

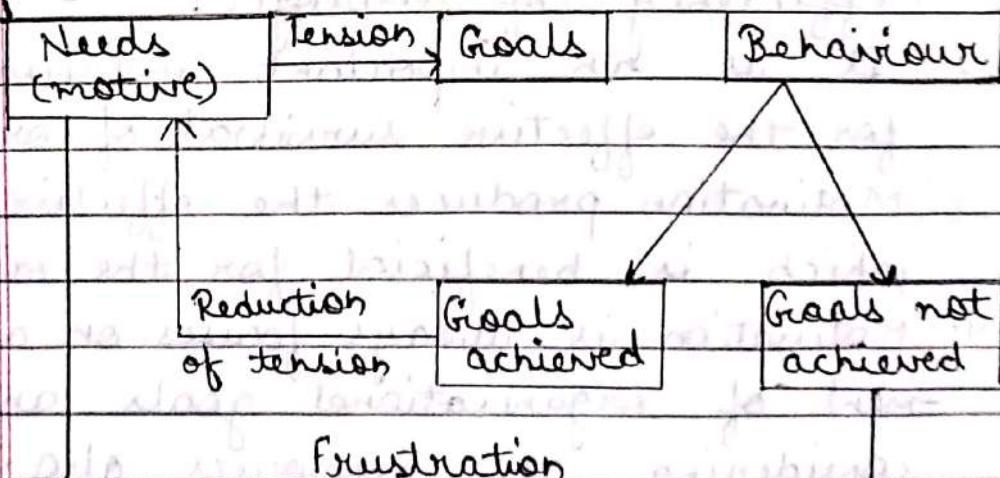
UNIT - 4

Motivation

Dubin has defined motivation as, "the complex of forces starting and keeping a person at work in an organisation. Motivation is something that moves the person to action and continues him in the courses of action already initiated."

According to Dutton E. Mc Farland, "Motivation refers to the way in which urges, drives, desires, aspirations or behaviour of human beings".

~~Motivation is the process in which people are steering towards the accomplishment of organisational goals.~~



A simple model of motivation

Importance of motivation -

Likert has called motivation as the core of mgt. Motivation is an important function which every manager performs for motivating the people to work for the accomplishment of objectives of the organisation. A manager has to make appropriate use of various techniques of motivation to enthuse the employees to follow them.

Motivation is an effective instrument in the hands of a manager inspiring the work force, mgt. creates will to work which is necessary for the achievement of organisational goals.

1. It is helpful for increasing the efficiency of employee.
2. It is an important instrument for the effective survival of orgn.
3. Motivation produces the effective results which is beneficial for the orgn.
4. Motivation is always focuses on accomplishment of organisational goals and considering the employees also.
5. Motivation is always related with

the operating efficiency of the organisation.

Theories of Motivation -

1. Need hierarchy theory or Maslow's theory of motivation - Abraham H. Maslow developed a theory or a framework for understanding human motivation. He defined a person's effectiveness as a function of matching man's opportunity with the appropriate position of hierarchy of needs.



Maslow's Need Hierarchy

- (i) Physiological Needs - The needs that are taken as the starting point for motivation theory are so called the physiological needs. These needs relate to the survival and maintenance of human life. These needs include such things food, water, shelter and other

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necessaries of life.

ii) Safety Needs - After the first stage people wants the assurance of maintaining a given economic level. They want job security, security source of income, provision for old age, insurance against risk etc.

(iii) Social Needs - Man is a social being. He is therefore interested with conversation with society and want to exchange his ideas, feelings. In this particular need he want to become a part of the society to share the emotions & feelings with others. He also wants to make a position in the society through which people recognize him.

(iv) Esteem Needs - It may be classified into two parts -

(a) Self esteem

(b) Esteem by others

The self esteem needs means knowledge, skills and confidence.

Esteem by others means the people are praise for his achievement and knowledge.

(v) Self-actualisation Needs - This need is the extreme point or last stage in the theory. This need is particularly focused on the self reliance and self fulfillment. After the fulfillment of all needs person desired for personal achievement.

2. Herzberg's two factor theory of motivation - Herzberg's and his associates based on the interview of 200 low engineers and accountants who work for 11 different firms in Pittsburgh area. These persons were asked to relate elements of their job which made them happy or unhappy. Analyzing of their answers revealed that feelings of unhappiness or dissatisfaction work related to the environment in which people works.

