

“EXPLORING THE ROLE OF FAILURE IN INTRINSIC AND EXTRINSIC MOTIVATION – A DYADIC INTERFACE BETWEEN EMPLOYEE AND LEADER”

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Abstract:

“Leaders Lead by Example”

It is obvious in an organization to reward success and punish failure. Although failure is not welcomed but it's after effect may bring positive outcomes to an organization; In this study, the researchers have tried to examine the Role of Failure Event as an Intrinsic Motivator as well as the Role of Leadership Approach as an Extrinsic Motivator in relation to employees' failure in achieving the given target in two renowned Petroleum sectors of India. The findings of the study suggest that Leadership Approach plays extrinsic role in affecting employees' motivation positively in failure situation whereas Failure Event itself plays intrinsic role in boosting employees' motivation under a failure situation.

Keywords: Leadership Approach, Failure Experience, Motivation

1. INTRODUCTION

Failure to behave nonprejudiced might play a key role for high internally motivated individuals in the successful regulation of prejudice (Fehr & Sassenberg, 2010). Individuals who experienced failure in an identity relevant domain were highly motivated to compensate for their self-definitional shortcomings (Brunstein & Gollwitzer, 1996). In self-defining areas, effective coping with failure depends upon (at least) two factors: a person must be committed to the self-definition in question and the task that follows the initial failure situation must offer an alternative way of demonstrating one's identity related proficiency. If these two factors co-occur, failure will be likely to spur further self-definitional efforts (Brunstein J. , 2000). The model of self-regulation of prejudiced responses suggests that failure to behave as nonprejudiced (i.e., showing prejudiced behaviour) needs to be distinguished from an inner state resulting from this behaviour: the awareness of the discrepancy between one's standards and one's behaviour. This subjective experience elicits the self-regulation of prejudiced behaviour. Self-completion theory states that internal rather than external standards lead from the failure to behave as nonprejudiced to the awareness of a discrepancy. The theory suggests that individuals who experience failure relevant to an identity goal (i.e., an internally motivated standard such as the internal motivation to behave as nonprejudiced) will experience a sense of incompleteness (or in Monteith's terminology: the awareness of a discrepancy). This sense of incompleteness in turn motivates self-symbolizing efforts, meaning that individuals will strive harder on following goal-relevant tasks to compensate for the failure (Brunstein & Gollwitzer, 1996). In contrast, for external standards such as the external motivation to behave as nonprejudiced, no such effects are expected or found in the studies testing this theory, because failure does not result in a sense of incompleteness in this case. Taken together, responses to failure to behave as nonprejudiced will depend on the internal motivation to behave in this way but not on external motivation to behave as nonprejudiced. higher levels of internal motivation will lead to stronger goal striving after failure to behave as nonprejudiced, but not without failure. In other words, the less prejudiced behavior is expected after failure, the more individuals are internally motivated to behave as nonprejudiced. “The fastest way to succeed is to double your failure rate.” Failure is a prerequisite to invention and a business can't develop a breakthrough product or process if it's not willing to encourage risk taking and learn from subsequent mistakes (Farson, Richard, & Keyes, 2002). Organizational cultures often instill a tendency in employees to take failures “as indicators of poor performance, negligence, or as lack of competence” (Keith & Frese, 2015). Although companies have begun to acknowledge the value of failure (Farson, Richard, & Keyes, 2002), most organizations still interpret failure negatively (Khanna, Rajat, Guler, & Nerkar, 2016) by rewarding success and punishing failure (Cannon, Mark, Edmondson, & C., 2005). Thus, a reasonable assumption is that in a “competitive world of business, where a mistake can mean losing a bonus, a promotion, or even a job” (Farson, Richard, & Keyes, 2002), employees are likely to refrain from addressing customer defection. Successful customer reacquisition management may thus require companies to develop a failure-tolerant organizational culture that encourages a

constructive treatment of failures (Erwin & Danneels, 2008). We argue that in failure-tolerant organizational cultures, employees might be willing to address failures by assuming “ownership” of the reacquisition process and going to great lengths to win customers back (Maxham, III, & Netemeyer, 2003)

