

MODULE 2**Chapter 1 : Staffing**

Staffing is defined as filling and keeping filled positions in the organisation. It is also known as 'Human Resource Management'. It involves identifying, Recruiting, Selecting, Placing, Promoting, Appraising, Planning the employee carrier, Training them to suite or fit in the job, Developing the staff to carry out, Define job effectively and efficiently.

Nature and Importance of Staffing

- i) It helps in discovering talented and competent workers
- ii) Staffing is important to put right person in a right job
- iii) It avoids sudden disruption of the production due to shortage of workers
- iv) It maintains healthy atmosphere in an organization
- v) It plans the requirement of manpower

Elements of Staffing

- 1) Proper placement of people
- 2) Selection and Recruitment
- 3) Proper positioning and fixing salaries
- 4) Providing necessary training
- 5) Providing policies and schemes.

Functions of Staffing

- 1) Manpower planning

Recruitment of Manpower in various levels involves short-term and long-term

Short-term is an immediate recruitment of manpower.

Long-term is a planning where the requirement of people for future projects

2) Development

Development means preparing people to develop a required skill to perform the task, mainly training

3) Fixing Employment Standards

Staffing defines and fixes the responsibility of people based on their specification and qualification

4) Sources of Selection

a) Internal

b) External

Internal source available within the organisation.

External source may be considered for filling the position from outside organisation.

5) Selection

Selecting the people based on specification and qualification and selected people are placed on right job.

6) Training

Training gives necessary training

7) Routing function

Staffing involves in promotion, transfer, punishment, motivation, welfare, co-ordination, retirement etc.

01/09/2017

Recruitment

Recruitment of manpower is the place where recruitment starts.

Recruitment finds the source of candidate

Recruitment is the process of generating applications or applicants for specific position.

Management should have a proper plan of recruitment regarding quality and quantity and the time when it is needed.

The process of recruitment and the cost involved in it depends on the size and the type of person to be recruited.

In case of small concern, recruitment is simple and inexpensive.

* Source of Recruitment

Two categories : Internal

External

External sources are the following:

i. Reemploying former employees:

Former employees who have been laid off or left for personal reasons maybe reemployed. They require less training.

ii Friends and relatives of present employees

Some industries with the record of good personal relation encourages their employee to recommend their friends and relatives.

iii Applicants at the gate

Unemployed person who called at the gates of the factories are interviewed based on the vacancies.

iv College and technical institution

Many big companies remain in touch with the colleges and institution where young and talented persons are recruited.

v Employment exchange

It is an office setup by the government or private brings people who are in search of employment. They register the unemployed peoples, maintain the records, intimate the vacancies to the

of travel employers.

Advertising the vacancy

Advertising the vacancy in leading papers.

Labour union

Strong labour unions are sometimes recommended for appointments.

Evaluation of alternate source

A company cannot fill all the vacancies from one single source.

Following are some of the measures which can be used:

- i) Time lag between prequisition and placement
- ii) Recruitment Ratio
- iii) Employee attitude, studies to discover
- iv) Correlation between different sources of recruitment
- v) Grievances disciplinary action
- vi) Gross cost per higher

Internal vs External Sources of Recruitment

Sometimes External sources are not desirable due to inadequate qualified persons. This is because outsider may lack knowledge of products and process, again training and specializations are needed.

In other hand, internal candidates are too advanced in age. Its natural not to recruit people from within.

04/09/2017 Advantages of Internal Recruitment

- * Sense of security
- * Employees remain loyal

- * People doesnot require extra training
- * Employees in the lower ranks are encouraged
- * Labour turn over is reduced
- * A better employee and employer relationship are established
- * Valuable contacts with major suppliers and customers remain

Disadvantages of Internal Recruitment

- * This method limits the choice of selection
- * It may encourage favourism
- * It may leads to inbreeding
- * Sometimes it may lead to extra expenditure by providing extra necessary training

Advantages of External Recruitment

- * Under this method new blood, new ideas, new ones become more dynamic
- * The field of choice become very wide

Disadvantages of External Recruitment

- * Sometimes employees feel frustrated
- * Employee may lose sense of security
- * There is a greater turn over of labour
- * A huge impact of relationship which leads to strike and lockouts

Selection

In order to determine the qualification needed to meet the requirements of job includes:

- Job Analysis
- Job Description
- Job Specification

Job analysis

It is a process by which methods and procedures are analysed like

- Physical condition of job
- Relationship of the job
- How much job is completed and what job is left out.

The information of job can be obtained by number of sources such as observation of works, interviews, questionnaires, published manuals, bulletines etc.

Job description

The result of job analysis is set into Job description.

Job description includes for production works, clerical people and supervisors.

Lower level job description are generally written by the personal department team. The lower level job description basically includes salary, administration day-to-day assignments, duties etc.

The Higher level description are more closely related to organizational planning, overall responsibility, line of authority etc.

- The manager lists his activities
- The manager lists his expectations
- The manager writes up his role, which consists of all aspect of work.

Job Specification

It is a statement of minimal acceptable human qualities necessary to perform a job satisfactorily.

There are no standard selection of procedure for any organization, however the common steps involve the following:

- i. Application Bank
- ii. Initial interview of candidates
- iii. Employment test
- iv. Checking reference
- v. Physical or medical examination
- vi. Final interview

i) Application Bank :

It is a first step in process selection includes data qualification, specialisation, experience etc.

ii) Initial interview:

The result of application bank are the result for the initial interview by the company. It includes and evaluates appearance of the candidate, relationship of the candidate, etc.

iii) Employment test

Assessment of candidate for the selection process includes psychological tests, employee ability, his likes and dislikes, his intelligence, etc.

