CHAPTER VI

ACTUATING AND HUMAN RESOURCE MANAGEMENT
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ACTUATING AND HUMAN RESOURCE MANAGEMENT

Actuating is the process of causing action or performance. It necessitates the management to get all the members of an organisation to whole-heartedly contribute toward the common goals and objectives. “Actuating is getting all the members of the group to want and to strive to achieve objectives of the enterprise (and of the individual members) because the members want to achieve these objectives”. Thus, actuating focuses on working with people and on winning their full commitment, desire and enthusiasm for moving into action with a view to accomplishing common objectives.

Among the four important management functions viz., planning, organising, actuating and controlling, which Terry has projected, actuating is considered as the most vital management function. According to him, getting members of a company to work together more effectively to enjoy their work, to develop their skills and abilities, and to be good representatives of the company, which form actuating, must be part and parcel of human resources management. Actually speaking, actuating is at the centre of not only HRM but of the whole management process.

“Basic to effective actuating is enlightened management – managers must demonstrate by their behaviour and decisions a deep concern for members of their organisation. Fundamental to management success is having members perform work that they

like and want to do, believe and trust in each employee development and maintenance of a mutually satisfactory work environment, and acceptance of the fact that the willingness and capacity for each person to perform enthusiastically conditions the success of most endeavors”.

**Actuating vis-a-vis HRM**

Actuating is managing and working with people, i.e., every individual in an organisation takes a commitment work in team. Obviously, actuating starts within oneself. Manager's job in this process is to inculcate such a team spirit in the minds of his subordinates and to get them strive sincerely to achieve the company’s objectives. For this purpose, the manager himself must gain a determination to form a team and work with it. A manager, who is not able to self-actuate and fails to make commitment and determination to work with others, may not be able to actuate others.

From this point of view, one can remark that it is the top boss who primarily strive to actuate others, while the human resources manager facilitates the process of actuating at the tcp level. This is the reason why human resources management’s task is first to integrate itself with the top management on the one hand and with the managements at other levels and functions on the other. Though actuating efforts are highly personalised, HR manager’s job is like the job of a midwife in a personalised actuating. He helps in everybody’s process of actuating while he never interferes in others’ process, though he is available in activating the actuating process of others.

In this respect, one can remark that actuating mainly focuses on human behaviour in an organisational set up. It is the human resources manager who motivates such a human behaviour. He is involved in
observation, not inference, reporting, not judging, interpreting behaviour, not intruding, developing, not demanding, which are pivotal in actuating. Obviously effective actuating in an organisation largely depends on effective human resources management. Terry has listed eight tasks in actuating viz.:

(i) Practice participation by all affected by the decision or act;
(ii) Lead and challenge others to do their best;
(iii) Motivate members;
(iv) Communicate effectively;
(v) Develop members to realise full potentials;
(vi) Reward by recognition and pay for work efforts; and
(vii) Satisfy needs of employees through their work well done;
(viii) Revise actuating efforts in the light of control results.

All these tasks can be integrated with HRM function, while every functional executive must be involved in such activities. Human resources manager must be able to guide, develop, motivate and revitalise every executive in this respect, while he is expected to accomplish all these and many other tasks like counselling, training, educating, career developing, reinforcing, inculcating human values, and so on. It is undoubtedly clear that the role of human resources management is vital in the actuating process of every organisation. Actually speaking, actuating is impossible without properly managing the organisation's own people; i.e., there cannot be any actuating without human resources management. On the other hand, the basic job of management is actuating. In this context, it is relevant to assert that
there cannot be any management without human resources management.

Identifying, recruiting, training, developing, motivating and causing action of potential talents on the one hand, and locating and developing potential manpower from within on the other, make part of actuating in an organisation. Leadership is developed in such people, and motivation and direction are provided for effectively actuating. Christopher Bartlett and Sumantra Ghoshal rightly observed, "As a first step, senior executives can identify those in the organisations with the potential for developing the skills and perspectives demanded of global managers. Such individuals must have a broad, non-parochial view of the company and its operations yet a deep understanding of their own business, country, of functional tasks – management may have to track the careers of promising executives over a number of years before deciding whether to give them senior responsibilities. - Once corporate managers identify the talent, they have the duty to develop it. They must provide opportunities for achievement that allow business, country, and functional managers to handle negotiations in a world-wide context. A company’s ability to identify individuals with potential, legitimise their diversity, and integrate them into the organisation’s corporate decisions is the single clearest indicator that the corporate leader is a true global manager."

