance, right? So, you alter inputs, you alter outcomes. Inputs, I am talking about efforts, you put in efforts, to lead to towards the outcomes right or sometime there is also requirement of you know changing the perception with respect to outcomes cognitively change perception maybe you are thinking that you are not performing really well or you are not putting in efforts or otherwise you try to think about it cognitively change the perception maybe you are not thinking in a correct way.

One of the very most obvious response is leave the field situation person changing the object of his comparison maybe you are comparing your outputs and inputs with the other comparison which is not you know a good comparison or they should not be an appropriate comparison you should always compare your output inputs with the like people who are working in your organization. Depending upon your skill set and experience, you always compare with them who are more closer to your kind of work that you are doing so that you can have that kind of real perception about whether you experience inequity or equity. Sometime what happens is if you are picking up somebody who is more experienced, more skillful and their outcomes are more and you feel that you

are experiencing inequity, doesn't make any sense. So, pick up somebody who is more comparable. So, these are some of the responses to the case of inequity.

But if it is equity, when it is equity, you are experiencing equity, what you have to do is simply you have to maintain your current situation and continue to put in efforts which are required, right? So, whenever people experiencing either inequity or equity, they will respond by changing their inputs, outputs, thinking about their inputs and outputs, changing them cognitively, changing the comparison or changing the field. Or if they are experiencing equity, they just continue to work in that particular situation and continue to improve their performance and derive motivation. Now, you see that this particular aspect we are talking about what we said that the explanation of motivated behavior is on processes. So, in case of equity motivation theory, we are saying that processes, procedures, processes are very very important. How people are evaluating the performance, you know, the processes of the organization? I'm talking about employees.

What perception they have about the processes and if that perception is positive perception, a feeling is good, then what will happen? They will be motivated to show behaviors which are required by the organization. But if the perception of these processes followed by the organization are not good, and people are feeling negative about it, then they will not show the behavioral outcomes in terms of motivations which are required by the organization. So, focus is on process.

Next, we have Expectancy Theory of Motivation by Victor Vroom. According to this particular theory, motivation is result of people's desire for something and that perceived likelihood of attaining it. Like people want to achieve something, people desire for something as an outcome. And they also have some kind of perceived likelihood that they will attain it so motivation is a result that you will do something and you will receive something out of it and there is a likelihood when you put in efforts and your performance would be good you will achieve outcomes out of it that is the idea here, right. Now, important concept first of all to note in this, one is expectancy, instrumentality, valence and outcomes. We will look into these important aspects before I tell you the meaning of this particular motivational theory.

First is expectancy one. Meaning, probability that the efforts that you put in, it will lead to the performance. Efforts to performance expectancy, E to P. Efforts will lead to performance. The perceptions of probability that efforts will lead to required level of performance. You will put in efforts and your performance would be good. Instrumentality, Expectancy 2, as they mention, it is about performance to outcomes expectancy. Meaning, if you perform good, your outcomes will also be good, right? Perceptions of probability that performance will lead to required outcomes. Okay, this is expectancy 2. In both the cases, you have expectancy. First expectancy is that if you perform, if you put in good efforts, it will lead to desired level of performance. So, you

expect that your effort will lead to performance. And if you perform really well, that performance will lead to the better outcomes.

Now, outcomes, anything that result from the performance. You perform really well and the outcome that you have achieved out of it, right? Valence is, what is the value of outcomes to the person? How much valence is attached to the outcomes that the person is achieving? It basically means how much attracted are the people towards the outcomes that they are going to achieve from the value that they are going to derive from the outcomes they have. "It refers to the emotional orientation people hold with respect to outcomes or rewards - importance of outcomes, relative attractiveness or unattractiveness". For example, if I am putting in lot of efforts and it leads to higher level of performance and it leads to outcomes. But those outcomes are not attractive to me. But if those outcomes are not attractive to me, why should I put in the efforts? So, important thing is that these outcomes should have value for people. They should have high level of valence for people, then only people will be putting in efforts that will lead to performance.

