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UNIT III: Staffing: Concept, System Approach, Manpower Planning, Job Design, Recruitment & Selection, Training & Development, Performance Appraisal
Directing: Concept, Direction and Supervision Motivation: Concept, Motivation and Performance, Theories of Motivation, Approaches for Improving Motivation, Pay and Job Performance, Quality of Work Life, Morale Building.

Staffing:- Staffing is the process of hiring eligible candidates in the organization or company for specific positions. In management, the meaning of staffing is an operation of recruiting the employees by evaluating their skills, knowledge and then offering them specific job roles accordingly.



It is a truth that human resource is one of the greatest for every organization because in any organization all other resources like- money, material, machine etc. can be utilized effectively and efficiently by the positive efforts of human resource.

Therefore it is very important that each and every person should get right position in the organization so as to get the right job, according to their ability, talent, aptitude, and specializations so that it will help the organization to achieve the pre-set goals in the proper way by the 100% contribution of manpower.

Concept of staffing:-

Once the organisational goals are set, the plans are prepared and organisation is appropriately structured to pave the path for achievement of the set goals. The next step is to provide appropriate personnel to fill in the various positions created by the organisational structure. The process putting people to jobs is termed as staffing. Staffing, the management function involves appointing appropriate personnel, developing them to meet organisational needs and ensuring that they are a satisfied and happy workforce.

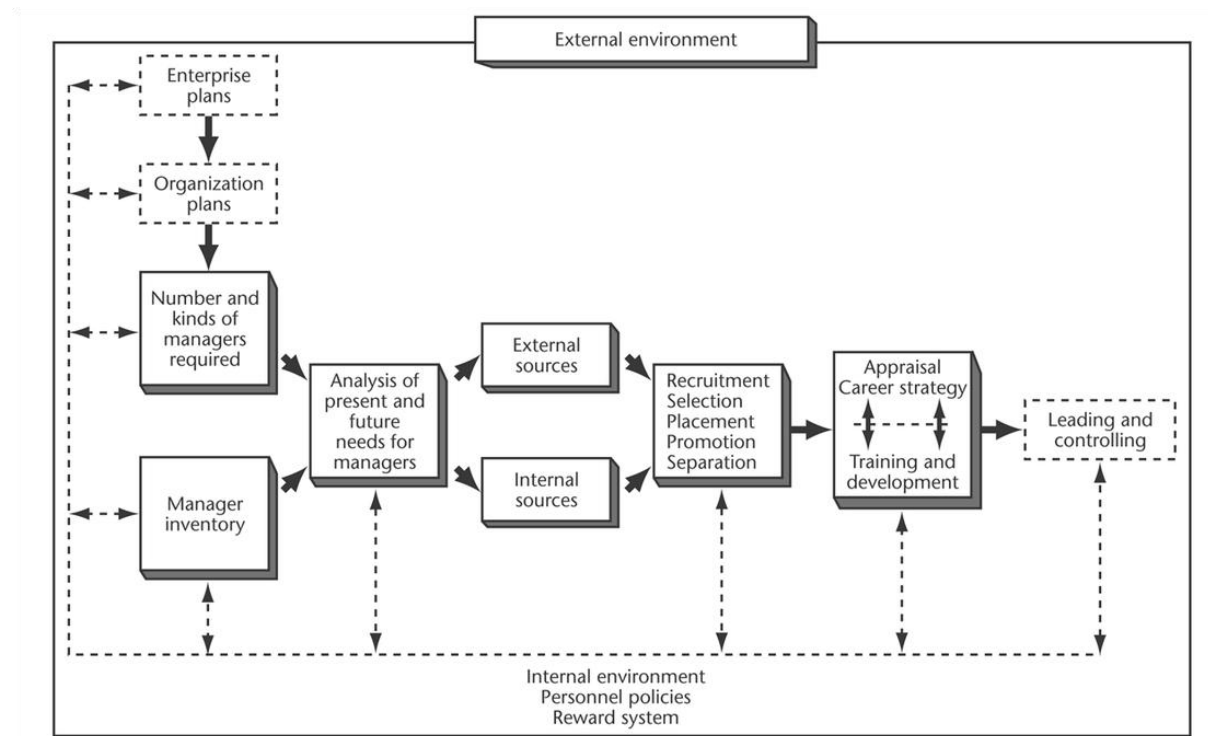
Staffing is defined as a managerial function of filling and keeping filled the positions in the organisational structure. The personnel appointed are a combination of permanent employees, daily workers, consultants, contract employees etc.

Staffing includes:

1. Identifying the requirement of workforce and its planning.
2. Recruitment and selection of appropriate personnel for new jobs or for positions which may arise as a result of existing employees leaving the organisation.
3. Planning adequate training for development and growth of workforce.
4. Deciding on compensation, promotion and performance appraisals for the workforce.

System Approach to Staffing

The staffing function can be understood with the help of following figure.



The managerial function of staffing relates to the total management system. Specifically enterprise plans become the basis for organization plans, which are necessary to achieve enterprise objectives. The present and projected organization structure determines the number and kinds of managers required. These demands for managers are compared with available talent through the, management inventory. On the basis of this analysis, external and internal sources are utilized in the processes of recruitment, selection, placement, promotion, and separation. Other essential aspects of staffing are appraisal, career strategy, and training and development of managers.

Staffing, as seen in the model, affects leading and controlling. For instance, well trained managers create an environment in which people, working together in groups, can achieve enterprise objectives and at the same time accomplish personal goals. In other words, proper staffing facilitates leading. Similarly selecting quality managers affects controlling, for example, by preventing many undesirable deviations from becoming major problems.

Staffing requires an open-system approach. It is carried out within the enterprise, which, in turn, is linked to the external environment. Therefore, internal factors of the firm such as personnel policies, the organizational climate, and the reward system must be taken into account. Clearly, without adequate rewards it is impossible to attract and keep quality managers.

The external environment cannot be ignored either; high technology demands well trained, well-educated and highly skilled managers. Inability to meet the demand for such managers may well prevent an enterprise from growing at a desired rate.

What is Manpower Planning?

The definition of manpower planning is simple and straightforward. **“It means matching the right employees to different roles and at the right time. The essence is to work together or individually to achieve the organization’s goals”.**

Manpower planning is also called human resource planning. Another definition of this term involves estimating the right number of people needed to complete specific tasks within a given time frame.

For example, the company XYZ is building a house and wants to complete it in 180 days. So, their target is to finish up the building in 180 days right?

