

## **II. Behavioural Approach**

### **Elements of Behavioural Theory:**

There are three elements of behavioural theory:

#### **1. The Individual:**

The neoclassical theory emphasized that individual differences must be recognised. An individual has feelings, emotions, perception and attitude. Each person is unique. He brings to the job situation certain attitudes, beliefs and ways of life, as well as skills. He has certain meaning of his job, his supervision, working conditions etc. The inner world of the worker is more important than the external reality in the determination of productivity. Thus human relations at work determine the rise or fall in productivity. Therefore human relationists advocate the adoption of multidimensional model of motivation which is based upon economic, individual and social factors.

#### **2. Work Groups:**

Workers are not isolated; they are social beings and should be treated as such by management. The existence of informal organization is natural. The neo-classical theory describes the vital effects of group psychology and behaviour on motivation and productivity.

#### **3. Participative Management:**

The emergence of participative management is inevitable when emphasis is laid on individual and work groups. Allowing labour to participate in decision making primarily to increase productivity was a new form of supervision. Management now welcomes worker participation in planning job contents and job operations. Neoclassical theory focuses its attention on workers. Plant layout, machinery, tool etc., must offer employee convenience and facilities. Therefore, neoclassical approach is trying to satisfy personal security and social needs of workers.

Human relationists made very significant contribution to management thought by bringing into limelight human and social factors in organizations. But their concepts were carried beyond an appropriate limit. There are many other factors which influence productivity directly. Modern

management thought wants equal emphasis on man and machine and we can evolve appropriate man- machine system to secure both goals – productivity and satisfaction.

### **Motivation**

- Motivational theories explain the behavioural approach of management.
- Motivation is a psychic force that drives an individual towards goal realizations.
- Rensis Likert has called motivation as the core of the management.
- Motivation derived from latin word movere which means to move.
- Need = physiological + psychological
- If the individual has high intensity for the achieving the goal then his level of motivation is also high.
- Motivation- A goal directed behavior.
- Motivation related to satisfactions.
- Satisfactions refers to the contentment experiences of an individual which he derives out of need fulfillment.
- Persons motivated in totality not in part.
- Nature of motivation – based on motives, affected by motivating ,goal directed behavior, related to satisfaction , person motivated in totality , complex process.

### **Theories of Motivation**

#### **1. Maslow's Need Hierarchy Theory**

- Given by Abraham H Maslow's
- According to him needs are arranged in hierarchy.
- If the basic needs are not met, efforts to satisfy the higher needs are postponed.
- Physiological needs > security /safety needs > social needs > self esteem needs > self actualization needs.
- Physiological needs- The basic necessities of life (food, cloth, shelter) also called basic needs.
- Security/safety needs- need for safety, physical danger and self preservation.

- Social needs- As man is social animal they need affections, love and they make relations.
- Self esteem needs- It is concerned with self respect, self confidence, a feeling of personal worth, feeling of being unique and recognition.
- Self actualization needs- It is the need to maximize one's own potential . Desire to become more and more, what one is to become everything that one is capable of becoming.

## **2. Herzberg Motivation & Hygiene theory ( Two factor theory)**

- Given by Frederick Herzberg
- He talked about two things i.e Maintenance or hygiene theory and Motivational theory.
- Maintenance or hygiene factors – If it is present in the firm then it did not satisfy the employees but its absent strongly dissatisfy the employees as this is also called dissatisfiers.
- There are ten hygiene factors :-
  - Company policy & administration
  - Technical supervision
  - Interpersonal relationships with supervisors
  - Interpersonal relationships with peers
  - Interpersonal relationships with subordinates
  - Salary
  - Job security
  - Personal life
  - Working conditions
  - Status
- Motivational factors - An increase in these factors will strongly satisfy the employees, any decrease will not affect their level of satisfaction.
- There are six factors of motivation :-
  - Achievement
  - Recognition

- Advancement
  - Work itself
  - Possibility of growth and responsibility.
  - Positive effect on job satisfaction and in increase in one's total output.
- Herzberg model give insight to job enrichment.
  - Conclusion – To keep maintenance or hygiene factors higher or constant while increasing motivational factors.
  - Maslow's lower order needs – physiological, security, social needs come under the maintenance or hygiene factors whereas higher order needs self esteem needs and self actualization needs are motivational factors.

### **3. McGregor Theory X and Y**

- Given by Sir Douglas McGregor in his book "Human Side of Enterprise" in 1957
- It involves certain assumption , generalisations, hypothesis relating to human behavior and human nature.
- It serves the purpose of predicting human behavior

<b>Theory X</b>	<b>Theory Y</b>
1. Traditional theory of human behavior	Modern theory of human behaviour
2. Management is responsible for organizing elements of productive enterprises.	Self direction & self control
3. It includes directing, controlling, motivating, modifying behaviour.	No external control & threat of punishment.
4. Management task to get things done by people through external control	Co-operative endeavour of management & employees
5. Includes lower order needs	Higher order needs
6. Autocratic style	Democratic & participative style

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7. Lack of self motivation	High motivation
8. Scalar chain/centralisation	Decentralisations
9. People are lazy, dislike responsibility	People like work, creative and seek responsibility.
10. People are coerced to perform.	Self directed and motivated.

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