

How does this news story relate to job emotions and attitudes in organizational b...

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23 January, How does this news story relate to Job emotions and attitudes in organizational behavior? Job emotions and attitudes are undoubtedly, a fundamental concept in the Organizational Behavior. This article completely relates to that concept. The article not only points towards all elements that make part of an emotional speech, but also explains, with the help of a case study, how the emotional speech of a coach led the team to success.

Motivation is the most fundamental factor that makes the workers' behavior conducive to the success of the organization. Before analyzing the relation of this article to the concept of job emotions in context of the organizational behavior, it is customary to gain an in-depth understanding of job emotions, or in other words, "motivation". Motivation can best be explained with the help of the Expectancy theory of Motivation. Expectancy theory: Victor Vroom, in 1960 proposed the Expectancy theory (Barnet). The basic assertion Vroom has made in his theory is that individuals choose to display such work behaviors which according to them, would lead them to the results they deem important. There are three factors that dictate what amount of effort an individual would put into his/her work behavior. They are as follows: 1. Individual's expectancy: It is the extent of belief of the individual that a certain amount of effort would result into a certain performance level. 2. Individual's instrumentality: It is the extent of belief of the individual that a certain performance level would lead to a specific kind of reward or outcome. 3. Individual's valence: It decides the degree to which the individual feels attracted towards the rewards or outcomes expected. An individual's motivation for his/her work is influenced by all of the above three factors. All factors of the Vroom's expectancy model multiply to determine

an individual's level of motivation. Therefore, if any of the three factors has a low value, it will directly lower the individual's motivation towards his/her work. If any one of the three factors has a zero value, the individual will feel no motivation for work. In order to increase workers' efficiency and productivity, managers assume a very important role of making the workers feel that if they increase their effort, it would lead them to a higher performance level which in turn, would reward them in any form that they value. Analysis of the article with respect to Vroom's Expectancy theory: Ryan, in an attempt to motivate the team players to put in their best effort for the match, had addressed all of the three factors identified in the Vroom's Expectancy theory. The individual's valence obviously has the maximum value, because the team players looked forward to winning the match. There is no doubt in that the reward any sincere team player would value the most is victory because once they succeed, only then can they enjoy any pride, praise, monetary or other rewards. Therefore, victory is the pre-requisite for all kinds of rewards for a player. Ryan motivated them to succeed. Hence, the individuals' valence was highest. Ryan clearly stated that it would take only a continuous practice and effort of " seven weeks" for the players to develop the performance level necessary for achieving success. In this way, Ryan exactly quantified the level of effort for the players so that they would have a clear idea of how much effort is required. Therefore, the individuals' expectancy should also, principally have the highest values. Also, there is another theory of motivation, called as the Goal-setting theory, that emphasizes that managers need to clearly define the goals for the players to be able to achieve them (Barnet). Hence, Ryan

does that adequately. As the individuals' expectancy is determined by the belief of individuals that certain effort would increase their performance to a certain level, Ryan inculcates this belief in them through the rightly placed ups and downs of his volume and dramatic expression of speech. The players' belief particularly matures and becomes stronger as Ryan quotes the example of Hernan Cortes, the Spanish conquistador who had ordered his followers to "burn their boats" and had ultimately met with success. Ryan knew that human psychology approves practical examples, and hence made use of one in his speech. The team players all had "complete confidence" in Ryan, therefore, they believed that seven weeks of practice would improve their performance to the required level. Like their expectancy, the players' instrumentality also depends upon their confidence in Ryan. Ryan made them believe that after seven weeks of effort, their performance would be sufficiently good as to lead them victory through his emotional speech. The team's victory after Ryan's speech stays as a proof of the validity of his effort. Works cited: Barnet, Tim. "Motivation and motivational theory." 2011. Web. 22 Jan. 2011. .