There are several types of tests

Aptitude

a) Aptitude test:

b) Interest test

c) Intelligence test

d) Trade or performance or achievement test

e) Personality test

a) Aptitude test

Measures the applicant capacity to learn the skill required for a job

b) Interest test

Find out type of work in which candidate has an interest

c) Intelligence test

Find out candidate intelligence

Eg: Paragraph is given, how fast a man can answer

d) Trade or performance or achievement test

It measures the candidate level of knowledge and skills in a particular occupation, he is finally selected.

Eg: Typist - how fast the letters are typed, etc.

e)

Personality test

Measures the characteristics of a candidate based on personality like self confidence, temperament, judgement, originality etc.

iv) Checking Reference

Once all the above tests are completed, employment personal detail of the candidate such as character, past history and background etc are verified.

v) Physical or medical examination

* Check the physical fitness of the applicant

* Protect the company against unwanted claims

vi) Final Interview

Once the employer is selected, the selected candidates are given an idea about the complete organisation.

05/09/2017

Chapter 2 : Directing

Meaning and Nature of Directing

Direction means issue of orders, leadership, motivation - Motivating subordinates

It is a process and technique issuing instruction to carry out a job and make sure the operations are carried out as per the plan.

Directing has two major activities:

1. Giving orders to employee

2. Leading and motivating to accomplish the goals.

Definition of Directing

"Directing consists of process and techniques utilised in issuing instruction which is carried out as originally planned."
[Haiman]

"Directing is the guidance, the inspiration, the leadership of those men and women that constitute responsibilities of management."

[Urwick Breach]

Principles of directing

1. Harmony of objectives

For an organization let it be a company goal or an individual goal. In other words, individual goal may differ from organization goal coordination between these goals has to be set.

2. Unit direction of command

This principle implies employee should receive orders and instruction from one superior or boss otherwise there may be an indiscipline, confusion, conflicts etc.

3. Efficiency

If the superior consults with the subordinate, there will be a sense of commitment. This makes easy and improves the efficiency of subordinates.

4. Direct Supervision

Manager should have direct face to face contact with the subordinate which ensures success.

5. Effective communication

A supervisor must have good communication skills who must clearly define plans, goals, policies, responsibilities, duties to the subordinates.

6. Effective control

The management should monitor the "behaviour and performance of subordinates".

7. Follow-through

Manager should follow through the performance of subordinate. Follow up is a very important function of direction.

Leadership

Leadership is defined as influence or influencing people so that willingly and enthusiastically towards the achievement of group goals.

Definition of leadership

Leadership is the lifting of man's vision to higher sights, the raising of man's performance to a higher standard and building man's personality beyond the limitation [Peter]

Leadership is the ability to secure desirable actions from a group of followers voluntarily [Alford]

Leadership types

1. Traits Approach (A particular character that can produce particular type of behaviour)

Trait is basically a character about leadership abilities

It was believed that some people have leadership qualities by birth.

The traits that associate with leadership are mental, physical energy, emotional stability, knowledge of human relations, personal motivation, communication skill, teaching ability, social skill, technical competence, friendliness, faith, intelligence etc.

Drawbacks

- * It fails to identify traits required for effective leadership
- * It is difficult to associate the traits with job to be carried out.
A leader who is successful in one area may be a failure in different area.
- * It is difficult to measure the effectiveness since its an inbuilt quality without training leads to failures.

2. Behavioural Approach

Several studies have been made regarding traits and their relationship. Most of this are called pattern of behaviour.

There are several theories based on leadership behaviour and styles:

- i. Leadership based on authority
- ii. Likert's 4-system of management
- iii Managerial Grid
- iv Leadership involving variety of styles
use of power and influence
- v. Contingency approach to leadership

i. Style based authority.

Three types : (i) Autocratic leader

ii) Democratic or participative leader

iii) Free-Rein leader

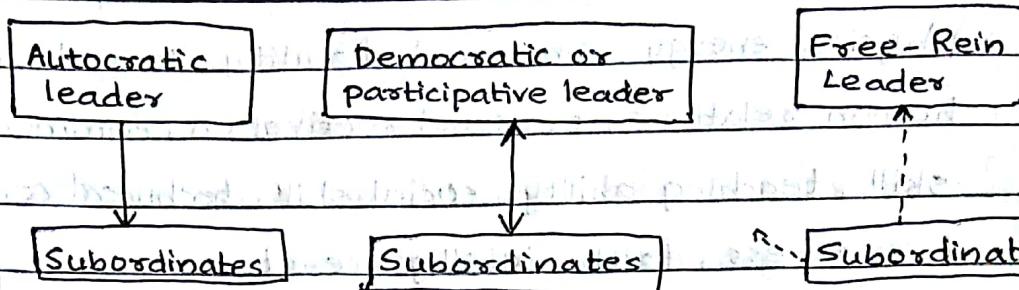


Fig: The flow of leadership styles

i) Autocratic leader

Who commands and expects compliance because they have authority to hold reward and punishment.

ii) Democratic or participative leader

Who consults with the subordinates on proposed actions and decisions and encourages participation.

The participative leader takes decision by consulting with the subordinates.

iii) Free-Rein leader

Who uses his power very little and gives high independence to the subordinates and carry out the work.

Such leaders mainly depends on subordinates to set the goals and achieve it.

