

Lesson 1

HUMAN RELATION THEORY - ELTON MAYO

Structure:

1.0 Objectives

1.1 Introduction

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1.0 Objectives:

1. Students would know about the Elton Mayo and his early life
2. Students would be able to know about the early experiments by Mayo
3. Students would be able learn about Human Relation theory

1.1 Introduction:

George Elton Mayo was born on 26 December 1880, and he died on 7 September 1949. He was an Australian Psychologist, Sociologist and organization theorist. He worked at the University of Queensland from 1911 to 1923, and later he moved to the University of Pennsylvania, however, he spent most of his career at Harvard Business School from 1926 to 1947, where he works as professor of industrial research. He was involved in study of psychopathology which in fact had played an important role to perform as an industrial researcher. Elton Mayo is considered to be the father of human relations theory. His major works are in 1933, "The Human Problems of an Industrial Civilization", in 1945, "The Social Problems of an Industrial Civilization", and in 1947, "The Political Problem of Industrial Civilization".

Mayo is very famous as the forefather of the Human Relations Movement, and also recognised for his research which comprises of the Hawthorne Studies and his book 'The Human Problems of an Industrialized Civilization was written in 1933'. In 1930s, under the Hawthorne, he conducted the research and it revealed the prominence of groups in affecting the behaviour of persons at work. He supported numerous research works to understand and find out the methods to increase the productivity, for instance change in the condition of lighting at the workplace. What he found was that the work satisfaction rest on to a great amount on the casual social pattern of the work group. Anywhere standards for support and advanced yield were recognised because of a sense of significance, physical circumstances or financial motivations had little motivational value. People will practice like work groups and this can be used by management to advantage of the organization.

1.2 Early Experiments by Elton Mayo:

Similar to his other contemporaries, Elton Mayo, also focussed thoughtfulness on issues related to the industrial labour in the factories, mainly on fatigue, accidents, production levels, rest periods, working conditions etc. in the year 1923, he initiated his research studies in a textile mill near Philadelphia, in the prevailed situations then, the mill offers all the facilities to the labour and it was well organized, and was measured to be a model organization. The employers were extremely open-minded and caring, but the president and director of personnel encountered problems in the mule-spinning department of the textile mill. The turnover of the general labour in all the departments was expected to be almost 5 per cent or 6 per cent per annum, whereas in the mule-spinning department the turnover was probable at nearly 250 per cent. It is understood that about 100 industrial workers were compulsory every year to keep about 40 working. Subsequently, it was a vital department for the smooth operation of the mill, various schemes were announced by the management in the form of incentives, and with those efforts to their surprise all the lures were did not work to preserve the labour, they also consulted number of firm in order to solve the problem. At last on the suggestion of engineers they had announced four specific financial incentives, but they could not able to achieve appreciable results. As a last resort, the firm referred the problem to Harvard University.

This was the first chief research study started by Elton Mayo after joining the Harvard School and he named the study as, "The First Inquiry". He examined the complications of the mule-spinning department deeply from numerous viewpoints like, physical, social, psychological, physiological ways. After he extended involvement observation technique he established that nearly every piece, suffered from foot suffering for which they had no instant medication for those working in the mule-spinning department. In fact, it was advanced because each piecer had to walk up and down a long lane, a distance of 30 yards or more, on either side of which a machine head was working for the purpose of spinning the frames with cotton thread. Whereas, these frames had to move back and forth, at the same time, the worker was likely to watch the operation of the machine carefully so that at any time if there was a broken thread he had to piece the ends together. Later, there were 10 to 14 such machines in the care of a single worker he felt unhappy in attending to the job.

Mayo also established, that even though, in the section, there were two or three piercers and they were situated distantly and among them communication was almost nothing because of the enormous noise of the machine. The other factor was that, some of the workers were very young in their twenties and others were in their fifties. Every one of them admitted that they were too exhausted to enjoy social evenings after work. However, the workers would never burst up on the company president who had been a colonel in the U.S.A Army, Mayo could be able to know from a nurse that, most of them had been in the army in France under his command both before and during the First World War.

With the information gathered from the nurse and his own findings, he took the authorization from the management, Mayo commenced experimenting with rest periods and he presented a proposal of rest periods with two of ten minutes duration in the morning and two again in the afternoon, with each team of piecer. And this gave encouraging results from the commencement, slowly, the rest periods scheme was provided to all the workers to eradicate the difficulty of physical exhaustion. The workers displayed the interest in the system and were satisfied with the outcomes. The turnover of the labour almost came to an end, production rose and the self-esteem normally enhanced.

1.3 Human Relation Theory:

The theory of human relations, provides predominance to the human aspect over the elements of institutions, as propagated by the customary public administration schools. It is a trail defiance theory in the discipline of public administration, which sights the organization primarily as a social system by uplifting the human conduct as the elementary component for study. In human relations theory, the employees are seen as human beings, instead of a meagre human supplement of machinery or hands for work. It is mainly established on a humble principle that the 'human problem requires a human solution', subsequently, better-off workers are the secret to a prosperous institute. Those who supported this theory have revealed that in public institute, efforts have been prepared to answer the problems of human with non-human data. This theory emphasises four important aspects of the institute, and it looks that the classical theorists have unnoticed. These are: (a) organization is to be viewed as a social system; (b) workers are human beings with all humanly attributes; (c) informal elements also play an important role in the overall organizational output; and (d) organization has a social ethics, instead of individual ethics.

The School of Human Relations is in many ways is a reply to the classical theories and the establishment of human relations movement is mainly due to the importance of the classical theories on formal structure, control, efficiency, economy and hierarchical authority. The school of human relation takes its appearance mainly in group dynamics, sensitivity training and institutional growth. The stress on the feature obviously replicates the essential standards for the human relation school, like importance on openness, satisfaction of worker on self-actualization, decrease in absenteeism, difference and inter-personal competition and so on. The significant opinion is that the answers of human relations school are generally founded more on tests and assessments than on observation of on-going progressions in multifaceted establishments. It is to propose that the standards on which the movements of human relations movement founded are as immaterial. It ensures that these standards might be in struggle with the standards on which the classical and neo-classical models are founded.

The method of human relation in administration is a gratitude to the element that the informal organization be present side by side with the formal organization for

advancement of efficiency and productivity. It is essential to know the inter-relationships in both the formal and the informal institutions. It is clear that the actual presence of informal institutes specifies the battle between the aims of the persons and the institute. The outline of human relations school is actually an effort to synchronise the aims of the persons with the institutions. This needs extra devotion and assurance on those persons in the performance of the institution to achieve the productivity and fulfilment of the persons. The method of classical would benefit to recognise the formal and freely observable working of the institution, at the same time, it ensures it will not encourage an understanding of the whole functioning of the organization.

The foremost fear of the human relation school is that it tries to mix the organization and individual, in doing so, it also tries to know the basic features of the both things. The major aspect of the institute, is that it associates with people who work together, it collaborate and cooperate with each other and also having their actions which are inspired by the mental and material things, formal and informal behaviour and so on.

The school of human relations has been embodied in the works of Chris Argyris. McGregor, Likert, Maslow, Herzberg and others which has advanced upon the studies carried out by Elton Mayo and Roethlisberger and Dickson and the visions delivered by Chester Bernard. These scholars exposed that the classical organization theory, by captivating the formal institutional structure as the unit of analysis and focused on economic encouragements, by doing so they overlooked the real determinates of behaviour of the person. The school of human relations raised upon the Hawthorne studies agreed the Hawthorne works of the Western Electrical company in Chicago and by Elton Mayo and his associate F.J. Roethlisberger and W.J. Dickson.

Mayo précised his findings as follows:

- Spinning produces postural exhaustion and it encourages negative reverse.
- Rest gaps to release these situations and upsurge the productivity by re-establishing normal flow, releasing postural fatigue, and interrupting negative daydream.

- Rest gaps are more active when they are regular and the workers have received instruction in the techniques of relaxation.
- The life of the worker outside the mill is enhanced as workers become more interested in their families and more moderate.

1.4 The investigations on Southern California Aircraft Industry:

The last experiment of Mayo, during the World War II was extra study of absenteeism and turnover in the Southern California Aircraft Industry. He accepted wider sociological outlook, Mayo and his associates, first studied the community environment to look for the likely reasons for high rate of absenteeism and turnover in the industry, and they established that the restless population movement typical of the area at that time was not the elementary difficulty. The draft had withdrawn the workers who had earlier held work teams collectively. There had been alike incidence in another place, but, Mayo states that those external forces will have key influence merely on the management has not been adequately focussed to the growth of cohesive working groups in their organizations. Thus, as had been the instance at Western Electric Company, the research study attentive on the internal social factors of the organization as feasible causes for the absenteeism and turnover. The study also had gradually constricted the perspective, affecting from an industry and extensive attention to an investigation of a single Company, particular departments within that company, and lastly, a comprehensive examination of a single work centre had a low rate of absenteeism. They followed the similar work like that of Western Electrical research.

It was establish that the rate of absenteeism and turnover was due to role of the creation of work "teams". When those teams generated a situation of 'active cooperation' along with the policies and means of the company, then absenteeism and turnover were lower. Moreover, the creation of team was establish to be mainly reliant on the management quality and leadership of both formal and informal in the work group. Those who had been trained in the techniques of handling human relations were proved to be successful supervisors; and were helpers to upkeep of predictable and technical problems, therefore it frees the supervisor so that he can answer to human problems; and permitted the workers to contribute in the purpose

of working conditions. Informal leadership was also found to be significant. For the success of work centre, the work must be in the hands of a lead man, and hardly the foreman visit the centre. The lead man with substantial experience in the industry, enabled the work of others by giving technical, personal, and social help to individual workers; by signing that satisfactory work materials were available; and handling contacts with the rest of the company.

These outcomes were confirmed in the interviews with workers who were irregular in their attendance. The “irregulars” were branded by a situation of personal inefficiency and unhappiness. Several workers left the job because their work had on no occasion become an essential part of their entire life. This disorder was outlined the supervisors who were thoughtless and displayed “irritable impatience” reasonably than individual thought and understanding. As a consequence, the irregulars were merely a group of unconnected persons and they are not members of a cohesive group or team.

Mayo sights the outcomes of this study as being reliable with the answers of his earlier research. The wish for connotation, he preserves, deeply rooted, and informal social groups will unavoidably occur. The growth of the social group must not be left to chance, instead, management need be thoughtful to the requisite for a significant social group and make the circumstances in that requisite can be satisfied in such a way that it can be harmonious with efficiency in the attainment of organizational goals.

1.5 The Effects of Hawthorne Experiments:

The conclusions by the research of the Hawthorne unlocked a new look for management, these findings recommended that the management must focus upon the organisation’s non-economic inducements rather than focusing on the formal principles of organization and economic incentives to increase production and leadership style. The method of human relations revived a sum of balance into the investigation of organization. These experiments exposed that people merely were not answering to alterations in physical environment which led the researchers to accomplish that reply of the people was positive when they observe that others are trying to help them. This “Hawthorne Effect” happens whether or not the aims benchmarks of what establishes benefit are forever attained. It was also revealed

that informal organization prospering within, and occasionally generate a condition of opposing to the wants of the formal organization.

It was observed by the scholars that the people are extremely inspired and organised by their social environment. Any upsurge in self-esteem is essentially connected to alter the social environment but not the physical environment or material condition. The growth of the organization in the lines of social system was chief approach of Mayo and his associates. The fact was that man is not inspired by logic and fact but relatively by emotion and social value. It was also pointed out that it is not conceivable to give material goods and other physical belongings like means and hours of work and hence they essentially be combined with the social values. The human relationship method of Mayo is emphasized the role of social groups and social relationship in the institute. This method established that emotional and non-logical outlooks are more significant than logical and economic aspects in enlightening the organizational productivity and competence. This method also revealed that human conduct is conditioned to more group relations and group thinking.

1.6 Human Relations School and Criticism:

Though the effect on the development of organizational theory is notable, but the human relations school was met with severe criticism from several directions. A number of scholars alleged that the conclusions of studies led by the human relations theories has many gaps. The criticisms which was razed against this method can be stated as below:

1. Firstly, it was expected in most of the studies of human relations that the attainment of high self-esteem / satisfaction would progress worker productivity. As early as 1960, McGregor had pointed out the errors in such an argument. Productivity was a much more complex subject that was understood and was also reliant on the amount of capability of use in the economy and technological change.
2. Secondly, the method was far as prescriptive as that of scientific management and classical administrative theory. The variance between these methods was that they need different treatments. The method of human relations backs social relationships as a required feature of modern complicated organizations and they must have been observed as an ethical scheme to be followed in its own rightfulness.

3. Thirdly, a lot of these propositions of the human relations school might not be officially verified. This was because the data was not willingly obtainable or because the proposals were ethical, and therefore, it was not suitable for empirical testing. And the other factor that most of the statements of these methods were related to human sentiments and behaviour and hence could not be tested.

4. Fourthly, there was no check-up for fight in organizations, nor the significance of outside aspects as clarifications of discrete behaviour within organizations. For Argyris the mismatch between organizational competence and individual requirements might have led to a space which would be filled by conflict.

5. Fifthly, the relationships of power within the organizations were totally overlooked by the human relations school, particularly when the position of that power was from outside to the organizations.

Lastly, the school of human relations exclusively focussed upon the behaviour of industrial organizations and industrial work. Besides, the workers from blue collar and low level white collar workers who were in fact needed to be focused. Whereas the studies of non-industrial and public sector organizations are present, they incline to be the exemption rather than the rule. This bias strictly bounds any claim by the human relations school of having a general theory of organizations.

The philosophies of criticism rotated around three points. The most noted criticism was on the failure of human relation school to take into account the possible conflict between the workers and managers. Second, the human relations school looked to overlook almost the properties of formal structure on the members of the organization. Thirdly, it has been opposed that the kind and complexity of technologies engaged in an organization, significantly matters more in determining informal social structure and human interactions than the features which Mayo and his associates highlighted as imperative.

1.7 Conclusion:

The human relations method finished extraordinary involvement to the organization theory. The tests led by the scholars of this school ensued in the appearance of a new concept that an organization is a social system and the worker is the most vital element in it. Their experiments established that the person in an organization is not a simple tool but a multifaceted personality interrelating in a group condition which is

difficult to recognise. In totality, the human relation school was mainly accountable for a chief move in the organization theory and this move caused in appearance of a new concept known as organizational humanism which became a major field in the social science disciplines.

1.8 Model Questions:

1. Critically examine Elton Mayo's Human-Relations Approach.
2. Examine the basic features of Human – Relations Approach focusing on Elton Mayo's contribution.