So, four important things we have talked about here. One is expectancy, effort to performance, that desired level of efforts, it's a probability that will lead to required performance. Instrumentality meaning - the performance will lead to the outcomes. It's again a perception of probability. So, probability is from 0 to 1. If it is 0 probability and 1 probability. In between, what is the probability? Then, if it is around 0, we will say that the probability is less. Efforts will not lead to performance. If it is towards 1, we can say that efforts can lead to performance. Then we have outcomes and valence. Now, motivational force, if somebody will be motivated to do work or not, motivated for doing something, it is a function of expectancy into instrumentality and valence.

Valence of the outcomes, value of the outcome. Now, look at this function. We will derive it from expectancy, you see, expectancy 1. What is expectancy 1? Expectancy 1 is efforts to performance expectancy. Expectancy 2 here is performance to outcome expectancy and into the valence mean the value that is people attaching to the outcomes. Now, E to P is efforts to performance expectancy. P to O is performance to outcome expectancy. V is valence of outcome mean attractiveness value attractiveness or non attractiveness towards the outcome. So, motivational force is a function of expectancy into instrumentality into valence. Now sometimes what happened is this according to expectancy theory the some of the outcomes that you are going to have they will have positive outcomes and there will be some negative outcomes.

There could be some kind of outcome which are positive, there could be some outcomes which are negative. It is always there, right? It is whenever you indulge into some kind of efforts, it will lead to some kind of positive and some kind of negatives. But till the time positive outcomes are more than the negative outcomes, it will continue to motivate

people to perform. For example, let's say people who are working very hard in the organization and they are rising up in the career. They are getting lot of growth in the career. They are putting in lot of efforts. So, this outcome of growth is very very important to them and they see lot of value and attach lot of values to this thing. So, they grow in their careers. The outcome is very very positive and they have lot of value. And this is very positive about it.

Their salaries are more, people recognize them for their efforts, they are reputed in the organization, they are doing some kind of work which is challenging work, meaningful work contributions. All these are the positive outcomes which are related. But when people move higher in the career ladder, what happened is there also something kind of work-life balance issues, right? They have to put in more efforts in the work, lesser for their personal life, which can be a negative kind of outcome for people. So, there will be some kind. There could be stress also. Stress, fatigue also would be there. That also is the outcome which are attached to it. But I am saying that, though there are positive and negative outcomes, if positive outcomes are more than the negative outcomes, then we will say that this force is continue to motivate people. But if negative outcomes are more than the positive outcomes what will happen? The motivation force goes down because see valence value we're talking about of the outcome if I am seeing that the benefits I am getting out of this performance outcome are lesser than what kind of you know the disadvantages. I have to face because of indulging into the efforts and performance why should I go into this right, so, motivational force is something which is important in this case, right? So, according to this particular theory, expectancy theory of motivation, the motivated behavior is an outcome of what people expect from the outcomes and those outcomes, they have important value for these people and people also have a perception that this kind of outcome, efforts will lead to performance and performance will lead to outcomes and they have more likelihood to attain those kinds of outcomes.

So, both focus on the process, process of instrumentality, process of expectancy and the kind of outcomes that the people are going to attain from it. So, two process theory we have discussed so far, one is equity theory of motivation, then we have expectancy theory of motivation. Now, we will stop here for discussing some of the cases before we move ahead with the goal setting theory and social learning theory-based perspective. The first case that I have taken is from the text, you know, the reference book titled No More A Civil Servant, you know, authored by Anil Swarup. The case study is on transformation of Indore as cleanest city. Municipal corporation turns Indore into cleaner city.