Actually speaking, actuating process implies the process of identifying, developing and effectively employing the most suitable human talents for the achievement of the objectives of the company. Human resources management does all these and many more tasks, and hence it has the most central and crucial position in the whole process of management.
Process of Actuating

Actuating process may differ from company to company, time to time and from situation to situation. The ultimate purpose of actuating is to achieve the objectives of the strategic planning and operational planning. Activities and functions are planned accordingly. It is the people who cause activities. Hence, manpower management is the crux of actuating process. The following figure represents a broad process of actuating.

Fig. 6.1: Actuating Process.
Actuating starts with formulation of the company’s strategic plan and operating plan, and setting the objectives and goals. Human resources plan is integrated with the company’s overall plan. Accordingly, the corporate manager establishes an appropriate human resources management system which includes manpower planning.

Human resources management is the crux of actuating process. A well planned human resources management integrates a pragmatic manpower planning, staffing and human resources development (HRD) programmes. HRD is at the centre of HRM. While HRM is at the centre of actuating. HRD is the crux of HRM. An organisation which has a strong HRD policy is bound to be effective in team building, supervising, directing, developing leadership and motivating. Implementing an effective operating plan and effective HRM must go simultaneously so that the organisation would be able to accomplish its objectives. Most of the elements of HRM which are common to actuating are examined separately in this book. Some important elements viz., staffing, directing and supervising are explained in detail in this chapter.

**Staffing**

Human resources management has an important role to play in staffing which is closely linked with actuating. Identifying the proper type of people, placing and managing them effectively, and motivating them to effectively work in a team must be considered as important aspects of actuating. This has been the reason why traditionally staffing has been viewed as an important management function. Staffing and personnel functions are to be integrated with the human resources function. Staffing is the manager’s job of filling the organisation with appropriate people and managing them effectively. In this context, the definition of Koontz and associates seems relevant. “The managerial function of
Staffing is defined as filling positions in the organisation structure through identifying workforce requirements, inventorying the people available, recruitment, selection, placement, promotion, appraisal, compensation, and training of needed people. It is clear that staffing must be closely linked to organising, that is to the setting-up of internal structure of roles and positions, Many writers on management theory discuss staffing as a phase of organising. Staffing enable the organisation to procure the right kind of people to the right job at the right time.

**HRM and Staffing**

Wendell French suggested eight steps in staffing process viz., manpower planning, recruitment, selection, induction and orientation, training and development, performance appraisal, transfers and separations. All of these functions are incorporated in HRM, and hence we can observe that staffing is a part of human resources management.

Manpower needs (present and future) are determined in accordance with the operational planning, which is the basis for manpower planning as shown in fig. 6.2. For the determination of future human resources needs, forecasting and human resources audit would be helpful. While the current position can be determined with the help of human resources audit, the future needs can be estimated by forecasting. At the same time, on the basis of the present human resources capability and the future human resources needs, human resources planning is done.

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By forecasting we determine the number, type, and quality of people required to perform specific duties at a certain point of time. The range of responsibilities to be met, and the skills, knowledge and capability the organisation members to possess are to be determined and specified in forecasting. The present staff strength is evaluated with the help of human resources audit, on the basis of two types of inputs viz., the existing capability of the organisation members, and the effectiveness of the existing people. This would enable the planners to determine the strengths and weaknesses of the existing manpower. Capabilities, skills, performance and potentialities of each individual are evaluated in the human resources audit. Individuals are then ranked according to their
capabilities and qualities. Performance appraisal provides information about the performance capability of each individual in the organisation. On many occasions replacement charts on succession plans are maintained, so that potential executives can be located for every position in the organisation for future.