According to Herzberg, maintenance or hygiene factors are necessary to maintain a reasonable level of satisfaction among employees. These factors do not provide satisfaction to the employees but their absence will dissatisfy them. The theory is focused on the two factors.

(i) Maintenance factors or hygiene factors:

(ii) Motivating factors

Maintainace factor	Motivating factor
(1) Company policy and administration	Achievement
(2) Technical supervision	Recognition
(3) Interpersonal relationship with subordinates	Advancement
(4) Interpersonal relationship with subordinates	Opportunity for growth
(5) Interpersonal relationship with supervisor	Responsibility
(6) Salary	Work itself
(7) Job security	
(8) Personal life	
(9) Working condition	
(10) Status	

★ Leadership :-

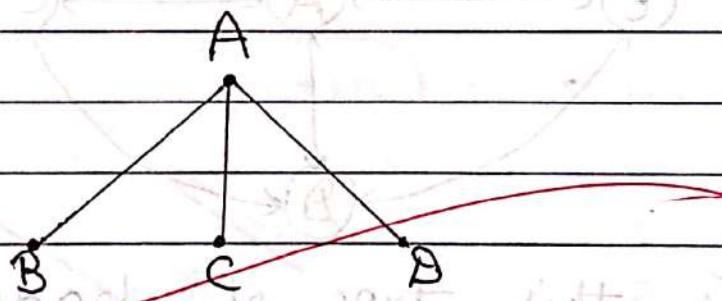
According to Haimann, "Leadership is the process by which an executive imaginatively directs, guides and influences the work of others in choosing and attaining specified goals by mediating between the individuals and the organisation in such a manner that both will obtain maximum satisfaction."

Chester Barnard viewed leadership as the quality of behaviour of individuals whereby they guide people or their activities in organising efforts.

In the words of Louis A. Allen, "A leader is one who guides and directs other people. He gives the efforts of his followers a direction and purpose by influencing their behaviour."

Styles of leadership :-

(i) Autocratic leadership -

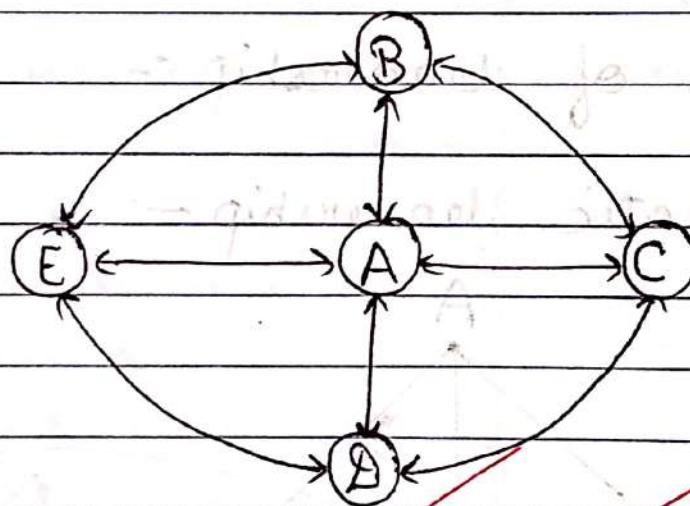


In this type of leadership, there is one leader which taking all the decisions related to the organisational goals. The leader gives all the direction without consulting the subordinates. The decisions which are taken by the leader is followed by his followers.

(i) Autocratic leadership style permits quick decision making.

- (ii) It provides strong motivation and satisfaction to the leader who dictates terms.
- (iii) Less competent sub-ordinates are needed at lower levels.
- (iv) The style may yield positive results when great speed is required decision.