We will look into the first of all the background of the case and then I will look into the application of this particular case study, application of the motivational framework through this case study. Now, what is the background? An industrial town in Madhya Pradesh, Indore, it transformed into the cleanest city in the India and the municipal corporation has put in a lot of efforts. The municipal corporation turns Indore. So,

municipal corporation means you have involvement of the public agency, people who are working for the public organizations. Now, it has held this title for 7 consecutive years from 2017 to 2023. If you are interested to look into the case study detailed story of this, please refer to the book titled, cited over here. So, this particular, you know, the town has been receiving this title from the 7 consecutive years from 2017 to 2023 based on annual Swachh Survekshan Rankings. So, they have been consecutively, you know, got the title of the cleanest cities in India. Now, this sustained success, it has actually resulted from overcoming significant challenges through strategic motivation and innovation, innovative waste management practices.

So, a lot of activities have been done by the people who were involved in the process. So, because of this particular thing, they have attained immense success because they have overcome significant challenges by doing something on strategic motivation and finding out the innovative ways of managing the waste products. Then, what was the challenge in the situation when they were dealing with this thing, when they were working on making this town the cleanest city? Insufficient knowledge and staff motivation among the residents and the staff. Now you see when you are really wanted to bring in a project which has a larger impact and you need involvement of the people you need support from the residents. Without their support you won't be able to do something which is a broad project very challenging project you know cleanest city very important contributions by the residents are required rather than the staff members doing it so people have to work together, collaboratively to take care of the things in this fashion.

Now, insufficient knowledge and self-motivation among the resident and staff, the weak management, lack of stakeholder and public participation. And in this case, public participation is required because you are thinking of something which is very big in scope in terms of making the city very, very clean. Weak institution for monitoring and enforcement. These were some of the challenges which were encountered by the people who were handling this thing. Now, what were the transformative strategies were used by Indore Municipal Corporation? They adopted transformative strategies supported by citizens. Public participation got increased and stakeholders were involved. 100% source segregation for dry and wet waste mechanism strategies they have followed. 100% door to door collection and transportation of to processing facility. Of course, whatever is being collected is also to be disposed of properly by processing it.

Treatment of all wet waste by composting. Utilization of all rag pickers in the city in a material recovery facility. Recovery of land from the old dump by bio mining process, all vehicle equipped with GPS for real-time monitoring, 100% worker registration and biometric system and wages directly to their account. Now, you see that these are some of the things which are being done to achieve the goal. Goal is of achieving the rank of the cleanest city in the India.

Now let's look into the application of motivational theory starting from Herzberg two-factor. So, in case of Herzberg, we talked about motivators and hygiene factors. Motivators, source of job satisfaction. Hygiene factors, source of job dissatisfaction. Now in case of this transformation in the city, if you look at the achievement as a motivator, what is the achievement that people are getting out of it? What is the awareness of them? Recognition as the cleanest city provided a sense of accomplishment, internally motivation that the outcome that they are going to achieve out of it, it will lead to higher level of satisfaction among the people and they want to contribute their efforts towards it, right? They will get recognition, continuous awards and acknowledgement, boosted morale. The way they were being recognized by getting the awards from the various agencies, it has actually boosted the morale of the people to continue to put in efforts.

Now, you see that in this case, we are saying that these are the factors which are coming from the work itself. Right, not from the external incentives and rewards are there. There are hygiene factors also but here in people were receiving much more motivation from the work itself the kind of contribution they are going to make right the kind of recognition that they are going to get out of it. Work itself engaging and impactful work motivated employees, right. The kind of strategies transformative strategies they are you know following the kind of process change they are building in ultimately it led to a lot of you know impactful work, engagement in impactful work, which actually motivated these employees.

Then there is responsibility - decentralized task empowered workers and stakeholders so responsibility is also a kind of you know factor which is leading to a job satisfaction. So, in this case, what is happening is decentralized task, more authority given, it empowered workers and stakeholders. So, these are the factors which are coming, which are showing the application of Herzberg two-factor theory in the case of transformation of indoor city. Hygiene factors, working condition, improved through modern equipment and systems, fine. We talked about these factors which are beyond your control.