Even though learning from mistakes has been shown to positively affect organizations (Tucker & Edmondson, 2003) have shown that most organizations still do not tolerate mistakes because employees are rewarded for successes and punished for failures, thus perpetuating the bias for exploitation over exploration. Therefore, in order for an organization to benefit from exploration (vs. exploitation), it must be able to recognize and, specifically, tolerate mistakes in order to encourage exploration of superior solutions and, thus, effectively engage in the learning process. Consequently, when organizations can learn through explorative opportunities, there may be an improvement in performance (Haunschild & Sullivan, 2002)

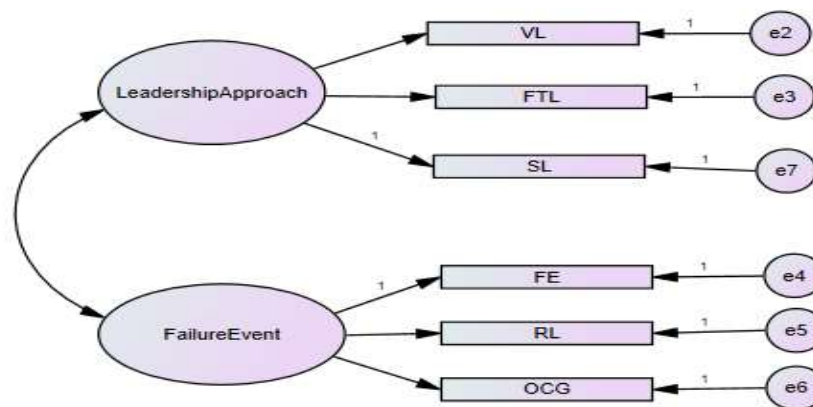
Employees typically acquire a tolerance for failure outside the reacquisition context via organizational socialization—the process by which a person acquires knowledge necessary to assume an organizational role (Maanen, E., & Schein, 1979). Organizational socialization to failure tolerance might occur in several ways. First, symbolic acts may nurture a tolerance for failure (Homburg & Pflesser, 2000). For instance, Procter & Gamble has reportedly humorously handed out a “heroic failure award” that employees likely find indicative of a general failure-tolerant culture. Second, group observation may implicitly contribute to employees’ failure tolerance (Harmeling, et al., 2017) employees may acquire a tolerance for failure through regular interactions with mentors or by observing co-workers’ behaviors (Lam, Son, Kraus, & Ahearne, 2010). Third, employees join companies with certain strengths and skills that the company values. After an employee is on board, socialization can also occur when employees discuss failures, thereby reinforcing an existing tolerance for failure as an important norm (Hartline, Micheal, G., III, & Mckee, 2000). Once employees have internalized a failure-tolerant culture, they tend to view it as a “perfectly ‘natural’ response to the world of work” (Maanen, E., & Schein, 1979) “Failure-tolerant organizational culture” as organizational values, norms, and artifacts that imply that failures are constructively handled, openly addressed, and freely communicated; that the causes and underlying mechanisms of failures are analysed for improvement; and that failures are even actively encouraged (Farson, Richard, & Keyes, 2002). Thus, a failure-tolerant organizational culture encompasses failure handling, failure communication, failure learning, and failure encouragement (Erwin & Danneels, 2008)

In Promotion Focused mindset, an employee plays to win and may be more likely to take chances, seize opportunities and be creative. Responding to their need for autonomy and providing opportunities for challenge and growth may be most effective in fostering their commitment to change. By contrast, someone who takes a prevention approach tries to avoid failure and may prioritize thoroughness and planning in order to minimize mistakes. For this type of worker, intrinsic motivation may be driven by boosting their sense of competence and security. (Ben-Hur & Kinley, 2016). Failure-tolerant cultures inspire employees to voice their ideas (Detert, R., & Burris, 2007) and discuss mistakes openly (Weinzimmer, 2017) failure tolerance fosters employees’ feelings of responsibility for their own failures as well as those of their clients (Gronewold, Ulfert, & Donle, 2011).

Organizations have the ability to learn from both success and failure. The behavioral theory of the firm describes how organizational decision makers respond very differently to failures than they do to successes (March & Cyert, A Behavioural Theory of the Firm, 1963). When an organization experiences success, decision makers interpret that experience as one which validates existing organizational knowledge and that further changes or development of knowledge is unnecessary (Shapira, 1992). While organizations interpret success as validation of current organizational knowledge, failures and mistakes call it into question (March, 1991). The behavioral theory of the firm recognizes organizations can learn much from mistakes, as they provide an indication to organizational members that existing organizational knowledge is inadequate (March & Cyert, A Behavioural Theory of the Firm, 1963). Mistakes act as stimuli for organizational members to challenge existing assumptions and correct problems with innovative ideas (sitkin, 1992). The particular value in learning from mistakes lies in the ability to indicate where inadequacies in knowledge are present (Levinthal & March, 1981). (Cannon & Edmondson, 2001) define failure as “deviation from expected and desired results.” Whatever the source of error, (Edmondson, 2011) states that organizations must accept and tolerate failures in order to obtain the knowledge provided by incidents of failure.