Manpower planning is at the centre of staffing of process. In an organisational climate of HRM, human resources planning may replace the manpower planning. Internal sources and external sources of manpower must also be determined as a part of human resources planning. HR planning leads to recruitment, selection, placement, induction and orientation. Training and development make a part of staffing process, while evaluation and appraisal of performance determine the contribution and potentiality of every employee in the organisation. Compensation plan, promotion and transfer, leading and controlling, superannuation and separation; all such aspects are included in staffing. On the other hand all such elements are integrated to human resources management. Manpower planning which is examined separately, is followed by recruitment.

**Recruitment**

Recruitment is an important activity in any organisation. It is the recruitment which enables an organisation to provide a substantially large pool of potential candidates for the organisation so that requisite talents will be available for each job whenever need arises. Specialised recruiting is generally used to recruit specialists and higher level executives, while general recruiting methods are used for lower level employees and operatives. General recruiting methods are simple standardised procedures like written tests. In the specialised recruiting method individual attention is given to every candidate.
Recruitment is generally done from both internal and external sources. External sources like open market, employment exchanges, educational and technical institutions, etc., are common sources for lower level positions. Competitors, professional training centres, consultants and such other external sources are generally used for higher level positions. However, many organisations prefer to develop their own people to take up the higher positions. For example, Apeejay group has most of their senior executives who came up from the rank and file itself. The company believes that their success is largely dependent on their human resources policy of developing their own managers in the past. However, the company has no aversion to bring in talents from outside wherever needed. A proper job description and position description are necessary for an effective recruitment system. According to French, recruitment is followed by selection.

Selection

From among those who are recruited, selection is done to suit the needs of the organisation. In the selection process, two aspects are important. One is that the company decides as to who is the most suited person to make the best contribution. On the other hand, the individual who is selected decides whether the organisation is suitable for his needs, tastes and temperaments. It means that the management chooses the most appropriate candidates to accomplish the organisational objectives, while the individual chooses the organisation best suited to fulfil his aspirations. Even in countries like India with numerous unused human potential, individuals make considerable choice for higher positions. Thus, selection has some amount of choice in it.

However, selection is almost one-sided in countries like India. Objective selection process has its limitations, and many other influences
generally come on the way of selection process. Hence, selection is generally an elimination process on many occasions, particularly because of numerous candidates who are available for every job. Various organisations follow different procedures for selection. Some organisations conduct aptitude tests even for executive positions, while some conduct only interviews. To generalise, a few steps can be suggested viz., (1) Application Screening and Elimination; (2) A written test, evaluation and elimination; (3) An in-depth selection interview; (4) A physical examination, only for positions of physical fitness; (5) A reference to some referees in selected cases of recruitment; (6) Selection induction and probation, and (7) Final selection or confirmation. For lower level, junior and operative positions, these steps can be followed. However, for senior positions, steps 1, 3, 5 and 7 need to be followed.

Selecting potential managers is not a very easy task. Particularly future managers are generally selected today in many organisations. We evaluate the past and the present about the individuals and select the best individual today to be trained to take up senior positions in future. This is what we do in selecting managers, particularly young managers. Evaluation is based on assessment of the past and the present; the individual’s performance at school level, higher education level or professional education level, and then at professional level. Assessment and evaluation provide a perception about the candidate which influence the selector to select the individual of his choice. Very often an assessment centre approach is common in which candidates are asked to participate in a wide range of simulation exercises while trained observers evaluate the behaviour.

In-basket approach or leaderless group discussion are in use in many organisations for evaluation now-a-days. The candidate is informed that he or she has just been promoted to a higher position and will have
to leave for his new destination immediately. The individual is given one hour to deal with all the pending materials, letters, messages, memos, reports, communication, responsibilities, etc., in the in-basket of the previous position. Each item must be dealt with in the most appropriate manner. Every candidate gets an opportunity to explain his or her actions or decisions on every case in a follow-up interview. In the leaderless group discussion, a problem which requires a group decision is given and the candidates are allowed to handle the problem themselves. The candidates get the opportunity to reveal their leadership qualities. Such programmes are generally conducted in assessment centers where the candidate are assessed by a number of assessors. All such techniques are used to make an effective selection procedure. Once the candidates are selected, induction and orientation programmes will follow.

