



Effective Manager- An Effective Diagnostician

Mrs. Winnie Jasraj
Joshi

Department of Physical Education and Sport Sciences Serres AUTH, GREECE
Serres, P.C. 62110 Serres, Greece

ABSTRACT

The position of the Manager and the concept of Management gain large value in any business in this globalized world. As, execution of the Management concept is dependent on the contingencies, that make the manager's job highly challenging. The Manager is required to build the resourcefulness to diagnose organizational issues and provide reasonable solutions to attain organizational goals as per the organizational plans. Adequate knowledge of theories and related literature review lays the foundation to build the resourcefulness of the Manager.

A manager may be able to take aid of the Management theories to take unbiased and meaningful decisions in certain organizational situations. Though theories cannot be completely converted to practice, there are certain theories like Scientific management theory, General Management theory, Peter's Drucker –MBO, Need based theories like the Abraham Maslow's theory, Herzberg's theory that can guide the manager to understand, predict and channelize the employee behavior towards desired objectives.

KEYWORDS : Manager, knowledge of Management theories, understanding employee behavior, cognizance of the organizational situation, environmental impact on manager's role, understanding imperative factors for practicing management.

Introduction:

With the Era of Globalization, Liberalization, Privatization, the need to grow and sustain in Business has aroused. Organizations have to derive ways of maintaining their unique identity and sustain in competition. Along with technology, the Human Resource has gained enormous importance as it is this resource that can add a competitive advantage to the organization.

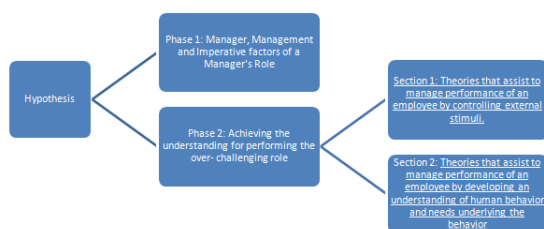
To be precise, HR means the KSA's that is the Knowledge, Skills and Attitude for which the Organization hires an Employee and invests in him. It treats an employee as an Asset.

It is highly important to extract or utilize the resource out of the Human in order to attain the desired objectives. Hence, it is vital to "Manage" the Humans i.e. the employees of the Organizations and at times it is very vital to manage the Top Management of the Organization and channelize their behavior towards desired work inputs and derive expected performance levels.

The **position of the Manager** and the **concept of Management** gain large value. As, execution of the Management concept is dependent on the contingencies, that make it highly challenging. The Manager is required to build the resourcefulness to diagnose organizational issues and provide reasonable solutions to persevere the goal attainment as per the organizational plans.

Hypothesis: The Foundation of a Manager's cognizance of Organizational Environment & Employee Psychology is constructed by the acquired knowledge of Management theories. (Theories contribute in advising a manager diagnose an organizational situation!)

Fig1



Phase 1: Manager, Management, Imperative factors of a Manager's Role

A Manager is a person managing people and other resources, thereby managing work. A Manager performs certain functions like Planning,

Organizing, Staffing, Coordinating, Reporting, Budgeting, etc. It is a position handling a **team**, though the designations may vary.

Management is ultimately a function in Business and Organizations that coordinates the efforts of people to accomplish goals and objectives using available resources efficiently and effectively.

To understand **the employee** and **the environment** is imperative in a managerial function because:

- Management is more about people! As, people make or break an organization.
- Management involves maintaining a balance between the tasks and contingencies. Performing tasks as per the organizational plan & considering the situational factors is a tough job!
- Individual differences in following sectors exist, that affect an employee's behavior and in turn his performance and need to be managed:
 - Physiological-** Height, weight, Age, Features, Body Structure, etc
 - Psychological-** IQ, EQ, Motivational Levels, Interests, Aptitude, Perceptions, etc
 - Social-** Family, School, College, Education
 - Economic-** Financial position of the person and of the family, etc.
- Individuals differ in traits and types. Certain aspects of the personality are inherent due to heredity, while certain aspects are learned from the Environment/ Stimuli. An individual's encounter with this aspects designs different threads in his personality. Personality of an employee has a huge impact on his Behavior at work.
- Thus, while practicing Management, it is crucial to possess acute understanding of Human Psychology & Behavior. Human behavior is challenging to predict (due to the individual differences), inseparable from the employees and the key to the Organizational performance.
- The Behavior is a response to the stimuli. It is the range of actions and mannerisms made by the organisms, systems or artificial entities in conjunction with themselves or their environment, which includes the other systems or organisms around as well as the physical environment.
- The Human Behavior may also be termed as the response to various stimuli or inputs, whether internal or external, conscious or subconscious, overt or covert, voluntary or involuntary. Human Behavior is innate and learned.