The culmination of the literature assists the researcher here to gain a comprehensive understanding of failure happening in work place and how it is treated by organizational decision makers. When one makes mistake, it gives an indication to organizational members that existing organizational knowledge is not adequate (Simon & March, 1958). The researchers’ point here is that when an employee falls short of his/her target, then it also gives rise to certain approaches for the leader to tackle the situation without affecting employees’ motivation towards the work thereby allows the researcher to examine the role of leadership approach towards employees’ failure in work place.

Figure 1. Proposed Model of the Study:



Leadership & Failure Event Model

Note- Abbreviation used in the Model:

1. SL - Supportive Leadership, 2. VL- Visionary Leadership, 3. FTL- Failure Tolerant Leader,
4. FE- Failure Effect, 5. RL- Resilience, 6. OCG- Opportunity for Challenge and Growth

2. METHODOLOGY

2.1 Objectives of the study:

- i. To check the Role of Failure Event as an Intrinsic Motivator in the opinion of Employees.
- ii. To check the Role of Leadership Approach as an Extrinsic Motivator in the opinion of Employees.

2.2 Scale development

There is no widely accepted measure of the variables taken for the study. Therefore, it was first necessary to create a valid and reliable scale for the variables. We drew on extant studies in an attempt to identify potential survey items that have been presented in previous research. Using attributes from previous studies, we created a potential list of items for our variables. We queried a group of five experts (which we define as academic researchers that are actively studying organizational-level performance issues) to match potential survey items. The respondents were to rate the degree to which each statement accurately described attributes of their leader as well as their (employees’) approach in regard to failure event. We used a 5-point Likert type scale where 1 = strongly disagree and 5 = strongly agree for the statements.

Variables	Coding of variables
Supportive Leadership	SL
Visionary Leadership	VL
Failure Tolerant Leader	FTL
Resiliency	RL
Failure Effect	FE
Opportunity for Challenge & Growth	OCG

Figure 2.

Note: Variables extracted from review of literature

Warm Up Statements:

W1: My current job is my dream job

W2: I rarely think of a job in another company

W3: I expected a challenging Management-employee relationship when I Joined the job

W4: I am trained well to perform my job in challenging condition

Statements based on the Variables:

Supportive Leadership (SL)

SL1: I expect positive attitude/behavior from leader in a complex situation

SL2: Leader's constant support and involvement in hard situation helps me to reduce frustration in work

SL3: Leader is concerned and caring about my personal problem in work place and enables me to remain steady

SL4: Leader pays more attention to remove barriers and clarify goals in response to my failure situation

SL5: Leader's intervention in failure condition creates an intelligent risk-taking environment in the organization

Failure Tolerant Leader (FTL)

FTL1: There is no penalty imposed by leader on failure to achieve target

FTL2: Leader accepts my failure and encourages me enough to learn lessons therefrom

FTL3: Leader treats failure as a stepping stone to future progress/success, which in turn boosts my sense of competence in the work

FTL4: Leader accepts my failure as an inevitable byproduct for taking risks/initiatives

FTL5: Leader addresses my failure in a constructive way

Visionary Leadership (VL)

VL1: Leader's behaviour stimulates/induces me to face challenges and drives me to work towards achieving the organisational goal

VL2: Leader constantly updates me on the organisation's overall goals, targets & policies

VL3: Leader strongly gives priority to my goals and values

VL4: Leader shows me new direction to achieve the failed task

Resiliency (RL)

RL1: Experiencing failure in work pushes me to take initiative

RL2: Experiencing failure often energizes me to take bold steps

RL3: Failure experience helps me to overcome fear of failure

Failure Effect (FE)

FE1: I tend to concentrate more on challenges after failure

FE2: Realising chances of failure at work makes me work harder than before

FE3: Failure to achieve goals creates anxiety and tension in me

FE4: Negative experience of a previous work/foregone opportunity helps me to identify gap in my work