1.9 References:

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Lesson 2

DECISION MAKING THEORY – HERBERT ALEXANDER SIMON

Structure:

- 2.0 Objectives
- 2.1 Introduction
- 2.2 Contributions of Herbert Simon
- 2.3 Influences on Herbert Simon
- 2.4 Works of Herbert Simon
- 2.5 Decision Making Theory by Herbert Simon
- 2.6 Satisfying upon Model
- 2.7 Organizational Decision Making
- 2.8 Rationality in Decision Making
- 2.9 Conclusion
- 2.10 Model Questions
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2.0 Objectives:

1. Students would know about the Herbert Simon and his early life
2. Students would be able to know about the early experiments by Mayo
3. Students would be able learn about decision making theory

2.1 Introduction:

The studies of Administration have developed a theoretical concepts of social systems and some vital ideas of human behaviour. An amount of efforts were prepared during this period to conceptualize and theorize on what was being revealed about man at work and are measured as precursory stages on the development of organizational theory. They are named as behavioural studies, and they studies about behaviour of human by interdisciplinary method represents from the information accessible in Anthropology, Sociology, Psychology and have become a part of the important development that is usually branded as Behavioural Science.

Herbert Alexander Simon was born on 15th June, 1916, in Milwaukee, Wisconsin and he died on 9th February 2001. In 1933, he joined the University of Chicago and studied social sciences and mathematics. He graduated in Bachelor of Arts in 1936 and later in 1943 he completed his Ph.D. in the political science and was majored in the field of Public administration from the University of Chicago. The professional career of Simon was begun in 1936, with the International City Manager's Association as assistant to Clarence E. Ridley, and later in 1939, he moved to Administrative Measurement Studies at the Bureau of Public Administration, as the director in the University of California. In 1942, joined at Illinois Institute of Technology as Associate Professor of Political Science, and later he became the chairman of the Department of Political and Social Sciences during 1946-49. In 1949, he became Professor of Administration and Psychology at the famous Carnegie Mellon University. He was awarded the Noble Prize in 1978.

Simon was related with several public organizations which consist of Bureau of Budget, Census Bureau, Economic Cooperation Administration, President's Science Advisory Committee, Chairman of American Social Science Research Council, etc. he was also linked with numerous other government and business organizations and member of professional associations of political science, economics, psychology, sociology, computer science, management, philosophy, etc., this indicates that he was a real social scientist.

2.2 Contributions of Herbert Simon:

The most important contributions of Herbert Simon rewarded a frontal attack on the structural approach. He criticized the principles of organization and called them as proverbs. He also stated that the principles are contradictory and within unpredictable.

2.3 Influences on Herbert Simon:

Simon was influenced by notions of Mary Parker Follett on group dynamics in organizations and the human relations approach pioneered by Elton Mayo and others. He was also influenced by Barnard on Functions of the Executive, had an optimistic effect on the thinking of Simon about administration. Simon is one of the most influential social scientists and his role in shaping 20th century social sciences was unparalleled. He wrote over 1,000 highly cited publications, several of which were translated into different languages including Turkish, Persian and Chinese. His publications, can be classified into disciplines, such as, public administration, political science, operation research, management, system's theory, organization theory decision theory, economics and econometrics, sociology, social psychology, cognitive psychology, socio-biology, mathematics, philosophy, linguistics and

computer science. In 1930s, Simon started his research work on city management that later concluded into a book titled “Measuring Municipal Activities”, in 1938.

2.4 Works of Herbert Simon:

In 1947, Simon published his doctoral dissertation, “Administrative Behaviour” and it is considered as one of the top ten most influential works in the political science, public administration and management of 20th century. Later in 1958, he published ‘Organization’ and his main publications comprise of ‘Public Administration in 1950, in 1953, Fundamental research in administration, in 1960, The New Science of Management and Shape of Automation, in 1969, science of Artificial and in 1972, Human Problem Solving.

2.5 Decision Making Theory by Herbert Simon:

One of the important input to the public administration by Herbert Simon was his theory of decision making process in the administrative institution, and he stated this theory as the ‘heart of the management’. He also associates the decisions making process to administration, he states, that the public administration theory, should have consisted of those aspects which allow the rational decision making in the institution. To this trait, he familiarized his well-known dichotomy which is known as ‘value-fact dichotomy’. He stated that the decision making process has based on two important principles like, ‘value premises’ and ‘factual premises’. To quote Simon: decisions are somewhat factual proposals. To be certain, they are descriptive of a false a firmly empirical logic; but they possess in addition, an authoritative quality they select one, future state of affairs in preference to another and direct behaviour towards the chosen alternative.

Simon stated that the factual premises in the decision making can be assessed as ‘correct’ or ‘incorrect’ in an objective and experimental way whereas the value premises in the decisions unable to adjudicate as correct or incorrect but they must be taken as they are. The difference between value and factual premises impacts the appeasement of responsibility and accountability. Simon powerfully highlights that the values and factual premises must be detached to construct a science of public administration.

The theory of decision making by Herbert Simon rotates around the following three thoughts.

- Satisfying upon Model

- Organizational Decision-Making
- Rationality in Decision-Making

The above aspects may be elaborated in the following manner.

2.6 Satisfying upon Model:

Simon proposes a new decision-making model to begin his analysis, he mentions to this model as “Satisfying Man,” that is, a decision maker who, as of the restrictions on his reasoning and analytical capabilities, agrees to the substitutions that are just reasonable or adequate in respect to his ambition levels. Simon notes that there are numerous substitute replicas of man as a decision maker. The psychological model of man as a decision maker highlights the active thoughts in decision making. The sociological ideal highlights the role play with little room for choice. By suggesting this model of Satisfying Man, Simon accepts an intermediate pathway between these substitutes and the Satisfying Man can be differentiated from Sociological Man, in that his decision-making is entirely not determined by social roles. He is well-known from Economic Man by being incomplete in his reasoning and investigative aptitudes. Simon identifies that a nature of science need to provide both touching and reasoning features of human behaviour, his chief anxieties are reasoning features. He defines his assignment as the rebuilding of theory to deliver clarification of rational human behaviour with some pretence of practicality. Simon is mainly worried with differentiating Satisfying Man from Economic Man.

The model of Simon suggests that the decision maker plays a humble role since he is logical and satisfies because he has not wanted to maximize. While making decisions, Satisfying Man will not inspect all probable substitutes and also overlooks most of the compound interrelationships present in the world, and he apply comparatively modest rules-of-thumb while he makes decisions.

According to Simon, the meaning of rationality rest in the manner by which one defines this word, the definition of Simon about the rationality has two necessities. First, the amount to which suitable path of action is really chose means the outcomes, and second the definition must take into consideration about the efficiency and restriction of the measures used to make decisions means process. Thus, Simon defines rationality as “the selection of preferred behavioural alternatives in terms to some system of values whereby the

consequences of behaviour can be evaluated”, Besides, Simon divided rationality into some kinds. According to Simon, objective rationality is correct behaviour for maximizing given values in a given situation. Conscious rationality is a conscious correction of means to ends. Organizational rationality is focused on the aims of organization whereas individual rationality is concerned with individual goals. Simon accepts that rationality is restricted at one time by subconscious and non-deliberate alterations of means to ends and at the other time by conscious and deliberate adaptations founded on knowledge. Maximum decisions of course, would drop anywhere between these limits. The assumptions of Simon are all human behaviour has a rational element and his claim that we go outside the thin limits of economic rationality in examining and evaluating the human behaviour.

2.7 Organizational Decision Making:

The attempts of Simon to examine the real processes of decision making in the organization. Simon separated the decision processes which are observed in organizations into two classes and they are, programmed and non-programmed categories. These two decision process save some joint characterizes, besides their variances.

First, both the programmed and non-programmed decision making processes start with the definition of the condition. Simon defines the condition by asserting that the insight of decision-makers about the likely proceedings in the future the range of substitutes accessible to the decision makers, prospects concerning the concerns of those alternatives, and rule for placing the concerns according to the likings of the decision maker.

The second mutual characteristic of the two kinds of decision making processes is that the, decision maker relates activities with the final ends of the organization. This means' the ends chain contains of both factual and value magnitudes. The value element of means-ends chain is the collection of the final end of the organization.

The significant aspect of the means-ends chain is that, it presents some uncertainty in the relationship between alternatives and their consequences. First, the outcomes of uncertainly is in confusion, in the decision making process and powers the decision maker to practice his own judgment concerning about the relationships between alternatives and consequences. Second, uncertainly means that the decision maker will take “value indicators” instead of final objectives into attention to select between alternatives. The value

indicator is at the greatest-level objective in the means-ends chain in such a way that the phases necessary to see the objective can be expanded and that the objective can be measured to regulate whether it has, in fact, been attained.

The third characteristic is common to both the programmed and non-programmed decision making is that, the decision making process is separated into dissimilar independent steps an allotted organizational subunits. The higher level units brand broad outline of the decisions and depute exact concerns to the subordinate units. Though, this will effect in what Simon calls a “loosely coupled” system in which the objectives of the organization and its subunits are rarely prepared to accept.

The fourth mutual characteristic is that “satisfying” rather than “optimizing” principles are used in selecting between the alternatives. Therefore, Simon differentiates satisfaction from improving criteria. One develops a set of criteria that allows all substitute therefore be related for safeguarding optimization. The enhancing decision maker chooses one substitute by means of these criteria, from all the current alternatives. On the other hand, the decision maker frames a set of criteria that helps to select reasonable substitutes.

A .Programmed Decision Making:

In programmed decision making the similar motivation happens at all the phases and the organization grows a certain process for control dissimilar conditions. The process contains a “performance program” which controls the arrangement of answers to a decision performance programs differ in respect to their amount of specificity. Programmed decisions are made conferring to accept performs rather than by consideration of substitutes. This performance programme covenants with a limited variety of circumstances and concerns, and every program is performed in comparative independence from other programme. The Performance programmes can be developed at all stages in the organization. In common, upper levels of the organization are more anxious with organising programmes established somewhere else than the ones which are the results of new developed programmes. Programmed decision making is a limited process by which hunt for substitutes is either incomplete or completely absent. Monotonous motivations function as a means for recognising circumstances for making decisions. Performance programmes, determine the alternative of choice.

B. Non-Programmed Decision Making:

Non-Programmed decisions are completed in reply to new motivations for which no structured reply occurs. Therefore, non-programmed decision making contains some search activity which monitors expectable and arranged outlines.

The space of performance might be the outcome of poor performance or earlier decisions subsequent influences like facing new opportunities, or a mixture of those factors. The scope of the presentation gap usually determines the concentration of the search for alternatives. If the space is too small, then it may harvest indifference, on the other hand if it is too large, it may crop frustration.

Simon classifies a number of processes that are employed in developing non-programmed decisions. Usually, organizations have trusted upon judgment, rules of thumb, and the choice and training of executives to handle non-programmed decision making, Simon advocated that these traditional techniques can be enhanced by training non-programmed decision making for the top executives and it is their responsibility, and the description of an exact unit in the organization so as to deal with non-programmed decisions. Simon states that a number of modern techniques were established for dealing with non-programmed decision making. Modern techniques of problem solving are based on computer analysis of real decision makers when they involve in problem solving jobs. This examination is planned to uncover, evaluate, systematize and routinize the customary techniques of judgment, intuition, and creativity.

2.8 Rationality in Decision Making:

Though Simon broadened the possibility of the term “rationality”, he would not mean that all decisions of the organization are essentially rational. This is because all the obtainable data and analytical abilities might not be used to the fullest level in the process of decision-making. The definition of the position may not be an exact picture of the decision situation, and therefore the problem itself may not be expressed properly. This uncertainty might lead to non-rational decisions if the assumptions drawn from the raw data are not suitable to the data acknowledged by the decision makers and therefore, deliver defective premises for following decision making in the organization. The main worry of Simon was concerning the rationality of decisions, the genius of displacement of goals, and a process in which

instrumental values of goals are either replaced for the final objectives of the organization or become significant because they have needed concerns that were not originally expected.

Simon states that the shift of goals may also result from the use of value indicators in the decision making process. As specified before, the value indicators are the upper level operational aims in the means-ends chain. Value indicators are active because of uncertainly existing at the upper levels of the means-ends chain and the resulting incapability of institutional decision makers to completely elaborate the chain. Likewise, the shift of aims is probable to go ignored, since, the final goals of the organization cannot be specified operationally and the institution will have no method of determining whether its eventual goals have been attained. Simon stated about the decision making processes are probable to be rational only in an individual and restricted logic, and they may not always be rational even in that sense.

A new theory of Public Administration on decision making was stated by Simon. He highlights that decision making process must be made the heart of administration. The choice of Simon in the decision making theory decisively rooted in the behavioural aspect and it signifies radical exit for the classical approach to public administration. Simon projected the fact-value dichotomy the vital component in the decision making theory to build a science of Public Administration.

The decision making theory of Simon is not short of limits, and his value-fact dichotomy, conceptions of satisfying man, and rationality all are exposed to Spartan criticism for their gaps. It was criticized that, fact-value dichotomy unsuccessful to pronounce the scientific field for a science of Public Administration. It was stated by the critics that fact-value dichotomy of Simon defines rather thin and restricted areas for the building of applied science of public administration. The Satisfaction Model idea is also exposed to strong criticism. It was opposed that this concept rises the important question and rationality was defined by Simon delivers a base to differentiate among rational and non-rational behaviour. This model has restricted analytical value and was also criticized that the decision making model of Simon was too general and unable to guide the decision makers.

Even though it has these lets and insufficiencies, Simon's decision making theory has an important and has an impact and value in the theory of public administration. It was broadly acknowledged that this model made a foremost innovation in the progress of this theory.

2.9 Conclusion:

The studies of Administration have developed a theoretical concepts of social systems and some vital ideas of human behaviour. An amount of efforts were prepared during this period to conceptualize and theorize on what was being revealed about man at work and are measured as precursory stages on the development of organizational theory. They are named as behavioural studies, one of the important input to the public administration by Herbert Simon was his theory of decision making process in the administrative institution, and he stated this theory as the 'heart of the management'. He also associates the decisions making process to administration.

One of the important input to the public administration by Herbert Simon was his theory of decision making process in the administrative institution, and he stated this theory as the 'heart of the management'. He also associates the decisions making process to administration.

2.10 Model Questions:

1. Critically examine H.A. Simon's Decision Making Approach. Estimates its place in the Administrative Theory.
2. State and criticize Simon's Decision Making Model.?
3. Bring forth the salient aspects of Simon's Decision Making Approach. How was it criticize?

