

Expectations Comes True- A Study on Pygmalion Effect on the Performance of Employees

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Abstract

Pygmalion effect or self-fulfilling prophecy occurs when a false definition of the situation evokes a new behavior that makes the original false conception come true. If people define situations as real, they are real in their consequences. This explains how others expects about us and how it affects our self -concept and influence our behavior. The verbal and non verbal messages and strokes which we receive from significant people in our lives (significant others) influence our self-concept and determine our behavior. This concept can be used as the management tool for increasing the confidence and motivation of employees and thereby enhances the employee productivity. This study concentrates on how Pygmalion affects performance of employees.

Based on the findings the following points are suggested to the organization. The respondents are dissatisfied with factors like performance appraisal, feedback, and expectation and confidence of leader hence it should be rectified with various measurements, Free and frank communication can be promoted in all directions..

With the analysis, and findings, it could be concluded that the employees can improve their performance if the leader have expectation and confidence on them.

Keywords: Pygmalion, Performance appraisal, expectation.

1. Introduction

The term Self-Fulfilling Prophecy, or SFP as it is popularly known (Merton, 1948) suggests that whatever one holds in one's mind (even subconsciously) tends to occur in one's life. It explains belief or an expectation will affect the way a person will behave in a way that confirms the belief or expectations. An expectation when created is communicated to another person, from whom the desired behavior is expected. Then the person is treated according to the expectation and finally the expectation comes true. Self- fulfilling prophecy is a circular feedback between expectations, actions and results.

1.1 The ABC's of Pygmalion

- A. We cannot behave or act in a manner that is inconsistent with our expectations and beliefs (of others or ourselves).
- B. Our behaviors and actions toward others influence their expectations, behaviors, and performance either positively or negatively.

- C. Thus, our expectations will become a self-fulfilling prophecy, partly because we will act in a manner that is consistent with that “prophecy” and causes it to “be fulfilled”.

1.2 Theory and Hypothesis

The word Pygmalion comes from the sculptor Pygmalion, who fell in love with the statue of the ideal woman he created; the statue was finally brought to life with the help of Goddess Venus. The modern update comes from George Bernard Shaw's play Pygmalion, which shows that the difference between a lady and a flower girl is not in how she behaves, but in how she is treated. Pygmalion effect or self-fulfilling prophecy occurs when a false definition of the situation evokes a new behavior that makes the original false conception come true. If people define situations as real, they are real in their consequences.

What managers expect of their subordinates and the way they treat them largely determines subordinate performance and career progress. A manager having low expectations from subordinates may exhibit behaviors like seating the person in low-prestige areas, paying less attention, smiling less often, and giving less information about what is going on. Special projects may seldom be given as may be the opportunities given for presentations or expression of opinion.

1.3 The Pygmalion Effect in Management

Successful managers have high expectations, both of themselves and their team. These expectations are powerful, because they're the frames in which people fit reality. We often see what we expect, rather than what is actually occurring.

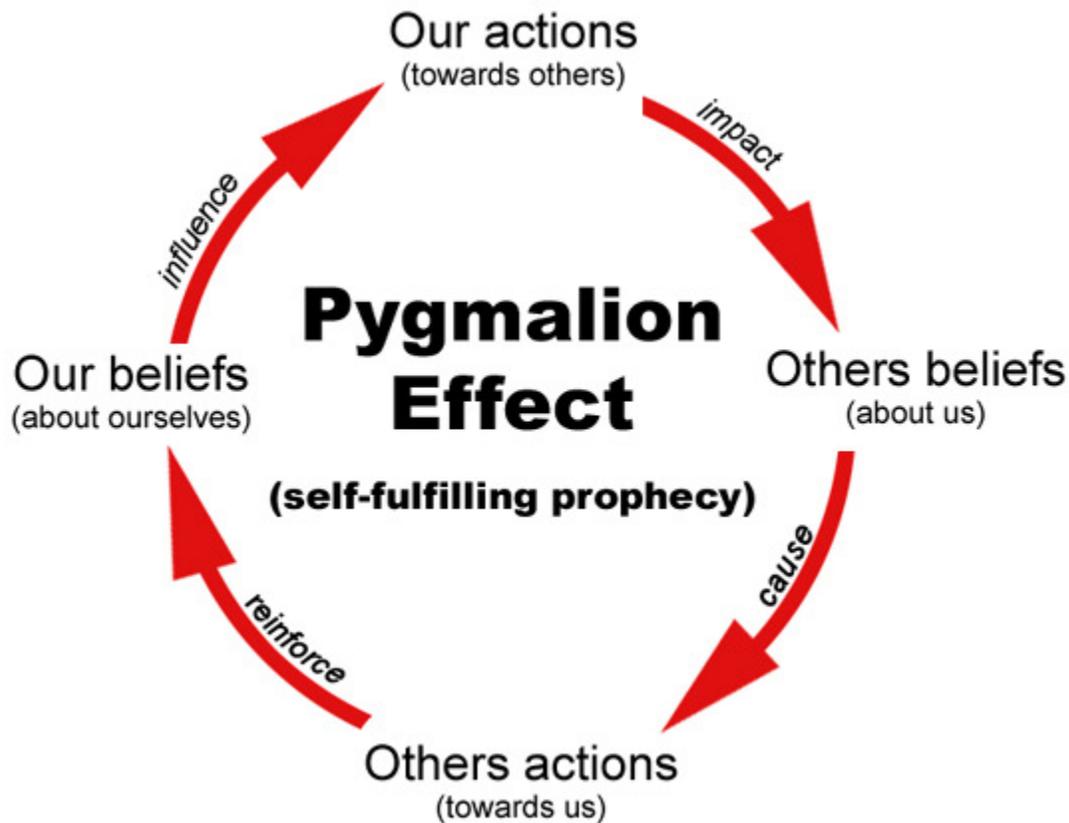
Social psychologists have referred to this as the self-fulfilling prophecy or the Pygmalion Effect. In Greek mythology, the sculptor Pygmalion carved a statue of a beautiful woman, fell in love with the statue and brought it to life by the strength of his perceptions. Many managers play Pygmalion-like roles in developing people. Research on the phenomenon of self fulfilling prophecies provides ample evidence that people act in ways that are consistent with our expectations of them. If a manager expects a subordinate to fail, they probably will.

