

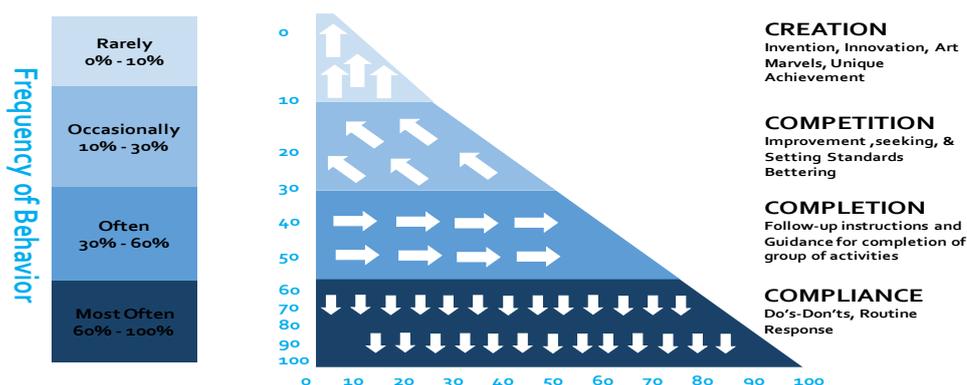
SOCIAL ACHIEVEMENT ORIENTATION FOR BUILDING EFFECTIVE COMMUNITY ORGANIZATION.

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Achievement motivation is considered essential force for attaining standard of excellence. It gets manifested by being competitive and creative. Having such orientation an individual attains standard of excellence in his/her performance. This brings about experience of excellence – leading to change and growth by creating innovation; seeking improvement; setting & attaining standards; solving problems or attempting of self actualization. As against this, the predominant mass orientation prevailing particularly in traditional societies & developing world is that of Compliance & Completion resulting into routine responses that ensures continuity and maintenance of the status quo. Under such orientation people, however lack conviction, confidence and innovation - the stimulus to change, growth, progress and development.

In motivational term Power & Affiliation Motivation nurtures the 'compliance' and 'completion' orientation whereas 'competitive' and 'creative' orientations prompt the Achievement, Social Achievement & Extension Motivation

