

Public Organization and Management
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Lecture – 40
Public Service Motivation - V

Hello, dear learners. Let me continue the discussion on important work-related attitudes as I have started in the previous session. So, some of the important work-related attitudes that I have already discussed in the previous session were job satisfaction, organizational commitment and employee engagement. The other factors we are going to talk about in this session. So another important work-related attitude is about employee empowerment. As Thomas and Velthouse mentioned, employee empowerment simply means give power to.

Power means energy, it is basically to energize somebody to, it is a motivational usage of the form to energize something, somebody to work in the direction required for the achievement of the goals, accomplishment of the goals. So, if you focus on the definition which are mentioned in the references mentioned here, Empowerment means the heightened level of intrinsic task motivation or internalized commitment to a task as evident in the four assessments of that task, in the sense of impact, competence, meaningfulness and choice. So, let us look into what are the four important cognitions as they mentioned by the authors. So, if you look into the aspect of employee empowerment as the important concept.

Four cognitions are making impact, having competence, having experience of meaningfulness and of course, choice is defined in terms of internalized commitment to your tasks. First of all, impact. Impact is about, you know, difference in your work through your actions. When you are doing your job, if you are doing some kind of task, what kind of impact that you are trying to make in terms of difference that you are trying to make with your actions that defines the impact. Competence on the other hand, its competence is basically how much able or competent you are to perform your task with the skill sets that you have.

So that is basically more of competence. Meaningfulness, that whatever work that you are doing in the organization, How you are deriving meaning out of it, right? It's basically what is the value, you know, in terms of your accomplishment of the work that you are doing that is to do with, you know, the meaningfulness. And finally, choice where the authors mention about this is behavior is, you know, self-determined. So, these are the four important cognitions which authors mentioned, very important in light of the task that you are doing with respect to heightened level of intrinsic motivation among the

people. Let us look into some of the research studies, especially in case of the Indian case study, we will look into some of the research which I have mentioned here.

See, psychological empowerment as the research study mentioned, if you look at the paper number 1 here by Garg, Attri and Kumar, they talked about that Indian public sector employees, people who are working in the public sector banks, It was found that this particular psychological empowerment, if you look at, they lead to the innovative work behaviour among people. So, say that for that to happen, psychological empowerment to happen, two important leadership styles they have mentioned. One is transformational leadership, that if you are working with transformational leaders, it can lead to the experience of the psychological empowerment among people. Another is empowering leadership that they talked about. So, empowering leadership are the another.

So, two papers they have mentioned. One paper specifically mentioned about transformation leadership. Another paper talked about empowering leadership which relates to the impact of psychological empowerment and it relates to the innovative behaviour among public and private sector. Now, empowerment is a very important mechanism that leads to job performance. So, you see two, you know, studies we have talked about, in one they have talked about innovative work behavior, in other it talked about job performance.

In both these studies, one study talked about transformational leadership, another talked about empowering leadership by considering psychological empowerment as an important, you know, psychological, you know, underlying mechanism, right. Now, in terms of how one can enhance employee empowerment, what to do inside the organization which can lead to heightened levels of empowerment amongst employee. So, HR practices can be designed in a way which can lead to the high performance practices. So, if you look at the source number 3 here, Seibert and colleagues. So, they have done the meta-analytic review of the antecedents and consequences of psychological empowerment and found out the role of three, four important factors, support from organization, you know, in terms of psychological support, there is a trust.

Leadership such as empowering and charismatic and transformation as we have also seen in other studies you know it's mentioned and work design you know in terms of meaningfulness autonomy and feedback these are some of the factors if the organization can take into consideration it can really lead to the highest level of psychological empowerment among their employees there. Now, let's look at how employee empowerment works, what managers need to do. It says that to make employees empowerment efforts work and if you follow the work of Bowen and Lawler, in both the sources they have mentioned that the manager should play an active role in empowering their employees. How will you empower? It says that empowerment is a function of

power, information, knowledge and rewards. What is the meaning of this? It says that managers should ensure that employees are given the information with respect to the performance of the organization.

Also, rewards which are clearly specifically based on the organizational performance. Also, knowledge that help employees understand that how their efforts are contributing towards increasing the organizational performance. And also, these people should also have power in terms of their involvement in making the decisions and taking the directions so that they can increase the performance. So, if these four things are taken care of, then we can say that more power, more information, more knowledge and rewards can lead to higher level of empowerment among employees. Now, if this is done, what will happen? This will lead to employees to feel an empowered state of mind as per the work of Bowen and Lawler 1994 because it will give people more control, they will be more aware and there will be more accountability in their actions.