Pygmalion first appeared in Greek mythology as a king of Cyprus who carved and then fell in love with a statue of a woman, which Aphrodite brought to life as Galatea.

1.4 Pygmalion Effect as a Management Concept

Pygmalion Effect is taught as a management concept in B-schools today. It can be well practiced in organizations. It can be well practiced in organizations. Since Pygmalion Effect yield we get what we expect, it logically follows that high expectation lead to high performance; and low expectation lead to low performance. The assumptions that managers make about their employees will affect their expectations and treatment towards the employee. The reasons why ineffective managers set low expectations of their employees are:

- Theory x- Managers who believe that people have low motivation and ambition expect very little
- Managers who want to be liked by their employees, fear creating resentment against themselves by setting demanding goals.
- Managers who fear they may not able to achieve high goals
- Managers who believe their employees are already overloaded and overworked.



1.5 Pygmalion Effect at Work

A performance review can be a good example of how Pygmalion Effect works. Performance reviews do not just tell us about the past performance, they also determine the future performance. A good performance review makes the employee perform well and feel positive and confident. Even a non verbal gesture can convey the message of appreciation and acceptance. Thus it's not just what one's says, it's also the way one behaves.

The managers can therefore play a significant role in the success or failure of an employee through praise, criticism, feedback, etc. the implication of the Pygmalion Effect for leaders and managers is massive.

1.6 Use a "Positive Pygmalion" Approach

- With employees demonstrating low confidence or poor performance.
- In the face of any kind of change or proposed change, including changes in technology, equipment, procedures, plans, goals, etc.
- To ensure the success of new hires (use it to raise their expectations of the organization and current employees' expectations of the new hires).
- To clear the record of former "problem" employees (so that their past reputation doesn't perpetuate negative SFPs) when conducting any type of training.

1.7 Objectives of the Study

- 1) To analyse the extent of Pygmalion Effect on the performance of employees
- 2) To assess the positive signs given by the superiors towards employees
- 3) To find out the various Pygmalion Effect factors leading the performance of Employees
- 4) To know the impact of Pygmalion Effect on the efficiency of employees.

2. Research Methodology

Research Design

A descriptive study was attempted on the employees. Specific parameters were chosen and employees were asked how they felt about the different variables, which have been delineated, and their responses have been recorded using a structured questionnaire.

Primary Data

The Questionnaire was collected from different employees working in various sectors like BPO, Cement industries, consultants.

Secondary Data

The main source of data included previously published public domain reports about the company available in different media and internal documents which were available to the researcher followed by Industry reports, economic resource available through various standard resources were the source of secondary data.

Sample Size

The sample size selected for the survey is 500 for this study.

Sampling Techniques Used

The sampling procedure applied here is the convenience sampling

Tools of Data Collection

Questionnaire

A structured questionnaire was administered to the employees at various levels and departments. The number of questions that were asked depended on the complexity as outlined & required in the objectives of the study keeping the scope in view.

Statistical Tools for analysis of data

Percentage analysis, Friedman test, Factor analysis.

3. Analysis and Interpretation

3.1 Percentage Analysis

Variables	Categories	No of Respondents	Percentage
Age	18-25	352	70.4
	26-35	48	9.6
	36-45	84	16.8
	45 and above	16	3.2
	Total	500	100.0
Gender	male	276	55.2
	female	224	44.8
Marital	Total	500	100.0
	married	229	45.8
	unmarried	271	54.2
Experience	Total	500	100.0
	0-5	336	67.2

Variables	Categories	No of Respondents	Percentage
Income	5-10	64	12.8
	10-15	84	16.8
	15-20	16	3.2
	Total	500	100.0
	below 5000	96	19.2
	5001-10000	128	25.6
	10001-15000	96	19.2
	15001-20000	64	12.8
	above 20000	116	23.2
	Total	500	100.0

Inference: the above table suggests that majority 70.4 % of them are in the age group 18-25 yrs. In the case of gender 55% of them are in male category as more of them are in the age group 18-25 yrs majority of them are unmarried as for experience most of them are in the range of 0-5 yrs of experience and in case of income level it lies between 5001-10000 rupees.