2.11 References:

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Lesson 3

MOTIVATION THEORY – ABRAHAM MASLOW

Structure:

- 3.0 Objectives
- 3.1 Introduction
 - 3.2 His Works
 - 3.3 Theory of Hierarchy of Needs
 - 3.4 Eupsychian Management
 - 3.5 Critical Evaluation
 - 3.6 Conclusion
 - 3.7 Questions
 - 3.8 References

3.0 Objectives:

1. Students would know about the Abraham Maslow and his early life
2. Students would be able to know about the motivational theory
3. Students would be able learn about theory of hierarchy of needs

3.1 Introduction:

The Theory of Hierarchy, was established by Abraham H. Maslow. Which explains about the human motivation. The likes of Maslow to understand human behaviour was the outcome of his early career as a psychologist. He vexed to recognise human behaviour by the help of psychoanalysis. His clinical experiences as a psychologist allowed him to develop his five level theory of need hierarchy. And constructed using his studies, Maslow started writing a book during the 30's and it was 'intended to be a systematic psychology of the older type'. Maslow's writings created interest among other clinical and personality psychologists, but managers and administrators began to read Maslow's thoughts only after McGregor popularized them.

Abraham Harold Maslow was born on 1st April, 1908, in Brooklyn, New York, USA. And he died on 8th June, 1970. Maslow was the oldest of seven children and his parents were first generation Jewish immigrants from Russia, who were not intellectually oriented but valued

education. Maslow's parents immigrated to the U.S. in the beginning of the 1900s in order to flee from Czarist prosecution. He was an American sociologist and he was very famous for his conceptualization of "Hierarchy of Human Needs", and he was regarded as the Father of "Humanistic Psychology". From 1937-51, he was the faculty of Brooklyn college and from 1951- 69, he was the professor and chair of the Psychology department at Brandies University and later he was Roosevelt Fellow at the Laughlin Institute in California. He stressed the importance of focusing on the positive qualities in people, as opposed to treating them as a bag of symptoms.

3.2 His Works:

He wrote widely on psychology that arose in 1950s and 1960s which was later denoted as "the third force". He collected his early publications and brought out his popular book in 1954, "Motivation and Personality". In 1943, his significant publications contain "A Theory of Human Motivation", "Religion, Values and Peak Experiences" in 1965, and "Eupsychian Management" in 1965.

3.3 Theory of Hierarchy of Needs:

For the human behaviour, the most significant feature is motivation which generates incredible extent of worry and interest among both the academics and practitioners to understand it properly. In a wide sense, the word motivation is used to represent the internal condition or determination that forces or triggers or guides the persons to work for accomplishing the aims of the organization. Theories which gives motivation are established to examine the behavioural accountability and so that employees can work for the gratification of their diverse requirements.

Abraham Maslow has established a theory to enlighten the strong point of definite requirements of the individuals. He stated that, there appears to be a hierarchy in which human wants position themselves. This theory of Maslow is called as "Theory of Hierarchy of Needs", he classifies the resulting as human wants in order of importance.

1. Physiological needs:

The psychological needs such as, Food, Clothing, Shelter etc.

2. Safety or Security Needs:

Safety or security needs such as, Freedom from fear, disease and danger.

3. Social or Affiliation Needs:

Social or affiliation needs such as, Association with others, interpersonal relations etc.

4. Esteem or Recognition Needs:

Esteem needs like, Self-esteem, recognition from others, respects.

5. Self-Actualization Needs:

Self-Actualization needs like, increased responsibility, challenging work, growth and development.

Maslow arranges the human needs according to hierarchy, he states that,

According to Maslow, human beings principally attempt to gratify their physiological needs, later continue to endeavour for the accomplishment of other needs such as safety, social esteem and self-actualization needs in that hierarchical order. He states that one "satisfied" need gives room to a new one and that it goes on like that. Physiological needs incline to have the uppermost strong point till they are fairly fulfilled because they are elementary human needs. When they are satisfied, then the other needs like safety or security needs become major needs, this displays worry about the future. While physiological and safety needs are equally fulfilled then it becomes the priority for social or affiliation needs which would arise as dominant in the needs list. Once they attained those then they think about the need for gaining esteem and when the esteem need begins to be sufficiently pleased, the self-actualization needs become important need.

1. Physiological Needs:

The physiological needs are the biological needs of the individuals such as, hunger, thirst, sex, etc. The needs that are usually taken as the starting point are the physiological needs. For, Maslow the physiological needs are the greatest of all needs. The needs of hunger, thirst, sleep and sex are examples of this type of needs. A person, who is needing food, sleep provides highest prominence to the gratification of this need, than for any other need.

Most of the people want only their physiological needs to be satisfied and they are not concerned much about community life, love, liberty, etc. People enjoy eating several kinds of enjoyable food and they have a great hunger for it. There is a popular saying that the way to a man's heart is through his stomach. When the physiological need is fulfilled, the human being looks onward to gratify other social wants. When hunger is satisfied, food becomes insignificant for the person for the time being until he feels hunger again.

2. Security Needs:

Any human being wants safety in his life, so that he can lead a happy and satisfied life. After satisfying his physiological needs the next importance for a person is to look for safety, security, stability and protection, even infants and kids desire for safety. A child who is sick wants assurance from his parents that he will be taken care of and his sickness will be cured. A new significant feature of the security need is particularly seen in offspring is their preference for a measure and monotonous in daily life, the same thing can be observed even in grown up adults and they need some rhythm and routine in their daily lives and they do not need it to be troubled in any situations. In a peaceful, civilized and orderly society, the safety and security needs will be given top priority at any stage by the government and in such places, safety need is no longer a motivator. Even employees desire for security and safety in jobs. They need a permanent job and a large bank balance. Some of them even get psychologically bothered when they lose jobs. That is the reason the trade unions are formed so that they can defend the employees. People also invest large amounts of money in insurance companies for financial security.

3. Social Needs:

When the physiological and the safety needs are equally well satisfied at that moment then the priority will be for love and affection and belongingness wants. At the present the person will desire for loving relations with people in general, namely for a place in his group, for attain this he will struggle hard for this aim. Virtually, all the theorists have strained that neglect of the love wants will leads to instability.

Aristotle stated that man is a social animal, he also search for love, affection and belongingness from other human beings and at the same time form the society in which he lives. Once his physiological and safety needs are satisfied, the he looks for an individual desires for love and liking. They are the social needs and the person with social needs feels the absence of family and friends, spouse and children. It would be very problematic for him to live alone and isolated life for a long time. He desires affection from his people. This desire would be very high in those people where, children are broken from families or single parent families develop a strong desire for love and affection. This needs make a strong influence on their behaviour deliberately and unintentionally. The wish for love and affection is not identical with the desire to have sex, which is a mere physiological need.

4. Esteem Needs:

In our society most of the people have need or desire to have a steady and confident built high appraisal of themselves so that they can attain self-respect, or self-esteem, recognition, appreciation etc. These needs can be categorised into two subordinate groups. The first desire will be to have strength, achievement, adequacy, confidence and for independence and liberty. The second desire will be for reputation or prestige, recognition, attention significance or appreciation.

Gratification of the self-esteem needs leads to have the outlooks of self -confidence, ego-satisfaction, worth, strength, capability of being useful which are very much needed in the world.

5. Need for Self-Actualization:

This Self-actualization is regarded as the maximum need of any person, and the word 'self-actualization' was coined by Kurt Goldstein. The self-actualization want is the uppermost need even among the hierarchy of needs. It is focused to examine the meaning and purpose in life, therefore, it can be treated as higher goal. It is obvious that if all the other needs are fulfilled without satisfying the need of self-actualization, then an individual still senses impatient and irritated. The reason for this is, there would be a strong wish to attain superiority in his/her chosen field. The want for self-fulfilment, actualization and living a meaningful life is reflected in this need. But this desire or need is not replicated in the same manner in each person and it differs from person to person. The desire to outclass is not the identical in every person and also their abilities.

Whereas mentioning about the self-actualization need, Maslow stated a diversity of expressions to refer this level. But it need be recollected that a pre-requisite situation for the fulfilment of self-actualization need is the achievement of physiological, safety, love and esteem needs. But in some circumstances, people are from very deprived families or without getting any love or affections attain something would be remarkable.

In our society, very small portion of the population is mainly self-actualizing, and he stated self-actualization in the following words. "A musician must make music, an artist must paint, a poet must write, if he is to be ultimately at peace with himself. What a man can be, he must be. This need, we may call self-actualization". It is considered that the Self-actualization is the main force that makes the man to go forward. In order to study the self-actualizing need, Maslow used the process of biographical by studying the lives of well-

known personalities such as, Abraham Lincoln, Mahatma Gandhi, Thomas Jefferson, Eleanor Roosevelt, Albert Einstein, etc. He also gone through their writings and established a convinced list of alike qualities in their lives which he called self-actualizers.

Maslow stated that this hierarchy or sequence of wants regulates the priority, which will be accorded when more than one type of need remain unfulfilled. Specifically, he indicates that the human behaviour is all the time controlled by the lowermost command or group of desires which stays unfulfilled. It is very much important to recognise the theory of Maslow whether the management is focussed to gratify an earlier need of workers which was not been satisfied or a want which in fact does not exists because it has been gratified already.

Out of the five kinds of desires mentioned by Maslow, the desires like physiological and safety needs are biological and considered as the elementary needs, and the other desires regarded as the acquired needs. If any organization has to be successful then have to gratify the needs of basic ones. To satisfy some of the social needs it is very much important to have interactions and associations shaped in the institutions. The higher level desires like esteem and self-actualization desires would get very lower consideration.

It is obvious that the goals which are connected with physical, safety and social desires are mainly attained by external forces which are under the regulation of the management and the desires like esteem or ego, status, recognition also can be achieved by outward forces.

Maslow did not mean that his hierarchy need theory must be openly applied to motivate the employees in an institution. In reality, he did not drive into the features of motivation of employees who are working in organizations till twenty years after he initially recommended his theory. Even though the absence of interest of Maslow, the other scholars like McGregor promoted the theory of Maslow in management literature. This theory has a marvellous influence on the modern management method to motivation. There is strong recognition of his basic expectations about the needs of the peoples.

3.4 Eupsychian Management:

Maslow has been familiarised another concept which is known as, "Eupsychian Management", he stated about this concept as, an institution must be designed in a way that the employees must be very much pleased and contended for their desires of safety, love and self-actualization. He also mentioned that, to gratify the desires of the workers, the organisation has to examine very carefully on the grievances received from the workers.

3.5 Critical Evaluation:

The theory of hierarchy of needs of Maslow, has been criticized on the basis of defective methodology, because he just choosing a lesser number of people, reading about them or conversing by doing so, he drawn the conclusions about them as self-actualizers, which is seems to be very good idea and methodology. In his criticism, Dunham stated about this as, while Maslow commenced a lot of research studies in this area, his theory he has never been verified sufficiently as a comprehensive theory for a number of methodological reasons. Some of the scholars also touched that the wants are not supposed to be from a lower order to a higher order, nor can they be separated into water tight compartments. Maslow's concept of self-actualization of Maslow has been criticized as unclear, inaccurate and too general and vague.

Wabha and Bridwell stated that, there is no strong clue that human wants are categorised in five distinct groups, these groups are planned in a special hierarchy. There is some proof for the presence of perhaps two kinds of desires, although this categorization is not always operative.

The other criticism against Maslow is that the concept of self-actualization is very unclear with a philosophical association and a generic meaning. The stress on self-actualization hurts from ambiguity of its concepts, and looseness of its language and the insufficiency of proof connected to main arguments. Maslow unsuccessful to term the methodology approved by him to study the self-actualized people or on what base he had chosen for study. Maslow was also criticized for not taking into concern of the environmental aspects like schooling and personal care that can enable or obstruct self-actualization.

3.6 Conclusion:

In conclusion, it can be said that the need hierarchy ideal established by Maslow is highly useful because of its rich and complete understanding of the wants and desires of the people which control their behaviour. In spite of its restrictions, this theory is still applicable because the needs are very significant for understanding the human behaviour. It has a strong demand for modern managers in all settings. Even today, it has been extensively acknowledged because of its enormous emotional appeals. It is still surviving because of its aesthetic value rather than its scientific validity.

3.7 Questions:

1. Describe about the motivational theory?
2. Give a critical analysis of his theory of hierarchy of needs?

3.8 References:

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Lesson 4

MOTIVATION – HYGIENE THEORY – FREDERICK HERZBERG

Structure:

- 4.0 Objectives
- 4.1 Introduction
- 4.2 Early Life
- 4.3 His Research Works
- 4.4 Motivation-Hygiene Theory
 - 4.4.1 Two Factor Theory or The Dual Structure Theory
 - 4.4.2 Fundamentals of Motivation and Hygiene Theory
- 4.5 Conclusion
- 4.6 Model Questions
- 4.7 References

4.0 Objectives:

1. Students would know about the Fredrick Herzberg and his early life
2. Students would be able to know about the motivation-hygiene theory

4.1 Introduction:

Frederick Irvin Herzberg was born on 18th April, 1923, Lynn, Massachusetts, USA, and he died on 19th January 2000. He was a prominent American psychologist who earned good name and fame in the business management. He became very eminent personality because he established 'Job Enrichment' and the "Motivation-Hygiene Theory". His famous writings such as, "One More Time", and "How do You Motivate Employees?" which were written in 1968, had sold 1.2 million prints and it was reprinted in 1987, and it the most demanded article from Harvard Business Review".

4.2 Early Life:

Herzberg was born to Gertrude and Lewis Herzberg and they were immigrants from Lithuania. He studied in "City College of New York" in the year 1939, and he was unable to complete his education because he was enlisted in the army. Later in 1946, he eventually completed his studies and graduated from the City College of New York and then he joined in the University of Pittsburgh from there he completed

his Masters in Science and Public Health. Then he did his Ph.D. on electric shock therapy. In the year 1944, he married to Shirley Bedell.

4.3 His Research Works:

In the year 1950s Herzberg begun his research on the organisations, he worked at the University of Utah, where he worked till his retirement. Before joining in University of Utah, he was the professor of management at “Case Western Reserve University”, and in that university he started the Department of ‘Industrial Mental Health’. He worked as the consultant for many organizations world-wide including United States and many other foreign governments.