Since the duration and goal of the project are known, the next thing would be to plan. The planning will not only involve estimating the materials needed for the job. The manager also needs to calculate the number of human resources (employees or workers) that would be required to complete the project within the stipulated time.

However, human resources planning also involve figuring out how and when employees or workers will be hired and sent to their respective positions. It also takes into account the skills and strengths of each worker. Effective human resource planning is vital for every business. So, it is one aspect of human resource management that should not be treated lightly.

Importance of Manpower Planning

These are several reasons manpower planning should be taken seriously in every company.

- **Helps to Enhance Productivity**

The basis for establishing a business is to make a profit. With that in mind, many companies through effective manpower planning process hire and train their employees to perform optimally in various positions.

The point here is, manpower planning enables an organization not only to hire the needed staff but provide adequate training that will enhance their skills for the job. Another reason there will be high productivity is that the company will no longer experience wastage of time, money and other resources too.

- **Lower Spending on Labor**

With increased productivity through effective manpower planning, firms can reduce their labour costs. Of course, when employees with the needed skills are hired, jobs will be handled effectively.

- **Effective Recruitment Process**

Through manpower planning, the manager or firm in question will be able to analyse and determine the future human resources needs of the firm. The implication is that highly talented employees will be hired and equipped with the needed skills for the job.

The benefit is there will hardly be a shortage of human resources at every stage. And this is critical to sustain growth and achieve targeted goals.

- **Improved Motivation**

Through effective human resources planning, incentives that will motivate employees to perform at an optimum level will be inculcated into the staffing plans. And with the right motivation, there is a high possibility that employees will give their best effort to achieve the organization's goal.

Need for Manpower Planning

Manpower planning does not only involve meeting the current human resources needs of a firm. It also includes taking into account the future human resources needs as well. However, the necessity of human resources planning includes;

- It helps to ensure that the human resources necessary will always be available for the growth and expansion of the said business.
- Enables companies to realize the value manpower has regarding the success of the business.
- Helps to address high labor cost by identifying situations like overstaffing and understaffing.

What are the Steps in Manpower Planning?

Human resources planning involve different steps, which are critical to the process. Knowledge of the various phases will benefit the company in the long run.

1. Analysis of the Current Human Resources Strength

In this case, the manager will have to analyse the status of the current human resources he or she has before making any future forecast. Before the prediction, the manager through an inventory needs to understand the following situations.

- **The type of firm.**
- **The number of departments the firm has.**
- **The workforce or employees in each department.**

However, until the manager finds the answers to these factors, he or she might not be able to make futuristic plans regarding the human resources needs of the company.

2. Deciding the Future Human Resources Needs of the Firm

The manager must first and foremost determine the factors that are affecting human resources planning. These include the firm type, number of departments, the employee working in each unit and so on.

Once these factors are known, the manager can then deploy effective human resources forecasting techniques to meet the organization's workforce needs.

Here are some of the Techniques in Question;

- **Expert Forecasts** – This includes the Delphi technique (The Delphi method is a process used to arrive at a group opinion or decision by surveying a panel of experts), formal expert survey and taking informal decisions.
- **Trend Analysis** – The manager, in this case, can determine the future manpower needs of the company based on previous projections, and statistical analysis.
- **Workload Analysis** – This human resources planning technique is based on the workload of a department or organization, in general, is handling.
- **Workforce Analysis** – When the firm has a target to hit certain production levels and time, the manpower needs have to be critically analyzed. The result will help the manager to make the right decision regarding the manpower needs of the firm or a department.
- **Using Mathematical Models** – Another technique involves the use of specific software packages or other means to forecast the manpower needs of a company. These include new venture analysis, regression, budget, and planning analysis.

3. Recruitment and Selection Process

After the manager has successfully determined the future manpower needs of the firm, the next step would be to develop recruitment, selection process and placement of employees to satisfy that need.

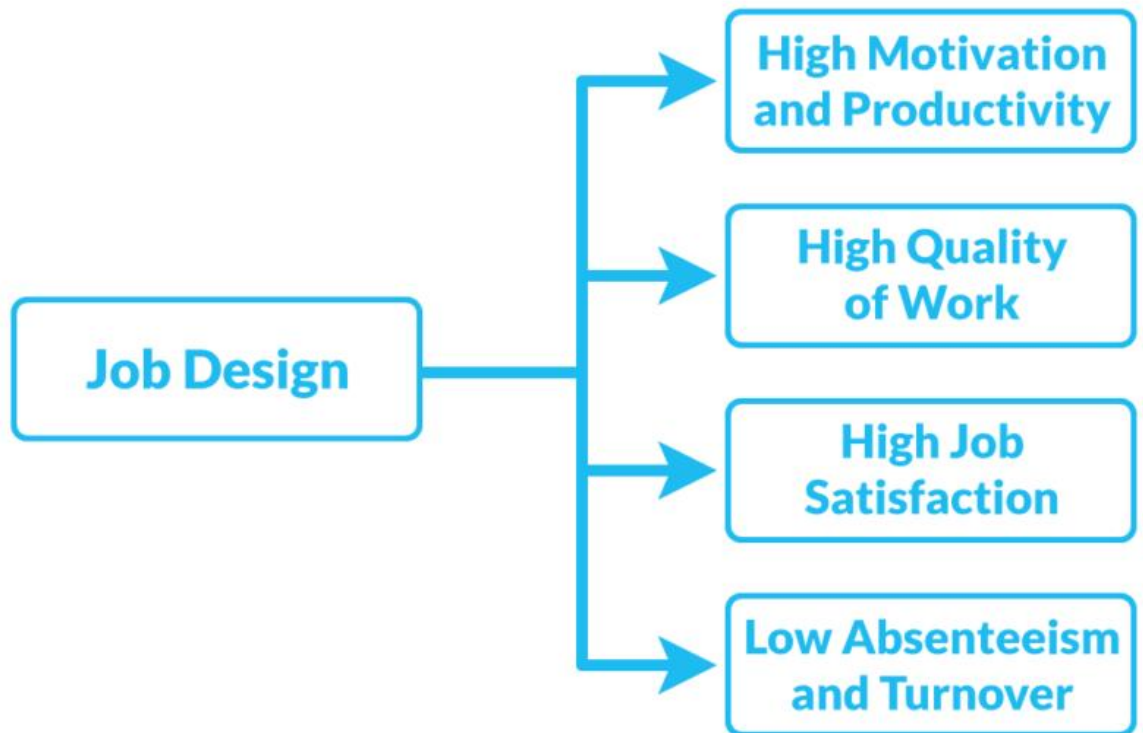
4. Employee Training Programs

Employees will not only be added to the company but given adequate training to perform at their best. They will also develop the needed skills for that particular job.