Somebody has to take care of some of the processes. See, hygiene factors are important. You cannot work on motivating factors until and unless hygiene factors are taken care of, right? But hygiene factors will only prevent job dissatisfaction. To motivate people, you have to work on motivators. So, working condition improved through modern equipment and systems. Salary, timely and direct payments enhance job satisfaction. Supervision, effective leadership from commissioners like Manish Singh and Asheesh Singh. Policies, clear policies ensure consistency and fairness. If you also look at the expectancy theory of motivation for that matter, clear policies ensure consistency and fairness. It also has some application in that particular theory also. So, you see some of the application of these theories into the existence of how processes in the public sector organizations are devised to motivate people to engage in the behaviors which are required.

Maslow's need hierarchy theory, if you look at, fair wages and safe working conditions, you know, the processes of waste management, how they were doing it, very safe, job were secured and safety needs were structured, waste management very scientifically to be done in terms of disposal and taking care of the waste management things, social needs, community building through public participation initiatives, Self-esteem needs, public recognition and awards, self-actualization, empowerment through training and meaningful work. So, again the application of Maslow's theory into the understanding of the case that we have just had. I am not saying it is going to be all motivational frameworks will be related. We are just trying to see how is the applicability of this theory there in the case study. Then let's look into the Vroom's expectancy theory and related to the case study.

In terms of expectancy, education and training increased belief in the success of efforts. So, more education, you see that people were not much aware about things. So, if you give them education and training, they will have a probability that the efforts will lead to performance. That's what we are saying in expectancy theory. So, education and training increase the belief in the success of the efforts. You have to make people aware about the things. Instrumentality, process-wise, clean, clear link between efforts and positive outcomes. The performance and outcomes will be related. High value associated with the outcome such as public recognition and a cleaner environment. You know, getting this status as a cleaner city in the country, it itself is a very high valued outcome that people will look for, right? And especially when their outcomes are linked to the kind of affiliation they will get after achieving that particular goal, they will achieve out of it, right? So, there is an application of expectancy theory also in the case.

Another case study we look into, a case study on water conservation. Water conservation initiative by an IAS officer, Mayur Dixit. Again, the case has, story has been taken from the reference of No More a Civil Servant by, authored by Anil Swarup Ji. Let's look into what is the contribution by this IAS officer. Background of the case is, the government of India has started a campaign called as Catch the Rain, where it falls, and prioritize and promote water conservation activities in order to address the critical issue of rainwater harvesting. This particular case, it highlights the importance of motivation in public organization by examining the action taken by an IAS officer named Mayur Dixit in several districts to regenerate water bodies and raise groundwater levels. So, we look into the contributions of this particular IAS officer and how he's been able to do and achieve the goals being set by the organization.

Now, what are the initiatives and challenges looking into this? First is about Almora district in Uttarakhand. Mr. Dixit initiated the regeneration of the river Kosi, the lifeline of Almora and adjoining towns. The campaign involved extensive community participation including village representatives, self-help groups, schools, NGOs, armed forces and local youth and women groups. So, you see that when the public participation,

when the involvement is required, you need to involve people because of the campaign which has the broader scope. Like in the case of Indore Clean City project, we have seen that broader projects will always require that you involve the public in the various programs, in the processes, so that the success is guaranteed.

What were the challenges? Challenges were that there was insufficient knowledge and self-motivation amongst the residents, as in the case of Indore City project. Need for efficient monitoring and proper fund utilization, raising groundwater levels to recharge the river. Now, even if having these challenges, they overcame these challenges and the outcomes that they received from this project was millions of plants were planted and numerous trenches and structures created, increased water flow in river Kausi. Finally, what outcome they received is recognition through National Water Award and Limca book reward for planting a large number of trees in one particular day, right? So, these are the outcomes which will have always high level of valence attached to the sentiments, emotional sentiments of the people.

