

UNIT THREE – Part Two

Characteristics of Control

- Managerial Function
- Continuous Activity
- Control is Related to Planning
- Essence of Control is Action

Importance of Controlling

- Accomplishing Organizational Goals
- Judging Accuracy of Standards
- Making Efficient use of Resources
- Improving Employee Motivation
- Ensuring Order & Discipline
- Facilitating Coordination in Action

Motivation

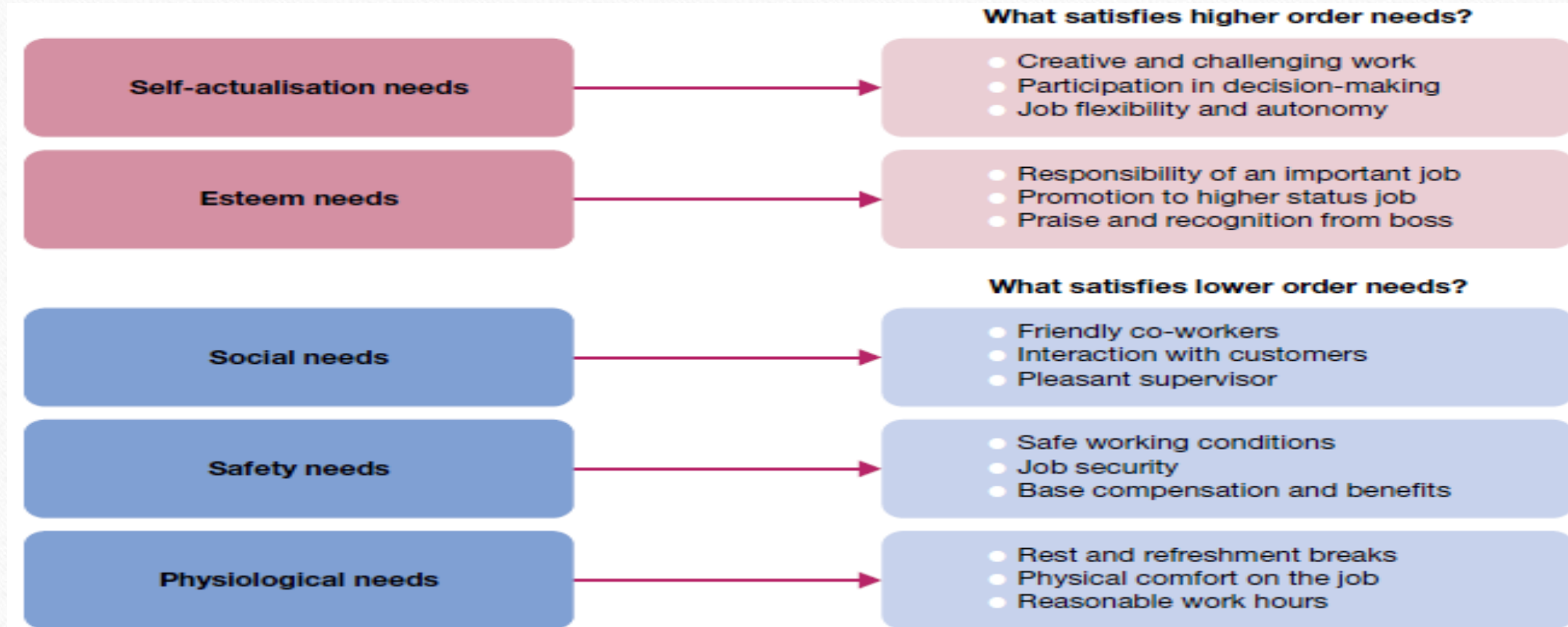
- Motivation and rewards
- Extrinsic rewards are externally administered
- Intrinsic rewards, on the other hand, are self-administered

Importance of Employee Motivation

- Organization Goal Achievement
- Enduring Relationship
- Workforce Stability
- Role of Human Resource
- Reduction in Employees' Turnover