**Induction and Orientation**

Induction and orientation can also be included in the actuating process. This is generally designed to acquaint a new employee with the organisation, its objectives, policies, procedures philosophies, products, strategies, market, customers, etc., so that the employee is clearly informed of what is expected of him as an employee of the organisation. It informs the new employee, through a detailed presentation directly or indirectly, about his benefits if he performs his defined duties the management wants it. Induction programme may be helpful for the new employees to shed their fear, delicacy or anxiety, and get themselves fully identified with the organisation.

Many organisations provide induction and orientation in a career path method; i.e., rotating the new employee throughout the organisation, its various locations, divisions, departments and sub-units
and closely watch and observe under the supervision of experienced seniors. For example: Hindustan Lever rotates its new employee through all the functional areas, locations, divisions and sub-units. It enables the organisation to notice as to which function the candidate is most suitable. On the other hand, it enables the individual to realise and understand whether he or she would be suitable for the organisation at all, and if suitable, to which function is he suitable? This understanding is more important, since the individual would be able to either make himself to cope with the organisational needs or to quit using the first opportunity in search of another opening without wasting his time in the organisation on the one hand, and the organisation's resource on the other.

Induction and orientation programme is generally carried out during the probation period. Some companies extend the probation period until the whole career path training is over, if they have many units and sub-units in different locations, or if the individual is supposed to require further improvement. On the job training is often very valuable for every employee. Particularly his first experience would carry him through successfully on his further assignments. Berlew and Hall, in their studies of management trainees, found that the amount of challenge in the first job makes substantial contribution to subsequent career process of the individual. • Thus, Induction leads to orientation which is an exposure of the new employees to the organisation and the various job situations which the individual has to face. Orientation enables the individual to determine himself how he would stand in relation to his surroundings and various job situations in the organisation. Well-planned Induction programmes enable the individual

employees to gain proper orientation to the organisation, its objectives, business philosophy and functions.

Training and Development

Every organisation constantly strives to develop its own people through training. There exists a continuous training need, especially because of the changes to which an organisation is exposed. Environmental changes, technological changes, economic changes, social changes and changes in the behavioural patterns, needs, tastes and preferences, all such factors necessitate the organisation to effect changes in its policies, strategies, approaches and attitudes. Obviously knowledge and capabilities of organisation's people must be updated, improved and strengthened. Hence, every organisation has training needs. However, HRD approach has provided a superior perspective and vision to training. We have examined HRD in a separate chapter.

Though the term training reflects a technical training, we mean here of development of all types of skills, capabilities, abilities and practical expertise. Management development, at the same time, represents the programmes which improve the conceptual skills, behavioural and human relations capabilities, interpersonal skills, and decision-making abilities. Young executives who are expected to take up senior positions in future, are to be developed now for which training programmes are essential. Stoner has rightly remarked. "The need to train new employees or individuals who are being promoted is self-evident; new jobs usually require training in new skills. In addition, the motivation of employees who have just been hired or promoted is likely to be high. Training for experienced employees to make their performance more effective is more problematic. The training needs of such employees are not always easy to determine, and when they are determined, the
individuals involved may resent being asked to change their established ways of doing their jobs.

The methods generally used to determine training needs are: organisational analysis, performance appraisal, personnel survey, and job requirement analysis. Among the various training methods, on-the-job training is very common. Job rotation (the employee works on a series of jobs over period of time) enables the individual to learn a variety of skills. Internship, apprenticeship, and in-plant training also are useful methods. A combination of on-the-job training and classroom training are also useful to develop technical and managerial skills.

Off-the-job training, which is conducted outside the workplace, attempts to simulate actual working conditions outside the workplace. Vestibule training, role playing, in-basket simulation, etc., are prominent among off-the-job training programmes. Employees work on the actual equipment in a realistic hob setting in the vestibule training. Other methods are examined elsewhere.

Company's people must be motivated to learn, while an organisational climate must be maintained at all levels for learning and training. When the training is meant for updating technical know-how or improving a complex skill, opportunity should be given for some practical exposure too. Thus, training and development must be incorporated as part of the actuating function. Particularly, the recent trends on human resources development makes it invariably necessary for any organisation to provide opportunity or training. HRD is separately dealt with elsewhere.