FE5: I tend to concentrate less in other official and personal goals when I experience job related failure

Opportunity for Challenge & Growth (OCG)

OCG1: Work challenges excite me

OCG2: I perform better in deadlines and more challenging tasks

OCG3: Experiencing failure in work provides me an alternative platform to fulfil the set goal

2.3 Analytic Techniques

The researcher has first calculated the simple weighted average of each variable and then Cronbach's Alpha Test is applied to check the reliability/validity of the questionnaire. After satisfying the initial requirements of analysis, the researcher has proceeded with Exploratory Factor Analysis (EFA) using Principal Component method to explore the most significant variables. The explored variables are further treated with Confirmatory Factor Analysis (CFA) to confirm the impact of variables on the component.

2.4 Sampling Technique and size

A sample of 120 was chosen proportionately for this study that comprises employees of two organizations. Controlled Quota sampling method has been adopted to collect data from employees. Quota sampling method has been adopted as in the present study, employees are classified based on the level of management in which they are working and the present research only focus on employees of middle level of management as these employees on one side follow orders of their top level and on other side, they lead employees working under them. A quota of 60 employees from each organization is taken. The reason for choosing 60 employees from each organization is because of Factor analysis. In the present study 6 variables are considered and for doing factor analysis for a single variable there should be at least 10 respondents. Hence, for 6 variables 60 respondents from each organization and both the organizations result in 120 respondents in overall.

3. RESULTS

Table 1. Simple Weighted Average (SWA)

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Supportive Leadership	38	31	27	11	13
Visionary Leadership	36	37	30	12	5
Failure Tolerant Leader	31	37	30	10	12
Failure Effect	36	33	19	14	18
Opportunity for Challenge & Growth	31	36	20	19	14
Resiliency	33	34	22	19	12

Source: based on survey data

The above table helps the researcher in fulfilling both the objectives. The simple weighted average of the variables is calculated based on the responses of the respective statements. The level of agreement and disagreement for each variable is measured by summing up the responses of the statements. The SWA helps the researcher to conduct Factor analysis and to infer the Role of failure in work motivation.

3.1 Factor Analysis: The researcher has conducted both Exploratory Factor Analysis (EFA) & Confirmatory Factor Analysis (CFA) for analyzing and interpreting the variables. EFA is conducted to explore the most significant variables and CFA is conducted to confirm the significant impact of the explored variables to the factors.

3.1.1 Exploratory Factor Analysis (EFA):

Before proceeding to Exploratory factor analysis, one has to conduct KMO & Bartlett's test to ensure the sample adequacy. Accordingly, the researcher here has conducted KMO & Bartlett's test to check sample adequacy and significance of correlation respectively.

Table 2.

Results of Exploratory factor Analysis (N=120)		
	Component	
	Failure Event	Leadership Approach
FE	.885	.186
OCG	.884	.169
RL	.861	.214
SL	.190	.845
FTL	.246	.812
VL	.113	.810
% Variance Explained	53.936	21.947
Eigen Value	3.236	1.317
Cronbach's Alpha	.795	.879
KMO = .790, Bartlett's $\chi^2 = 675.720$, $P < .001$. Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.		

Source: Based on Researcher's data analysis

To check the reliability of the questionnaire in measuring the constructs, Cronbach's alpha test is used. This alpha measure the consistency between the responses given by the respondents in the study. A value of **0.7** is acceptable. In our study, the Cronbach's alpha values for Reliability of Leadership Approach variables are **0.795** and Failure Event variables are **0.879**; these are greater than the recommended **0.7**, indicating that all the scales are reliable.

