

ELSS810
S2 L4

**Improving Leadership: Analyzing
and Managing Organizational
Phenomena by Reframing;
human resource frame**

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Douglas M. McGregor. Speech at MIT on April 9, 1957. “The Human Side of Enterprise”. X - Y theory:

- ❖ X holds that people inherently dislike work and will avoid it if possible (based on the foundations of scientific management).
- ❖ Y postulates that people do not inherently dislike work; work can be a source of satisfaction; people will exercise self-direction and self-control if they are committed to organizational objectives. People are willing to seek and to accept responsibility. The intellectual potential of most humans is only partially utilized at work.



Risk of a leader according to the X - Y theory:

The presumptions of the leaders about their subordinates can become self-fulfilling prophecies: the good become better and the bad become worse.



Motivation; theory and practice. How did it all begin...

Positive reinforcement

Positive reinforcement is one of the key concepts in **behavior analysis**, a field within psychology. Positive reinforcers are something like rewards, or things we will generally work to get.



Positive reinforcement has occurred when three conditions have been met:

- A consequence is presented as dependent on the behavior.
- The behavior becomes more likely to occur.
- The behavior becomes more likely to occur because and only because the consequence is presented as dependent on the behavior.



Applying positive reinforcement

- The probability of wanted behaviour is increased by linking positive consequences/rewards to the behaviour.
- To be effective, the rewards should be linked immediately to the behaviour and they should meet the expectations of the person.

Negative reinforcement means that we remove the possibility of punishment in a situation where the person is afraid of being punished.



What is motivation

- The word motivation comes from the Latin word 'movere' – to move
- Today motivation means a system of items that catalyse and direct the behaviour
- Motives are linked to needs, desires, inner thrust, rewards, and punishments.
- Motives are directed towards goals, and they are either conscious or unconscious



What is work motivation

- **Alertness and vigour** – refer to motivation as a source of energy
- **Direction** – refers to motivation as an orientation towards goals
- **Interconnectedness** – refers to motivation as the interaction process of the person and his/her environment (systems aspect)