*James A.F. Stoner, Management, PHI, 1985, pp. 542-543
**Performance Appraisal**

Performance appraisal is another important activity of the staffing function. It is normal for any organisation to set standards for performance of a company's own people on the one hand and for every department on the other. Measurement of results, determination of deviation if any and necessary corrective action are involved in appraisal. As Mescon observed, performance appraisal required managers to gather information on how effective each individual is at accomplishing delegated duties. Communicating this information to subordinates enables them to know how well they are doing and to correct less than acceptable behaviour. Performance appraisal also permits management to identify the outstanding performers and in effect raise their performance standards by promoting them to more challenging positions. According to Stoner an appraisal system has four drawbacks viz.:

(i) Using different standards to rate different subordinates;

(ii) Personal bias of the managers distorting the ratings;

(iii) Rating style and patterns differ from manager to manager; and

(iv) The holo effect: certain aspect or characteristic (for example sitting late hours in office) dominates the appraisal process, while many other important aspects may be neglected.

Compensation, incentives, promotions, demotions, transfers, etc., also come under staffing function, some of which are examined separately.

Separation

An employee who works for an organisation has to leave the organisation one day or the other. Even in Japanese organisations, where there is lifetime employment, separation becomes necessary. Separation is the act of an employee leaving his organisation because of any of the reasons viz., superannuation, turnover, transfer, dismissal, retrenchment, etc.

A manager, who looks after the staffing function, has to adhere to the formalities, rules, terms, conditions, legal provisions, standing orders etc., in separating any person who works for the organisation. While an unconfirmed employee must be given notice pay, a confirmed employee must be given compensation, gratuity, pension benefits, etc., according to rules. Similarly when an employee is not able to make the contribution expected to him, the organisation would not be able to go on tolerating it. Hence, the need for separation arises. But the manager must be able to determine when, how and why an employee should be separated and what compensation should be given to him.

An organisation having HRM philosophy must care for the human aspect while separating an employee. After working for an organisation for a substantially long period, a person gets himself acclimatised to the given environment. His mind, feelings, thoughts, attitudes, approaches, fashion, taste and temperament his very personality itself is influenced by his work environment. Obviously when he comes to a turning point to separate himself, his mind is bound to be filled with mixed reactions, feelings, agony any anxiety about future. He needs encouragement, affection, strengthening, sympathy, some amount of counselling, guidance, or promise. Irrespective of the cause of his separation, the human resources manager must take into account of the human aspects
of the individual, and go ahead to help him to release his tension, worry or anxiety. The HR manager's patronisation, affection and promise will certainly be a great solace to the individual in his weak spot.

It is encouraging for a separating employee, if his dues are settled before he is separated. Similarly, a send-off meeting, expression of encouraging words, a sympathetic note, etc., or a suitable gift, wherever appropriate, may provide some solace to the parting employee. Some companies assure a continuing association of the parting executives and employees with the company as consultants, agents and so on. Parting is always painful. Hence, the human resources manager must do his best to console and encourage the separating employee. After all HRD is backed by human values.

**Directing in Actuating**

Effective actuating necessitates the actuating manager to direct actions of people. Hence, directing is closely linked with actuating. Directing represents the manner in which an executive influences the actions, methods and behaviour of his subordinates in a particular direction which the executive desires. Fayol emphasised unity of direction as an important principle of management. In order to manage a business well, in a particular direction, the manager must be able to manage his people (subordinates) in the given direction. Again for one organisation as a whole there must be one direction, while its sub-units, departments, functional areas or even individual executive must have the same direction. HRM intervention enables the executives and managers of an organisation to ensure appropriate human values in their direction.

For example, if the top management of an organisation has its direction to maximize profit margin by hook or by cook, the functional
area of marketing, or the marketing manager, must not reduce the profit margin for achieving a market penetration. It means that direction is a forceful drive behind every philosophy, activity, budget, policy, strategy and communication. Direction is the guiding principle or force that passes from the superiors to subordinates to pursue the organisation's activities and policies in a particular manner. The direction provided by the top management must guide all executives and functions in the same direction. Fayol's unity of direction, "one unit one plan", works as a principle of management in this context. Hence, unless the top management adopts the human resources management philosophy, it is difficult for other levels of management to introduce or implement HRM philosophy at their levels.