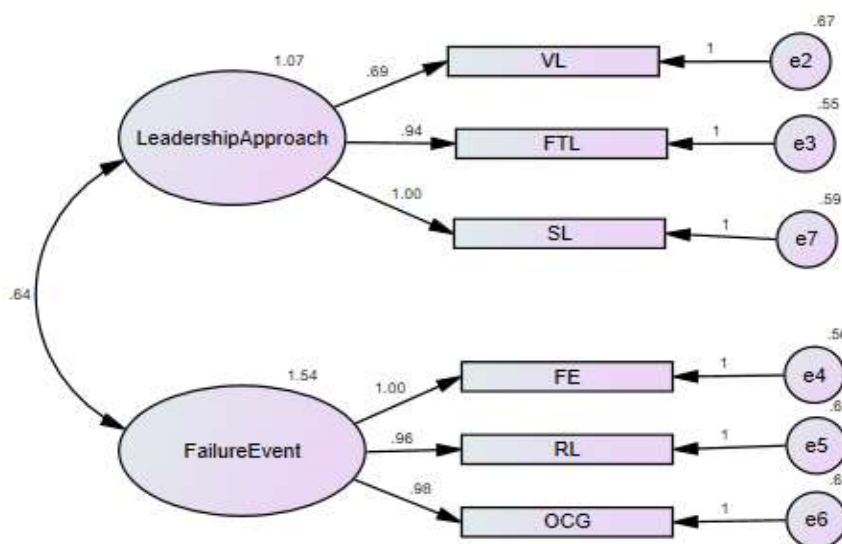
The result value of KMO test is **0.790** which is greater than desirable value **0.6** and Bartlett's test of sphericity is significant (**p = 0.000**). Factorability is assumed when KMO & Bartlett's test is found satisfactory. Thus, based on the results, it is found appropriate to proceed with exploratory factor analysis to examine and explore the interrelationships among the variables chosen for the study and then attempts to explain them in terms of their common underlying dimension or factors. Table 4.4 also displays the Total Variance Explained for variables affecting Leadership Approach and Failure Event. A good factor analysis will give at least 60% of the variance extracted. The result shows that Total Variance explained for the variables is **75.883** which is greater than desired value **60%**. Sometimes, the direction of data measured under Unrotated Component Matrix, may be different which may further lead to cross loading of variables to a certain factor. To avoid this problem, Rotated Component Matrix is used. Another reason of using Rotated Component Matrix is to distribute the variables properly.

After performing Rotated Component Matrix with Kaiser Normalization, Component 1 comprises of 3 variables with factor loadings for FE **.885**, OCG **.884** & RL **.861**. Component 2 comprises of 3 variables with factor loadings for SL **.845**, FTL **.812** & VL **.810**.

3.1.2 Results from testing the structural model and Interpretation of CFA:

The structural equation model presented in Figure 5.1 is tested using AMOS to examine path significance levels. Table 3 summarizes the estimates of the structural model and the results are presented in Figure 4.

Figure 2. Estimates of Structural Equation Model



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Note:

The estimated structural equation model. Note: Leadership Approach ↔ Failure Event ***p < 0.516. All path coefficients are significant; Chi-square/df = .899, GFI = 0.990, CFI = 1, RMSEA = 0.000

Figure 2 shows the model relationships as well as the fit measures for the model. The adequacy of the model is assessed using a number of fit measures.¹ The measures of model fit include goodness of fit index (**GFI**), normed fit index (**NFI**) and comparative fit index (**CFI**). The measuring values of all are always between **0** and **1**, where 1 indicates a perfect fit and any value above 0.9 a good fit. The model has a GFI of **0.990**, NFI of **0.989** and CFI of **1** suggesting a good fit. Similarly, **RMR** (Root Mean Residual)

and **RMSEA** (Root Mean Square of Error of Approximation) are two additional measures which indicate a good model fit within a value of **0.05**, where RMR shows the proportion of the variance not explained by the model and RMSEA estimates the difference between the examined model and a hypothetical model where every component in the model is related to every other component. In the present model, the value of RMR & RMSEA is **.031** and **0.000** respectively, suggesting a good model fit.

The CFA model demonstrates Supportive leadership (**SL**), Visionary Leadership (**VL**) and Failure tolerant leader (**FTL**) are observable indicators for **Leadership Approach (LA)** in the event of employee's failure. Since, the correlation value of SL with LA is greater than the rest two variables i.e., VL & FTL, hence it suggests that SL is a more important indicator than VL & FTL for LA. Again, as the correlation value of FTL is greater than VL, hence after SL, FTL is the second most important indicator for LA.

SL > FTL > VL

1 > 0.94 > 0.69

Similarly, Failure Effect (**FE**), Opportunity for Challenge & Growth (**OCG**) and Resiliency (**RL**) are the observable indicators for **Failure Event (FE)**. The correlation value of FE, OCG & RL are 1, 0.98 & 0.96 respectively, showing that the most important indicator of Failure Event is FE, while OCG is the second most important indicator.

FE > OCG > RL

1 > 0.98 > 0.96

In addition, the model shows that there is a positive association between Leadership Approach and Failure Event. The correlation between the two factors (LA & FE) is 0.64, indicating that both LA & FE have important repercussions on each other.