This is how the empowerment effort can work in the organization. Next important variable is to do with the professionalism. See, we will talk about this, because of increased complexity due to technological and educational advancement, the occupations and professions are becoming highly complex, they are becoming much more advanced. So, what happen is, what is the role of professional if you look at, especially in the professional organization? The role is to look for and design and basically writing down or establish and also control or govern these standards of profession as Rainey mentioned. See, what we will call as professions? What are the things which will be called as professions? It can be considered in terms of very professional way of undergoing education and training.

And there also is a talk about existence of the code of conduct to complete that particular education. There should be a sophisticated evaluation system. That's how we call it as a complete profession. For example, engineering, medicine and things like that. So, if you talk about the public sector, you know, organization and professionals, if you look at, you will see some kind of, you know, conflict, you will see.

For example, professionals, because they have expertise, they want to do things in their own way, you know, in terms of enjoying more autonomy, but then they have to work according to the organizational rules and hierarchy. So, sometimes that can, kind of thing can also happen. Public sector organizations, especially leaders, have to find out ways how you can deal with this kind of, you know, things so that you can guarantee professionalism can lead to higher levels of performance because professionalism is considered to be more motivating factor in the public sector organization. Now, Rainey and colleagues talked about, you know, in terms of practices to motivate professionals is basically to do, have doer career ladders in which you give them the options to continue to, you know, promote them higher in their area of domain, right. You continue to

provide them the promotions within the area of their research or the profession or, you know, you take them on rotation in the sense that you take them from their research area to maybe a management position and after the tenure is over, absorb them into their original, you know, the parent, you know, the research area of the work that they are doing and also provide them a lot of, you know, funding for the professional development.

It's mostly happening in, you know, the professions such as which require a lot of academic, you know, the input especially if you look at the scientists, the researchers, the academicians, other people. So you need to provide them as an organizational support, these people much more funding so that they can have professional development, they can continue to grow in their careers. Now, with this we come to the final concluding section of this particular module which is to do with the positive organizational behavior from the contribution from the area of positive psychology. Now, this particular is based, content is based on the work of Luthans, Youssef and Avolio in the paper titled Psychological Capital, Investing and Developing Positive Organizational Behaviour, published in Positive Organizational Behaviour. Let us look into how positive organizational behavior first of all is defined and we will look into the application of positive organizational behavior in the context of public sector organization.

First of all, authors defined psychological capital. Luthans and colleagues, 2007, defined psychological capital in terms of an individual's positive psychological state of development, which is further defined in terms of self-efficacy, optimism, hope, and resilience. Let's look into what is the meaning of this, right? Now, when we talk about self-efficacy, it's about the confidence that one has in his or her abilities that it will lead to take into the work and succeed in the various challenging tasks. So, it is about more of ability, confidence in one's ability that once you start doing some kind of work, your efforts will lead to, you know, succeeding in the challenging task. So, it is about your confidence in your abilities.

Optimism is about, you know, you are having the, you know, personality in such a way that you are continuously thinking of success. you know success now and in future so you are very very optimistic about what is going to happen in you know in terms of success to you now and in future that's what the authors define then in terms of hope, hope is about that you know completely persevering continue to put in efforts towards the accomplishment of your goals and you are hopeful that if you really you know you will succeed if you continue to work very hard on the goals and of course as in required bringing changes in your paths along the way right. Resilience on the other hand is basically about somebody's ability to you know attain success even if after you know facing failures and you confront adversities but you do not give up you come back you know you bounce back with lot of energy and then start proving yourself let us look into these one by one and how one can actually develop the positive psychological capital and

more specific to actually work in the area of public sector organization. So, self-efficacy I have already talked about. It's about your confidence, you have confidence in your abilities.

I have given some references if you want to know more about the definitions and other things, you can always look into the references mentioned here. It's basically the confidence that people have within them, that you know in their abilities which will motivate them to continue to put in efforts in the direction so that they will succeed in that particular task so when people have this kind of confidence. What is the importance of then this kind of confidence? Importance is it will then lead to higher level of performance among the individual because people really believe in their abilities and they are very, very confident about it. It can lead to higher level of job satisfaction. It can lead to higher level of commitment among the employees.

That's what we need to look into. So, having self-efficacy, you know, it's a good thing and because it relates to positively to various, you know, factors. But the question here is, can somebody develop self-efficacy? Can organizations help people develop self-efficacy? So, the research says that one can develop self-efficacy by doing multiple things? You can involve yourself in the challenging task and, you know, mastery experience. Succeed in the challenging task. Take up the work which will provide lot of challenge to you and you do your best as far as their abilities are concerned and you learn in the experience when you do lot of challenging work.