For a sound management process, every particular unit in the organisation must have specific direction which the HRD philosophy demands, and the strategic plan stipulates. Every such plan makes a part of the corporate plan. Obviously the overall direction should come from the top. It means that every sub-unit in the organisation gets the direction from the overall plan and policy of the organisation, resulting in a unity of direction.

It means that direction directs executive action, in accordance with the top management policy, which is influenced by the nature and personality traits of the top man and the situation. It means that an element of directing the mode and approach to the company's activities is involved in the management principle of direction. Direction may have the following characteristics:

**Characteristics of Direction**

(i) Direction is originated from authority or power;
(ii) Direction flows from the origin to all action centres;

(iii) Direction implies an element of compulsion;

(iv) Direction results in control;

(v) Direction may lead to implementation of terms and conditions;

(vi) Direction regulates actions, attitudes and approaches;

(vii) Direction can be related to planning and coordination;

(viii) Direction can be formal or informal;

(ix) Direction can be direct or indirect;

(x) Direction streamlines and guides action; and

(xi) Direction may strengthen leadership, supervision and decision-making.

Thus, direction can be considered as an important aspect of actuating, while it is reckoned as a function of management. It is closely linked with human resource management because it is the people who receive direction for action. In fact, any action of people should be directed toward accomplishment of objective. There is an element of direction in every managerial action. While actuating is closely linked with human resources management, direction is involved in actuating. Human resources management is the crux of management itself.
Coordination and direction are interwoven with management. While the coordinator controls and directs the activities of his subordinates, subordinates are supposed to carry out their functions in accordance with the direction of the bosses. According to McFarland, "coordination is the process whereby an executive develops an orderly pattern of group effort among his subordinates and secures unity of action in the pursuit of common purposes." Making a group effort among the subordinates, while securing unity of action toward common purposes necessitates proper direction of the superior to subordinates. Proper coordination is impossible without proper direction.

Coordination is a continuous process "linking, interlocking, interrelating" (Follett visualised) all the functions and activities of all individuals in an organisation to make functional whole or integrative unity. Without proper direction to all the activities of all people in the organisation, coordination efforts are not of much use. Hence, writers like Haimann and Newman have regarded coordination as indispensable part of all the managerial functions. As coordination is impossible without proper direction, all managerial activities and functions have some element of direction in it. Obviously human resources management is involved in both coordination and directions.

Similarly, organising and coordinating are interlinked. Organising becomes meaningful only if organisation is backed by direction. One of the most important characteristics of an organisation is that it works under the direction of its well defined leadership. A good organisation must fulfil atleast seven conditions viz., a good leadership, a proper direction, a well designed structure, predetermined objectives and

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common purpose, an effective communication channel, proper delegation of authority, and willingness to serve. An effective management of human resources alone can facilitate fulfillment of all these conditions.

Our discussion here enables us to deduct that organising, coordinating and directing are interlinked with each other. All of these elements are associated with effective supervision which forms part of actuating on the one hand and human resources management on the other. Let us examine supervision in this context.

**Job of Supervisor**

A supervisor is not only the one who directs the job of his workers, but the one who creates and maintains appropriate environmental conditions in which his people can smoothly work together and achieve the best possible result toward the common goals of the company. Achieving the company's objectives is the ultimate goal of the supervisor, for which he should be able to set and accomplish the individual objective of his section. It is who has to direct the activities of the people in his section for maximizing the output of his section in particular and the organisation as a whole in general. A supervisor must, therefore, be a performer, a motivator, a good coordinator and controller. All these functions are associated with managing the human resources.

He is the one who paves the way for a good work environment to his people. If he is a good human relationist, counselling man, enabler and an exemplar who creates a conducive surrounding and a team-spirit, he would be recognised as a leader. Then he is bound to be effective. A supervisor's basic job is to help the individual workers under him to achieve the group's goal and to make the best possible contribution to organisational goals. It is he who makes his subordinates know how to
do their job effectively with minimum possible wastes and rejections. He should enable his people to gain substantial amount of personal satisfaction by executing the job entrusted to them.