3.1.3 Analysis of Variables grouped under Leadership Approach (Based on Field Responses)

a. Supportive Leadership: In respect of Supportive leadership, majority of the employees (61%) agree that leader's positive attitude, constant support & involvement, intervention in removing barriers and clarifying goals help to maintain the work atmosphere even after experiencing failure. This indicates that supportive approach of a leader in response to employee's failure condition helps to bring change in employee's behaviour and push them to learn from their mistakes and using that information to complete the half-done task.

b. Visionary Leadership: With regard to Visionary leadership, an ample portion of the employees (58%) agree that leader's way of showing alternate direction, persistency or never give-up attitude and optimistic behaviour stimulate them to face challenges and drive them towards achieving the organizational goal. This approach of a leader enables the employees not to get easily intimidated and embrace the tenacity of boldness and innovativeness in them.

c. Failure Tolerant Leadership: With respect to Failure Tolerant Leadership, a decent number of the employees (57%) supports that a penalty free & failure tolerable work culture/environment, acceptance of failure and encouraging to derive insights from there act as a stepping stone to their future progress and boosts their sense of competence in work. Here, with encouraging failure, the researcher does not mean to say abandonment of supervision or respect for sound practices but management of failures intelligently. Management's engagement in a failure condition aid in observing employees' intellectual capital i.e., to what extent employees' experience, knowledge and creativity of the workforce is increased.

3.1.4 Analysis of Variables grouped under Failure Event (Based on Field Responses)

a. Failure Effect: In response to Failure effect, the employees have been addressed with certain statements urging to know how a failure experience affects in their subsequent task. Majority of the employees (63%) view that negative experience/failure to behave non-prejudiced makes them to concentrate more on challenges and to identify gap in previous work. Though failure is unwanted in work place but it's happening cannot be undermined as the lessons behind a failed task open several ways and means to do the work. The study results suggest that reacting to failure as non-prejudiced maintains the level of internal motivation in the employees which in turn leads to strong goal striving will.

b. Opportunity for challenge & growth: Each failure is an opportunity to reevaluate the existing strategy. In quest of that, the employees are asked to respond certain statements in response to event of failure and its role in stretching the path of future opportunity & growth. A reasonable percent of employees (56%) has agreed that experiencing failure in work provides them alternate platform to derive valuable insights out of them and identify actionable opportunities.

c. Resiliency: The most resilient employees aren't the ones those who don't fail, but rather the ones who fail, learn and thrive because of it. The field responses indicate (65%) that experiencing failure in achieving standard target, push them to take initiative and bold steps. Their responses reflect that they do not allow themselves to exaggerate how terrible their problems are; instead, they tend to view their failure with an accurate perspective.

4. CRITICAL FINDINGS:

a. In the initial stage, a decent portion of the employees have responded neutrally while expressing their failure experience related to their work but at middle & later phases of the questionnaire the same shows keen interest while dealing with the statements which intend to know their views on failure experience and its impact on work motivation in following the unachieved goal. This indicates that although most of them have been confronted with failure in job related targets but they feel unease to share it with others.

b. A moderate section of the employees shows neutral expression while dealing with the statements "My current job is my dream job" & "I rarely think of a job in another company" respectively. In response to the former statement, it indicates that neither the employees are motivated enough with their current job position nor they are demotivated with the job position; or, they may be

trying to make progress to step on the higher part of the job ladder while neutral expressions in regard to the later statement may illuminate questions on employee's organizational commitment & loyalty.

c. A good percentage of employees opined that although the happening of failure event creates anxiety and tension amongst them but they like to perform under deadlines and failure event excites them to do better in subsequent task which shows their resiliency and goal-oriented attitude in work.

5. MAJOR OBSERVATIONS OF THE STUDY: -

a. The **Confirmatory Factor Analysis (CFA)** demonstrates Visionary Leadership (VL), Failure Tolerant Leader (FTL) & Supportive Leadership (SL) as observable indicators for Leadership Approach in the event of employee's failure, while SL is found to be the most important indicator and FTL, the second most important indicator for Leadership Approach.

b. The **CFA** demonstrates that FE, OCG & RL are the observable indicators for Failure Event; the most important indicator found for Failure Event is FE, while OCG is the second most important indicator.

c. All the measures of **CFA** model are found either within the recommended range or greater than the recommended value; hence, it suggests a good model fit and it supports a satisfactory match between the surveyed data and the proposed measurement model.