What is job design? A definition

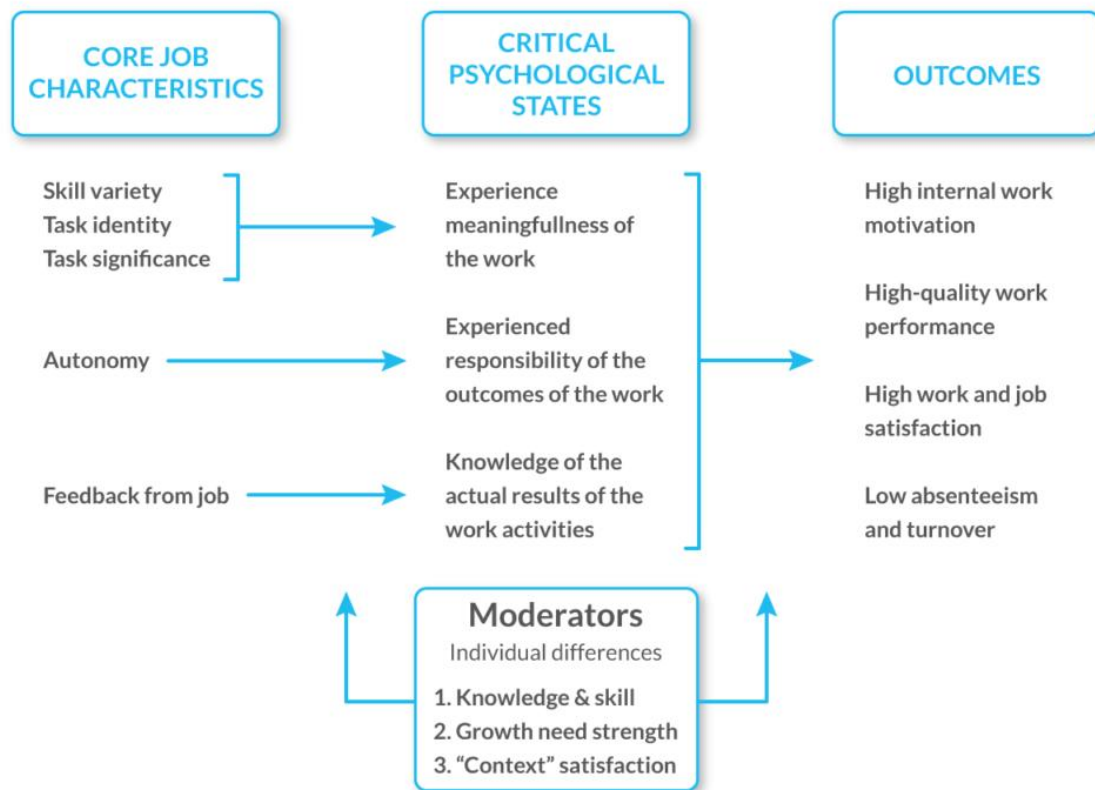
Job design is the process of creating a job that enables the organization to achieve its goals while motivating and rewarding the employee. This means

that a well-designed job leads to higher productivity and quality of work, while also leading to higher job satisfaction, lower absence, and lower employee turnover intentions.



In today's world, the content of jobs is changing more and more rapidly, making continuous job design more important than ever.

JOB CHARACTERISTICS MODEL



Job characteristics and their descriptions

Characteristic	Description
Skill variety	The degree to which a job requires a broad array of skills. A financial controller managing three different departments will have more skill variety than a Controller Managing one specific department. Jobs with greater skill variety are more challenging and require more competence
Task identity	The degree to which an individual performs a whole piece of work. For example, designing a full house interior is more rewarding than designing a single room
Task significance	The degree to which the work impacts others. When work impacts others, the task feels more meaningful, leading to higher satisfaction
Autonomy	The level of independence and freedom an individual has Higher levels of autonomy make a person feel more responsible for their work

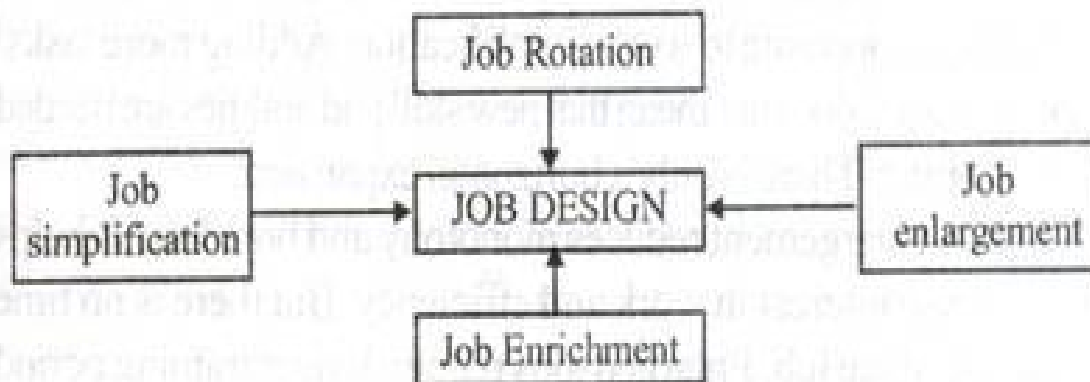
Feedback

The information that workers receive about the effectiveness of their work. Feedback can come from the work itself (e.g., a functioning product) and External sources (e.g., customer satisfaction). Feedback from the work itself provides the most satisfaction and leads to knowledge of the results of work activities

When a job has these five characteristics, it will be more meaningful, the employee will feel more responsible, and have more knowledge of the work results. This, in turn, leads to the outcomes we mentioned in the introduction: high motivation, higher quality performance, job satisfaction, and low absenteeism and turnover.

Four job design strategies

In order to increase the motivational potential of a job, four common job design strategies are used. The strategies are job rotation, job enlargement, job enrichment, and job simplification.



1. Job rotation

Job rotation is a practice of moving employees between jobs in an organization. This increases the skill variety, helps employees orientate in potential new roles, and learn through different experiences.

Job rotation programs can lead to increased motivation and create flexibility in deployment resulting in easy replacement in case of absence.