PERFORMANCE ORIENTATION

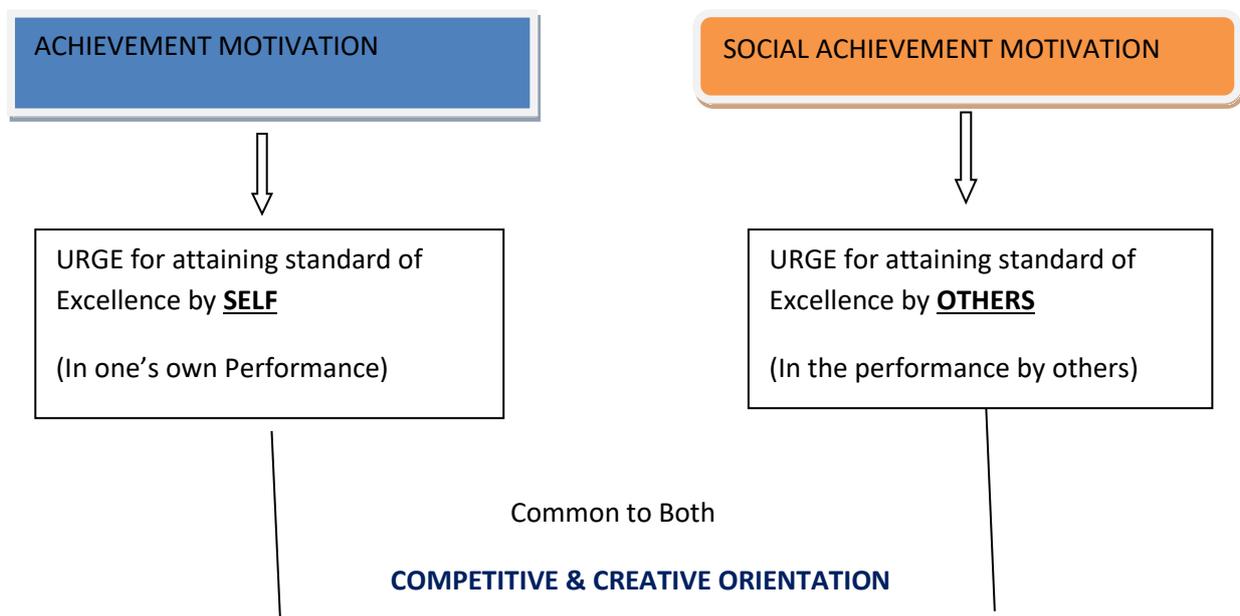


The urge for attaining standard of excellence by acquiring achievement orientation (competitive & creative) is usually understood as 'achievement motivation'.

On the other hand the concern for inculcating achievement orientation among others (members of targeted community) to experience excellence by them resulting in change and their own growth is usually referred to as **'Social achievement motivation' or 'Extension' Motivation.**

Social entrepreneurship, and a large number of social and community organization usually referred as VOs and NGOs have primary concern for the growth and development of the members of the targeted community . ***Their primary responsibility lies in changing orientation of the members of the community.*** Accordingly, all **social and community organizations** are basically **driven by 'social achievement' or 'extension' motivation.** All their interventions and strategies are planned and pursued with altruist concern. These 'community organizations' primarily aim at and derive satisfaction by observing growth, development and progress made by the members of the society and community they are working for.

Fig 2: Differences & Similarities



Distinguishing Features:

Voluntary and community organizations usually target the issues and communities which are not tackled or covered under usual government

schemes. Sometimes these issues are very wide spread and acute for which the governmental efforts are found quite inadequate. Further these issues are not merely economic, but extended to social malpractices, psychological, ethnic, environmental, health related, associated to natural disaster and calamity, ecological, religious, political, rehabilitation , victims of atrocities etc. Each issue presents unique condition and unusual situations which cannot be dealt with normal governmental approach. It requires unique means and methods. People living under such condition usually loose the hope, lack self confidence and forget taking initiative of any sort. The community / development organization has to accept the challenge of experimenting with new and unique means and method to deal with the unique situations and also of **creating hopes** among people, **build their confidence, enabling and empowering** them **to innovate**, work hard for **bettering their condition** and boldly organize efforts to **face the existing problems**.

Accordingly a social achievement- orientated organization (CO/VO) dominantly displays the following 7 features :

1. **Challenger- *ready to take risk of trying something new & attempting to do what is normally considered difficult.***
2. **Enabler- *organising & encouraging people to acquire ability to perform the desired work.***
3. **Empowering- *building capacity & developing confidence to initiate & perform successfully.***
4. **Resource Facilitator- *facilitate assessing, locating and mobilizing Resources needed to perform a task.***
5. **Coach- *ready to work together at any level or situation with an intention to improve the performance of incumbent and harbour the lasting faith that any and every body can improve one's own performance***
6. **Converting problems into opportunities. – *perceiving problem solving as an opportunity to prove his/her metal.***
7. **Innovator – *Doing things(Content & Process) different, new, unique, improvement, attaining standards & solving problems.***

WHY IT IS IMPORTANT FOR COs & VOs TO HAVE SOCIAL ACHIEVEMENT MOTIVATION?

There are several reasons proving the suitability of 'Social Achievement Orientation' to COs/VOs and Development organizations.

1. Solving Acute Problems-Internally & Permanently

Generally COs/VOs work with people facing problems of acute nature. Primarily, two approaches to deal with such acute problems. One by using 'internal' or 'external' strength/resources; and another by offering 'Short-term' or 'Long-term' solution to the Acute problems.