6. Empirical Model developed based on the findings of the study:

A model of Leadership Approach and Failure Experience in a failure situation is based on the observations of the present study and along with the logic-based reasoning, which the researcher has developed after reading the literature on the related topic and as the findings indicate. Any scientific, calculated and proven relation between the characters of the proposed model cannot be claimed yet, though our model is well inspired by the analysis of concerned literature, journals and statistical test. This Relationship model can open new ways for researchers to think further on these lines which may lead them to develop any strong and proven relation between the characters of this model;

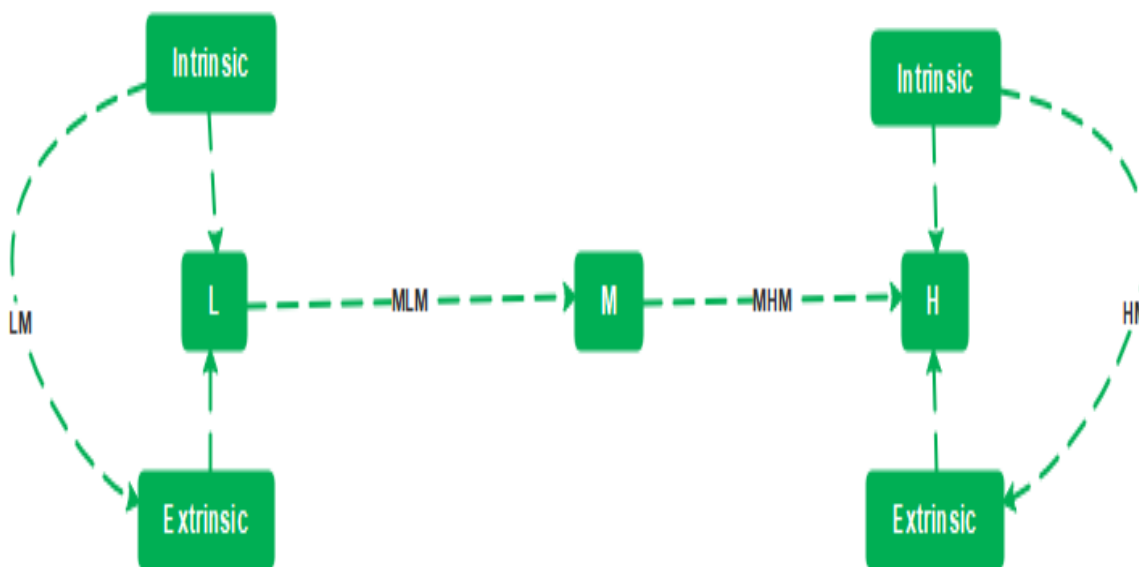


Table 3. Leadership Approach & Failure-Event Paradox

Failure Event (Intrinsic Motivation)	Leadership Approach (Extrinsic Motivator)		
	Low	Moderate	High
Low	Lowest Motivation	Moderately Low Motivation	Moderate Motivation
Moderate	Moderately Low Motivation	Moderate Motivation	Moderately High Motivation
High	Moderate Motivation	Moderately High Motivation	Highest Motivation

6.1 Note:

Lowest motivation: (“Absence of motivation”) At this level, low motivation from both ends may lead to total failure or it may increase the attrition rate in the workforce.

Moderately Low motivation: (“Low presence of motivation”) At this level, presence of motivation is low but not absent. Although intrinsic motivation is low but moderate level of extrinsic motivation may push the employees to go forward.

Moderate motivation: (“Between high & low motivation”) At this level, though intrinsic motivation is low but the strong presence of extrinsic motivation can make the employees to bounce back.

Highest motivation: (“Strong form of motivation”) At this level, high motivation from both ends can lead to proper management of failure which in turn may enable the employees to achieve highest level of work.

Moderately High Motivation: (“Adequate form of motivation”) At this level, intrinsic motivation is moderate and extrinsic is high and vice versa; This may help the employees to be persistent enough and in utilization of failure experience to earn opportunities.