Comparison of leadership styles

Factors	Autocratic Leadership style	Participative	Free-Rein
1. Decision maker	Leader only	Leader in consultation with subordinates	Subordinates only
2. Discipline	Obey the leader	Co-operative	Self imposed
3. Delegation of authority	Rare	Good	Complete

4. Responsibility	Leader	Leader and subordinates	Individual
5. Initiative	By leader	By team	Only by individual
6. Communication	One way and downwards	Both ways	Free flow
7. Motivation	Punishments	Rewards	Self motivated
8. Hierarchy of needs	Physiological and safety	Mixed	Self
9. Focus	Task oriented	People oriented	People

ii Likert's 4-system of management

It is based on study of patterns and styles of leadership.

The four systems are:

System 1 : Exploitive Authoritative

Managers are highly autocratic, have little trust on subordinates. They motivate people through fear and punishment. Only occasional rewards.

System 2 : Benevolent Authoritative

Managers trust on subordinates, motivate them, provide rewards, some fear and punishments are allowed. Few decisions from subordinates are accepted.

System 3 : Consultive management

Managers does not have complete confidence on subordinates.

Try to use the ideas and opinions of subordinates. They act like a consultant between top and subordinates.

Topic

System 4 : Participative Group

These managers have complete trust and confidence on subordinates. They provide rewards.

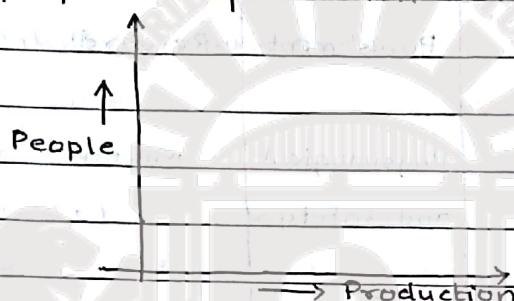
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Managerial Grid

Developed by Robert Blake and Jane.

Manager concerned with both people and production.

They are devised with two dimension grid based on people and production



X-axis of grid includes production like policies, decisions, procedures, efficiencies etc.

Y-axis of grid includes people. The elements are good achievement, maintenance, responsibilities, trust, etc.

iv

leadership involving in a variety of styles

This style vary with the degree of freedom.

Either boss centered or subordinate centered.

v

Contingency approach of leadership

This behavioural approach suggest best style of leadership which combines both autocratic and democratic styles.

There is no best leadership. It all depends on situation which best suits for environment.

Chapter 3 : Communication

communication is a process of transmitting ideas from one person to another.

It is also been said communication is exchange of facts, ideas, opinions, emotions by two or more persons.

The effectiveness of communication largely depend upon proper understanding what is being received at the other end.

Systems of communication

1. According to organizational structure
 - a. Formal
 - b. Informal
2. According to the direction of expression.
 - a. Downwards
 - b. Upwards
 - c. Horizontal
3. According to the way of expression.
 - a. Oral or Verbal
 - b. Written

1. According to Organizational Structure

a. Formal Communication

Such communications are associated with formal organization.

They travel through formal channel.

They include orders, instructions, decisions etc.

They make sure information flows smoothly, accurately in time.

Communication network may be designed on single or multiple.

channels:

A single channel network has only one path of communication. This path is the line of authority commonly known as through proper channel.

Merits:

- * Maintenance of authority
 - It controls the subordinates and their responsibility
 - * Sound and proper communication
- Supervisors have direct communication with subordinates so that they know their level of attitude, capacity and intelligence.

Demerits:

- Overload of work
 - There is a lot of information passed by single line of authority
 - Decay in accuracy
 - It provides bottle neck in the flow of information
 - Overlook by the line officers
- Line officers do not take any interest for subordinates because communication is happening downwards.

Limitations:

It is used only for downward communication

b. Informal communication,

It is also known as Grape wine communication. Communication happens through informal channel apart from formal organization relationship. People have their own personal and social relationship. Eg: Membership, club

Merits:

- It performs positive service to the organization
- It operates with greater speed
- It fulfills various needs of communication
- It includes people within the level of organization.

Demerits:

- Half truth, rumours, distorted information.
- Origin and direction of information is hard to find out.

Limitation : Only management can minimize their action.

2. Direction of expression

a. Downward Communication

Communication flows from superiors to subordinates which includes rules, orders, instruction, direction etc.

b. Upward Communication

It is the reverse of downward communication. Flows from subordinates to superiors.

Each communication includes reaction, suggestions, grievances etc.

c. Horizontal Communication

Communication takes place between two or more person who are working in the same level of organization. It is also known as lateral communication or cross communication.

3. Way of expression.

a. Oral / Verbal Communication

Process of communication exchange ideas orally either face-to-face through devices like phone, meetings, conferences etc.

b. Written Communication

This type of communication includes diagrams, pictures, circulars, rules, manuals, reports, posters etc.

Importance of Communication (Purpose of Communication)

- * Communication is needed in a recruitment process to recruit the employee
- * Communication is needed in the area of orientation.
- * Communication is needed to enable employees to perform their functions effectively.
- * Communication is needed by the subordinates for their activity.
- * Communication is needed to teach the employees about personal safety.
- * Communication is important in projecting the image about the organisation in the society.
- * Communication helps the manager in his decision process.
- * Communication help in achieving coordination.
- * Communication promotes co-operation and industrial peace.
- * Communication increase managerial efficiency.