4.4 Motivation-Hygiene Theory

4.4.1 Two Factor Theory or The Dual Structure Theory:

This Motivation-Hygiene theory is also known as the ‘Two Factor Theory’, or ‘Dual Factor (Structure) Theory’. This theory deals with certain element which occurs at the work places which gives the job gratification, while separate set of aspects causes the displeasure. This theory was established by Fredrick Herzberg, who put forward that job gratification and job displeasure perform independently to one another. This motivator theory is also known as two-factor theory about the job satisfaction. The notion about the elements like hygiene will not motivate but if they are not exists then the can lower the motivation, they can be clean toilets, comfortable chairs, sufficient pay and job security. The motivational factors will not essentially lower the motivation, but they could be accountable for increasing motivation levels. They ate the same time involve in recognition of job, possible for promotion.

4.4.2 Fundamentals of Motivation and Hygiene Theory:

The motivation theory which was established by Abraham Maslow, deals about the attitudes which are associated with mental health of industrial workers, these outcomes had shown a substantial theoretical and practical impacts on the attitudes towards administration. In this theory Herzberg states that the, persons are not happy with the satisfaction of lower order needs at the place of work; for instance the desires which are linked with minimum salary or secured and enjoyable working

conditions. Individuals seek for the satisfaction of higher level of desires which are associated with psychological needs such as, attainment, recognition, accountability, advancement and the nature of the work. These aspects of Herzberg are looks similar to that of Maslow's theory of Hierarchy needs. Herzberg added new dimension to this theory by suggesting a two factor model motivation which is mainly based on the idea that the one set of job features or motivations will gives the workers gratification at the work place and at the same time the other set of job features gives displeasure to the workers at working places. Hence, the gratification and displeasure are not regarded as the band for increase of pleasure or decrease for displeasure. This theory proposes that to improve job satisfaction attitudes and the productivity the management should identify and pay attention to both the sets of characteristics and must not think that the higher level of gratification can lead to the lower level of displeasure. While he was establishing this two factor theory he collected the data by means of personal interviews with almost 203 persons in the Pittsburgh area, which are engineers and accountants. This area was chosen because of their developing significance of their professions in the world of business.

Herzberg in 1964, collected the data from these professionals by an important process, and he stated about it as: "Briefly, we asked our respondents to describe periods in their lives when they were exceedingly happy and unhappy with their jobs. Each respondent gave as many "sequences of events" as he could that met certain criteria—including a marked change in feeling, a beginning and an end, and contained some substantive description other than feelings and interpretations...

The proposed hypothesis appears verified. The factors on the right that led to satisfaction (achievement, intrinsic interest in the work, responsibility, and advancement) are mostly unipolar; that is, they contribute very little to job dissatisfaction. Conversely, the dis-satisfiers (company policy and administrative practices, supervision, interpersonal relationships, working conditions, and salary) contribute very little to job satisfaction".

By examining these interviews, he came to conclusion that, the features of the job are associated with an individual what he does, which means the nature of work what he does, whether have the capability to satisfy the desires like attainment,

competency, status, personal worth and self-realization which makes the person happy and gratified about his job. Therefore, non –occurrence of such satisfying job aspects does not lead to unhappiness and displeasure. Whereas, the displeasure results from negative evaluations of such job associated elements in the form of company policies, supervision works, technical problems, salary problems, interpersonal relations on the job and most importantly working conditions. If the management needs to upsurge gratification about the job, then it must be apprehensive about the kind of work itself, the occasions it provides to gain status, responsibility and to attain self-realization. If the management wants to reduce the dissatisfaction then it should be attentive on the job environments such as policies, procedure, supervision and the working conditions. If these two factors are taken care of by the management then managers will pay utmost attention to both sets of job aspects.

In his earlier research work he interviewed industrial workers, to understand their dislikes, he found that those who are working bad time jobs with one group or set of factors and the one who work good successful experience have different sets of experiences. Herzberg, stated the first set of factors as dissatisfiers and the second set as motivators he stated the dissatisfiers' hygiene factors also. The Two-factor theory differentiates between:

Motivators:

They actually give positive gratification, which arises from intrinsic situations of the job like recognition, attainment or personal growth. E.g., challenging work, recognition and responsibility. The other one is factors related to hygiene.

Hygiene factors:

These factors will not give positive satisfaction or it can give uppermost motivation, however, dissatisfaction comes from their absence. The word 'hygiene' is used because they are the elements related to maintenance. They are from outside to work itself. These include company policy, supervisory practices, wages or salary. He frequently stated about the hygiene factors as, "KITA" factors, which is an acronym for "Kick in the Ass", the method of giving incentives or threat of punishment to make someone do something. E.g., status, job security, salary, fringe benefits, work condition.

Herzberg stated that the factors of hygiene are reasons for displeasure between employees in a workplace, to eliminate displeasure in a work atmosphere, these hygiene factors necessarily be removed. To remove these things there are many ways to do it but the most significant way is to decrease the level of displeasure, pay sensible wages or salaries assuring the job security and providing positive working environment at the working places. He measured the succeeding hygiene factors from uppermost to lowermost rank, they are, policy of the company, supervision, employee's relationship with their boss, work conditions, salary, and relationships with peers. Removing displeasure is removing half of the mission of the two factor theory. The other half would be to upsurge gratification in the workplace. This can be attained by cultivating on motivating factors. Motivation factors are desired to motivate so that employee can give his to higher performance. Herzberg also further categorized the human actions and how and why we do them, for instance, if a person do a work connected act because you ought to, and it is classified as "movement", on the other hand if a person do a work connected to action because you want to, then it is classified as "motivation". Herzberg believed it was vital to eliminate job displeasure before going on making circumstances for job satisfaction because it would work against each other.

According to the Two-Factory Theory, there are four likely combinations:

1. High Hygiene + High Motivation: It is the perfect condition where employees are extremely motivated and will have rare complaints.
2. High Hygiene + Low Motivation: In this Employees have rare complaints but are not highly motivated. The job is observed as a paycheck.
3. Low Hygiene + High Motivation: Employees are motivated but have a lot of complaints. A conditions where the job is thrilling and challenging but salaries and work conditions are not up to equal.
4. Low Hygiene + Low Motivation: This is the worst situation where employees are not motivated and have many complaints.

Unlike Maslow, who presented with petite data to support his ideas, whereas, Herzberg and others have presented substantial empirical evidence to confirm the

motivation-hygiene theory, although their work has been criticized on methodological grounds. He also stated that workers can be motivated in the following manner:

- Increase the responsibility of the individuals for their work
- Provide an individual with complete natural unit of work
- Provide extra power to an employee in his activities
- Allocate persons specific or specialized tasks enabling them to become experts.

People are influenced by two sets of factors and they are:

Motivators	Hygiene Factors
Achievements	Pay and Benefits
Recognition	Policy of Company and Administration
Work Itself	Relationship with peer workers
Responsibility	Supervision
Promotion	Status
Growth	Job Security
Working Conditions	Personal Life

He suggested many important findings as a result of this identification:

1. People are made unhappy by a bad environment but they rarely made gratified by a good environment
2. To avoid the displeasure is as inspiration is essential and motivator satisfaction
3. Hygiene elements acts independently of motivation factors. A person might be motivated in his work and be displeasured with the work environment
4. Every hygiene elements are significant equally, though the frequency of happening varies significantly
5. The hygiene developments are short time properties. Any enhancement effects in short time exclusion of, or stoppage of, dissatisfaction.

6. The desire of hygiene are much repeated in nature and come back to a beginning stage. This give rise to the “what you have for me lately”? syndrome
7. The desire of hygiene have an intensifying zero point and no concluding answer.

4.5 Conclusion:

Frederick Irvin Herzberg was born on 18th April, 1923, Lynn, Massachusetts, USA, and he died on 19th January 2000. He was a prominent American psychologist who earned good name and fame in the business management. He became very eminent personality because he established ‘Job Enrichment’ and the “Motivation-Hygiene Theory”. This Motivation-Hygiene theory is also known as the ‘Two Factor Theory’, or ‘Dual Factor (Structure) Theory’. This theory deals with certain element which occurs at the work places which gives the job gratification, while separate set of aspects causes the displeasure. This theory was established by Fredrick Herzberg, who put forward that job gratification and job displeasure perform independently to one another. This motivator theory is also known as two-factor theory about the job satisfaction.

Herzberg, stated the first set factors as dissatisfiers and the second set as motivators he stated the dissatisfiers’ hygiene factors also. The Two-factor theory differentiates between. Herzberg also further categorized the human actions and how and why we do them, for instance, if a person do a work connected act because you ought to, and it is classified as “movement”, on the other hand if a person do a work connected to action because you want to, then it is classified as “motivation”. Herzberg believed it was vital to eliminate job displeasure before going on making circumstances for job satisfaction because it would work against each other.

4.6 Model Questions:

1. Write in detail about his early life of Herzberg, his works?
2. Discuss critically about the motivation-hygiene theory?

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Lesson 5

THEORY 'X' AND THEORY 'Y' – DOUGLAS MCGREGOR

Structure:

- 5.0 Objectives
- 5.1 Introduction
- 5.2 McGregor's Theory of 'X' And Theory of 'Y'
- 5.3 Theory "Y"
- 5.4 Conclusion
- 5.4 Conclusion
- 5.5 References

5.0 Objectives:

1. Students would know about the Douglas McGregor and his early life
2. Students would be able to know about the theory "X" and theory "Y"

5.1 Introduction:

Douglas Murray McGregor was born in 1906, at Detroit in Michigan USA, and he died in 1964. While he was studying in the school he worked as the night clerk and also played piano. He registered for a psychology degree at the College of the City of Detroit, and now it is called Wayne State University. In 1932, he achieved Bachelor's degree from Wayne State University, and Masters, in 1933, and he obtained his Ph.D. in 1935, in psychology from Harvard University. Later, he joined as a lecturer at Harvard University, after two years in 1937 he moved to MIT Sloan School of Management. While he was with MIT, found Industrial Relations section and also started consultancy work. In 1948, he became President of the Antioch College in Yellow Springs. In gratitude of his involvement, the main Antioch College was named as Antioch University McGregor and it generally known as just McGregor. In 1954 he returned to the MIT as a faculty member. He worked as Director of Social Science Research Council and National Training Laboratories.

The enormous classic of McGregor, was, "The Human Side of the Enterprise", which symbolises the turning point in the history of management movement. It is regarded as the most unique and influential book on industrial psychology. McGregor recognised some methods of producing an atmosphere within which employees are motivated either over direction and control or by the mixing and self-control. In many articles, he stated professional managerial skills make an expressive appeal for a make 'new social architecture', a new value system to which man and management can advantageously pledge themselves for the accomplishment of professional goals. His other book "The Professional Manager", is a major stride ahead of his unusual thinking in connecting behavioural concepts to organization behaviour and presentation with occasional understanding how the human side of the enterprise can be advanced through suitable managerial intervention and understanding.

It is obvious that several activities of managers which are not planned to touch the motivation of the persons, but somewhat to make simpler management or to advance controls have a certain motivational influence. In fact, a good contract of present management practice really has discouraging the outcome in the sense of affecting the

employees to perform in such a way that prevents the interests of an organization. The psychological needs of people which are linked to their particular job were examined by Douglas McGregor, and he suggested his famous theories 'X' and 'Y', in 1961, which can be seen in his renowned book, "The Human Side of an Enterprise". John R. Maher stated about the principal notion of McGregor was very simple, the expectations we make about other people how we behave towards them and moreover, the way in which we behave towards them determines how they behave towards us.

5.2 McGregor's Theory of 'X' And Theory of 'Y':

It signifies the customary vision of direction and control. The expectations of theory 'X' are as follows:

- The normal man dislikes and evades work.
- Maximum number of the people are not aspiring, they have a petty wish for accountability, and prefer to be directed.
- Most of the people have little capability for creativeness in resolving problems of the organization.
- Motivation happens only at the physiological and safety levels.
- Most of the people must be carefully controlled and frequently forced to attain aims of the organization.

According to theory 'X' assumptions, the world is thought to be occupied by all kinds of people and managing them is mainly a matter of attentiveness, providing their requirements of security with numerous fringe benefits, and putting them under the risk of unemployment. Abundant of the works on the traditional organization theory which put importance on assured principles, centralized authority and control had taken these assumptions for granted.

The 'X' theory of McGregor proposes that the important 'Contract' among an employer and an employee in the out-dated organization is an approval of outside control in exchange for money and other payments. As this type of management drives in contrary to the welfare of individual workers it makes fights and wastes the capabilities of both the individual and organization. The Manager who agrees with theory of 'X' assumptions sense that the external control is obviously suitable for handling untrustworthy, negligent and immature employees in the organization.

According to McGregor customary type of organization which stress upon central decision-making, higher subordinate relations, and outside control of work is grounded upon assumptions about human nature and human motivation. They are very alike to the opinion of human defined by Mayo in his human relations theory.

McGregor studied if the above opinion of human is truthful and the practices of management based upon it are suitable in a democratic society. McGregor established that the assumptions on theory 'X' about the human nature are usually incorrect and management methods built on these assumptions will frequently be unsuccessful to motivate the workers to work hard so that they can attain the aims of organization. Organization by observing strict control may not succeed in doing so, according to McGregor, it is because it is not an suitable approaches for motivating employees whose physiological and safety wants are fulfilled and their social, esteem and self-actualization wants are becoming biggest ones.

McGregor proposes that the management must implement practices which are established on a correct thought of the nature of man and human motivation. Therefore, McGregor

established a substitute theory of human behaviour named as, the Theory 'Y'. This theory undertakes that people are not by nature lazy and unreliable, it highlights that man can be self-directed and innovative if appropriately motivated. So, it would be the accountability of management to apply this prospective in human being. The workers who are properly motivated marks all the conceivable pains towards achieving the aims of the organisation.

5.3 Theory "Y":

The foremost assumptions of 'Y' theory are as follows:

- If the circumstances are favourable then the work is as natural as play.
- Self-control is frequently essential in attaining aims of the organization.
- The capability for inventiveness in resolving the problems of organization is broadly dispersed in the people.
- Motivation can happens at the social esteem, self-actualization levels, as well as physiological and security levels.
- People can be self-directed and innovative at work if correctly motivated.

The theory 'Y' targets at the mixing of the aims of the persons with those of the organization reasonably than at the conquest of one by the other. It also looks to encourage not a free work force but a self-regulating one, not anarchy on the other hand voluntary support created on self-interest.

It can be realised that the Theory 'Y' is not contrary to the want for authority but identifies it as simply one of the numerous approaches of control and it is also suitable for some of the time but not every time. The theory states that if power is an unsuitable supervision then the employees' sense devoted to achieving the goals of organizations. If financial benefits are followed by the potentials of personal development, it would work as an authoritative motivating element. In theory 'Y' the job of management is to brand as a means for the expansion of competence, self-control, and a logic of achievement amongst the workers. For McGregor management would essentially be in more operative command of the organization under this system than under an authoritarian method.