7. CONCLUSION:

The present study has addressed a much neglected or untapped area of work motivation. The main purpose of the present study is to explore the rationality of failure event in work motivation and its subsequent task. The results have shown that there are two important components having three auxiliary variables each which aid in sustaining employees’ work motivation in a failure situation. Both field responses and statistical tests have drawn three variables namely **Supportive Leadership, Visionary Leadership and Failure tolerant leadership** as observable indicators for **Leadership Approach** and **Failure Event, Opportunity for Challenge & Growth and Resiliency** as observable indicators for **Failure Experience**. Furthermore, the results reveal that **Leadership Approach** plays extrinsic role in affecting employees’ motivation positively in failure situation whereas **Failure Experience** itself plays intrinsic role in boosting employees’ motivation under a failure situation. In addition, the study has also forwarded certain techniques in the form of suggestions to both management and employees to deal with failure situation for sustaining motivation in achieving the subsequent task as well as failure management in work place.

8. IMPLICATIONS FOR PRACTITIONERS: -

- i. Rehabilitation with failure:** It is required that employees should be provided an opportunity to justify the causes that led to failure & to share their feelings/experiences during failure event in an open forum. It is often seen that only the results of failure are put on record without paying heed to its causes & effects on the employees’ subsequent efforts; thereby adding up to a demotivating experience. However, the suggested measure can not only prove to be a step towards weighing down the burden of failure for the employee-thus helping him cope better with the experience-but can also be a learning experience for others & thus ensuring that the same is not repeated. Further, the Rehabilitation practice may help the employees to be explicit about failure and smart enough to deal with any of their failure experience or negative experience related to their job. It is human tendency that we always celebrate our success over our goal but the most neglected part is failure which we often rule out or regret for its appearance during achieving our goal. Hence, the management could break the ice of employees’ failure experience and do prioritize the sweeter part of failure event in order to identify their gap in previous work and should work upon the deviation found after analysing the failure event.
- ii. Develop a culture of learning from failure:** If management is going to develop a culture in which failure is accepted, then the best way to take the stigma out of it is to talk about failure and its positive sides that remains behind the veil. Accepting failure means paying sincere attention to it to find out the actionable opportunities that may lie behind failure. The venom of a snake is poisonous when it is contained in its glands but as soon as it is being extracted from its gland by the biologists for experimental purpose then it becomes remedy for a disease. Similarly, until and unless the failure is treated as poison or hidden inside the mind, it will not allow the employees to go ahead or it may create hassle in their subsequent task. Hence the need of the hour for the management is to extract the venom of failure from employees’ mind and try to inject positive blood of failure experience in employees to identify them the possible opportunities that have arisen from their failure experience. The management can create and reinforce a culture that may make employees feel both comfortable with and responsible for learning lessons from failure experience. They can insist in developing a clear understanding about the happenings or when things get derailed, systematically analyze them to give it a right direction. This may prove beneficial in improving the work lives of employees, boosting intrinsic motivation and organizational performance.
- iii. Re-evaluation of existing strategy:** The employees should re-evaluate the existing strategy in cooperation with the management whenever they fail in fulfilling their target and try to grab the opportunity to move on to the next step of the target. The re-evaluation practice may assist in understanding one’s intellectual capital, shortage of any resource, upgradation of present method of doing the work to lessen the rate of failure event. Hence, the management as well as the employees should try to use the positive sides of any failure experience early before it mushroomed into disaster.
- iv. Stop being emotional with failure experience:** The employees should be practical enough with failure experience rather than getting emotional with it. Express your feelings instead of bottling them up. So, try to air out the failure event to get to the root cause and identify actionable opportunities and right direction for the next level of the work.
- v. Focus on Failure Management:** Although motivation and failure are generally not considered to be on the same continuum but it is evident from the present study that proper and intelligent management of failure event can drive behavioural change in employees. Hence, like Potential Appraisal practice (where employees hidden attributes are identified for future performance) management should adopt Failure Management as an integral part of their Human Resource Practices.

9. IMPLICATIONS FOR ACADEMICIANS:

(i) **Broad area of Failure Management:** The study is concentrated to only employees of middle level management of two Petroleum Units of Assam; hence this theme can be extended to other levels of management. Moreover, the study is conducted in two prominent petroleum units of Assam, thus it provides another opportunity to carry on the research in different types of organizations.

(ii) **In-Depth Analysis:** In depth Content analysis covering large number of literatures can be done to extract a greater number of variables affecting employees' work motivation in relation to failure experience.

(iii) **Behavioral Aspects:** The present research can add on new aspect in behavioural management by incorporating views of leaders working at different levels of management to compare the behavioural aspects from both ends i.e., Employees as well as Leaders.

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