2. Job enlargement

Job enlargement involves adding additional activities within the same hierarchical level to an existing role. An example is a designer specialized in hotel room design, now also getting involved in restaurant design. The work requires similar skills but the work's content differs.

Job enlargement increases the skill variety and task identity, enabling a worker to do more of similar activities, which reduces monotony, teaches a variety of skills, and gives a broader range of responsibilities, accountability, and autonomy.

3. Job enrichment

Where job enlargement is aimed at adding tasks, job enrichment is characterized by adding motivational dimensions. This means that job enlargement could be a form of job enrichment.

Job enrichment focuses on adding motivators to existing roles. Examples include adding opportunities to receive feedback, establishing client relationships to increase task significance, and creating natural work units, which is aimed at grouping interrelated tasks together to increase task identity.

4. Job simplification

Job simplification is the opposite of job enlargement and a bit of the odd one out. Job simplification is the process of removing tasks from existing roles to make them more focused.

Job simplification is about stripping skill variety to create a more focused task. This can be used in case of job creep when a job has been enlarged over time and has become unmanageable.

Recruitment & Selection

Staffing involves filling the positions needed in the organization structure by appointing competent and qualified persons for the job.

The staffing process encompasses man power planning, recruitment, selection, and training.



a) Manpower requirements:

Manpower Planning which is also called as Human Resource Planning consists of putting right number of people, right kind of people at the right place, right time, doing the right things for which they are suited for the achievement of goals of the organization. The primary function of man power planning is to analyze and evaluate the human resources available in the organization, and to determine how to obtain the kinds of personnel needed to staff positions ranging from assembly line workers to chief executives.

b) Recruitment:

Recruitment is the process of finding and attempting to attract job candidates who are capable of effectively filling job vacancies.

Job descriptions and job specifications are important in the recruiting process because they specify the nature of the job and the qualifications required of job candidates.

c) Selection:

Selecting a suitable candidate can be the biggest challenge for any organization. The success of an organization largely depends on its staff. Selection of the right candidate builds the foundation of any organization's success and helps in reducing turnovers.

d) Training and Development:

Training and Development is a planned effort to facilitate employee learning of job-related behaviours in order to improve employee performance. Experts sometimes distinguish between the terms “training” and “development”; “training” denotes efforts to increase employee skills on present jobs, while “development” refers to efforts oriented toward improvements relevant to future jobs.

RECRUITMENT PROCESS

Recruitment is the process of finding and attempting to attract job candidates who are capable of effectively filling job vacancies. The recruitment process consists of the following steps

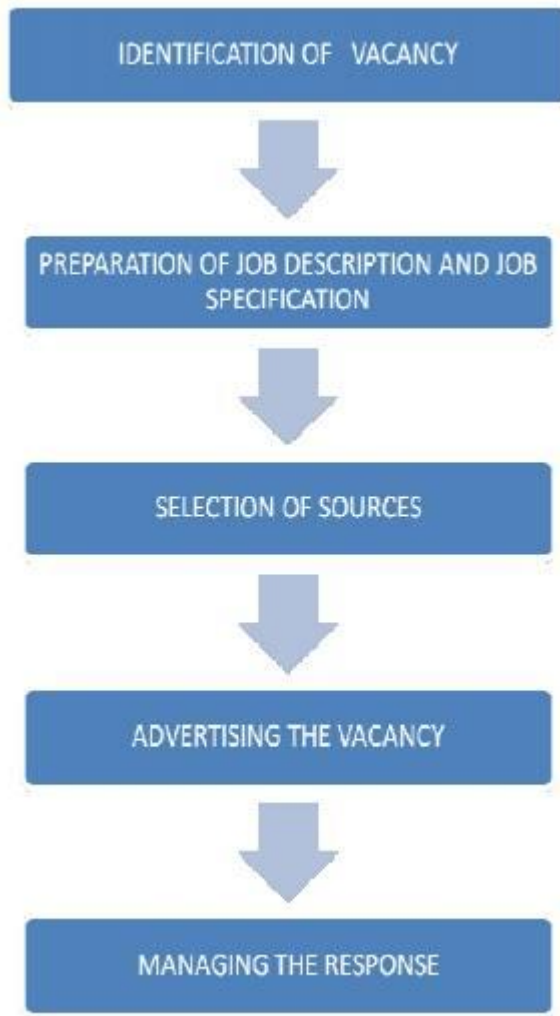
Identification of vacancy

Preparation of job description and job specification

Selection of sources

Advertising the vacancy

Managing the response



a) Identification of vacancy:

The recruitment process begins with the human resource department receiving requisitions for recruitment from any department of the company. These contain:

- Posts to be filled
- Number of persons
- Duties to be performed
- Qualifications required

b) Preparation of job description and job specification:

A job description is a list of the general tasks, or functions, and responsibilities of a position. It may often include to whom the position reports, specifications such as the **qualifications or skills needed by the person in the job, or a salary range**. A job specification describes the knowledge, skills, education, experience, and abilities you believe are essential to performing a particular job.

c) Selection of sources:

Every organization has the option of choosing the candidates for its recruitment processes from two kinds of sources: **internal and external sources**. The sources within the organization itself (like transfer of employees from one department to other, promotions) to fill a position are known as the internal sources of recruitment. Recruitment candidates from all the other sources (like outsourcing agencies etc.) are known as the external sources of the recruitment.

d) Advertising the vacancy:

After choosing the appropriate sources, the vacancy is communicated to the candidates by **means of a suitable media such as television, radio, newspaper, internet, direct mail etc.**

e) Managing the response:

After receiving an adequate number of responses from job seekers, the sieving process of the resumes begins. This is a very essential step of the recruitment selection process, because **selecting the correct resumes that match the job profile, is very important**. Naturally, it has to be done rather competently by a person who understands all the responsibilities associated with the designation in its entirety. Candidates with the given skill set are then chosen and further called for interview. Also, the applications of candidates that do not match the present nature of the position but may be considered for future requirements are filed separately and preserved.

The recruitment process is immediately followed by the selection process.

SELECTION PROCESS

Selecting a suitable candidate can be the biggest challenge for any organisation. The success of an organization largely depends on its staff. Selection of the right candidate builds the foundation of any organization's success and helps in reducing turnovers.