So, a manager's role is to understand, at times predict and **control** this stimulus in a way that the employee will respond in a desired

manner that shall give rise to desired performance and lead to the achievement of goals. This controlling of stimulus has to be done consistently and is to be tactically changed or altered as per changing requirements. Controlling of human behavior by the medium of controlling certain stimuli is required till the time an employee learns the desired behavior and adapts with the Organizational culture and practices. External Environment i.e. the stimuli cannot be controlled completely, hence, the behavior has to be channelized to maximum possible extent by controlling and modeling the internal stimuli or innate factors affecting the employee.

Thus, understanding the psychological make-up of an employee and socio-economic environmental factors affecting business becomes a prerequisite to further predict and experiment with the behavior using various methodologies, as these are the basic stimuli impacting behavior at work.

This understanding is the cognizance achieved by the manager in order to perform the function of controlling and channelizing Employee behavior.

Fig 2



Phase2: In the process of achieving the understanding for performing the over- challenging role, The manager would require a strong KSA package that would be his "Resource."

The Role of Management theories in aiding the execution of this role is an interesting phenomenon! Some theories aid in developing the understanding to control the interference of the external stimuli. Some theories aid in developing the understanding of human behavior and needs underlying the behavior.

Section1: Taking a glance at some theories that assist to manage performance of an employee by controlling external stimuli.

1. Scientific Management theory:

This was introduced by Frederick Taylor in USA in the beginning of 20th Century.

It is concerned with *knowing exactly what you want men to do and see that they do it in the best and cheapest way!*

This is indeed a significant detail as; elements of Scientific Management theory are formed as a result of various experiments that Taylor conducted to find how human beings could be made more efficient.

•Like in certain cases, "Separation of Planning and Doing" might be of great advantage. For example, in Infrastructure sector, on-site operations if monitored by the Supervisor, might give results by eliminating unnecessary activities and reducing fatigue. In this way, if the planner and doer are two different individuals, it actually makes sense. So, the Manager has to perform the role of the Planner in such cases and get things done from the employees as per the plan.

Time-Motion-Fatigue (TMF) experiments can help witness objective results of work and convince the workers & the employees about the requirement of additional focused inputs. A manager may understand that - Objective aspects are always more convincing than subjective ones. Rather than giving an oral subjective feedback, results of TMF studies gives pretty objective feedback which is difficult to be argued.

Undertaking a Job analysis

to find out one best way of doing a Job which requires the least movements consequently less time and less cost is also a valuable note to channelize the worker towards higher efficiency. If the no. of movements, time & cost required for a job are **fixed**, matching the employee behavior against this makes the task of the Manager simpler. **As a result, the impact of some of the contingent factors on work might be restricted.**

Standardization

should be maintained in case of tools and instruments, period of work, amount of work, working conditions, cost of production, etc. All this will aid eliminating variations and simplify controlling the employee behavior. **As a result, part of external environment is under maximum control.**

Selection criteria

of workers & employees should be scientific and should take into account factors like education, work experience, aptitude, and physical strength. **If the match is right, efforts of orienting the employees minimize to certain extent as the employee is himself focused and motivated towards giving desired results.**

2.General Theory of Business Administration-14 Principles of Management

These were introduced by Henry Fayol a, French mining Engineer and Director of Mines. He has been one of the most influential contributors to modern concepts of management and is referred to as: The Father of Strategic Management.