By virtue of being an executive who represents the management of the organisation, a supervisor enjoys considerable amount of authority and power over the workers who work under him. But in using his authority and power, he must be able to use his wisdom, so that his power will not alienate his people. His value judgement has a considerable role to play in determining how and when should he use his power. Atleast six aspects a supervisor has to take care of in providing a goo work environment to his workers, according to Fulmer, are:

(i) A worker's surroundings must provide goals to work toward. These objectives must be carefully outlined and explained so that they are clearly understood by everyone involved. A person simply cannot work well toward an end that is not understood.

(ii) Surroundings should give workers a definite and clear idea of their roles in the organisation. Not only must they understand goals, they must also recognise the kinds of personal judgement they can apply to the operation. In addition, the workers must have access to the information and tools necessary for the job.

(iii) The supervisor should try to remove any obstacles that might stand in the way of a worker's effective performance. If a supervisor cannot solve critical problems, he should ask for help from an immediate superior.

(iv) Ideally, the working environment should encourage the people to do their jobs as the supervisors want them to. It must be clear that certain procedures are preferred, and that these procedures will be most effective.

(v) The worker should not be made to feel like a cog in a huge machine. The supervisor must always be aware that subordinates are people with needs and desires to be considered.

(vi) The supervisor should realise that some of his workers may have useful ideas for solutions to current problems. The working surroundings should stimulate them to express these ideas so that more answers can be found and more people participate in making decisions.

A supervisor is a catalyst. In this sense, a supervisor is a change agent that makes a section operate effectively. If a supervisor acts as an effective catalyst, his section is bound to function and perform effectively, or vice versa. Fulmer has rightly observed, "a supervisor who has poor judgement, or doesn't know the job, or is clumsy in dealing with workers can undermine the productivity of the entire department. - The catalytic supervisor moves calmly and methodically about the task of making the business move calmly and methodically - without personally doing the workers' jobs".

Being a person whose job puts him in the middle between the workers and the management, a supervisor must enforce the company policies on labour management, while he has to represent the workforce since he is directly in contact with the workers. Very often both the
labour force and their unions as well as the top management are suspicious of the supervisor, though his stand is appropriate on his part.

**Work Motivation**

Work motivation is an essential aspect of a supervisor's job. A supervisor with high achievement motivation is an asset for any organisation, whereas a disgruntled supervisor may affect the performance of all the workers under him. He may influence even other supervisors adversely, On the contrary, a highly motivated supervisor would be a source of inspiration to his workers, and other workers as well. This is the reason why work motivation of a supervisor is considered to be an important determinant of high performance.

A higher motivation for work may form a behavioural pattern, a mode of attitude and a personality cult in an individual. This is because personality behaviour and motivation are closely linked with each other. Personality indicates distinguishing characteristics of every individual. An individual supervisor who has high achievement motivation is bound to behave in a particular direction indicating a specific personality. Thus, an individual's actions guided by high achievement motivation form the foundation for his personality. When the management succeeds to inculcate a high achievement motivation in its supervisors, higher success rate and higher productivity can be expected.

On the contrary, one lazy, disgruntled and demoralised employee, particularly a supervisor, may jeopardise the enthusiasm of even others to put in sincere efforts for making higher achievements. In fact, one had supervisor creates many bad supervisors. When a hard working and energetic supervisor discovers that he earns not more than what the lazy, indolent and incapable supervisor who puts in efforts as little as
possible, the former may turn himself to be disgruntled and slothful, which may even spread to other sincere employees. The classical approach to behaviour motivation based on an identical assumption still holds goods.

The basic idea of the classical approach was, therefore, to motivate the workers to earn more by producing more. Incentives were given to put in hard work for producing more and earning more. (We remember Taylor’s incentive plan here). Money was considered as a good motivator.

However, later thinkers could find the money has its limitation, while there are other more effective motivators. For example Maslow’s need hierarchy theory emphasises various types of needs in a hierarchy. Ford’s studies on supervisors and managers of American Telephone and Telegraph over a period of five years revealed that the need level developed when the tenure with the company increased. Five observations about the supervisors which seem relevant here are:

(i) The need of all supervisors for achievement and esteem increases over the years.

(ii) Supervisors who met high standards of performance were rewarded with promotions, pay increases and success.

(iii) Successful supervisors were achievers who were given increased managerial responsibility. They ranked at a higher level than their less successful counterparts.

(iv) Successful supervisors became more involved in their jobs.