Though there is no fool proof selection procedure that will ensure low turnover and high profits, the following steps generally make up the selection process-



a) Initial Screening

This is generally the starting point of any employee selection process. **Initial Screening eliminates unqualified applicants and helps save time.** Applications received from various sources are scrutinized and irrelevant ones are discarded.

b) Preliminary Interview

It is used to eliminate those candidates who do not meet the minimum eligibility criteria laid down by the organization. The skills, academic and

family background, competencies and interests of the candidate are examined during preliminary interview. Preliminary interviews are less formalized and planned than the final interviews. The candidates are given a brief up about the company and the job profile; and it is also examined how much the candidate knows about the company. Preliminary interviews are also called screening interviews.

c) Filling Application Form

An candidate who passes the preliminary interview and is found to be eligible for the job is asked to fill in a formal application form. Such a form is designed in a way that it records the personal as well professional details of the candidates such as age, qualifications, reason for leaving previous job, experience, etc.

d) Personal Interview

Most employers believe that the personal interview is very important. It helps them in obtaining more information about the prospective employee. **It also helps them in interacting with the candidate and judging his communication abilities, his ease of handling pressure etc.** In some Companies, the selection process comprises only of the Interview.

e) References check

Most application forms include a section that requires prospective candidates to put down names of a few references. **References can be classified into - former employer, former customers, business references, reputable persons.** Such references are contacted to get a feedback on the person in question including his behaviour, skills, conduct etc.

f) Background Verification

A background check is a review of a person's commercial, criminal and (occasionally) financial records. Employers often perform background checks on employers or candidates for employment to confirm information given in a job application, verify a person's identity, or ensure that the individual does not have a history of criminal activity, etc., that could be an issue upon employment.

g) Final Interview

Final interview is a process in which a potential employee is evaluated by an employer for prospective employment in their organization. During this process, the employer hopes to determine whether or not the applicant is suitable for the job. Different types of tests are conducted to evaluate the capabilities of an applicant, his behaviour, special qualities etc. Separate tests are conducted for various types of jobs.

h) Physical Examination

If all goes well, then at this stage, a physical examination is conducted to make sure that the candidate has sound health and does not suffer from any serious ailment.

i) Job Offer

A candidate who clears all the steps is finally considered right for a particular job and is presented with the job offer. An applicant can be dropped at any given stage if considered unfit for the job.

Training and Development

Training and development is a continuous process as the skills, knowledge and quality of work needs constant improvement. Since businesses are changing rapidly, it is critical that companies focus on training their employees after constantly monitoring them & developing their overall personality.

Steps for training and development processes are:



1. Determine the need of training and development for individuals or teams

First of all the need has to be seen for training and development. It has to align with the company's goals and objectives. If a company is trying to start a new department or strengthen existing sales team in new products, then an appropriate training is needed.

2. Establish specific objectives & goals which need to be achieved

The goals and objectives of the training and development have to be established. Whether the goal is awareness about new products or even installation is required to be learnt.

3. Select the methods of training

Next, methods have to be defined. The training can be done as a :

- a. Classroom Training
- b. Online Self paced courses

- c. Course with certification
- d. Instructor led online training

4. Conduct and implement the programs for employees

After the plan and methods are finalized, the training and development programs have to be executed where courses, instructions are taught to the employees, partners or vendors.

5. Evaluate the output and performance post the training and development sessions

Training and Development is incomplete without proper monitoring. Monitoring can be done through evaluation of the instructor as well as attendees. Instructor evaluation can be done through feedback or ratings but attendees can be evaluated through internal or external certifications or scores.

Importance of Training and Development

For companies to keep improving, it is important for organizations to have continuous training and development programs for their employees. Competition and the business environment keeps changing, and hence it is critical to keep learning and pick up new skills. The importance of training and development is as follows:

- 1, Optimum utilization of resources
2. Development of skills like time management, leadership, team management etc.
3. To increase the performance, productivity and motivation
4. To imbibe the team spirit
5. For improvement of organization culture
6. To improve quality
7. To increase profitability and bottom line by acquiring new skills
8. Improving brand image by having well trained employees

Relation and Difference between Training and Development

There is a relation between training and development, and there is clear difference between the two based on goals to be achieved. Development is made to answer the **training problems**:

TRAINING	DEVELOPMENT
AIM: To develop additional skills	AIM: To develop the total personality
It is short term process	It is continuous process
OBJECTIVE: To meet the present need of an employee	OBJECTIVE: To meet the future need of an employee
Initiative is taken by the management	Initiative is taken by an individual.

Advantages of training and development

Training and development has a cost attached to it. However, since it is beneficial for companies in the long run, they ensure employees are trained regularly. Some advantages are:

1. Helps employees develop new skills and increases their knowledge.
2. Improves efficiency and productivity of the individuals as well as the teams.
3. Proper training and development can remove bottle-necks in operations.
4. New & improved job positions can be created to make the organization leaner.
5. Keeps employees motivated and refreshes their goals, ambitions and contribution levels.

Disadvantages of training and development

Even though there are several advantages, some drawbacks of training and development are mentioned below:

1. It is an expensive process which includes arranging the correct trainers and engaging employees for non-revenue activities.
2. There is a risk that after the training and development session, the employee can quit the job.

Performance Appraisal

Performance Appraisal is the systematic evaluation of the performance of employees and to understand the abilities of a person for further growth and development. Performance appraisal is generally done in systematic ways which are as follows:

1. The supervisors measure the pay of employees and compare it with targets and plans.
2. The supervisor analyses the factors behind work performances of employees.
3. The employers are in position to guide the employees for a better performance.

Objectives of Performance Appraisal

Performance Appraisal can be done with following objectives in mind:

1. To maintain records in order to determine compensation packages, wage structure, salaries raises, etc.
2. To identify the strengths and weaknesses of employees to place right men on right job.
3. To maintain and assess the potential present in a person for further growth and development.
4. To provide a feedback to employees regarding their performance and related status.
5. It serves as a basis for influencing working habits of the employees.
6. To review and retain the promotional and other training programmes.

Advantages of Performance Appraisal

It is said that performance appraisal is an investment for the company which can be justified by following advantages:

1. **Promotion:** Performance Appraisal helps the supervisors to chalk out the promotion programmes for efficient employees. In this regards, inefficient workers can be dismissed or demoted in case.
2. **Compensation:** Performance Appraisal helps in chalking out compensation packages for employees. Merit rating is possible through performance appraisal. Performance Appraisal tries to give worth to a performance. Compensation packages which include bonus, high salary

rates, extra benefits, allowances and pre-requisites are dependent on performance appraisal. The criteria should be merit rather than seniority.