Second you know thing which is mentioned is about vicarious learning. Vicarious learning is that you please also observe other people who are doing challenging work learn from them what they are doing, so look for the people who have done you know work before, what kind of changes they have brought in, what are their accomplishments and learn from them right and when you learn, see them you also get a lot of confidence in your abilities that you are also able to do that then Verbal persuasion can also help you know as an organization people should also you know when you indulge into the efforts and do challenging work and then there is a verbal persuasion from the people around then also it will boost your you know confidence and also positive feedback on your jobs done positive feedback. And of course, the encouragement. And all these are mentioned in the, you know, paper which I have mentioned on the slides. Please refer to this paper to find out more about, you know, in terms of development of self-efficacy through mastery of challenging experiences, vicarious learning, verbal persuasion, positive feedback and the encouragement therein.

Next is about, you know, hope. Hope is, you know, I always talk about, you know, it's the state of mind, you know, your state of mind is that you are very much determined. Determined to do what? That you want to achieve your goal. Achievement is your end state that you are looking at and you are hopeful that the kind of efforts and the path you

will choose, it will lead to the better outcomes. First is, it's basically about determination, your determination to look into your goals. Please look into the definition of hope by given by, you know, in the reference number 1 here.

Hope is about, you know, determination to achieve goals. It is about your, how much determined you are, to achieve your goals and second is that how much you know efforts you are putting in in terms of finding out the means, processes, you know what is the way that you want to take, what is the path that you are taking going to take that's what define your hope, now what is the importance you know of significance of the hope, if people are hopeful if people are having hope what it will do if people are you know having high levels of hope it will lead to improvement in the well-being of employees, okay and it also make them much more resilient we'll talk about that also it positively relate to the state of happiness it can lead to higher level of performance and of course higher level of satisfaction and also it provide lot of ability to cope with the situation or you know the adversities and so and so forth. Now, in case of development of hope, how can somebody develop hope? As important dimension of psychological capital, how sometime people can develop hope? Take on challenges, take on goals which are challenging goals. Okay, or what you can also do is you can also design sub goals, you know, you design your milestone in such a way that you, you know, first of all, try to create the broader goals into your sub goals for yourself and try to see how you are doing in that and try to identify what are the problems, identification of the problems along the way. Okay, that can also help you develop the hope.

Also look at, we talked about in hope, ways, paths. Try to find out multiple ways, alternative ways to reach your goals. Multiple ways or alternative ways to reach your goal. If required, also you can work on revising your goals. Sometime what happen, you end up deciding some kind of goals for yourself which are completely unrealistic and it will do nothing but create a false hope in your mind.

So, you need to sometime also change that kind of goal which are more unrealistic. As an organization, what you can do is in order to increase somebody hope, you can actually give them resources, give people resources, you can also give them information and also authority is another important factor which are mentioned in research to increase hope. So, this is what people can do in terms of enhancing somebody's hope as an important state or dimension in psychological capital. Then comes the optimism. Now, optimism, hope is about, you know, what is the difference between hope and optimism I am going to talk about now.

Hope is more about that you are determined to reach your goals and you find out the ways to reach at that particular. Optimism on the other hand is about your experiences, right, you know, in terms of, for example, whatever positive happened to you in the past, you feel that it is because of your internal, you know, personal, you know, I would say

the input. But something if is something wrong that had happened, something which is a negative event, you consider it to be more temporary. You say, no, it is nothing to do with this thing. It is a temporary phase. It will also pass. But if you are not, if you are considering no, everything is negative around, so you are not optimistic. but if you consider negative events as something which is a temporary phase then of course your optimism is very very high so in terms of optimism it says that you consider positive events attributed to the you know your internal and this is something which is a more of a permanent you know state as been mentioned by Schueller and Seligman in the paper. But at the same time, you also say that the negative events, they are temporary and they are situation specific. So, if it is the case, you are more optimistic.

So, what will optimism do? What is the importance of optimism? Optimism enhances the performance. See, at the end of the day, at the beginning of the module I talked about, we are talking about the aspect of performance. So, all these things are related to the performance. There is higher level of satisfaction in life. Psychological well-being is good and people are happy when they are optimistic.