(v) Supervisors were likely to be successful in their future assignments due to their increased job involvement.

Human Relations Approach to motivation enables the supervisor to get her greater co-operation of his workers since they are treated as part of a team. Similarly, the Preference-Expectation approach which is more an explanation of behaviour vis-a-vis motivation than a plan for motivating behaviour, helps us to see the relationship between a worker's goals and the means available to him for achieving those goals.

From a single activity, many possible outcomes can be expected and the worker may prefer a particular outcome from among all the outcomes, according to the preference-expectation approach. However, if the worker feels that the desired outcomes are least possible, preference may not influence the performance. It means that only if the person concerned has the expectation, and the expectation will be fulfilled, regarding a particular action, he would have the motivation for that action. The greater would be the possibility for a particular preferred expectation to be fulfilled, the greater would be the efforts put in for that particular activity.

For example, if a supervisor works hard sincerely, there are many expected results say: he may get a promotion, a better bonus, a good incentive in monetary terms, an appreciation from the management, an award for greater productivity, and so on. If the most desired and preferred result is to get a promotion, and the person believes that a promotion is imminent, he may have greater motivation to work in that direction. If he believes that none of the expected results would be possible, his motivation for that activity would not be adequate to perform.
This theory helps to understand the individual differences in motivation, as well as the complex relationship between motivation and behaviour. However, unless there is a deeper knowledge of each worker's expectations, this theory cannot be applied effectively.

Two-factor Approach deals with (1) maintenance, and (2) motivation, Frederick Hersebreg emphasised that maintenance characteristics are first involved in a job situation (necessities of adequate compensation, working conditions, security, fringe benefits, etc.). These maintenance characteristics must be present in a factory before the workers can begin to be motivated. Ten maintenance factors identified were: company policy and administration, technical supervision, interpersonal relations with supervisor, interpersonal relations with peers, interpersonal relations with subordinates, salary, job security, personal life, work conditions, and status.

According to Herzberg, the second factor is motivation for which critical factors are achievement, recognition, advancement, possibility for growth, responsibility, and the work itself. If one wants to motivate one's worker, it is better to give him a conspicuous share in the job itself than just to give a new coat of paint to the work area each year.

The maintenance needs can easily be related to the lower need levels and the motivational factors are quite similar to the upper three need categories in the two factor approach. While a supervisor examines the motivators (both lower and upper level needs), he must be able to understand about the dissatisfiers also Study of House and Wigdore suggested a list of satsifiers and dissatisfiers, which indicated that both the factors must be taken into account by a supervisor who is directly

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involved in motivating the workers. In this context Scott Myers suggested that a supervisor must remember three questions viz. •

1. What motivates employees to work effectively?
A challenging job that allows a feeling of achievement, responsibility, growth, advancement, enjoyment of the work itself, and earned recognition.

2. What dissatisfiers workers?
Mostly factors peripheral to the job-poorly conceived work rules, poor lighting, regimented coffee breaks, inconsistency in awarding job titles, overemphasis (or underemphasis) on seniority rights, inadequate raises or fringe benefits, and the like.

3. When do workers become dissatisfied?
When opportunities for meaningful achievement are eliminated, they are sensitized to their environment and begin to find fault.

When the higher and the middle managers must take into account the various motivational approaches viz., classical approach need hierarchy approach, human relations approach, preference expectation approach, two-factor approach and McGregor's theory X and theory Y approaches for respective situations, supervisors themselves must consider the various aspects of these approaches and choose an appropriate model of motivation for the respective situations taking into account both satisfiers and dissatisfiers for workers in their respective work contexts. Both carrot and stick factors as well as morale

• Scott Myers S.M., Who are the Motivated workers, Harvard Business Review, Jan-Feb., 1964, p. 73
boosting for increasing productivity must be taken into account for improving the performance. Role of motivation has been examined separately.

Effective supervision and effective motivation have positive correlation. Unless a supervisor is able to cope with change from time to time, it would be difficult for him to apply appropriate motivation tools effectively. Hence, a supervisor must update his knowledge, understanding and perception, and himself in accordance with the changes which take place from time to time, and he makes efforts to cope with such changes which occur in the environment, in the industry and in the company itself from time to time.