3. **Employees Development:** The systematic procedure of performance appraisal helps the supervisors to frame training policies and programmes. It helps to analyse strengths and weaknesses of employees so that new jobs can be designed for efficient employees. It also helps in framing future development programmes.
4. **Selection Validation:** Performance Appraisal helps the supervisors to understand the validity and importance of the selection procedure. The supervisors come to know the validity and thereby the strengths and weaknesses of selection procedure. Future changes in selection methods can be made in this regard.
5. **Communication:** For an organization, effective communication between employees and employers is very important. Through performance appraisal, communication can be sought for in the following ways:
 - a. Through performance appraisal, the employers can understand and accept skills of subordinates.
 - b. The subordinates can also understand and create a trust and confidence in superiors.
 - c. It also helps in maintaining cordial and congenial labour management relationship.
 - d. It develops the spirit of work and boosts the morale of employees.

All the above factors ensure effective communication.

6. **Motivation:** Performance appraisal serves as a motivation tool. Through evaluating performance of employees, a person's efficiency can be determined if the targets are achieved. This very well motivates a person for better job and helps him to improve his performance in the future.

DIRECTING: - concept

DIRECTING is said to be a process in which the managers instruct, guide and oversee the performance of the workers to achieve predetermined goals. Directing is said to be the heart of management process. Planning, organizing, staffing have got no importance if direction function does not take place.

Directing initiates action and it is from here actual work starts. Direction is said to be consisting of human factors. In simple words, it can be described as providing guidance to workers is doing work. In field of management, direction is said to be all those activities which are designed to encourage the

subordinates to work effectively and efficiently. According to Human, "Directing consists of process or technique by which instruction can be issued and operations can be carried out as originally planned" Therefore, Directing is the function of guiding, inspiring, overseeing and instructing people towards accomplishment of organizational goals.

Direction has got following characteristics:

1. **Pervasive Function** - Directing is required at all levels of organization. Every manager provides guidance and inspiration to his subordinates.
2. **Continuous Activity** - Direction is a continuous activity as it continuous throughout the life of organization.
3. **Human Factor** - Directing function is related to subordinates and therefore it is related to human factor. Since human factor is complex and behaviour is unpredictable, direction function becomes important.
4. **Creative Activity** - Direction function helps in converting plans into performance. Without this function, people become inactive and physical resources are meaningless.
5. **Executive Function** - Direction function is carried out by all managers and executives at all levels throughout the working of an enterprise; a subordinate receives instructions from his superior only.
6. **Delegate Function** - Direction is supposed to be a function dealing with human beings. Human behaviour is unpredictable by nature and conditioning the people's behaviour towards the goals of the enterprise is what the executive does in this function. Therefore, it is termed as having delicacy in it to tackle human behaviour.

Supervision

In management supervision means "Overseeing the subordinates at work with authority and with an aim to guide the employees, if he is doing wrong."

Supervisor has got an important role to play in factory management. Supervision means overseeing the subordinates at work at the factory level. The supervisor is a part of the management team and he holds the designation of first line managers. He is a person who has to perform many functions which helps in achieving productivity. Therefore, supervisor can be called as the only manager who has an important role at execution level. There are certain philosophers who call supervisors as workers. There are yet

some more philosophers who call them as managers. But actually he should be called as a manager or operative manager. His primary job is to manage the workers at operative level of management.

A supervisor plays various roles at one time like -

1. **As a Planner** - A supervisor has to plan the daily work schedules in the factory. At the same time he has to divide the work to various workers according to their abilities.
2. **As a Manager** - It is rightly said that a supervisor is a part of the management team of an enterprise. He is, in fact, an operative manager.
3. **As a Guide and Leader** - A factory supervisor leads the workers by guiding them the way of perform their daily tasks. In fact, he plays a role of an inspirer by telling them.
4. **As a Mediator** - A Supervisor is called a linking pin between management and workers. He is the spokesperson of management as well as worker.
5. **As an Inspector** - An important role of supervisor is to enforce discipline in the factory. For this, the work includes checking progress of work against the time schedule, recording the work performances at regular intervals and reporting the deviations if any from those. He can also frame rules and regulations which have to be followed by workers during their work.
6. **As a Counsellor** - A supervisor plays the role of a counsellor to the worker's problem. He has to perform this role in order to build good relations and co-operation from workers. This can be done not only by listening to the grievances but also handling the grievances and satisfying the workers.

Therefore, we can say that effective and efficient supervision helps in serving better work performance, building good human relations, creating a congenial and co-operative environment. This all helps in increasing productivity.

Difference between Direction and Supervision

Major differences between direction and supervision are as follows:

1. Meaning:-

Direction: It refers to issuing orders and instructions and motivating subordinates to achieve the objectives and goals.

Supervision: It refers to observing the progress of assigned tasks of employees or subordinates.

2. Scope:-

Direction: It is a wider management term. Direction includes supervision, leadership, motivation, coordination and communication.

Supervision: It is one of the elements of direction. So its scope is narrower.

3. Contact:-

Direction: It may take place with face-to-face contact or without face-to-face contact with subordinates.

Supervision: It is possible only with direct face-to-face contact with subordinates.

Motivation: - concept



Motivation is the word derived from the word 'motive' which means needs, desires, wants or drives within the individuals. It is the process of stimulating people to actions to accomplish the goals. In the work goal context the psychological factors stimulating the people's behaviour can be -

- desire for money
- success
- recognition
- job-satisfaction

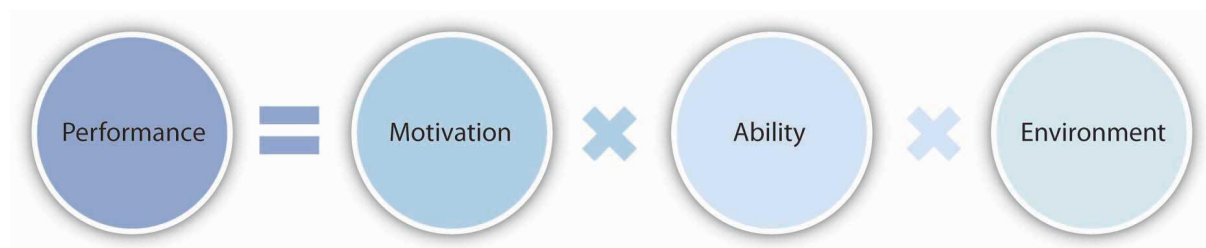
- team work, etc

One of the most important functions of management is to create willingness amongst the employees to perform in the best of their abilities. Therefore the role of a leader is to arouse interest in performance of employees in their jobs. The process of motivation consists of three stages:-

1. A felt need or drive
2. A stimulus in which needs have to be aroused
3. When needs are satisfied, the satisfaction or accomplishment of goals.

