

2.4 MOTIVATION

Motivation is the word derived from the word 'motive' which means needs, desires, wants or drives within the individuals. It is the process of stimulating people to actions or to accomplish the goals. In the work goal context, the psychological factors stimulating the people's behaviour can be:

- desire for money
- success
- recognition
- job-satisfaction
- team work, etc

2.5 MANAGEMENT BEHAVIOURAL ASPECT OF PERCEPTION.

In an interview for the selection of a candidate, the interviewers' judgment about the suitability for position or not of a candidate depends on how his behaviour is perceived by them. A rejected applicant might feel that he was wronged by the interview though he deserved selection. But the fact is that interviewers generally form an early impression that becomes quickly entrenched. If the inadequacies of the candidate are exposed early, they weigh against him in the final selection

Specific applications in organization are:

- Employment interview
- Performance expectations
- Performance evaluation
- Employee effort
- Employee loyalty
- Managing the Perception Process
- Have a high level of self-awareness.
- Seek information from various sources to confirm or disconfirm personal impressions of a decision situation.
- Be empathetic – that is, be able to see a situation, as others perceive it.
- Influence of perceptions of other people when they are drawing incorrect or incomplete impressions of events in the work setting.
- Avoid common perceptual distortions that biased in our view of people and situations.
- Avoid inappropriate attributions.

2.6 EFFECTS OF EMPLOYEE ATTITUDES

Employee attitudes and behaviours are usually related either one way or another, so when an employee has a negative perspective of their job, or a supervisor, or the organization as a whole-then they are less likely to care about their job performance, disregard their supervisor or

try to cause problems with them, or not consider anything that would benefit the company as a whole. This just worry about doing just enough in their job and get paid. However, if an individual likes their job, they will take pride in doing it correctly, if they like their supervisor- they are more likely to communicate and participate with them. If they value the organization as a whole, they tend to look for ways to improve the company as a whole, even when they don't ask to do so.

Negative Employee Attitudes

- Not only can negative attitudes have detrimental effects on an employee's productivity and health, but these attitudes can be infectious. Other employees quickly pick up on negative attitudes of co-workers and often adopt them as their own.

2.7. PERSONAL AND ORGANIZATIONAL VALUES

Human relationship are based on one's personal and organization values.

Personal Values ←———— Human Relationship —————→ Corporate Values

- Personal Values are Values that individuals hold and allow to guide their activities including work.
- Organization values are composite of personal values and more that is the sum of all the parts in greater than individual.

Following are combined personal and organization values.

1. Business Ethics
2. Commitment
3. Honesty/Integrity
4. Loyalty
5. Courtesy
6. Work/Leisure Attitudes
7. Visionary Leadership
8. Mutual trust/Mutual Respect.

One should check the following in respect of personal and organizational ethics.

- Is it legal?
- Is it balanced?
- How will it make me feel about myself?

2.7.1 Personal Values are:

There are Five principles of ethical power for individual

- Purpose
- Pride
- Patience