They will always value this thing because it is giving them much more recognition and hence affiliation for the efforts there, right? Now, then comes the Udham Singh Nagar district project, again the contribution by Mayur Dixit when he was shifted. Upon transferring to Udham Singh Nagar, Mayur focused on regenerating village ponds to recharge the groundwater table, crucial for the water-intensive agriculture in Terai region. Challenges, convincing farmers and villages to relinquish encroached land. See, whatever land was encroached by the farmers and villagers, they were convinced to relinquish this and pollution and garbage dumping in the village ponds were happening, inadequate labor rates and excessive groundwater extraction through tube wells. People have these tube wells where they were extracting the groundwater, you know, extraction was happening excessively because of which the groundwater level was going, levels were going down.

Now, what strategies they have followed and outcomes they have received is clean and restored ponds now filled with rainwater motivating the community because these people would need it because water intensive agriculture, you see, they would need this kind of water, right? This resource is required. So, it motivates the community because the ponds were restored with the rainwater, enhanced groundwater level supporting sustainable agriculture. So, these are the outcomes that they have achieved from this by initiative taken by Mr. Dixit here. Then third is Uttarakashi district, Uttarakhand. In Uttarakashi, Mayur launched mission Indravati to regenerate the Indravati river, a major tributary to Ganga, addressing issues of erratic rainfall, urbanization and soil erosion. What were the challenges? Because of this happening, there is a decreased discharge in the stream due to the environmental changes. Their flow was not good. Need for community engagement and effective implementation outcomes. Initial progress in 10 villages and forest area they have received as outcome. Increased community involvement and sustainable water

management practices. I will suggest learners to go into the story and look for the details of what extensively they have done in order to motivate the community by showing them and making them aware about what kind of outcomes they will receive and the desired level of motivation which was required to lead to the outcomes there. So, you have to ensure that participation is happening, people are involved, find out the ways with which you can do that. So, one of the ways with which you can do is show them the outcomes, how the outcomes will look like. So, if they look value in the outcomes, they will definitely direct their behavior, motivated to show those kind of behaviors and actions.

Now, in case of application of Vroom's expectancy, you see that expectancy, training and education increase, believe in success of efforts. There was clear link between efforts and positive outcomes. We have already talked about this. Higher value associated with outcomes such as public recognition and improved water resources. So, outcomes that they are going to get out of it, they are of high value. So, some kind of, you see the application of this particular theory in the context here, right? Look at the McClelland's theory of needs application into this. Need for achievement. If you look at this IAS officer's need pattern in terms of the kind of actions he has taken, there is some kind of indications we can get from this thing and I have kind of found from the reading of this case study in this particular book.

Mr. Dixit, he exhibited high need for achievement. You see that multiple project from one project to another project and achieving success in everything. It shows high need for achievement by doing what? By setting challenging goals such as regenerating rivers and ponds and working diligently to accomplish these goals, right? So, what happened is when we say people have a high need for achievement, what they will do is they have high levels of involvement and they want to pick up the projects, take up the project and prove their worth by attaining success in all those projects, right? The recognition and the awards received for these efforts further fueled his needs. So, they derived their, you know, the motivation from the recognition and the rewards that they're going to get out of the efforts and also how these people are accomplishing their goals. Need for affiliation, his approach emphasized community participation and collaboration with various groups. So, you need support of people, you want people to affiliate with you such as village representative, self-help groups, NGOs, and local youth.

So, you connect with them. You get a lot of affiliation with these people. These fostered a sense of belonging and community spirit crucial for the success of initiatives. So, because without the involvement of people, you won't be able to attain success that you want to, you know, you have set as goals. And remember, these people who are having high need for achievement, they then mobilize resources around them to get it done. So, need for affiliation is another important thing which is seen in the case of the IAS officer, Mayur Dixit. The need for power for good. Mayur's leadership and ability to mobilize resources and people to achieve water conservation goals also demonstrate a high need for power.

So, your high need for achievement can also lead to a high need for power. You need resources and then you want to mobilize resources. Gaining resources doesn't mean that you will use negative use of power. It is positive in the sense that you have resources and you want to put these resources to good use for the betterment of the society. So we will continue discussing more case study in the next session and we will conclude the session with goal setting theory and the social learning in the organizations.