Now, how to develop optimism? And all these resources are mentioning about some of the technique to deal with optimism. It's about whatever happened has wrong in past, be lenient with your past. Don't, you know hold what has happened in the past and that was wrong if you hold that if you have that kind of a baggage you will never be optimistic, you appreciate your present, what is happening now please appreciate that and finally you know always try to seek opportunity for future you know opportunity for future, always try to see. So, these are some of the ways with which one can actually, you know, consider developing, you know, optimism in oneself as to psychological capital is concerned.

Last is final which is talked about resilience. All talked about, you know, Luthans and Youssef talked about in terms of resilience that even if in the face of failure or difficult situations and adversities or some kind of problems related to conflict, how you bounce back this is basically how you have you know adapted or learned this particular capacity to bounce back that's what is be defined you know in terms of resilience now what resilience can do? Resilience is all about you know again related performance and in public sector organization is much more because you are actually involved in much more challenging task much more challenging work that you are doing right so how can somebody develop resilience, what is required see when it is resilience you know we're talking about you know the the problems that you can encounter the risk that you can encounter, so how you will actually mitigate those risks what can help you, is resources can help you resource acquire resources information resources, skills resources, learning from the experiences, build relationships you know within the organization network relationship which will help you let's say public sector organization right so when you are let's say as an administrator you have to do a lot of work you have political authority you

have local bodies local agencies you have NGOs, you have citizens, you build a relationship with the network because these people will come to your aid when you will you know face adversity and there are problems there because these resources they will do what they will enhance your success so focus on resources. Another thing is always look for the factors which leads to high level of risk for example stress and the conflict so try to minimize minimize the factors which will lead to the stress and conflict and also whenever you are identifying opportunities, you are trying to experiment with opportunities, also try to take the risks which are calculative risks. Don't experiment too much. Think of doing it in that way because you have learned through your various experiences. Now, these are the four important psychological capital variables in terms of positive organizational behavior which are important and worth discussion.

Why we are discussing about this is another important thing. In case of positive organizational behavior and what are the implications of the public sector. Your text mentioned you know Rainey, Fernandez and Malatesta they mentioned that the context of the public sector organization is very different you know where there is a greater external influence, there more formalization of the processes, a lot of conflict and ambiguity in goals are there. There is lot of political influences, lot of things, distinctive character of the public sector organization. So, when there are lot of challenges like these are there, so in that way what happen is this kind of work environment, which is more complex, it require people to have higher level of psychological capital and it is the duty of the organizational leaders and the administrator to help their members to develop the psychological capital.

As a mentor, as a coach, as a senior person, administrator, you please help the younger employees or administrators who are entering into the administration. You prepare them, guide them in such a way that they develop resources, they increase their ability, they learn capacity to deal with adversities. All these things are really very important. So, last final is the Surviving and Thriving in the Public Sector. This is based on the text by Cohen, Eimicke and Heikkila.

The effective public managers, I'll quickly do that how things are changing and how surviving and thriving in public service you know is important, now see that there's a lot of change happening in the functioning of the government and you'll see that you know a lot of digitalization, process changes, innovations are happening new policies coming up, with so with these all changes what is happening is the traditional way of public management is changing The public managers today, as the text mentioned, they are required to be trained in social network communication, e-government, innovation, sustainability and things like that. So, what happened is, this particular more complex problems because they are confronting organization, there is a need for highly educated, flexible and innovative managers and professionals which will continue to, this particular

need continue to grow. We need people. But the issue is, the question here is the inclination towards public sector careers.

We talked about in public sector motivation. Inclination towards public sector careers, they have both talked about costs and benefits. Cost in terms of because of the complexity of the environment, the energies and the temperaments and the competencies and the psychological capital, attitudes or the motives we have seen that of course, you will require a different kind of temperament to deal with this thing. But at the same time, there are a lot of benefits attached to it. The kind of meaning and the purpose that you are going to derive from that function is going to be huge.

Of course, there are costs. There are difficulties, there are complex situations that you have to deal with, but also the benefits attached to public service are huge. The kind of meaning that you will derive from this particular work is going to be much more. So with this, I am going to conclude this entire module on public service motivation. We have talked about at length about various aspects of motivated behavior within the context of public sector organization. We have talked about public motivation, service motivation at length.

Then important work-related attitudes, positive organizational behavior and finally surviving and thriving in public sector. So, in the next week, we are going to start very interesting topic, which is effective leadership in public organization, where I am going to discuss about very interesting case studies for you. So, I would request you, suggest you to keep reading, and referring to the material that I am sharing with all of you through the slides references to enhance your understanding of the content in the course. I will see you in the next session.