3.2 Friedman Rank Test

The Friedman test ranks the scores in each row of the data file independently of every other row. The Friedman chi-square tests the null hypothesis that the ranks of the variables do not differ from their expected value

	Mean Rank
verbal & nonverbal	7.87
Appreciation	7.13
Challenging	8.22
upgrading skills	6.96
own opinion	8.27
Responsibility	7.93
Suggestion	8.03
superiors praise	6.91
emotional support	6.48
Cooperation	5.90
Confident	7.64
skills and abilities	8.32
Expectations	1.35

Result

The table lists the mean rank of each variable. High rank corresponds to the higher values of the variables. Here skills and abilities and own opinion have high mean values than the other variables with a mean rank of 8.32 and 8.27 respectively. Other sources have lower values than the other variables. Here respondents choose the Pygmalion effect related to these variables.

Test Statistics (a)

A Friedman Test

N	500
Chi-Square	2084.065
Df	12
Asymp. Sig.	.000

Result

The table lists the result of the Friedman test. For these rankings, the chi-square value is 2084.065; Degree of freedom is equal to the number of values minus 1. As 3 purchasing options are ranked, there are 5 degrees of freedom. It is clear that the significance level is 0.000 at 5 per cent level of significance. Hence the hypothesis is rejected. At least one of the variables differs from the others.

3.3 Factor Analysis

Factor Analysis is a set of technique by which analyzing correlations between variables reduces their numbers into fewer factors which explain much of the original data, more economically.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.506
Bartlett's Test of Sphericity	Approx. Chi-Square	2643.330
	Df	36
	Sig.	.000

Loading of Factors for selecting Pygmalion effect on Extracted factors

Sr no	variables	Factor 1	Factor 2	Factor 3	Factor 4
X1	Verbal & non Verbal	-.268	-.205	.768	-.429
X2	Appreciation	.023	.131	-.034	.974
X3	Challenging	-.001	.872	-.189	.187
X4	Upgrading skills	.385	.767	.230	.022
X5	Own Opinion	.791	.442	-.132	-.108
X6	Responsibility	.130	.108	.946	.134
X7	Suggestion	.827	.227	-.165	-.057
X8	Superiors Praise	.335	.466	-.492	.002
X9	Emotional Support	.849	-.121	.164	.380
	Eigen values	3.394	1.777	1.221	1.119
	Variance in (%)	37.707	19.743	13.566	12.437
	Cumulative Eigen Values in (%)	37.707	57.451	71.016	83.454

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Communalities

Sr no	Variables	Initial	Extraction
X1	verbal & nonverbal	1.000	.888
X2	appreciaton	1.000	.967
X3	challenging	1.000	.832
X4	upgradingskills	1.000	.790
X5	own opinion	1.000	.850
X6	responsibility	1.000	.941
X7	suggestion	1.000	.765
X8	superiors praise	1.000	.571
X9	emotional support	1.000	.907

Result

The table no. 12 represents, two tests namely, Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) & Bartlett's Test of Sphericity have been applied to test whether the Since this value is significant at the 0.05, so reject the null hypothesis that the population correlation matrix is an identity matrix. This means that there exist correlations among the variables X1, X2X9. The value of KMO is found to be 0.506 which is more than 0.5.

So, factor analysis is an appropriate technique to analyze the data. The scree plot is the diagrammatic representation of the total variance explained based on the variance in the Eigen values of the fifteen components using

Principal Component Analysis. This chart states the high influence of the one factor based on their Eigen value is greater than one.

4. Suggestions and Recommendations

Based on the findings from the study, following points are suggested to the organization. The respondents are dissatisfied with factors like performance appraisal, feedback, and expectation and confidence of leader hence it should be rectified with various measurements. Free and frank communication can be promoted in all directions. Management can create condition conducive to high level of employee motivation to spur performance of employees. Motivational factors may include awarding of best teams, incentives, etc. Allow greater involvement and participation in decision making process, which instill a sense of belonging in the organization. Organization can create an open forum for the employees to discuss their concerns on their work life and personal life. Employees should be given enough emotional support, when they are unable to bring up their productivity to the benchmark here the supervisors should have affection towards the employees and should have a positive attitude as every employees is talent in any field this the manager has to find out as the definition itself says Management is an art of getting things done through people. So how to make them work in a best possible manner which is possible only with the help of Pygmalion effect.

5. Conclusion

The employees have a positive attitude towards the organization and their overall performance is good. The organization understands the importance of retaining employees and by providing them with opportunities for self development. The employees are also ready to accept challenging tasks, which shows their confidence in accepting responsibilities. The factors taken into considerations in this study have given an understandable picture of the organization's effectiveness and the attitude of the employees. With the analysis, and findings, it could be concluded that the employees can improve their performance if the leader have expectation and confidence on them.

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