According to 'Y' theory this kind of management needs a great pact of trust in the aptitudes and honesty of the employees and their preparedness to take up accountability. Additionally, the management must undertake that the employees are talented to run their department without managers. The managers need to study the gentle art of not upsetting the subordinates with their power and they must not stopping them with their self-assurance, and convince their contract with the eagerness. They have to power them to grow by their own explanations. Though, they must also use some limit upon the workers. To tool this theory 'Y' efficiently, then the managers need to learn what type of imprints they really create on their subordinates. And in advance they have to deal very delicately with the employees, they necessarily have to develop more sensitiveness for themselves. They need to cultivate habit individually to reach the higher stature, in terms of self -awareness and self-acceptance.

As a method to reach the mellowness, McGregor mentions about the "training group" gatherings which must be in the way of sequences of set of conferences in the supervision of a psychologist in which the contestants state about their attitudes liberally and outspokenly. The Managers who agree the Theory 'Y' assumptions on human nature must not control or closely supervise the environment of work of employees. As an alternative, they must try to support their employees by exposing them to less important external control

and permit them to undertake more self-control. Employees who need to attain the gratification of their social, esteem and self-actualization desires this kind of environment in the organization. If the organization ensures not to offer this environment for the want of employees satisfaction will commonly look somewhere else for their desire for satisfaction.

McGregor thinks that the work is as natural and can be observed by people as play. There is difference between work and play, at the same time, under Theory 'X' there is a variance between play and work. Whereas play is controlled within by the person (he chooses what he wants to do), work is controlled by others outwardly (the worker has no control over his job). Hence, the traditional theory of management and its assumptions about the nature of human are constructed upon the change between work and play that looks unnatural. As a result, individuals sense that they are very busy and on this grounds they attempt to evade their work in order to gratify their esteem and self-actualization desires (if they have sufficient money to gratify their physiological and safety needs). Then, they are adapted to the practices the theory 'X' type of management and utmost employees ponder work as a essential evil relatively than a cause of personal test and fulfilment.

5.4 Conclusion:

In instantaneously, it can be established that the 'X' and 'Y' theories are completely differing theories. Theory 'X' is linked with mental sickness, while Theory 'Y' with mental health. Theory 'X' trusts in adverse motivation, while Theory 'Y' trusts in positive and inherent motivation. Theory 'X' rely on in bureaucracy, while theory 'Y' rely on in democracy. Theory 'Y' is extra lively than theory 'X' and it is more positive about the likelihood of human development and growth also apprehensive with self-direction, self-control and self-responsibility. McGregor himself understood the insufficiencies of theory 'X' and deriving from A.H. Maslow's need hierarchy he created his 'Y' theory to clarify the elementary assumptions of managers about the nature and essential desires of the people employed in organizations and tried to reconcile the dissimilarities between the traditional and present management theories. The assumptions of 'Y' theory was extensively acknowledged since it is very methodical and reliable with the values of democracy.

1. 5.4 Conclusion:

2. Critically examine Maslow's Need Hierarchy Theory?
3. Critically examine McGregor's 'X' and 'Y' Theories?
4. Explain how does the McGregor's "X" and "Y" theories help the understanding of human motivations?
5. Comment on the importance of Maslow's Need Hierarchy Theory?

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Lesson 6

INTEGRATION BETWEEN THE INDIVIDUAL AND ORGANISATION

CHRIS ARGYRIS

Structure:

- 6.0 Objectives
- 6.1 Introduction
- 6.2 His Works
- 6.3 Integration between Individual and Organization
- 6.4 Group Adaptation and Individual Adaptation
- 6.5 Dominant Assumptions of Management
- 6.6 Tactics for the Organizational Modification
- 6.7 Conclusion
- 6.8 Model Questions
- 6.9 References

6.0 Objectives:

1. Students would know about the Chris Argyris and his early life
2. Students would be able to know about the integrations between individual and the organisation

6.1 Introduction:

Chris Argyris was born on 16th July 1923, Newark, New Jersey, USA and he died on 16th Nov 2013. He was a business theorist from America, he was Professor Emeritus at Harvard Business School and was Thought Leader at Monitor group. He was cofounder of organization Development and famous for seminal work of learning Organization. He was born into a Greek immigrant family to the United States, Argyris nurtured up in Irvington, New Jersey and in Athens, Greece. In the World War II he worked in the U.S. Army Signal Corps. After this work, he studied psychology at the Clark University and he met Kurt Lewin there, in 1947, he got his MA, and later in 1949, he joined in the Kansas University from there he got his MSc, in Psychology and Economics. In the year 1951, he completed his PhD from Cornell University, and his thesis was on the behavior in organizations under the direction of William F. Whyte.

Argyris started his academic career at Yale University in the year 1951, where he became appointed Professor of Management Science, and later in 1971, he shifted to Harvard University, and there he worked as the Professor of

Education and Organizational Behavior, until his retirement. Argyris was very much dynamic as Director of the Consulting Firm Monitor in Cambridge, Massachusetts. In 2006, University of Toronto, awarded an Honorary Doctor of Laws to Chris Argyris. He also received in 2011, a Doctor of Science award from Yale University. Early research explored by Chris Argyris' has the influence of formal organizational structures, control systems and management on individuals and how they responded and adapted to them.

6.2 His Works:

The research caused in the books such as, in 1957, *Personality and Organization* and in 1964, "Integrating the Individual and the Organization". Later he moved his attention to organizational change, in particular discovering the behaviour of senior executives in organizations which resulted in, *Interpersonal Competence and Organizational Effectiveness* in 1962, and *Organization and Innovation* in 1965. He also wrote in 1970, *Intervention Theory and Method*, in 1980, *Inner Contradictions of Rigorous Research and Action Science* in 1985 with Robert Putnam and Diana McLain Smith. His fourth major area of research and theorizing – in significant part undertaken with Donald Schon- was in individual and organizational learning and the amount to which human reasoning, not just behavior, can become the base for diagnosis and action. In 1974, *Theory in Practice*, in 1978, *Organizational Learning*, in 1996, *Organizational Learning II* all with Donald Schon.

6.3 Integration between Individual and Organization:

Conveying together the proof concerning the influence of the main beliefs of the formal organisation over the individual. In this regard, Argyris recommended some basic differences among the drifts of the development of healthy personality and the desires of formal organisation. The use of the principles of organisation makes circumstances in which:

1. The employees are delivered marginal control over their work day world.
2. They are likely to be inactive, reliant and subservient
3. They are anticipated to have a little period of viewpoint.
4. They are convinced to faultless and value the recurrent practice of a little thin skills.

All these characters are dissimilar to the needs of adult human beings. The examination of Argyris recommends the predictable difference upsurges as:

- A. The employees are of growing ripeness or maturity.
- B. As the formal edifice is prepared more perfect and sensibly constricted for a supreme formal efficiency in the organisation, and
- C. As one drives down the track of knowledge.

The prominence on supervisory govern create the employees feel they are reliant on their superiors and terrible of the staff employees in charge of several sorts of governs. For instance, employees and superiors incline to observe gearstick as the tools of the reprimand. Likewise, appraisal methods are observed as prejudiced in that they constantly accent flops devoid of displaying why such failures can be essential. These circumstances incline to upsurge the likelihood of psychological disaster and decline the probability of psychological triumph. In short, the managerial gearstick the financial budgets and organisation suffers and do not worry themselves with the human costs.

6.4 Group Adaptation and Individual Adaptation:

If the formal organisation is demarcated by the practice of such values of the organisation as the mission of specialty, unanimity of path, series of knowledge, and extent of control. If the principles are cast off properly then the work of the employees in circumstances in which they incline to be reliant, subservient, and inactive to the leader and they would likely to use little of their capabilities. As the outcome of this imagination by Argyris, the organisations makes a well individual sense of fiasco, blocking, little time viewpoint and battle. On the other hand, it flops to fulfill the greater wants of employees, indifference, absence of interest and non-association and kinds of protection devices that would develop the part of state of the organisation. For him the foundation of these defenses is the constant frustration, battle and failure of employee experiences. The individual adjustments influence the organisation by someone or mixture of behaviours like;

1. Departing the organisation
2. Ascending the ladder of organisation
3. Use of protection device and
4. Becoming indifferent and impartial, all these are the adaptive devices and hence required to be satisfied.

The informal work sets are planned to continue these alteration procedure. The adaptive doings of the individual currently develop indorsed by the set, hence, response to strengthen the extension of the individual want satisfying the adaptive behaviour.

6.5 Dominant Assumptions of Management:

It was stated by Argyris, that the top managers incline to analyze the difficulty in another manner, they look their employees during their work and they determine that,

1. The employees are very idle
2. They are indifferent and apathetic
3. The employees are crazy about the money
4. Employees makes mistakes and lot of waste.

In fact management faults the employees and realizes as the unfaithfulness and indifferent has been affected by employees. It is very logical for the administration that if any alteration happens then the employees might change. Therefore, management initiates the packages to alter them in the attitudes of the people and to make employees more interested towards organisation.

Argyris, settles that the dictatorial and directive leader seats the employees in a position where they incline to;

1. Inactive, reliant, subservient and obedient
2. Effort their actions on the organisation and the wants of the leader rather than the needs of the supporters and
3. Strive with each other for the favour of leader. He states that the influence of the directive leadership over the assistants is same as the formal organisation has over the subordinates. Stress oriented directive leadership mixes the offence that the formal organisations binds. He argues that the Dictatorial leadership supports and continues the damage made by the structure of the organisation.

6.6 Tactics for the Organizational Modification:

The tactic and remedy of Argyris, for the alteration in the organisation ensues from his analysis of the insufficiency and dull character of the

prevalent practices of organisation and administrative gearstick. He proposed an intrusivon tactic for the growth of the organisation in four basic areas. They are:

1. Organisation must offer an atmosphere for the growth of the individual headed for personal or psychological mellowness.
2. A plan for alteration in the organisation must target at educating the interactive capability of the employees.
3. Modifications should be introduced to alter the customary pyramidal kind of organisation.
4. Methods for automated learning targeted at individual adjustment must be familiarized.

The views of the Argyris about the expectations and processes to be followed for relating these tactics for organisational modification are mentioned as follows:

1. Progress from Baby phase to Maturity and Answers to the Wants of Mature Persons:

The method of the infant phase to maturity has been considered by Argyris contains of seven aspects and they are: I. By the inactiveness of baby to adult actions II. From reliance to total freedom III. From restricted behaviour to several diverse behaviours IV. From unreliable, thin, passing interests to more steady and profound interests V. From little time perspective to extensive time perspective VI. From a subservient social position to an alike or superordinate social position VII. From absence of awareness to self-awareness and self-discipline.

As the organisation employees are adults they must be regarded as mature persons who are very skillful to agree accountability, following continuing interests and worried about the completion of the higher order needs. Argyris, stated that the hypothesizing of personality, matured persons will be interested in the positive release of psychological drive.

2. Developing Interpersonal Capability:

Organisations have stressed on the refining competence concerning intelligent or mechanic skills. These organisations are from the research institutions and hospitals, civil service, business organisations so on. Argyris, detected that the competence concerning about the skills of interpersonal have been totally ignored. These competence states to the capability to tackle efficiently with

their surroundings and with human beings. Therefore, he suggests that there are three conditions for the improvement of interpersonal competence and they are:

A. **Self-Acceptance:** This is in fact the first condition for interpersonal competence and it actually states about the amount to which the values of the individual express in a positive manner.

B. **Confirmation:** According to Argyris, confirmation means the truth analysis of one's appearance. And it is second condition for interpersonal competence.

C. **Essentiality:** This is the third condition for the interpersonal competence as the chances of one's to 'utilize the central abilities and express his central needs'.

3. Structure of the New Organisational System:

Argyris stated that the organisations of the impending will have mixture of both traditional and new kinds of organisations. The traditional pyramidal type will be more operative for the routine, minute non innovative actions are needed because they want more commitment from the employees. He said, as the decisions become less routine they become more innovative and for this they need to have more commitment. The new organisation like matrix forms are more operative. He suggested some of the mixes of the organisation and they are as follows:

Structure I: The Pyramidal Structure:

The type of pyramid must be used in the act of the routine actions, in cases where the decisions are led by extensive accords, in situations of decisions that do not upset totally the 'rewards and penalty activities' of the organisation or while in the case of emergency operations with limitations of time. The pyramidal structure is more operative if the individual contributors do not look for the psychological triumph, wish to stay apathetic and noninvolved.

Structure II: The Modified Formal Organisational Structure:

This is very much related to the 'link-pin' concept of Likert, which allow a subordinate to be a member of the superior decisional unit. It is more operational due to the fact that, it allows the subordinate to contribute with the choice for the superior to overrule the decisions made by the set or to drive forward and take his own decision without looking for the group decisions.

Structure III: Power According to Functional Contribution:

With this structure every employee has similar chances to give information, power and control, reliant on his possible involvement to the problem. This tactic might be useful in the conditions concerning teamwork, group incentives, new product development, inter-departmental actions and extended variety planning.

Structure IV: The Matrix Organisation:

By this type of structure every person will have equal power and accountability and he might not surrender it. He has limitless chances to inspire the nature of main actions. A matrix organisation is predictable to abolish superior subordinate connections and standby with individual discipline. Every person have the liberty to abolish or to make new activity and this matrix organisation will be freed of innerdominations which appears to be misery for the customary departments. It is nominated less around power and more around who has the applicable knowledge. The members are anticipated to work as unified part and the team rests temporary or permanent dependent upon the nature of the task. The structure of the matrix allows jobs to be expanded these expansions enables not just the insertion of more operations of the same low level but to enlarge the usage of individual's intelligence and capabilities of interpersonal skills. In this structure every employee can have more control inside his scope of actions and superior contribution in creating decisions about themselves.

4. Techniques of Prolonged Learning:

The ambitious education programme becomes an essential portion of organisational growth activity and the learning will be emphasis on: individuals in team systems, organisational and system analysis, renewal and efficacy. The concern for the efficacy will be matched by commensurate educational effort such as, the Training-group (T-group) or thoughtful training is one of the method recommended by Argyris to increase the personal efficacy of the employee.

The T-Group or Sensitivity Training:

This method contains a laboratory programme which is planned to progress the chances for individual employees to uncover their behaviour, offer and collect feedback, experiment with new behaviour and progress awareness and receipt of self and sensitivity to the characters of others. The T-group also offers the likelihoods to study nature of operative group functioning. This tactic is planned to offer experiences where psychological victory, self-confidence and personal competence could be amplified and reliance and control will be condensed.