A manager can study and apply certain principles as the case may suggest:

•Division of work:

Fayol presented **work specialization** as the best way to use the Human Resources of the Organization. Work needs to be divided among the individuals to ensure **focused efforts and attention on specific work inputs**. *A Manager needs to understand what work can be done in the best way by whom!* Resource allocation is very crucial. Resources (KSA's) possessed by the employees and need of the organization should be understood well.

•Principles like

servicing appropriate balance between authority and responsibility & appropriate implementation of discipline shall assist a manager to control employee behavior.

•Unity of Command and Direction:

Every employee should receive orders from only one supervisor/ manager. "Too many cooks spoil the soup." Each group of organizational activities that possesses the same objective should be directed by one manager using one plan. Uniformity is vital to restrict the interference of confusions, favoritism and organizational politics from affecting organizational environment and thereby its productivity. A manager should ensure that a particular group/ team of employees is regulated by him and are not controlled by any other Manager or Superior.

There are cases where employees don't possess required authority and get stuck in confusions as to whose command should they follow, How to deal with the ego issues of the senior authorities. Multiple commands might lead to major blunders and obstruct employee's faith. Employees might take decisions that prove to be inappropriate and based on half-knowledge. Decisions not backed by facts and appropriate knowledge can put organizational activities on stake! Thus, Unity of command can be a major supporting device to control certain above mentioned stimuli like confusions and organizational politics. A manager in charge of people management sector may introduce associated policies in his respective organization.

•Equity:

A Manager should be kind and fair to the employees. Work resulting out of humiliation and disrespect can never give desired outcomes and hamper the goal of the manager to understand the employees to the core.

•Initiative:

Employees who are allowed to originate and execute plans with **CONTROLLED autonomy** will exert higher efforts. Sometimes excessive

control suffocates the employees if the control mechanisms are visible and uncomfortable. Sometimes disclosed & unnoticed control mechanisms used excessively can also lead to an impression manipulation. **So, a manager must wisely use the control techniques on employees who can create more in autonomous environment.**

Peter Drucker’s writings! – A paradigm shift from merely controlling the external environmental factors to understanding employee’s psychological aspects.

Peter Drucker was an Austrian born American Consultant, educator & author, whose writings contributed to the philosophical and practical foundations of modern business corporations.

Drucker taught that management is a liberal art. He was interested in growing effect of people who worked with their minds rather than hands.

The concept of **knowledge worker** is the base of HR which was introduced by him. He believed that Hybrid Management model is the only way to demonstrate employee’s value to the organization.

The need to manage business by balancing a variety of needs & goals rather than focusing on either one of these aroused.

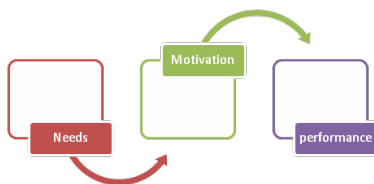
The concept of MBO- Management by Objectives is a major turn towards the understanding and predicting of employee needs and interests to foresee and allocate appropriate work and thereby generate optimal performance levels from the employee.

This approach serves to be the back-bone of entire Need- based Management theories that guide Managers to understand the needs of individual employees and sync these needs to achieve organizational goals.

When an organization hires an employee, his interest areas impact the hiring decision as, the organization has to envision the future, and foresee if it shall be able to satisfy the employee needs and motivate him towards its goals.

Again, it is crucial fact to satisfy the employee needs as these are inseparable from the employee and affect the performance levels to the core.

Fig 3



So, acknowledgement of the Need- based theories shall lead to basic understanding and categorization of needs that will assist the manager to set priorities or understand which of the needs require to be addressed on priority for organizational concerns? Which of the needs may be addressed later? Which of the needs may not be addressed at all?

Section 2:

Taking a glance at some Theories that assist to manage performance of an employee by developing an understanding of human behavior

and needs underlying the behavior

1.Abraham Maslow’s Need Hierarchy:

Abraham Maslow, a famous social scientist gave a framework explaining the strength of needs. He laid these needs in a Hierarchy! Please refer to the below diagram depicting the hierarchy.



Maslow believed that the levels of the needs are interdependent and overlapping and that the higher level need arises only after the satisfaction of lower level need. Though this is not completely applicable to all human cases, it makes value in cases where certain needs once satisfied, reduce in dominance and cease to motivate the individual further. A new need replaces it, which further creates dominance in the individual’s life.

