

**Paper –CONSUMER BEHAVIOUR**

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### **Topic- Porter and Lawler Model of Motivation**

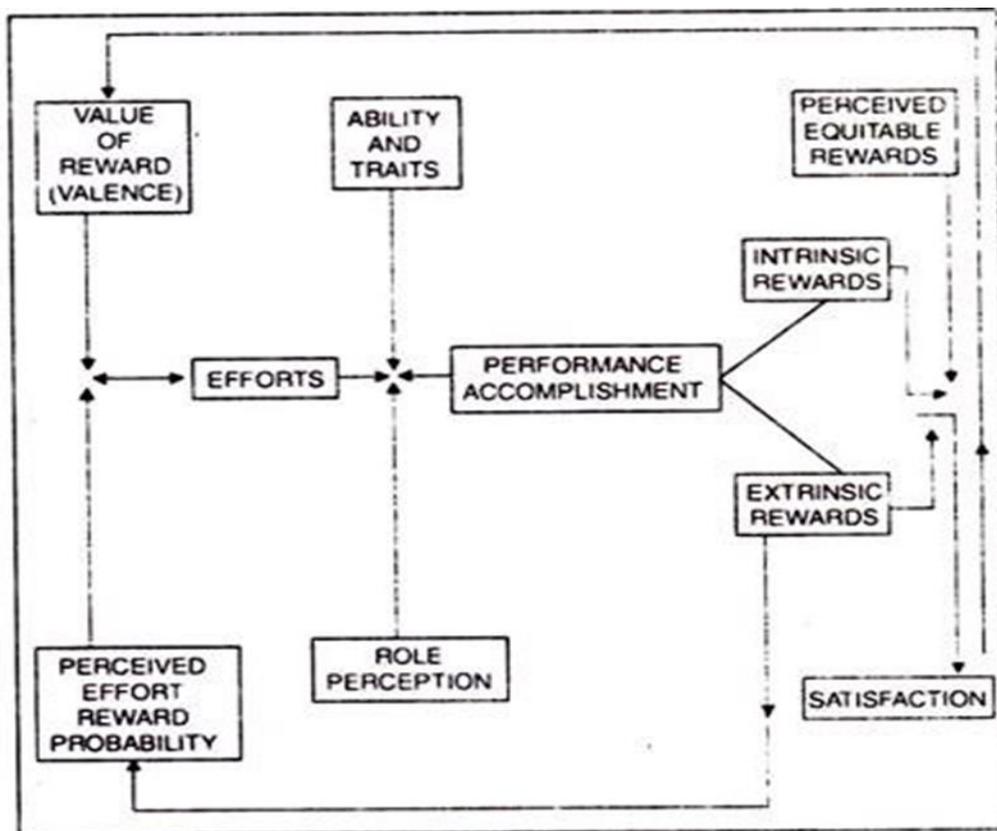
Lyman Porter and Edward Lawler came up with a comprehensive theory of motivation, combining the various aspects that we have so far been discussing and using two additional variables in their model. Though built in large part on Vroom's expectancy model. Porter and Lawler's model is a more complete model of motivation. This model has been practically applied also in their study of managers. This is a multi variate model which explains the relationship that exists between job attitudes and job performance.

Assumptions:

This model is based on four basic assumptions about human behaviour:

- (i) As mentioned above, it is a multi variate model. According to this model, individual behaviour is determined by a combination of factors in the individual and in the environment.
- (ii) Individuals are assumed to be rational human beings who make conscious decisions about their behaviour in the organisations.
- (iii) Individuals have different needs, desires and goals.
- (iv) On the basis of their expectations, individuals decide between alternate behaviours and such decided behaviour will lead to a desired outcome.

Elements:



**1. Effort:** Effort refers to the amount of energy which a person exerts on a job.

**2. Value of Reward:** First of all people try to figure out whether the rewards that are likely to be received from doing a job will be attractive to them. This is referred to as valence in Vroom's theory. A person who is looking for more money, for example, extra vacation time may not be an attractive reward. If the reward to be obtained is attractive or valent then the individual will put extra efforts to perform the job. otherwise he will lower his effort.

**3. Perceived Effort Reward Probability:** In addition, before people put forth any effort, they will also try to assess the probability of a certain level of effort leading to a desired level performance and the possibility of that performance leading to certain kinds of rewards. Based on the valence of the reward and the effort reward probability, people can decide to put in certain level of work effort.

#### **4. Performance:**

Effort leads to performance. The expected level of performance will depend upon the amount of effort, the abilities and traits of the individual and his role perceptions. Abilities include knowledge, skills and intellectual capacity to perform the job. Traits which are important for many jobs are endurance, perseverance, and goal directedness. Thus, abilities and traits will moderate the effort- performance relationship.

#### **5. Rewards:**

Performance leads to certain outcomes in the shape of two types of rewards namely extrinsic rewards and intrinsic rewards. Extrinsic rewards are the external rewards given by others in the organization in the form of money, recognition or praise. Intrinsic rewards are internal feelings of job self esteem and sense of competence that individuals feel when they do a good job.

#### **6. Satisfaction:**

Satisfaction will result from both extrinsic and intrinsic rewards. However, for being satisfied, an individual will compare his actual rewards with the perceived rewards if actual rewards meet or exceed perceived equitable rewards, the individual will feel satisfied and if these are less than the equitable rewards, the individual will feel dissatisfied.

#### **Significance of the Porter and Lawler Model:**

1. He should carefully explain to the subordinates their roles or what they must do to be rewarded. Then he must make sure that they understand it.

2. Prescribe in concrete terms the actual performance levels expected of the individuals and these levels should be made attainable.
3. To achieve and maintain motivation, the appropriate reward must be associated with successful performance.
4. Make sure that the rewards dispensed are valued by the employees. Thus, he should find out what rewards are attractive to the employee and see if such rewards can be given to him.

Porter and Lawler model has definitely made a significant contribution to the better understanding of work motivation and the relationship between performance and satisfaction. But even then, to date, it has not made much impact on the actual practice of human resource management.