2.) Democratic or participative leadership



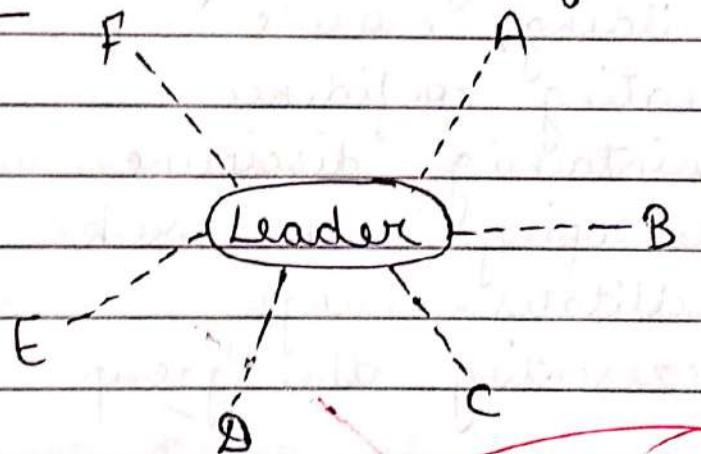
In this type of leadership style, the leader takes the decisions with the consultation of his sub-ordinates.

In this style the sub-ordinates share their suggestions to the leader to take appropriate step for accomplishment of organisational goals.

- (i) Consultative or democratic leadership improves the job satisfaction and morale of sub-ordinates.

- (ii) It cultivates the decision making ability of sub-ordinates.
- (iii) The leader multiplies his abilities through the contribution of his followers.
- (iv) It develops positive attitudes and reduces resistance to change.
- (v) The quality of decisions is improved.
- (vi) Labour absences & labour turnover are reduced.

3.) Free rein or Laissez-faire leadership style - F.



In this type of leadership style the sub-ordinates are free to take their decisions. The sub-ordinates meets the leader for consulting the things to take any type of decision which is beneficial for the organisation.

- (i) Positive effect on job satisfaction and morale of sub-ordinates.
- (ii) Maximum possible scope for development of sub-ordinates.

- (iii) Full utilization of the potential of sub-ordinates.

The style may be appropriate when the sub-ordinates are well-trained, highly knowledgeable, self-motivated and ready to assume responsibility.

Functions of Leaders -

- (i) Setting goals
- (ii) Motivating employees
- (iii) Building morale
- (iv) Creating confidence
- (v) Maintaining discipline
- (vi) Developing team work
- (vii) Facilitate change
- (viii) Representing the group

Controlling

According to Koontz and Weirich, "The managerial function of controlling is the measurement and correction of the performance in order to make sure that enterprise objectives and the plans devised to attain them are accomplished."

Nature of Controlling -

1. Controlling process is universal - The process of controlling is acceptable in all the fields. That's why the controlling is of universal nature.
2. Controlling is continuous process - It is a process which is never end till the organisation is survive in the environment. The controlling is always going on for the proper or adequate use of resources.
3. Controlling is backward looking - It is the last function in orgt and motivates behind controlling is to see and evaluated all function which are performed previously in the organization.
4. Controlling is an influence process - The process of controlling influence the performance of individuals in an organisation. The influence of controlling is that all the goals whether for short term or long term purposes are influence.
5. Controlling is goal oriented - The

function of controlling is always goal oriented. It means that the controlling helps to achieve the specific task or objective with remembering the goal orientation.

Importance of Controlling :-

- (1) It provides the guidelines how to operate in organisation.
- (2) It is related with the verification of policies and procedures.
- (3) The controlling helps or play an important role for the employee morale.
- (4) The controlling helps to reduces the psychological pressure.
- (5) It play an ~~important~~ role for the coordination purposes.
- (6) It also helpful to find out the holes in the previous function of mgt.
- (7) It is also helpful for taking the managerial decisions for the orgn.
- (8) It is also helpful for measuring the actual performance with standard performance.
- (9) It provides a basis for the proper