09/09/2017

Importance of coordination

Chapter 4 : Co-ordinating

Meaning :

Various department of organisation will be performing different tasks assigned to them based on their specialisations.

Coordinating is the process which ensures smooth functions of management.

Definition :

"Co-ordination deals with the task of lending efforts for the successful attainment of the objective. It means it includes planning, organising, actuating and controlling" [G. R. Perry]

"Co-ordination is regarded as the essence of achievement towards accomplishment of goals for the purpose of management. Each of this managerial function is the exercise in co-ordination" [Koontz and O'Doneal]

Characteristics of Co-ordination

- * Not a separate function of management
~~It is necessary~~ Coordination function should be a part of all the management
- * Managerial responsibility
Each head is responsible for the co-ordination among the subordinates
- * Unity of action
It is important to achieve the goal
- * Coordination is a part of all level of organisation
- * It is relevant to group efforts.

~~Objectives~~

Chapter 4 Co-ordination

* Continuous and dynamic process

Managers should continuously monitor and co-ordinate.

* System Concept

Organization should provide an environment and interdependence to achieve co-ordination.

Importance of Co-ordination

i) Unity in diversity

There are large number of employees with different ideas, views and interest. Hence, co-ordination among them is important.

ii) Specialisation

One person specialisation may be unknown by the other employee that leads to misunderstanding.

Co-ordination plays a major role in bringing them together.

iii) Teamwork

Co-ordination promotes teamwork.

iv) Large number of employees

Many times they don't work in harmony. Hence co-ordination is important.

v) Empire building

Empire building refers to top level of organization. It is important to achieve co-ordination among the top-level and subordinates.

vi) Functional difference

Each section performs different jobs, co-ordination is

necessary

vii) Recognition of goals

co-ordination plays the major role in identifying goals

viii) Communication

co-ordination ensures smooth flow of communication

ix) Interdependency

Greater the interdependency, greater the need of co-ordination.

Techniques of Co-ordination

- Effective chain of command and hierarchy
- Harmonious rules, policies and procedure
- Clearly defines objectives
- Co-ordination through liaison officer
- Effective communication
- Sound organization structure
- Co-ordination through committees
- Incentives

Principles of effective Co-ordination (or Requisites)

- Early start
- Direct contact
- Continuity
- Dynamism
- Simplified organization
- Self co-ordination
- Clear-cut objectives
- Clear definition of authority and responsibility
- Effective communication
- Effective supervision and leadership

a) Early start

Co-ordination should be started from early stage of planning and policy making

b) Direct contact

Direct personal contact like ideas, goals, views must be clarified in achieving the goals

c) Continuity

Co-ordination is a continuous process and it must go on all the stages of management

d) Dynamism

Co-ordination should not be rigid

e) Simplified organization

It is an effective organization where the departments can be rearranged for better co-ordination

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f) Self co-ordination

Self co-ordination brings overall co-ordination. Hence it is essential

g) Clear-cut objectives

Necessary steps should be taken by the heads defining clear explanation of all the objectives

h) Clear definition of authority and responsibility

The management should clearly define authority and responsibility for each individual for effective co-ordination

i) Effective communication

continues exchange of information between the individual and department should be discussed for an effective co-ordination.

j) Effective supervision and leadership

Top executives should supervise the work of subordinate for a successful performance. Hence there is a need of co-ordination between supervisor and management.

Difference between Co-ordination and Co-operation

Co-ordination	Co-operation
* It is a management function	* It is not a management function
* It is an orderly arrangement of group efforts	* It is a willingness to work or help others
* It is obtained officially	* It is a voluntarily service
* Achievements of objectives is directly linked to co-ordination	* There is no direct link between co-operation and objectives.
* Success of organization depends upon degree of co-ordination	* Co-operation forms the basis of co-ordination

Chapter 5 : Controlling

controlling is the last function of management. The main objective of control is to identify the variations between the set standards and actual performance, and then to take necessary steps ^{to} correct it and prevents such deviations in future.

Definition:

"Controlling is determining what is being accomplished that is evaluating the performance and applying necessary corrective measures so that performance takes place according to the plans".

[George R. Terry]

"Controlling is the measurement of accomplishment against the standards and correction of deviation to assure objectives according to the plan".

[Koontz and 'O' Dannel]

Steps in controlling

These are three steps in control process:

- i) Establishing standards
- ii) Measuring and comparing actual result against standard
- iii) Taking corrective action.

i) Establishing standards

First step in any control process is to Establish the standards against which result can be measured. Standards are performance, qualitative or quantitative, standards can be like cost should be reduced, communication should be faster, goodwill of employee etc.

Number of units produced, profit percentage, standard hours are expressed quantitatively.

ii) Measuring and comparing actual result against standard

Second step in the control process is to measure the performance and compare with the set standards.

Measurement of performance can be done by personal observation or by study of various summaries like

reports, charts, statements etc. When the actual performance matches the standard, no corrective action is required. If it is not achieved, necessary action should be taken.

iii) Taking corrective action

After comparing the actual performance with the standards and noticing deviations, next important step is to take corrective action by a manager.

The causes of deviation can be lack of communication, wrong tools, negligence of workers, lack of training, facilities etc.