T-Group and Public Administration:

Argyris recommended the extensive usage of T-group techniques or sensitivity training in the Public Administration. His valuation with the U S department of State, he said that there is want of interference in organisational socio-emotional process. He also stated that, the governmental organisations must target at offering employees with greater order gratifications. This needs an extended range of altered programme which would effort on the behaviour of leadership grace of the senior contributors and the introduction of organisational variations that will teach the participants attitudes that are favourable to winning more creativity, increasing responsibilities and accepting inventive behaviour.

6.7 Conclusion:

Argyris has been gifted to improve the manysides of the human affairs and participative schools of thought on organisations. His aim is to shape an improved organisations and to increase the quality of life in them. He promotes an ultimate transformation of organisations to offer an appropriate environment for self- actualization. However, the thoughts of Argyris are too modern to find an exact place in administrative theory. Some of the propositions are normative and absence of empirical proof. Hence, it is problematic to place his work in a clear historical perspective.

The most significant involvement of him, is in the dominion of interpersonal competence. More research on the behaviour of the executives will powerfullyupkeep the notion that the capabilities concept does not have importance for the training of personality and interpersonal style really to effect organisational efficiency and how interpersonal competence could be believed of as a skill that can be educated. His opinion regarding the often recourse to theuse of protectiondevices, mainly formation of groups, whenever the higher order wants of persons go unattended, has substantial empirical backing. The other message we learnt from him, is that the research on the organisations cannot be unglued, beyond apoint, from act.

6.8 Model Questions:

1. Write in detail about the integrations between individual and the organisation?
2. Discuss about the tactics for the modification of the organization suggested by Argyris?

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Lesson 7

MANAGEMENT SYSTEMS – RENSIS LIKERT

Structure

- 7.0 Objectives
- 7.1 Introduction
- 7.2 Early Life
- 7.3 Professional Attainments
- 7.4 His Works
- 7.5 Management Systems
- 7.6 Conclusion
- 7.7 Model Questions
- 7.8 References

7.0 Objectives:

1. Students would know about the Rensis Likert and his early life
2. Students would be able to know about the Management systems

7.1 Introduction:

Rensis Likert was born on 5th August, 1903 in Cheyenne, Wyoming in America. He died on 3rd September 1981. He was an American administrator and organizational psychologist based at the U.S. Department of Agriculture till 1946. Later he was with the University of Michigan at the Institute for Social Research in Michigan. He was very famous for his survey research methods and for the Likert Scale, it is a psychometric scale usually associated in research using questionnaires. In 1970, after retirement, he was an active researcher in management styles; he also developed the linking pin model. Likert was known for his backing of interdisciplinary partnerships and importance on with social science research to influence positive change.

7.2 Early Life:

The parents of Rensis Likert were, George Herbert Likert and Cornelia Adrianne, his father was an engineer with the Union Pacific Railroad. The younger Likert was worked in 1922, during the watershed strike, as an intern with Union Pacific Railroad. The absence of communication between the two parties made a thoughtful imprint on him and instigated him

to examine the organizations and their behavior for the rest of his life. In 1926, Likert obtained bachelor's degree, B.A. in economics from the University of Michigan. In the 1920s the social sciences were extremely experimental and united several features of modern psychology. In 1932, from Columbia University, Likert received Ph.D. in psychology.

7.3 Professional Attainments:

In fact, Likert developed a scale which is helpful in survey, this scale is known as, "Likert Scale", it is very much useful for measuring attitudes and displayed that it caught more information than competing methods. The 5-point Likert Scale was the best work of Likert. In the year 1932, he established the Likert scale in his PhD thesis, by means of it to classify the degree of dogmas of person, attitudes, and outlooks in the direction of international affairs. The customary Likert scale tests people the amount to which they agree or disagree with a statement on a 5 point scale. The scale ranges from "strongly agree" to "strongly disagree. Using a 5 point scale which permitted him to rank the attitudes of the people with less questions and greater exactness. "

7.4 His Works:

He wrote many books and they are, in 1976, he wrote along with Jane Gibson Likert, in 1955, Developing Patterns in Management for American Management Association, in 1961, he contributed New Patterns of Management, in the year 1967, he contributed Human Organization: Its Management and Values and in 1976, New Ways of Managing Conflict, along with Jane Gibson Likert. He was co-editor for Some Applications of Behaviour Research in the year 1957.

7.5 Management Systems:

The Management System of Likert are the Self-reliance or styles, which are established by him in the year 1960s. He has drawn four important systems of management to describe the association, participation, and different parts played by managers and subordinates in the backgrounds of the industry. He grounded the systems on studies of extremely dynamic supervisors and the members of the team from an American Insurance Company. After that, he along with Jane G. Likert brush up the systems to spread over to educational settings. They firstly planned to spell out the roles of principals, students, and teachers, finally other managers like superintendents, administrators, and parents were included.

His concept grew out of the study of numerous organisations over these years, in fact it is characterized by three important kind of variables and they are as follows:

A. Casual Variables:

These are the elegances of the leadership of management in a formal organisation, it is evident that they add those variables which are govern by the management. For instance, the structure of organisation and policy of the organisation, decisions, leadership styles, skills and behaviour.

B. Intervening Variables:

These variables reveal the inner atmosphere of the organisation which means the loyalty, motivation, attitudes, goals of performance, perceptions so on.

C. End Result Variables:

These variables reveal the goals of an organisation and they are combined result of casual variables and the intervening variables e.g. service, costs, quality and earnings, productivity so on.

Likert stated that the, casual variables are merely independent variables whereas, both the intervening and end-result variables are dependent variables. By this it indicates that the, style of the leadership which is “casual variable”, which effects the level of the motivation of the followers it is “intervening variable”, which in turn impacts the productivity of the organisation which is “end result variable”.

Likert has categorized the styles or elegances of the leadership into four different kinds and they are 1. Explorative-Authoritative, 2. Benevolent-authoritative, 3. Consultative and 4. Participative.

Explorative Authoritative System I:

This Exploitative authoritative is mainly based on the classical theory, in this system, managers have a habit of using threats, fear, and punishment in order to motivate their workers. At the top of the hierarchy, Managers make entire decisions and are generally ignorant of the problems encountered by those at the lower levels of the organization. Decisions are forced on subordinates and in reality the motivation is regarded by threats. The orders delivered from the top are treated as the goals for the organization. As a consequence, workers incline to be hostile toward the objectives of the organizational and this might involve in behavior that is stand to those goal.

In other words, the leaders do not have confidence upon their subordinates, communication is totally formal, force is the means of motivational source by the managers, and the rewards

are very often. In this case the leader is productivity concerned and he will not have any kind of concern for his followers apart from as a device of production. Under this system the leader has a sturdy theory of X philosophy and is extremely dedicated to introducing construction as a means of exercising impact. In this, power and authority of the position are the main source of this kind of leadership, everything is managed by the top management.

Benevolent Authoritative System II:

In this type of system, a lesser amount of supervisory than the exploitative authoritative system, under this system motivation is created upon the possible for punishment and rewards on partially. Here the zone of decision making is extended by permitting lower level employees to contribute in the making of policy, however, it is incomplete by the outline given to them by the upper level management. Most important decision of policy making are still left to those at the top level management, who have some attentiveness of the problems which happens at the lower levels. This chiefly produces downward communication from administrators to employees with petite upward communication, which creates among the subordinates to be suspicious of communication coming from the top level. In this system the managers at the top level sense more accountability to the objectives of the organizational than the employees at the bottom level and they sense very little responsibility. This difference in outlooks toward accountability be able to effect in a fight and negative attitudes with the goals of the organization. Moreover, subordinates in this system can become aggressive to each other because of the rivalry that is generated between them. Gratification amongst the workers is low to moderately low and at the same time the productivity is measured at fair to good.

In other words, the leader has reducing the self-confidence and the belief of his subordinates, in this system communication is generally proper. In this, the motivations are completed by rewards and some sort of pressure, the leader has very restricted concern about his subordinates, yet, is greatly focused on to look for the productivity. This system is philosophically devoted to the X theory, but rarely revealed thoughts in the originating structure. In this system, power and authority of position are the basic means of imposing obedience, while personal authority might be castoff to increase legality, reward and coercion. In this system there is some sort of delegation of authority, but govern still drives with the top management.

Consultative System III:

This theory is very diligently connected to the theory of Human Relation. In this system the worker's motivation obtained by the rewards, infrequent punishments, and very slight contribution in decision making and goals. In this system, the employees of the lower level, have the liberty to mark particular decisions that will affect their work. Whereas, the upper management still has the control over policies and general decisions which affect an organization. In this system the managers will converse to their subordinates about the plan of action and the problems before they fix the goals of the organization. Communication in this system runs both downward and upward, however upward is more restricted. This encourages a further positive influence on the relationship of the employee and permits them to be more supportive. The employees of the lower level are realized as consultants to decisions that were prepared and are more eager to admit them since it is their contribution. Gratification in this system progresses from benevolent authoritative as ensures productivity.

In this system, the leaders have lot of confidence in their subordinates, yet they want to take control of the decision making power. In this system communication is less formal, motivation can be seen by the reward and coercion by some sort of contribution by the low level employees in the process of decision making. The leader in the system III, is less devoted to the X theory and will, whenever the circumstances demands; move to the theory Y. In this, identical importance is rested on thoughtfulness and initiating structures. Both the authority of position and personal are castoff to obtain the approval of the subordinates and to implement their obedience. Control is diffused to middle and lower level of management; but the final accountability still possess with the top management.

Participative System IV:

The argument of Likert, that the system of involvement was the most operative procedure of management. This system concurs with the Human Resource Theory, this system stimulates honest involvement in the decision making and setting goals over open rolling of horizontal communication and beating into the inventiveness and skills of the workers. Managers are completely conscious of the difficulties that occurs at the lower levels of the organization. All the goals of the organization are recognized by everybody since they were fixed by the group contribution. There is a great level of accountability and answerability about the goals of the organization to all of its employees. Motivation of the managers to employees through a system that crops monetary awards and involvement in fixing of the goals. Fulfilment amongst the employees is the maximum of the four systems and also the production.

In this system the leader has total confidence in the subordinates and the process of communication is both formal and informal and open in all the directions. In this motivation is fulfilled by a system of rewards which were the results of the involvements of the leaders and the followers of the organisation. Here the leader has the equal concern for both the subordinates and the production, and rest upon mainly team work to develop in both directions. It has a tough devotion to Y theory and stresses the thought rather than the initiating the structure. The condition of the power is de-stressed and the personal authority is leading, resource to positional authority is rare. The accountability for the outcomes still rests with the management; but there is negligible stress on control, involvement is used to gain outcomes.

Likert, separated managers into two groups and they are;

1. Employee centred
2. Job centred.

In the case of Employee centred, the administrators care for the problems of the employees and incline to greater productivity, whereas, in the Job centred, the administrators are more worried about the objectives of the organisation and their personal work connected objectives. Administrators who put less force to the employees incline to obtain more productivity in their departments. In fact a general supervision is more advantageous than the closed supervision, the leaders who actually do not rest on the big punishments for the discipline are generally more productive. Whenever the employees are given some govern over the pace of work in their departments then they proved to be highly productive. Based on the answers received from managers, Likert establish that “quite consistently, the high producing units fall under system III and IV, and low producing units fall under system I and II”.

7.6 Conclusion:

It is obvious that the offering active leadership to the staff working in the organisations is very vital, by offering correct leadership organisations can produce, progress and prosper and at the same time the employees also get promoted by it. Defective leadership marks in failure of the organisation. Reliant upon the conditions the employees have to be correctly directed at many levels in the organisation. Commanding management styles are being disliked while the self-governing and contributory styles are becoming more prevalent. However generally the styles of the leadership rest on the attitudes of the employees, the

financial position of the organisation, the size of the organisation, important or the work commenced so on.

Likert has categorized the styles or elegances of the leadership into four different kinds and they are 1. Explorative-Authoritative, 2. Benevolent-authoritative, 3. Consultative and 4. Participative. Based on the answers received from managers, Likert establish that “quite consistently, the high producing units fall under system III and IV, and low producing units fall under system I and II”.

7.7 Model Questions:

1. Describe about the early life, works and the attainments of Likert?
2. Write in detail about the management system mention by Likert?

7.8 References:

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Lesson 8

THEORIES OF LEADERSHIP, MICHIGAN STUDIES, OHIO STATE LEADERSHIP STUDIES, GROUP DYNAMISM, MANAGERIAL GRID AND CONTINGENCY MODEL

Structure:

- 8.0 Objectives
- 8.0 Introduction
- 8.2 Meaning, Nature and Definitions
- 8.3 Trait Theories of Leadership
- 8.4 Sociometric Theory
- 8.5 Situational Theories of Leadership
- 8.6 General Interaction Theory
- 8.7 Michigan Studies, Ohio State Leadership Studies, Group Dynamism
 - 8.7.1 Ohio State Studies
 - 8.7.2 Michigan State Studies
 - 8.7.3 Managerial Grid
 - 8.7.4 Contingency Theory
- 8.8 Conclusion
- 8.9 Model Questions
- 8.10 References

8.0 Objectives:

1. Students would know about the theories of leadership
2. Students would be able to know about the Michigan, Ohio state leadership studies and group dynamism
3. Students would be able to understand about the managerial grid and contingency model

8.1 Introduction:

It is indeed necessary to have operative leadership and the system of motivation in the organisation, A. M Meerlo has stressed that the roots of the leadership are from the wants of the man so as to achieve his surrounding by the struggles of the group involvement. In fact

leadership emerge in the group where the members of the group or association pursue to gratify their requirements by the process of interactions. It is one element of the total machinery which is developed by the group for the accomplishment of its wants and objectives. Over the device of part disparity, groups mark usage of the several features of the members to the benefit of all by allocating group responsibilities to those finest competent to carry out them.

8.2 Meaning, Nature and Definitions:

In spite of the devastating importance of leadership there is no accord about its contents. Leadership is frequently jumbled with personal pre-distinction. People incline to forget that leadership has a double sense. An appearance at the dictionary meaning of the verb is 'to lead' which display that the word is used in two dissimilar senses. In one sense it means "to excel, to be in advance, to be prominent", in the other sense it means "to guide others, to be head of an organization, to hold command". A valuable difference, therefore, can be drawn amid the personal leadership and the management leadership. "A person was born with the talent for personal leadership; he must learn management leadership".