Social Achievement Orientation will prefer dealing with the acute problem 'Internally' and 'Permanently'. Whereas the 'power' and 'affiliation'(welfare) orientation will prefer dealing with such acute problems externally and giving Temporary Relief.

Let us take the example of working for the people facing acute poverty. Power and affiliation(welfare) oriented organizations will organise distribution of *free food, cloth & house* or *granting onetime grants, providing aids or subsidy* which will try to deal with acute problems of poverty by using external strength/resource and offer short-term/ temporary relief.

On the other hand **Social Achievement orientation** will lead to ***building capacity of people to generate income; optimise expenses and inculcate the habit of saving; which enhance their inner strength to deal with the acute problem of poverty. This will provide long-term/ permanent solution to the acute problem of poverty.***

Since large number of COs/VOs is working with people facing acute problems in variety of areas, their effectiveness lies in building the inner strength/capacity of the targeted group to deal with acute problems permanently. This is possible only when COs/VOs adopt and adhere to perform with Social Achievement Orientation.

2. To Prevent Exploitation

COs/VOs usually work with people who are sufferers of any count. Usually they suffer from some sort of deprivations, discrimination, denial or ignorance. Due to long sufferings they develop a mind set that predominantly displays the general lack of confidence, loss of hope, resourcelessness, and utter degree of dependence and finally grinded to living with or avoiding problems. With such mind sets **people become highly vulnerable to variety of exploitations.**

a) Economic exploitation- Whenever financial or non financial resources are offered externally to deal with the problems, the group receive it with deep sense of gratification. COs /VOs and development agency having 'power' and 'affiliation' (welfare) orientation tend to exploit this deep sense of gratification. As a 'giver' or 'controller' they consider their right to accept and claim their share/cut in the form of bribes. The exploitative practice of claiming and giving bribes is accepted as normal practice. This form of exploitation is rampant in developmental field and has been highlighted by the fact that in India out of one rupee development fund, only 15 paisa reaches the beneficiaries.

b) Conditional Resourcing – Many COs/VOs work with artisans and craftsmen. In spite of having well developed skills and fine craftsmanship, these lots of people are suffering from poverty. Largely because they fail to market their products and also they lack working capital to keep themselves fully occupied. Many COs/VOs are operating in this area and supplying inputs to keep them busy throughout the year with a condition that they will sell entire finished product only to them on a fixed price. This conditional resourcing helps the artisans to remain occupied for longer period but does not help them to grow and improve their condition.

c) **Labour Exploitation-** If COs/VOs are not having Social Achievement Orientation they start organizing production of goods and services by engaging unemployed youth and artisans by providing raw materials and machineries and marketing the products with high profits. Worker are paid fixed wage or on fixed piece rate basis. In this process the organization grow but not the worker. This model is very commonly practiced in the name of self-employment or entrepreneurship development.

3. Making Vested Interest Non operational-

Many COs/VOs *either started with vested interest or develop vested interest in between.* Vested interest is not obvious and pursued secretly. This vested interest may arise out of variety of concern such as political gain, gaining social status, religious conversion, tax evasion and women & child abuse and many others. Vested interest oriented COs /VOs often offer externally- supported short-term solution to the problems faced by the community. Further it nurtures the tendency to resort to variety of exploitation.

The best way to prevent the vested interest to be operative; COs/VOs may develop or acquire strong Social Achievement Orientation. That will keep them involved in building inner strength and capability to deal with the acute problem permanently. The people will grow stronger enough not to fall prey to vested interest.

How to Acquire/develop Social Achievement Motivation.

Several behavioural practices and skills are found effective to stimulate Social Achievement Motivation. The integrated package of behavioural practices and skills that have been tried and found effective includes checking basic performance orientation; social achievement motivation, commitment to work standards; change & growth process; use of creativity and achievement planning. Social Achievement Lab is organised much on line of Achievement Motivation Lab to facilitate acquiring and development of Social Achievement orientation and motivation.