Therefore, we can say that motivation is a psychological phenomenon which means needs and wants of the individuals have to be tackled by framing an incentive plan.

Motivation & performance



Performance is a function of the interaction between an individual's motivation, ability, and environment.

Motivation is one of the forces that lead to performance. Motivation is defined as the desire to achieve a goal or a certain performance level, leading to goal-directed behavior. When we refer to someone as being motivated, we mean that the person is trying hard to accomplish a certain task. **Motivation is clearly important if someone is to perform well; however, it is not sufficient. Ability—or having the skills and knowledge required to perform the job—is also important and is sometimes the key determinant of effectiveness.**

Finally, environmental factors such as having the resources, information, and support one needs to perform well are critical to determine performance. At different times, one of these three factors may be the key to high performance.

For example, for an employee sweeping the floor, motivation may be the most important factor that determines performance. In contrast, even the most motivated individual would not be able to successfully design a house without the necessary talent involved in building quality homes. Being motivated is not the same as being a high performer and is not the sole reason why people perform well, but it is nevertheless a key influence over our performance level.

What motivates us to Perform

Motivating factors can be anything: fear, achievement, recognition, material gain or any other type of personal satisfaction.

For every individual, the factors that determine the presence and magnitude of motivation will be different. The greater the motivation, the greater the desire to act or perform.

Motivation theories can help management teams determine the best way to achieve a business goal or work toward an outcome. Successfully applying motivation theories can also help managers support their employees more efficiently. This can help businesses enhance their productivity, which can increase their overall profits.

Why should managers use motivation theories in the workplace?

Motivation theories are tools managers can use to increase production, profits, employee retention rates and employee satisfaction levels. As a manager, you may aim to increase employee motivation in order to help your company achieve its business goals. Using motivation theories can include offering incentives, addressing needs or providing rewards to motivate your team to meet a specific goal.

5 motivation theories for management teams

Here are five motivational theories you can consider for increasing employee satisfaction and productivity:

1. Incentive theory

The incentive motivational theory suggests people feel motivated by reinforcement, recognition, incentives and rewards. The incentive theory also proposes that people may display certain behaviors in order to achieve a specific result, incite a particular action or receive a reward. Here are a few examples of incentives in the workplace:

Bonus- A bonus is a reward you may give to an employee based on their performance levels over a span of time.

Praise - Praise can be useful for one-on-one situations, such as quarterly employee reviews. You can praise an employee by giving positive feedback about their performance, which may build your relationship with them and promote trust.

Opportunity-Providing opportunities such as paid training or continuing education may give your team an incentive to increase their knowledge in a specific field and develop their skill sets.

Promotion- Providing an opportunity for career advancement is often one of the most influential incentives a manager can offer because it can give an employee a feeling of importance and growth. A promotion may include an advanced job role, a new job title and a salary increase.

Salary or wages- Offering a pay raise or salary increase is an incentive management teams often find effective. For optimal results, consider using salary or wage incentives for individual employees rather than all employees and departments within a business.

Paid vacation or time off - Consider offering employees compensation for taking days off or giving them additional vacation days. An employee may value this incentive if they're planning for a family vacation or desire some extra time to rest at home.

2. McClelland's need theory

McClelland's need theory proposes there are three different needs. Each type of need corresponds to a specific type of person who feels motivated to address that need. Understanding McClelland's need theory can help managers identify employee needs, which may give them the ability to place their employees in situations where they can thrive and reach their goals. Use these three needs to determine which incentive may work best for each employee:

Need for affiliation

The affiliate theory proposes that humans desire to belong to a group and feel accepted by other people. This theory can help managers identify if an employee might work well on a team and grow from the experience.

Employees who feel motivation from affiliation often have highly developed interpersonal skills that can help them generate strong and meaningful relationships with their coworkers.

Need for achievement

Some employees naturally strive to become successful and important. These individuals may be competitive and maintain a high standard for their work ethic. They typically have a strong desire for recognition after completing a task and may ask for feedback on their performance.

Need for power

Some employees are interested in influencing others, making an impact on their coworkers and positively affecting the workplace. These types of employees usually enjoy leading groups of people, distributing tasks and coordinating events. They may attempt to motivate their coworkers to achieve short-term and long-term goals. Allowing these employees to apply their leadership skills can generate feelings of motivation in large groups of employees, which can lead to job satisfaction.

3. Competence theory

Competence theory proposes that people often want to engage in specific activities to display their skills, intelligence and abilities. If an employee successfully demonstrates their intelligence in front of their peers, it can motivate them to feel competent in a particular area. Feeling competent may increase how confidently they perform tasks, which can improve productivity and efficiency. Confident employees may also feel encouraged to learn more in-depth information in order to share it with their peers and receive recognition.

4. Expectancy theory

The expectancy theory suggests that people may perform certain behaviors if they think those actions may lead to desirable outcomes. You can apply the expectancy theory in the workplace if you're interested in improving your team's productivity, effort or efficiency. For example, you might offer your

staff a temporary raise in their hourly wages to motivate them to work extra hours to complete a project.

5. Maslow's hierarchy of needs theory

Maslow's hierarchy is a psychological theory that outlines the types of needs a person must meet in order to progress to more complex needs. The hierarchy of needs includes five levels, including:

Physiological - To meet physiological needs, or basic survival needs, you can ensure you have adequate water, shelter, clothing and food. In a work setting, an employee's salary may allow them to fulfill their physiological needs.

Safety - This level refers to the need to feel protected. In the workplace, this need may align with employees feeling safe in the workplace and feeling a sense of job security.

Socialization - To meet socialization needs, employees may strive for their coworkers to accept them; seek to make friendships at work or job groups to feel a sense of belonging. A workplace may fulfill this need by creating opportunities for employees to bond by hosting employee lunches and team-building activities.

Esteem - Employees often reach this level by receiving recognition, which can help them feel confident in their work and increase their self-esteem. Recognizing their achievements and providing positive feedback are two methods you can use to help build an employee's self-esteem.

Self-actualization- To reach this level, employees may seek to achieve complex, long-term or personal goals. Self-actualized employees may also feel motivated to complete workplace goals effectively.

Different Approaches to Motivation

There are three distinct approaches to the motivational phenomena to ensure and boost worker productivity. They are the stick approach, the carrot approach and the combined carrot and stick approach.