The need be ended clearly at the beginning that leadership and must not be associated with command and fear. Leadership has, hence been defined as, "the activity of persuading people to cooperate in the achievement of a common object". In the words of Seckler-Hudson, "leadership in the large organization may be defined as, influencing and energizing of people to work together in a common effort to achieve the purposes of the enterprise". Barnard states as, "Leadership refers to the quality of the behaviour of individual, whereby they guide people of their activities in the organized efforts". In his opinion, leadership "depends upon three things 1. The individual 2. The followers and 3. Conditions". Mary Parker Follett has intensely defined this relationship: "We have now to lay somewhat less stress than formerly on this matter of the leader influencing his group, because now we think of the leader as being influenced by his group". George R. Terry stated as, "Leadership is the activity of influencing people to strive willingly for group activities".

By the above definitions which emphasizes the role of leadership in eliciting the behavioural answer which are away from routine. In social science literature, leadership is observed with position to three broad groups like, attribute of a position, as the characteristics of a person and as a category of behaviour. An attempt being made of the trait theories, sociometric theory and situational theory.

8.3 Trait Theories of Leadership:

It is evident that the scientific thought was started by the leader himself, the initial trait theorists stressed that the leaders are borne not made. This 'Great Man Theory' of leadership advocates that leadership traits are inborn and generally unable to attain during the life time. Actually this Great Man theory paved the way for the Trait Approach. This approaches deals about the particular traits of the leader like, personality, physical, intellectual and social traits that separate them from the other leaders. For instance, Stod Gill had recognized different traits and there are four intelligence and ability traits, five physical traits, sixteen personality traits and nine social traits amongst the leaders. Keith Davis, has underlined four traits which look to have an influence on effective leadership and these features are;

1. Intelligence,
2. Social maturity
3. Inner motivations and achievements and
4. Human relations and attitudes.

It looks to be a reasonable blend of traits which may be found in successful leaders. However, the entire reliance on the approach of trait might not give sound results. Ben Solomon, who suggested that certain specific qualities are clearly needed in a leader but that more appears to be unconditionally vital. This theory has definitely offered some insight into the traits of leaders, but in reality it comprise slight analytical or productive value.

8.4 Sociometric Theory:

The first sociometric study was done by Helen Jennings, later this method was in fact established by Jacob Moreno and very extensive proportion of the research in leadership was done by the use of this theory. This approach gives an easy access and comparatively objective means of measuring interpersonal attitudes within groups. This sociometric system has also established that interpersonal description of leader differs in several group by the modification in the objectives, duty and internal structure of an organization.

8.5 Situational Theories of Leadership:

This kind of theory actually stresses the development of the leadership roles, behaviour and skills substantially rest upon external and internal circumstances of the conditions. In fact leadership is a purpose of interaction among personality and the situation. It is obvious that

since 1940s many researchers have been recognized different circumstantial variables which give importance to the conceptualization on leadership. The common conclusion of those researchers that some of the leaders perform well depending upon the circumstances than the other leaders. According to Alan Filley and Robert House they stated the following elements have an impact upon the leadership. They are as follows:

1. History of the organization, age and earlier experience of the leader
2. The functioning of the organization depends on the community where it works
3. The need of work to the groups
5. The psychological surroundings of the group which is going to be led
6. The size of the group
7. Personalities of the group associates
8. The time needed and permitted for making decisions.

The above elements have a plentiful impression on the situational theory, most of the variables numbered above have not been duly confirmed by additional research.

8.6 General Interaction Theory:

Actually, in this type of theory, leadership is regarded as function of personality and the interaction of the social system in an active international conditions. Some of the theories of the interaction have been methodically explained and examined by Fred Fiedler and his followers. He actually mixes the trait and the situational approaches to make a combined theory of leadership effectiveness. He has examined and his outcomes are; he selected to measure the indicators of the leadership effectiveness as, "Assumed Similarity among Opposites", which is labelled as ASO, and "Esteemed for the Least Preferred Co-worker" as LPC. He stated that, the ASO measure the amount of similarity among the perception of the leader about the least and most preferred worker. LPC measures the amount to which the leader favourably observes his worst co-worker. These two measurements can be used interchangeably which are connected with the style of leadership by this way.

1. The human relation focused on leader who is unable to differentiate a great pact among the most and least chosen co-worker which gives a comparatively promising explanation of LPC.

2. The job oriented leader realizes a great change among his most and least desired co-worker ASO, and gives very negative explanation of the least chosen co-worker.

8.7 Michigan Studies, Ohio State Leadership Studies, Group Dynamism:

The thinkers have established a significant diversion in the area of leadership studies was on the attitudinal or behavioural element to the leadership. It was in the year 1940s, the attitudinal approaches to the leadership was recommended and it was the phase when well-known Ohio and Michigan research studies on the leadership were led and it gave the main ground for such approaches. And later in 1960s the development of Managerial Grid also bestowed for the advent of these approaches. These approaches are mainly based on the attitudes of the leadership and they castoff assured research procedures such as questionnaires to enumerate the leader's attitudes towards dissimilar features. These studies revealed many measures of the behaviour of the leaders. And they are as follows:

8.7.1 Ohio State Studies:

The studies conducted by the Ohio leadership recognized two important dimensions for the behaviour of the leadership and they are,

1. Initiating structure and
2. Consideration.

To understand these two aspects we need to find about these two. Initiating structure deals with the behaviour of the leader in separating his role from the role of his subordinates in the method of reaching of organizations aims. It depends upon the amount of common faith, friendship, respect which is present in between the leader and his supporters. The studies of Ohio seen that these two are totally different and separate scopes which can be observed in dissimilar grades in the behaviour of the leader. Hence, in these studies the behaviour of the leader was founded on two distinct cleavers rather than on a single choice.

8.7.2 Michigan State Studies:

In the similar manner the Michigan Leadership studies also recognizes two different attitudinal traits between the leaders and they are such as,

1. Alignment or orientation of the employees
2. Alignment or orientation of the production.

In the studies of the alignment of employees leaders stress that each employee in the institution is very significant and would take interest in the improvement of every employee by meeting their requirements. At the same time alignment of the production leaders put the stress on the technical components and the production oriented. They regard the employees as the machines in the process of production therefore, these two orientations are antagonistic because one deals with democratic way and other in the authoritarian nature.

8.7.3 Managerial Grid:

This theory was established by Blake and Mouton in the year 1964, and is known as "Managerial Grid". It can be categorized as type of expectancy theory, whereas, some of the researchers treat it as the 'human relation theory' because it is mainly related to the Theory X and Theory Y of McGregor of 1960. It is grounded on the two type of variables such as, emphasis on task which is on 'production' and the emphasis on relationship which is on 'people'. This grid actually contains five likely styles of the leadership mainly with the purpose of task or concern for people. In this they used a particularly developed examining device, and people can be given a numerical score representing their concern for each variable. These numerals are from 9.1 or 9.9 or 1.9 or 1.1 or 5.5 they are planned on the grid using horizontal and vertical axes. Though their work is often categorized as leadership theory, it can be beneficial for a number of drives, mostly when it arises to plan of the organization or examination of organizational battle. In the year 1993, Hersey and Blanchard improved this model by escalating upon the leadership suggestions of the connection and measures of the task. In fact this managerial grid was particularly prevalent for many years and it is the form.

8.7.4 Contingency Theory:

This theory depends upon the accepting of indecisions encounter in its atmosphere. These indecisions or uncertainties known as the variables and the organization unable to expect or govern. For example, it was stated by the Thompson, most of the organizations are combination of open or closed type and frequently they have objectives which are uncertain or disagreeing. These difficulties are not able to tackle either by the bureaucratic and scientific management methods, because employees would be different in their patience for danger and vagueness. Threats can come from inner or outside of the organization and elected officials, news media, individuals, workers and interest groups can attack the organization. At such times management should tackle such attacks so as to obtain rationality, existence and constancy. At the same time management has to safeguard the core of the organization, the core is technical core, which gives high performance, this in fact

needs very much safeguard from the uncertainty by distinct background modules which border with outer world rather than its core. Therefore, the technical core of the organization must need to be very structured in a closed loop style. In this theory the uncertainty determines structure, it rests on the threats and attacks.

8.8 Conclusion:

The general notion that the leaders are born not made, which highpoints the significance of individual traits of leaders but overlooks other applicable elements. The individualities of social groups which is working to be managed is also a significant variable in accepting situations. The presence of certain basic personality traits and behaviour individualities is helpful but neither needed nor adequate for the triumph as a leader.

In inference, the utmost suitable leadership method is perhaps the one which identifies the prominence of organized communication among style, group and circumstances. The manager must effort to accept a style which is well-matched with the wants and outlooks of subordinates and as suitable in the given condition. One must identify that this style might differ from group to group or even from individual to individual and from condition to condition.

8.9 Model Questions:

1. Discuss about the theories of leadership?
2. Write in detail about the Michigan, Ohio state leadership studies?
3. State about the managerial grid and contingency model?

8.10 References:

1. Ronald Lippitt, Ralph K. White and Kurt Lewin, "Patterns of Aggressive Behaviour in Experimentally Created Social Climates", *Journal of Social Psychology*, May 1939.
2. Fred E. Fielder, *A theory of leadership Effectiveness*, McGraw Hill Book Company, New York, 1967.
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Lesson 9

POLICY ANALYSIS – YEHEZKEL DROR

Structure:

- 9.0 Objectives
- 9.1 Introduction
- 9.2 Education
- 9.3 His Works
- 9.4 Policy Analysis
- 9.5 Implications of Policy Sciences
- 9.6 Public Policy Making Models
- 9.7 Obstacles of Policy Science
- 9.8 Conclusion
- 9.9 Model Questions
- 9.10 References

9.0 Objectives:

1. Students would know about the Yehezkel Dror and his early life
2. Students would be able to know about the policy analysis
3. Students would be able to understand about the criticism

9.1 Introduction:

Yehezkel Dror was born on 1928, in Vienna, Austria, and later in 1938, he emigrated to the Mandate Palestine with his members of the family. In the Hebrew University, from 1957, he was a member of the Department of Political Science till his retirement. In 1964, he worked as the Head of Public Administration Division. He is an inventive author in the arenas of management, policy science, public administration, capacities to govern, leadership and security issues.

9.2 Education:

Yehezkel Dror obtained a B.A. and Magister Juris from Hebrew University, from Harvard University he did his LLM and SJD (doctor of juridical sciences). Apart from his academia he worked as a senior consultant on policy-making and planning for the government of Israel and established the Jewish People Policy Planning Institute. He involved in international

consultant ship, helping inter alia from 1968-70 as a senior staff member at the American Rand Corporation.

9.3 His Works:

His publications including, the most significant books are, Public Policy-Making Re-examined, Design for Policy Sciences, “Capacity to Govern: A Report to the Club of Rome” and Israeli Statecraft: National Security Challenges and Responses.

9.4 Policy Analysis:

In this connection, Dror, has taken the current information for human actions and separated into three stages such as;

1. Knowledge relevant to the control of the environment
2. Knowledge relevant to the control of society and individuals and
3. Knowledge concerning the control of controls themselves which is regarded as ‘meta-control’.

Out of these three stages the knowledge around control upon the circumstances or surroundings comparatively utmost improved zone due to the improvements in scientific and technology. Knowledge around the control of the persons and the society has not developed accordingly though it has shown some growth in this area. Whereas, the knowledge around the controls over the controls is not improved properly and is overlooked as a focus area of research. In the present scenario, the information about the design and operation control is the vital significance of the prospect of man.

Dror, stated about the design and operations of overall social control system as ‘societal direction system’. He also grieved that this kind of area in the knowledge of human is providing suffering and tragedy in the human values. In fact the amount of tragedy is more in the present times when the society is exposed to countless strict gearstick or controls. For example, Genetic engineering, nuclear bomb, unbalancing of ecology etc. it is very serious change which will have its impact on societal direction.

Whereas, the needed changes in the societal direction will be of multidimensional levels, they are not only present in the slits and they need to be filled these slits. In fact what the

society is needed utmost is a new value and trust in the system because the role of the man has existing in the entire world. It is very unsuccessful that the information of science is amplifying the alteration without providing new values and trusts in the present system. Hence this new values must be added to our societies so as to improve rationality which is an essential constituent of the societal direction system. This will aid in enlightening the system of the public policy making as an overriding constituent of the societal direction system.

The analysis which was steered by Dror, to reflective of the new law such as, "While human capacities to shape the environment, society and human beings are rapidly increasing, policy making capabilities to use those capacities remained the same". The struggles has been made to progress the public policy making, the inter-disciplines like, operations research, systems analysis, organizational theory, strategic analysis, general system theory are the remedy for developing realization in the perfect direction. It is also apparent that the customary subjects such as, psychology, economic and the political science are stirring in this way. The endeavours to develop scientific information in this particular zone of policy making agonizes from some of the flaw and they are as follows:

1. It is obvious that the current research is accepting micro method which in fact has restricted connection to policy making process
2. The information is disorganized which makes the division and overlooking of system analysis method
3. The progress measures of policy making has increment without any work for new type of plan.
4. The thought to improve the policy making process been so thin that it abandoned vital aspects like politicians
5. In reality the dichotomy between the behavioural and normative methods stopped a complete method and educating the policy making method as a whole
6. To tackle the qualitative variables in the normative methods no new mechanisms are established
7. There are indifferences in the behavioural method to the perspective methodology by which the information could be useful to real-world difficulties of the society.

8. The education of policy making is unable to use information from diverse sources of orthodox research.

Hence, there is a want to build a new body of information with superior combination of diverse concepts. It is this attempt which gave rise to the 'policy sciences'- a novel zone of enquiry. Policy science is a distinct field is very much required to hasten the growth of policy information and to utilize it for the sake of improved policy making. It is also beneficial for progressive research and drill to employee and train expert policy scientist and the policy makers. The experience of America, which has developed a number of policy research organization such as 'Hudson Institute', 'The Woodrow Wilson Foundation', etc. are offering push and is inspiring the studies in the policy making in other countries as well. The policy of science has established substantial attention in the current times, in most of the nations, there is an inclination to move from science policy to policy research by the help of science and scientific process. Hence, the science policy is leading the way to the policy research. The essentials of the reforms in administration have also directed the manner for enlarged policy studies. The attention shown by most of exceptional social scientist in policy studies and proposing of courses on the topic in number of universities have also added to the development of policy sciences as a distinct area of study.

Dror, worries that it might not permit to derive up at all since of the present 'academic and political culture'. Hence, to offer a reasonable trial to the struggles started now, Dror, propose, some novel examples of policy sciences.

The chief concern of policy sciences, is with the accepting and progress of macro control methods and especially public policy systems. It contains policy analysis, substitute invention, master policies (mega policies), assessment and response, enhancement of Meta policy (policy about policy making) etc.