Essentials of Sound Control System

i) Feedback

Feedbacks makes the control system very effective.

ii) Objective

Control system should be objective and understandable

iii) Suitability

Control system should be appropriate to the nature and needs of activity

iv) Prompt reporting

Control system should provide prompt and timely report without any delay, so that necessary corrective actions can be taken

v) Forward looking

Effective control system must focus on how the future action meet the plans

vi) Flexible

Standards will be altered time-to-time. Hence the control system should be flexible

vii) Economical

The benefits from the control system should be more

than the cost.

viii) Simple

Control system should be simple and easy to implement

ix) Effective and operational

Control system should not only detect the deviation but it should provide solution to the problem

x) Motivation

A good control system should motivate people to achieve high performance

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Methods of establishing Control

* Personal Observation

Oldest and simplest method of control

* Budgeting

A budget is a statement of anticipated results during a period of financial and non financial terms

* Cost accounting and Cost Control

Profits are increased by reducing the cost

* Break even analysis

A point at which sales is equal to the total cost, is known as Break even point (BEP)

* Standard costing

Standard costing is used to control the cost.

Following are the steps involved:

⇒ Setting the cost standard for various components

⇒ Measurement of actual performance comparing to the standard cost

⇒ Find the variance of actual cost compared to standard cost

⇒ Taking corrective measures to avoid such variance

* Return on Investment (ROI)

$$\text{ROI} = \text{profit} / \text{total investment}$$

* Responsibility accounting

It is a system of accounting each departmental head are responsible for the performance of his department

* Management Audit

Inefficiency in the performance of functions of management such as Planning, Organising, Staffing, Directing, Controlling

* Internal Audit

Internal Audit is conducted by an Internal Auditor who is an employee of the organization

* External Audit

Is an independent appraiser of the organization of financial account and statements. External Audits are conducted by Qualified Auditors

* Statistical Control Reports

This type of reports are prepared and used by large organisation. They are very useful in sales and production

* Gantt milestone chart

This is a two dimensional chart with activities on vertical and time on horizontal scale

* Production control

Is a technique necessary for smooth functioning

* Program evaluation and review technique (PERT)

A project is split into activities and all the activities are integrated in a logical sequence to find the shortest time to complete the entire project

* Critical path method (CPM)

This is a technique that follows same principles as PERT. Mainly concentrate on cost rather than the duration

Motivation

Motivation is the art of getting work done by the people and thereby achieving the best results.

Management should constantly provide incentives and motivation to the employees.

Motivation is derived from the word motive. Motive means idea, emotion, need, etc.

Definition

Defined by Edwin D. Flippo

"Motivation is the process of attempting to influence other's to do work through possibility of gain or reward"

Characteristics of Motivation

- * Motivation is a psychological concept
- * There are two factors of motivation:
 - => Fundamental needs such as food, clothes, shelter etc
 - => Ego satisfaction includes self esteem, recognition etc
- * The whole individual is motivated not a part of him.
- * Motivation is an unending process
 - Man is a social animal. If one basic need is adequately satisfied, it loses its power. At the same time other needs continues to emerge. It is an unending process
- * Frustration of basic needs make a man sick
 - If anybody falls sick mentally, such frustrated man cannot be motivated any further
- * Goals are motivators
- * Goals and motives are inseparable. Man work to achieve the goals
- * Self concept as a unifying force
 - A person knowing his own image, for example, a child who easily sees himself as a leader will be possible

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try to behave the same way in the later life

The expected results from motivation as follows:

* Best utilisation of resources

All the other resources, except human resources, man tries to put them in action like plan, policies etc

* Will to contribute

willingness to work or may not be willing to work

* Reduction in labour problems

Reducing the problem like absentees, indisciplined, grievances etc.

* Sizeable increase in production and productivity

Reducing the problem like absentees, indisciplined, grievances etc.

* Basis of cooperation

To get the best result out of the efforts on a particular job

* Improvement upon skill and knowledge

All the members will try to be efficient as possible to improve skill and knowledge

Positive and negative motivation

Positive motivation:

In a real sense, motivation means positive motivation

Positive motivation makes the people in dues to do their work in the best possible manner to improve their performance such as rewards, facilities (both financial and non-financial)

Financial motivation includes wages, bonus, schemes etc

Non Financial includes promotion, praise for the work, social recognition etc.

Negative motivation:

Aims at controlling the negative effects of the workers. It is based on the concept that if the man fails in achieving the results, he should be punished. Punishment, fear of loss of job are some of the method which are usually taken; this method man works in fear and tends to produce minimum effort. The negative motivation classified into monetary and non-monetary motivation.

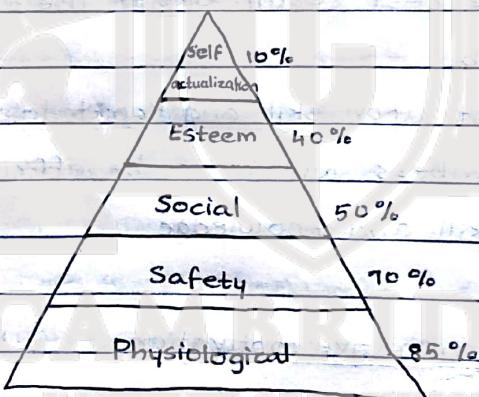
Monetary motivation includes cut in wages.

Non-Monetary includes cut in facilities and cut in activities.

5/09/2017

Maslow's theory of Motivation

Maslow's hierarchy of Needs



These are certain needs of employee which they expect to be satisfied by joining any organisation. There is a gap between two, that is, employer and organisation.

This theory of motivation suggest how well the needs of the human is organised.