1. The Stick or Authoritarian approach

This approach represents the oldest or classical view which compels performance through threats of penalties for failure. The industrialist was a dictator. He believed that might is right. With stick in hand the manager controls his subordinates.

This was in vogue (fashion) in the days of slavery. There are instances of slaves put to death for not doing what they were told to do.

During these periods workers were completely under the thumb of their masters, subject to arbitrary overtime, arbitrary punishment, arbitrary fines and arbitrary dismissal.

This approach is still followed in prison and military administration in all countries. In effect, the management tells the employee, 'Do what I tell you, otherwise I will sack you.'

This approach represents a negative attitude. Without positive motivation no good result can be obtained. The threat of punishment may dampen the spirit of the employees.

2. The Carrot or Paternalistic approach

This approach suggests that employees should be treated in a fatherly way as if the business organisation is a family and they are its dependent members. The employees are given rewards unconditionally.

There is only carrot and no stick. The employers think that because of these rewards the employees will remain loyal and grateful and work hard,

This approach does not motivate the workers. Ordinary workers do not have that sense of gratitude which the paternalist manager expects from them. So

unconditional rewards will be just absorbed by them without any reciprocities behaviour.

Paternalism means that papa know best. Management tells the employee- 'You do what I tell you because I shall look after your needs.' By its very nature the paternalistic approach is unlikely to work with mature adult employees many of whom do not like their interests to be looked after by a "god father". They regard themselves as more competent to do so.

3. The Carrot and Stick or Exchange approach

This combined approach suggests that with the stick in one hand, the manager will extract work against the threat of penalty and with the carrot in another; he will induce the worker to work harder in the hope of good rewards.

The carrot and a stick approach is essentially a penalty-reward approach. If the worker produces more, he is given a bonus and if he produces less, he is penalised.

The carrot approach provides for unconditional rewards, whereas the carrot and stick approach provides for both rewards and penalties which are linked directly to the level of performance.

Managerial/Modern Approaches for Improving Motivation

Two approaches, however, have been especially effective: linking pay to job performance and quality of work-life programs.

Pay and Job Performance

Pay often can be used to motivate employee performance. But a pay plan also must be able to do the following tasks:

- Create the belief that good performance leads to high levels of pay;
- Minimize the negative consequences of good performance; and
- Create conditions in which rewards other than pay are evaluated as related to good performance.

Quality of Work Life Programs

Quality of Work Life (QWL) is defined as an attempt through a formal program to integrate employee needs and well-being with the intention of improved productivity, greater worker involvement and higher levels of job satisfaction.

Programs for QWL improvements range from those requiring minor changes in an organization to those requiring extensive modifications in structure, personnel and the utilization of resources. There are three types of QWL programs, which are as follows:

Quality Circles

Quality Circles (QC) are small groups of workers who meet regularly with their supervisor as their 'circle leader' to solve work-related problems. QCs give an employee an opportunity for involvement, social-need satisfaction, participation in work improvement and challenge and opportunity for growth.

Alternative Work Schedule

Organizations also frequently use the modified 'work-week' as a way to increase employee motivation. A modified 'work-week' can be any work schedule that does not conform to a traditional 8 hours a day or 5 days a week format. The modified 'work-week' helps individual satisfy higher-level needs by providing more personal control over one's work schedule. It also provides an opportunity to fulfil several needs simultaneously.

Job-Redesign

Job-Redesign or changing the nature of people's job is also being used more as a motivational technique. The idea pursued here is that managers can use any

of the alternatives job rotation, job enlargement, job enrichment as part of motivational programme.

Morale building

Morale is a way of describing how people feel about their jobs, employers and companies, and those feelings are tied to the behaviors and attitudes that employees exhibit in the workplace. When employees have good morale, they feel committed to their employers, loyal to their jobs and motivated to be productive. They work harder, produce more, meet deadlines and give it their all.

Importance of Morale

Management always pursue the employees to keep their morale high because:

- (i) Production and productivity are directly affected by high morale.
- (ii) It promotes good feelings about the policies, practices, of the organization. Morale is one of the important factors, in success or failure of the industry.
- (iii) Several labour problems like absenteeism, turnover, indiscipline, etc., are overcome without much difficulty.

HOW TO IMPROVE EMPLOYEE MORALE

While you can't simply wave a wand to boost the morale of individual employees, you can ensure they are in an environment that is conducive to positive morale.

1. SHOW YOU CARE

Although it's important to have boundaries, you should be fully involved with the lives of your employees to the degree that you send them cards for their birthdays, gifts when new babies are born and congratulations whenever they are in order. You know... *professional but personal*. Doing so shows that you value them not just for the work they do for your company but also as human beings in their own right.

If one of your employees or their loved ones has an accident outside the workplace or is diagnosed with a serious illness, do everything you can to show

your concern for their well-being. This might include allowing them to work more flexible hours or even helping them to secure appropriate legal advice.

2. MAKE EMPLOYEES FEEL LIKE THEIR WORK IS VALUED

Everyone wants to feel that the work they are doing is valued. It's easy to get caught up in the day-to-day grind, but it's also not that difficult to offer up a little praise for work well done — *even on simple tasks*. It's not just simple praise that can boost your employee's morale in order to make them feel that their work is valued; it's also about giving them a voice in decision making.

3. FULLY RECOGNIZE EMPLOYEES SKILLS AND ABILITIES

Whenever one of your employees goes above and beyond the call of duty, make sure you publicly recognize the fact. By doing so, you will boost not only the morale of that individual but also your entire workforce as it will become clear to them that the efforts they make are being noticed at the highest levels within the company.

You should also give those employees with the necessary skills and experience the power to make important decisions about aspects of your business without deferring to upper management.

4. BE SUPREMELY CAPABLE

A key factor behind employee morale is how confident they are in your capability as a leader. An extreme example of this can be seen in military circles when generals lead their troops into battle. When soldiers believe their leaders are competent and know exactly what they are doing, they will willingly follow them anywhere.

5. BE EXTREMELY CLEAR

Clear communication and letting your workers feel as though they are part of the larger picture will also help to boost morale.

If for some reason your employees have failed to meet expectations, provide them with clear feedback to give them an opportunity to improve. You might also consider offering them further training, coaching or mentoring from you or another member of staff.

It's important to note that any critique of an employee should be one-on-one and not a spectacle that takes place in front of other employees.

Show your employees that you genuinely want them to succeed and they will be more highly motivated always to try their best.