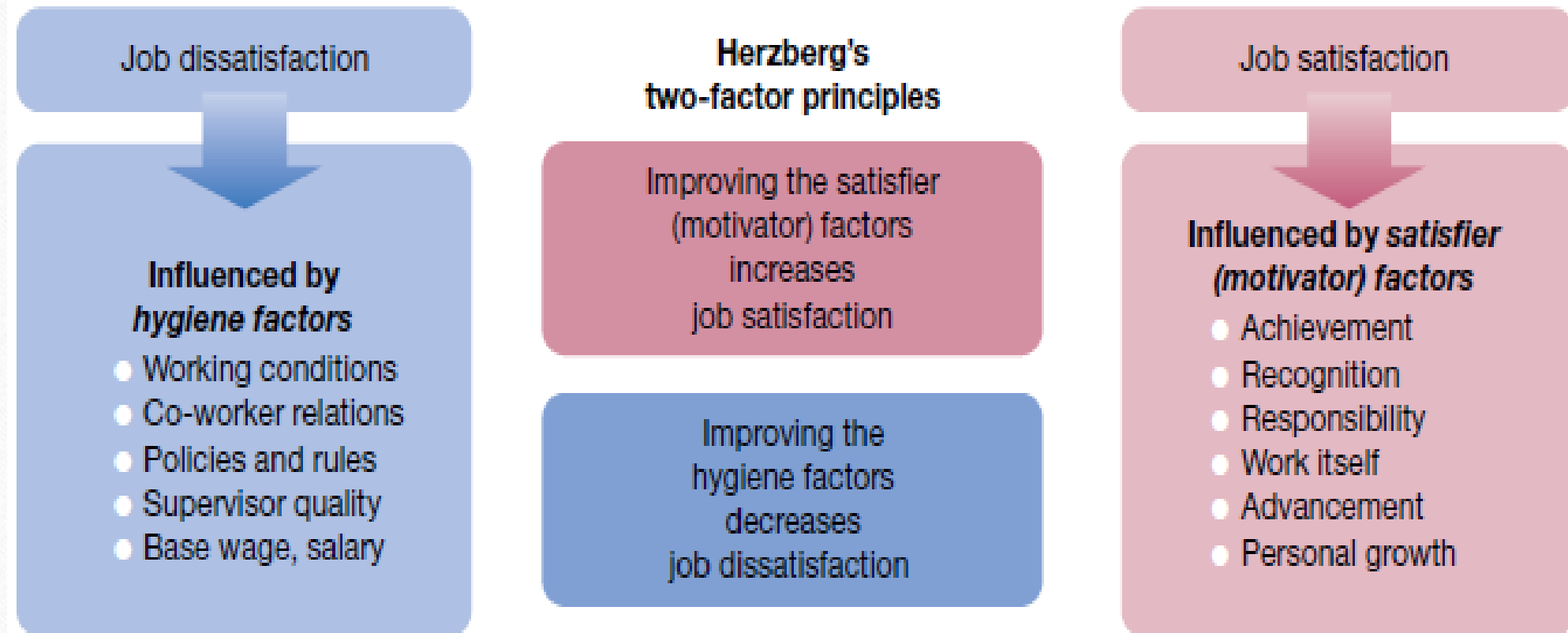
The reinforcement theory of motivation focuses attention on the environment as a major source of rewards and influence on human behavior