Eg: A person needs a car, he works hard and efficiently to get it and he gets it. Now he no more strives for one. He focuses his attention to his family settlement, once he achieves basic settlement level like getting married; he strives to get a promotion.....and so on!

2: Herzberg’s Motivation- Hygiene Theory:

Frederick Herzberg has undergone intensive research over 200 engineers and accountants in 9 different companies before he put forward his theory. Stimuli affecting behavior is either a desirable element or an undesirable one. Certain needs are basic which are vital for basic sustenance. Elements satisfying these needs if present do not act as a motivator but act as a sustaining device. These are Hygiene factors. While, certain needs are related to motivational aspects. Elements satisfying these needs act as Motivators but their minimizing effect may not necessarily demotivate the individual. These are Motivators!

Eg:
Fig 4



A manager has to consider the personal focus of the employee and channelize it towards the organizational goal. If pending marriage is a vitally affecting factor, offering help in getting married might settle the individual and help him focus on work. If a person strives for promotion, the manager needs to understand why he really wants it? What are hidden needs underlying this one? Does he need to satisfy his wife’s aspirations about her husband? Does he want to buy a new house? Does his standard of living demand higher expenditure? Whether the need is a hygiene factor or it is a Motivator! Certain needs may be hygiene factors for one employee but may be a motivator for another.

In certain cases, employees require free talk, open comments, performance feedback and a friendly environment. While, some employees require limited and restricted talk, they prefer work-based conversations and need respect. Some employees don’t accept open feedback. Hence, **tactics to be implemented are required to be customized as per individual needs.**

Thus, employee needs being the base of employee performance get high priority in every organizational goal setting. This is core reason behind the IDP (Individual Development programs) vastly running throughout the MNC’s all over the globe.

•Note: Needs merely identified do not resolve complications. One particular need may result in varied behaviors in individuals. Also, a particular behavior may be the result of variety of needs.

Besides this, a manager also has to develop understanding of Communication processes, related obstacles and resulting errors and develop a deep understanding of Group dynamics in order to combine people with different traits with complementing features. He should study factors that cause conflicts, prioritizing conflicts (which are to be ignored, attended, promoted, and those which may bounce back).

Conclusion:

So, a manager’s task is challenging and knowledge to be acquired is unending. The above mentioned theories are definitely not the only theories that may guide a manager to perform his tasks. These were

highlighted to order to obtain the manager's attention on how much a theory can aid! Though there are critical elements or limitations of every theory which also need to be understood before blindly implementing theory to practice, the work done is tremendous and reviewing this literature will definitely aid the manager in gaining knowledge of varied behavioral aspects affecting organizational goals and deriving ways of eliminating negative impact of environmental factors affecting performance. He shall be able to diagnose an organizational problem linked to behavior and derive ways to resolve it!

In addition to this, a Manager may also conserve the norms of Humanity while addressing the employee issues. One may keep cognizance that Employee issues are an outcome of certain sufferings that they are unable to overcome. Willingness to Diagnose, Eagerness to assist people and an empathetic approach can take a Manager long way in this journey of ongoing challenges of people management.

Concluding with an approach (Contingency Approach) which states that "there cannot be one particular action managing human behavior which will be suitable for all situations. Rather, **an appropriate action is one which is designed on the basis of internal states and environmental conditions.**" Application of the theories needs to be done in an integrated way to obtain desirable results!

In such a way, theories definitely contribute in advising a manager diagnose an organizational situation!

A Manager shall be effective if he is able to diagnose effectively.

REFERENCES

1. (2002), Business : The Ultimate Resource, USA: Bloomsbury Publishing Plc | 2.Prasad L. M, (2007) Organizational Behavior. New Delhi: Sultan Chand & Sons. | 3.Geraldo Perez, Nov 2014, Peter Drucker, http://en.wikipedia.org/wiki/Peter_Drucker | 4.Nov 2014, Management, <http://en.wikipedia.org/wiki/Management> | 5.Vaz Michael & Paralikar Vinayak, (2002), Management & Human Resource Development, Vile Parle, Mumbai: Manan Prakashan.