The other suggestion is, policy sciences would pause the fences and customary limitations among the different subjects of the social science which contains the behavioural sciences and decision disciplines. Further, they will assimilate information and build up a supra discipline stressing on the public policy making. In this effort even the information connected in physical and life sciences will be drawn.

The other suggestion, was policy sciences also connect the gap between pure and applied research. The real globe will be the chief workshop of policy sciences and in this test center the significance and possibility of the most intellectual theories will be examined.

The next suggestion was, policy sciences will agree on unspoken information and personal experience as a significant basis of information. The attempts made to distill the unspoken information of the practitioners from the policy making in the development of the policy sciences. Due to this method which will separate policy sciences from modern normal sciences.

He also suggested that, these sciences are not similar to the normal sciences they are thoughtful and problematic of attaining 'value free sciences'. The outcome of this, will try to discover value insinuation, value stabilities, value cause and behavioural foundation of the value obligation. This policy sciences will represent substitute aspects with their value matters. For this reason, they will inspire 'organized creativity'. The entire method that will break the concrete barrier distinguishing the current sciences from ethics and philosophy of values and establish an operational theory of values.

The other suggestion was that, the policy sciences disallows the 'a historic approach', as it is very time sensitive. They stress historic improvement on one side and the future measure on the other side.

He also suggested that, the policy sciences rejects the attitude of the behavioural sciences. And the last suggestion in this regard, this new policy sciences, identifies vital act of extra coherent method like, 'creativity, intuition, charisma and value judgment'.

9.5 Implications of Policy Sciences:

The evolution of policy science will have far reaching implication as some major research and teaching functions are transferred from the universities to the research organisations; the involvement of experienced executives, politicians is scientific actions; interactions among the policy research institutions and the universities; new type of teaching plans etc. are totally diverse from social aspect and it also establishes a fundamental alteration in the customary dilemma of information and power which effects social and political power.

9.6 Public Policy Making Models:

In the analysis of public policy making of Dror, models has a vital importance, he thought that the normative model is the device for analytically analyzing public policy, the ground for the principles and values required to assess the policy making and as a director for planning

suggestions for the progress that initiate to be necessary. He in fact studies the current normative models and recommended that they fall sh

ort of the needs. He recognized six type of normative models in policy making and they are:

- 1.The pure rationality model
2. The economically rational model
3. The sequential decision model
4. The incremental change model
5. The satisfying model and
6. The extra rational process model.

9.7 Obstacles of Policy Science:

In the recent time this policy science is originating as a distinct area and it also facing number of difficulties delaying progress. The following obstacles have been recognized:

1. Lack of trust in the capabilities of sciences too be help in the making of the policy which can be regarded as pseudo supernaturally controlled by the experienced politicians and decision makers.
2. Sturdy ceremonial connections to the institutions and dogmas which are likely to be undermined
3. The reserves of socio-cultural among the policy makers and the scientists
4. The contrary assumptions made in this regard by the reputable scientists which makes to overlook the scientific offerings entirely.
5. The bad experiences with scientist and with the providers of the science to making of the policy.

Criticism:

To establish a new discipline of 'Policy Science' by Dror, is a brave effort, it is paradoxical that he on the one hand criticized total academic method but at the same time his comments about the new science also academic.

Effort of Dror, which begins with an observation that govern the systems developed so far are very weak which can be treated as dangerous for the up comings of the man. He was unsuccessful to create effective co-relation among the development in public policy making and societal direction method.

Dror's additional connecting capabilities in his optimal model was criticized because he was unable to pay care to the difficulty of governing the extra rationally able individual from governing and terminating others. He actually dealt the difficulty with very easy manner hence it gave the reformists to criticize in this regard.

The important involvement of him is the mega policy making, in this he merely illustrated the present structure but futile to reinforce the problem into structural modification and the influence on the policy.

The deliberation of Dror on policy science is conditioned by the experiences of western society and Israel. He did not quoted in this any experiences from the developing or third world nations and socialist countries. His deliberations actually suffers from ambiguity and replications.

9.8 Conclusion:

The observed policy of Dror is answerable to encounter tests of determining the forthcoming by the aid of developed information, operational wisdom and prearranged inventiveness. The important aspect of this policy science is to back the progress of the policy making, the policy sciences as supra disciplinary work which is based on the behavioural science and management studies gives enormous current significance. Even though, the analysis of Dror, faces some criticism but the entire method has enormous academic importance to the social science student and scientist. In the current scenario, it is very much needed to study social phenomena by the social scientists in its reality. It is obvious that this policy science correct way.

9.9 Model Questions:

1. Discuss in detail about the about the policy analysis stated by Dror?
2. Write about the early life and criticism of Dror?

9.10 References:

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Lesson 10

NEW PUBLIC ADMINISTRATION: MINNOW BOOK PERSPECTIVE

10.0 Objectives:

1. Students would be able know about the New Public Administration and its origin
2. Students would be able to know about the characteristics of New Public Administration

10.1 Introduction:

In the entire globe the changes have been took place to alter the societies for the last two decades and they can be seen in the areas of development of Global economy, end of cold war, and fast growth and approval of information technology. It has been observed that even the public sector also transformed which lead to the advent of New Public Management (NPA), as an substitute perspective in the 1960s was a new style in customary public administration theory and practice. In the 1960s, the government and its administrative agencies came under heavy pressure from social and political forces for different issues such as, civil rights, higher education, social welfare, law and order and urban infrastructure and conditions.

Rejoinders and the ability of government to answer to these difficulties were asked, mainly by the newer university established members of the public administration thinkers. To the academics, insufficiency of public replies to the problems of poverty in the United States and to the morality of a method study founded war in Vietnam revealed the insufficiency of the present thought of the public administration.

The emphasis of the new Administration was to rethink about the customary subjects of public administration like, budgeting, efficacy, efficiency, economy, productivity and value-neutrality. The important anxiety of public administration is to look after the issues like ethics, values, clientele participation, De bureaucratization, improvement of individual personality, and the problems like poverty, urbanization, social and economic inequalities unrest and violence etc. According to George Frederickson, the New Public Administration can be considered as, "Post-behaviorists, since they emphasized the public part of the public administration like the later they also stressed the impact of organizations on their clientele and vice versa'.

10.2 1968 Minnow brook Conference: The Origin of New Public Administration:

In the year 1968, a conference at Minnow brook, Syracuse University, New York was held which gave rise to the establishment of new public Administration. The scholars were mainly worried with theoretical fundamentals, research importance, and the procedural cleverness of public administration as an academic field and those with more action directed and concerned with the influence or disappointments of public policies, so that they can understand what is public administration? Where it is presently? What it can become? This conference was to the reaction of previous conference which was held in 1967, and the main object of the conference was to ‘...make a bold synoptic approach to the discipline of public administration...’ and it was chaired by prof. James C. Charles worth.

The movements of New Public Administration was referred as the ‘New Romanticism’, and Waldo stated that it was a part of rebellion of youth and counterculture of left non-Marxian. The landmarks in the development and occurrence of New Public Administration are:

- The Honey report on higher Education for Public Service, 1967
- The conference on the Theory and Practice of the Public Administration 1967,
- The Minnow brook Conference 1968
- Publication of Toward a New Public Administration: The Minnow brook perspective, edited by Frank Marini, 1971
- Publication of Public Administration in a Time of Turbulence, edited by Dwight Waldo, 1971.

The reports and the publications in fact reflect the pessimism about the state of public administration and the values of its establishing’s, frame works of conception and definitions of good practices inherited from 1940s and 1950s.

Dwight Waldo presented one of the most significant papers during the conference and was mesmerized by the legitimacy of these disapprovals. He thought that the younger generation theorists of the public administration had been absent and the vital social matters were not been addressed in the conference. Subsequently, the conference was occurred because to discuss the subjects which were left out by this conference.

10.3 Developed Themes at the Conference of Minnow brook:

During this conference there are certain themes which were emerged and they are as follows: Firstly, the question of classical values and a lot of questions have been raised

about the validity of classical theories. These were the challenges to the customary values and the assumption of the old administration theory of the classical themes and the behavioural orientation, positivism of political theory.

Secondly, there was great prominence about the features of the significance in the theory of public administration, such as, the participation of USA in the War of Vietnam, movements of civil rights, assassination of Kennedy and Martin Luther King and the war on poverty had shown a great influence by making an atmosphere which favours political activism in the younger scholars. This was questioned during the conference, the neutrality principle espoused during the conference by both classical administrative theories and the positivism of political science were disagreed as not only impractical and also measured that were not beneficial to explain the present worries and events.

Thirdly, the conference placed a vital prominence on the humanistic values and humanism, the essence of humanistic had invaded. A significant scholar like, Todd Laporte who claimed for new normative principle inside the theory of public administration concerning “the enhancement of life opportunities for those inside and outside the organizations”. The other scholar who projected ‘politics of love’ as differed to the then dominant “politics of contracts”. And H. George Frederickson emphasized the necessity to create “social equality’ as the main ground for the New Public Administration.

Fourthly, non-hierarchical, participatory and client-centered types of organizations were suggested by the participants of the conference. The unified bureaucracy and Weberian kind of hierarchical were confronted and disapproved by entire participants.

Fifthly, a method to diverse difficulties grounded upon the trust on theory instead of practical explanations to the difficulties were suggested during the conference. Most of the scholars stressed that the public administration must be impartial, adjustable and comprise a great amount of policy making. However there was absence of any clear programme and practical suggestions to solve the present day problems.

Sixthly, it was very significant to note that nobody had suggested the elimination of public administration as an area of study. But the subject was given a diverse sense which was very thin more restricted inner rotary and was confused.

Lastly, the conference of Minnow brook was propounded a vital and expanded role for public administration study. The conference had observed a bigger for the intellectual’s public administration and in the education of university by making ‘new order of things’. The participants suggested that the public administration must not be put under the political

science instead it must develop as a significant area of itself worthy of school or the position of a department. Particularly, Frank Marini, suggested that, increasing public administration further than the subject role into a multi-discipline representing from various areas thoughts and circumstances. The important themes appeared at the conference in a brief are as follows:

1. The area of public administration moved its emphasis from management concerns to policy matters. The method of public policy to public administration has succeeded with an important outcome on the government.
2. The social equality has included to the competence and economy as the benchmarks of virtuous administration.
3. Trustworthiness, accountability and morals are the vital aspects of public administration, policy planners are not the bureaucrats and they can be treated as the holders of the public belief to deliver effective services to the public.
4. The requirements of the persons are altering, the public organizations survived their drives.
5. Alteration, not development has become the dire concern in the theory of public administration and the change in the management, not merely development has convert the standard for operational administration.
6. The operative administration can be defined in the context of involvement of citizens in the administration.
7. The principle of severe hierarchy has been criticized and find guilty.

10.4 New Public Administration and Characteristics:

The New Public Administration has placed stress on five significant principles such as, relevance, values, social equity, change and participation.

A. Relevance:

The important themes in the customary public administration like effectiveness, production and economy have been entirely turn out to be immaterial. New Public Administration scholars stressed the significance of public administration theory to be altering social order. They establish that the conventional management oriented administrative theory was entirely insufficient. Therefore, they required that the administrative theory must deal with the alterations of the political surroundings.

2. Values:

The school of New Public Administration stressed on the growth of normative values in the theory and practice of the public administration. The value-neutral position which was on the hold by the bureaucrats or public administrators under the customary methods as entirely illogical and unwanted so that the scholars have disallowed it. They confirmed that the value-neutrality in the administration as entirely difficult in the background of altering social order. They also appealed that public administrators must attain values such as, pledge towards the cause of unfavorable groups, openness, client orientation, publicness, responsiveness and devolution.

3. Social Equity:

The supporters of the New Public Administration emphasised that the distributive justice must be the prime apprehension of public administrators. The important work of the public administrators must be eradicate all kinds of disparities present in the society and necessities of equal opportunities for all citizens regardless of the socio-economic context. The public administrators must admit the accountability of correcting the mistakes of the society and perfect the situations of those who are disadvantaged of justice and essential opportunities by the influential sections.

4. Change:

An essential obligation to social equality means that the New Administration is involved in carrying about the alteration in the society. Which means, New Public Administration looks to alter those social structures and policies that delay the accomplishment of social equality. It also identifies those structures of organization and the political institutions which can bring flexibility and changes. New Public Administration also hunts for novel institutional kinds inclined to experiment with new or changed bureaucratic structures. In such process the administration inclined to approve instruments like decentralization, organisation growth, client involvement, decentralization, assessment, preparation of project and object guided management etc.

5. Participation:

The commitment to social equality and change, suggests involvement in the New Public Administration. It was stressed by the supporters of the New Public Administration that the patrons must involve in the process of decision making and they also emphasized that all the employees must involve in the making of policies. Therefore the main characteristics of the New Public Administration consist of employees participation, involvement by the people,

democratic management and decentralization are primary characters. It also stressed the need for the integration of public administration with main values of the society like, involvement, equality, relevance, change, responsiveness, ethical and normative values etc. it also gave a look of the present society by including its atmosphere, social sensitivity and method of creativity.

It is obvious that the New Public Administration was not lived for long time even though there was concern for reforms and radical thoughts, it was not stood as per the desires of transforming the subject of public administration. Dunn and Fozouni criticized that the New Public Administration was caused in the spread of the delusion of change in the theory of administration. It was observed that, the role of public administration under the situations of quick change, alteration and turmoil. It also fears about the feasibilities of the aims of the New Public Administration, specifically of those relevance, social equality, involvement of people etc. even though it has some of the restrictions which were stated above, the New Public Administration had definitely altered the voice and the way of public administration. It gave an impression on the administrative theory, if not transforming it as anticipated by the supporters of this theory.

10.5 Conclusion:

It was stated by Waldo, that the New Public Administration was an important growth in the current public administration. The occurrence of it can be observed as a transformation perspective in a long customary of the theory of administration and its exercise. Waldo discovers some legality in the anti-organizational attitude of this administration, but he reflects much of the charge to be “unfair, spurious, and above all unrealistic”.

The movements of New Public Administration was referred as the ‘New Romanticism’, and Waldo stated that it was a part of rebellion of youth and counterculture of left non-Marxian. The main characteristics of the New Public Administration consist of employees participation, involvement by the people, democratic management and decentralization are primary characters. It also stressed the need for the integration of public administration with main values of the society like, involvement, equality, relevance, change, responsiveness, ethical and normative values etc. it also gave a look of the present society by including its atmosphere, social sensitivity and method of creativity.

10.6 Model Questions:

1. Write about the New Public Administration and its origin?
2. Discuss about the Characteristics of New Public Administration?

10.7 References:

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