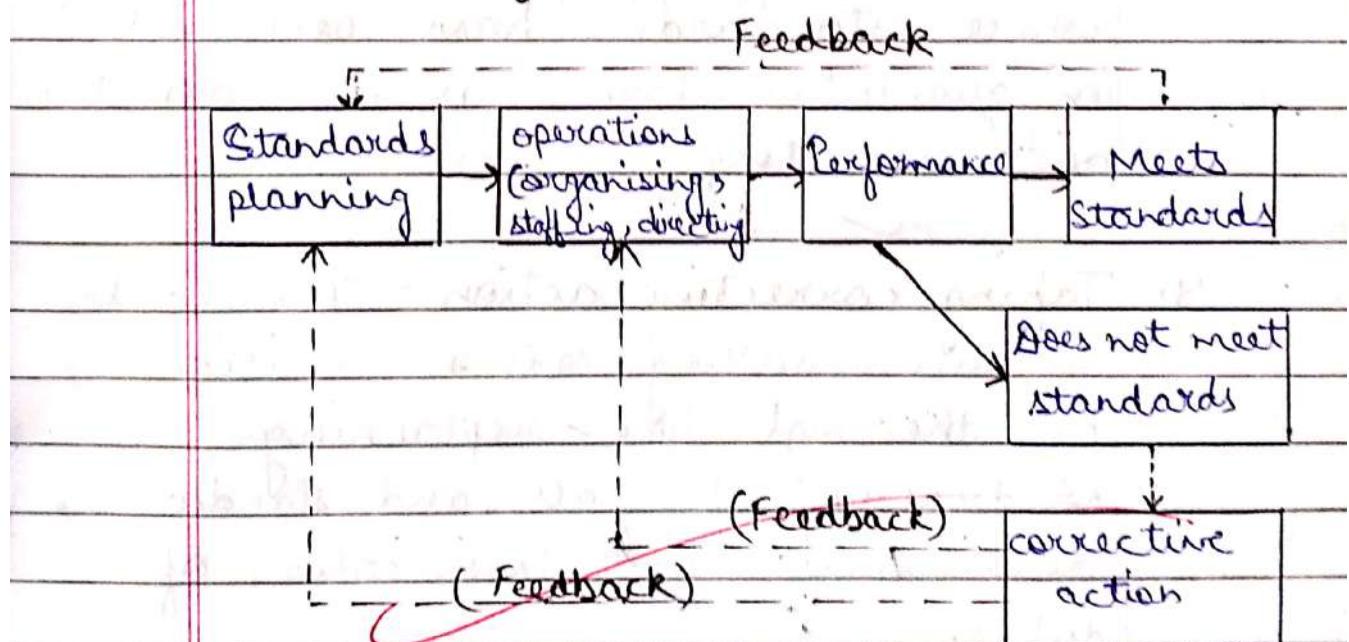
running of the organisation.

- (10) Controlling always beneficial for making the effective policies which are helpful for the growth of the organisation.

Needs of Control :-

The need for control arises due to several factors.

Process of Control



1. Establishment of standards — The first step in control process is the setting up of standards of measurement. Standards represent criteria for performance. A standard act as a reference like basis of appraisal of

actual performance.

Establishment of standards in terms of quantity, quality and time is necessary for effective control.

2. Measurement of performance - The second step is to measure actual performance of various individuals, groups or units.
3. Comparing performance with standards - Comparison of performance is easy where standards have been set in quantitative terms as in production and marketing.
4. Taking corrective action - This will involve taking certain decisions by the mgt like replanning or redrawing of goals and standards, reassignment or classification of duties.

* Techniques of Control :-

Traditional techniques

- (a) Personal observation
- (b) Good orgⁿ structure
- (c) Unity of objectives, policies and

procedures and methods.

- (d) Statistical reports and analysis.
- (e) Break-even analysis
- (f) Budgetary control

Modern techniques

- (a) Mgt. Audit (Check)
- (b) Return on investment
- (c) Responsibility accounting
- (d) Pert and CPM
- (e) Mgt information system.

Co-ordination is

Co-ordination deals with the task which requires the efforts of a team or group in order to ensure successful attainment of an objective.

~~It is accomplished by means of planning, organising, actuating and controlling.~~

In the words of Mooney and Bailey,
"Co-ordination is the orderly arrangement of group efforts to provide unity of action in the pursuit of a common purpose."

Importance of co-ordination -

- 1) Co-ordination is the basic requirement for effective running of orgn.
- 2) Co-ordination is an important for achieving the specific or common objective.
- 3) Co-ordination create a sense of responsibility among the different members of the orgn.
- 4) Co-ordination is required in each department or section of the orgn.
- 5) Co-ordination helps to reduce the misunderstanding among the members of the orgn.
- 6) Co-ordination is the basic element for sharing the information between the various departments of the orgn.
- 7) Co-ordination is always important for achieving the goals whether related to specific unit or orgn or the whole orgn.