The hierarchy manner has five general level;

(i) Physiological

(ii) Safety

(iii) Social

(iv) Esteem

(v) Self actualisation

(i) Physiological needs

At the lowest level of any human being include food, water, clothing and shelter. Any lack of above needs leads to motivation. If these needs are not satisfied, other needs do not emerge

(ii) Safety needs

When the physiological needs are satisfied, safety needs becomes most important. These are the needs for protection against danger or loss of physiological needs

(iii) Social needs

The third level in hierarchy depends on love, friendship, affection, belongingness, association, acceptance

(iv) Esteem needs

At the fourth level in the hierarchy are the esteem needs classified into two subsets.

First subset includes achievements, strength and freedom. The second subset includes status, recognition, prestige

(v) Self actualisation need

The fifth and highest level in hierarchy is self actualisation need. The desire to become more and more of what one is and what one is capable of becoming. This is also known as Self Realisation.

Behaviour:

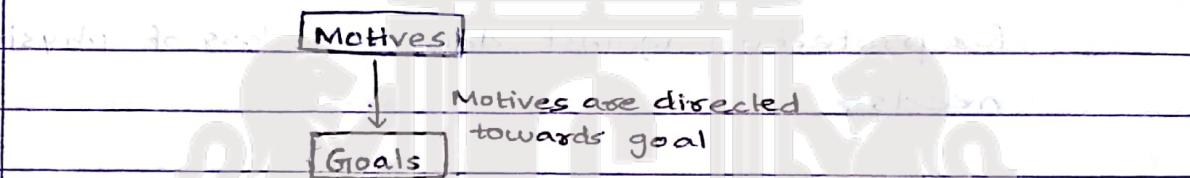
Behaviour is basically goal-oriented.

In other words, our behaviour is generally motivated to attain same goals. In fact any behaviour is a series of activities and motives.

Motives are defined as needs, wants

Goals are outside of an individual. They are referred as hopes towards which motives are directed.

Managers who are successful in motivating employees often provide an environment to achieve the goal.



Motive strength:

Motive is defined as the need which has highest strength at any given time.

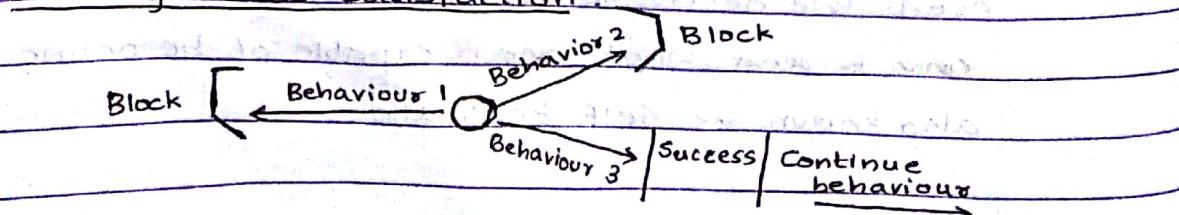
If the need is satisfied, motive strength will decrease at particular time.

Need satisfaction:

When a need is satisfied according to Maslow's law is no longer a motivator.

High strength needs are classified sometimes referred as satisfied.

Blocking Needs Satisfaction:



Satisfaction of a need may be block if there is a high motive strength for attaining a particular goal, the individual may behave in a various way to attain the goal. If all the ways are blocked either by imaginary or real barriers, the frustration can take place.

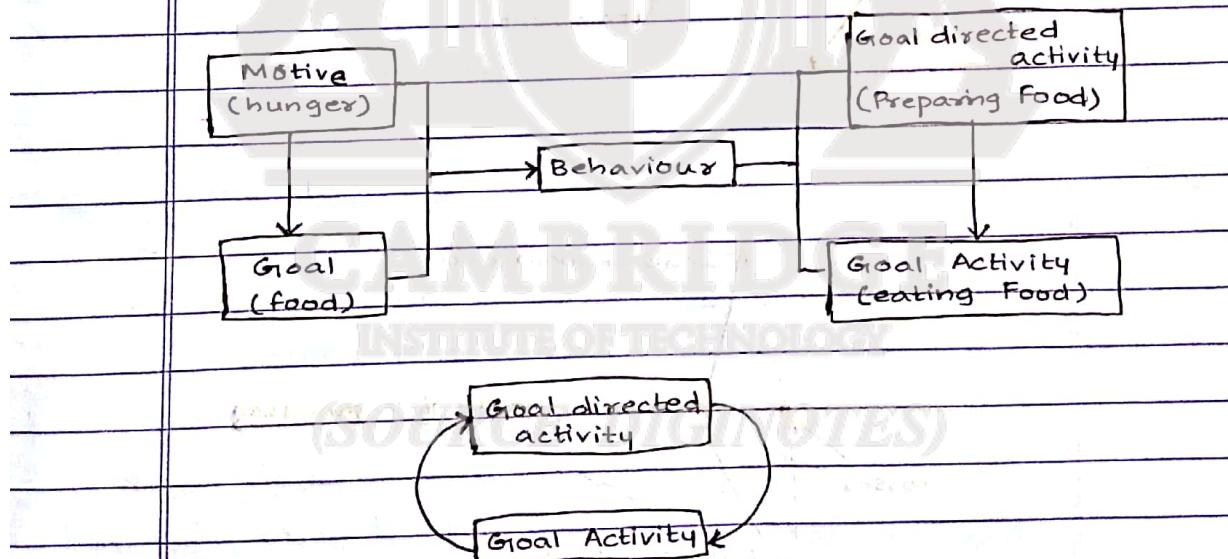
Frustration has different forms.