Hierarchy of needs theory

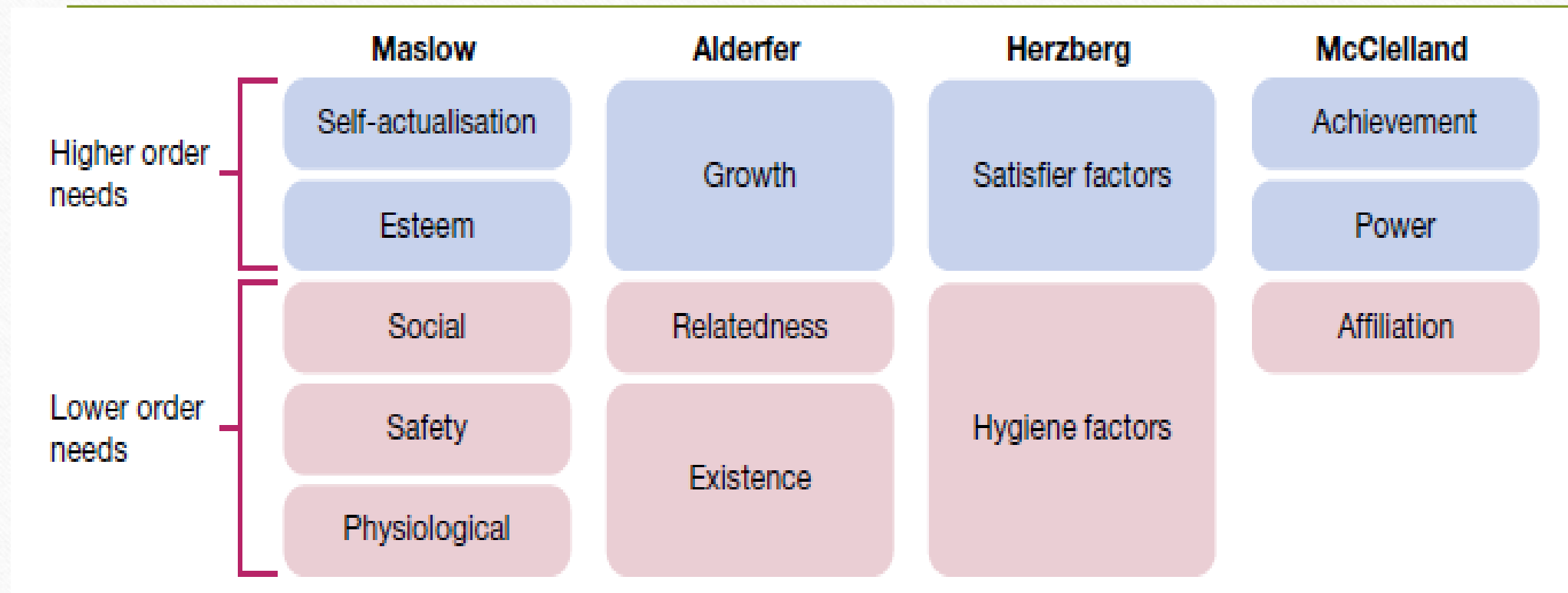


Opportunities for satisfaction in Maslow's hierarchy of human needs

Herzberg's Two-factor theory



Comparison of Maslow's, Alderfer's, Herzberg's and McClelland's motivation theories



Theory X

- Disfavor working.
- Abstain responsibility and the need to be directed.
- Need to be controlled, forced, and warned to deliver what's needed.
- Demand to be supervised at each and every step, with controls put in place.
- Require to be attracted to produce results, else they have no ambition or incentive to work.

Theory Y

- Take responsibility willingly and are encouraged to fulfill the goals they are given.
- Explore and accept responsibility and do not need much guidance.
- Assume work as a natural part of life and solve work issues imaginatively.
- In Y-type organizations, people at lower levels are engaged in decision making and have more responsibility.

Comparing Theory X & Theory Y

- ***Motivation***

Theory X considers that people dislike work, they want to avoid it and do not take responsibilities willingly.

While, Theory Y considers that people are self-motivated, and sportingly take responsibilities.

- ***Management Style and Control***

In Theory X-type organization, management is authoritarian, and centralized control is maintained.

While in Theory Y-type organization, the management style is participative, employees are involved decision making, but the power retains to implement decisions.

- ***Work Organization***

Theory X employees are specialized and the same work cycle continues.

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- In Theory Y, the work tends to be coordinated around wider areas of skill or knowledge. Employees are also motivated to develop expertise, and make suggestions and improvements.
 - ***Rewards and Appraisals***
 - Theory X-type organizations work on a ‘carrot and stick’ basis, and performance assessment is part of the overall mechanism of control and compensation.
 - Coming to Theory Y-type organizations, appraisal is also regular and crucial, but is usually a separate mechanism from organizational controls. Theory Y-type organizations provide employees frequent opportunities for promotion.