Frustration:

The blocking of a goal is referred as frustration. This is defined in terms of condition of individual rather than external environment.

Eg: Rationalisation, Aggression, ^{Regression} Regression, Fixation, Resignation are the symptoms of Frustration

Categories of activities:



Activities resulting from high strength can be classified into Goal directed activity and Goal activity

(a) Goal Directed activity:

It is a motivated behaviour directed at reaching a goal.

Eg: If one person whose strongest need is hunger, various activities such as looking for a place to eat, buying food or preparing food will be considered as Goal directed Activity.

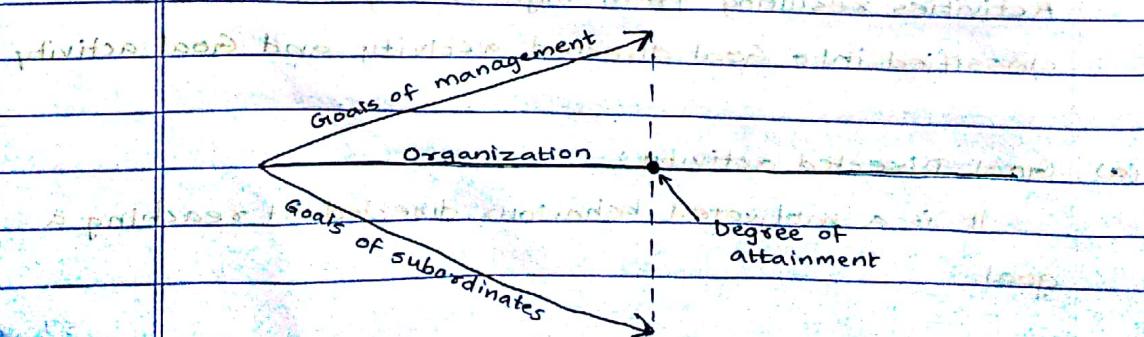
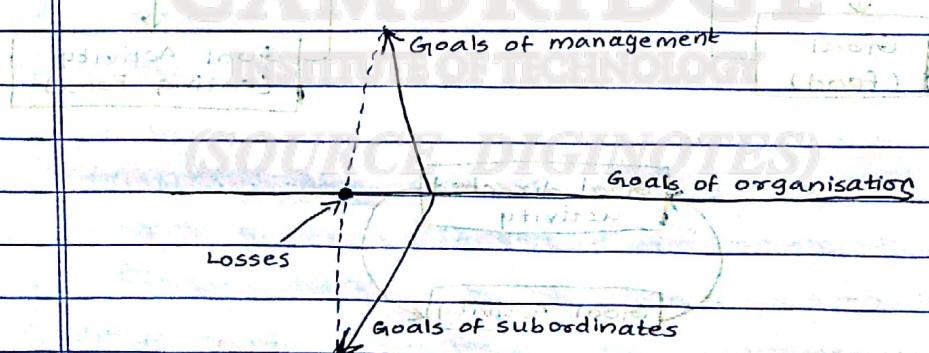
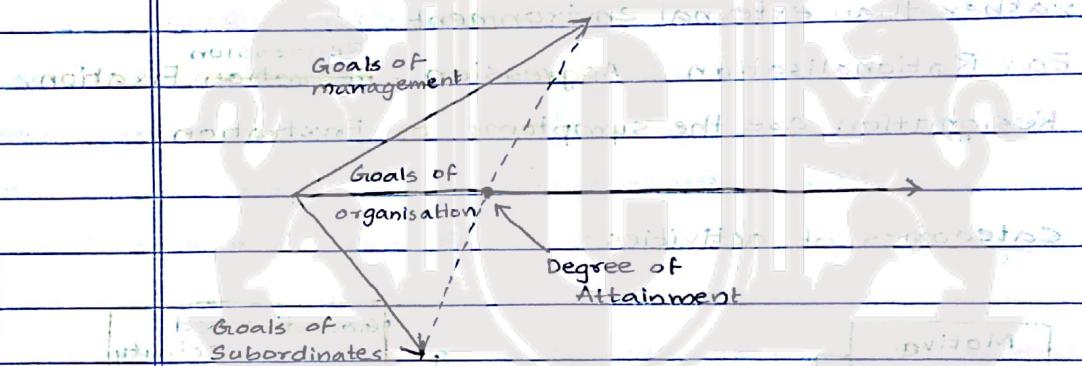
(b) Goal Activity:

It is engaging in the goal itself

Eg: If a person is hungry, food is the goal and eating is the goal activity.

26/09/2017

Goal Oriented Behaviour



Since in every human being there is some need he works to achieve the goal, an organisation can be considered as a collective of individuals with their own goal. It may so happen that the goals of the management does not coincide with the goals of individual. When this happens, organisation will fall.

Goals of the organisation along with managerial goal and subordinate goal is expressed in Vector diagram.

In the first diagram, performance is measured by the combination of both manager goal and subordinate goal.

It is measured by degree of Attainment

In the second diagram, the situation is much worse and leads to losses where goal of management and goal of subordinate are moving ahead or away from organisation.

Thus loss of organisation occur.

In the third diagram, goal of management, goal of subordinates and goals of organisation work together for the greater performance of the organisation.

Integration of Organisational goals and needs of an Employee

For this basic needs must be satisfied

- 1) Physiological needs
- 2) Safety needs
- 3) Social needs

Physiological needs

At the lowest level of any human being include food, water, clothing and shelter. Any lack of above needs leads to motivation. If these needs are not satisfied, other needs do not emerge.

Money is the basic goal

Safety needs

Free from accidents, disease etc. The best measure is to satisfy the need of the safety by securing the job by providing insurance etc.

Social needs

This is expressed in form of cooperation of workers

Esteem

[Explanation same as Maslow theory]

Self actualisation

[Explanation same as Maslow theory]

Needs of an employee

- 1) Full appreciation of their work
- 2) Job Security
- 3) Good Manager
- 4) Good wages
- 5) Promotion
- 6) Loyalty
- 7) Good work Condition

Hawthorne's studies and his findings

It is one of the famous studies in the history of human relation. It is the study of illumination on productivity. The experts select two groups of employees:

⇒ Control Group

⇒ Test Group

In Control group, workers work under Normal lighting

In Test group workers work at different lighting condition.

As the lighting increased, test group also increased their performance.

An unexpected thing happened for control group, that is the output of performance was equal to test group.

Working condition of workers in control group were improved gradually the output were also increased.

Experts thought that there can be negative impact on the control group but it proved to be wrong.

Hawthorne's Research were found out, the workers were motivated to work more even when benefits were decreased.

Theory X and Theory Y

Theory X was assumed that most people are not willing to take the responsibility. They have no interest to work and they like to be directed.

Based on Maslow's hierarchy of needs, he concluded that Theory X is wrong.

Therefore he developed another theory called Theory Y.

Theory Y assumed people are not lazy by nature. The work is natural and people can work naturally.

Theory X:

- * Work is distasteful
- * Most people are not ambitious, that is having little desire
- * Most people have little creativity in solving problems
- * Motivation occurs only in physiological and safety ^{levels} ~~hierarchy~~
- * Most people are closely controlled.

Theory Y:

- * Work is natural
- * Self-controlled in taking up responsibility

- * Capacity of creativity is more
- * People can be self directed

The idea of theory X manager is usually direct and controlling people.

Theory Y manager is directly opposite than the theory X manager. Let us not assume theory X is good and theory Y is bad or vice versa.

A manager should chose either theory X or theory Y. But the best results are obtained by comparing theory X and theory Y. So manager can assign Theory X to a particular person and Theory Y to another person.

Immaturity and Maturity theory

Developed by Chris

Development of Immaturity to maturity in following stages:

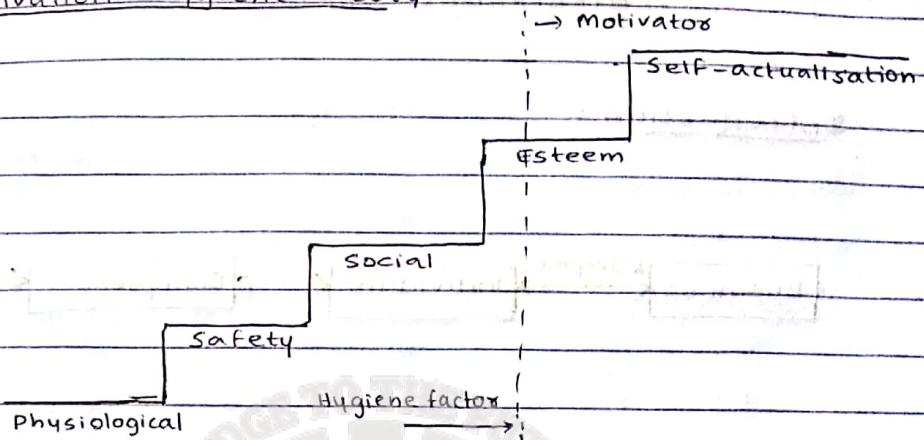
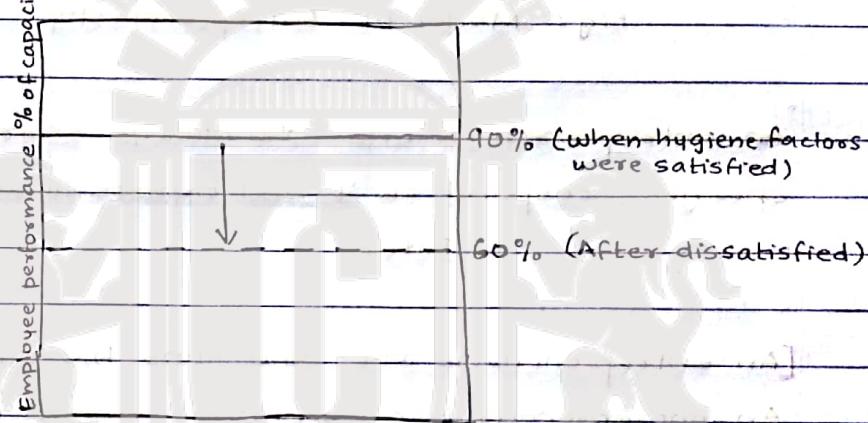
- * People becomes adults from infants, they become more dependant from independent
- * Behaviour changes from infants to adults
- * Interest increase
- * They develop self awareness

Maturity theory

- * Active
- * Independance
- * Capable of behaving in many ways
- * Deeper and stronger interest
- * Long term perceptive
- * Super subordinate position
- * Awareness and control

Immaturity theory

- * Passive
- * Dependence
- * Behave in a few ways
- * Less interest
- * Short time perceptive
- * Only subordinate position
- * Lack of awareness

Motivation hygiene theoryEffects of dissatisfaction hygiene:

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(SOURCE: DIGINOTES)**