

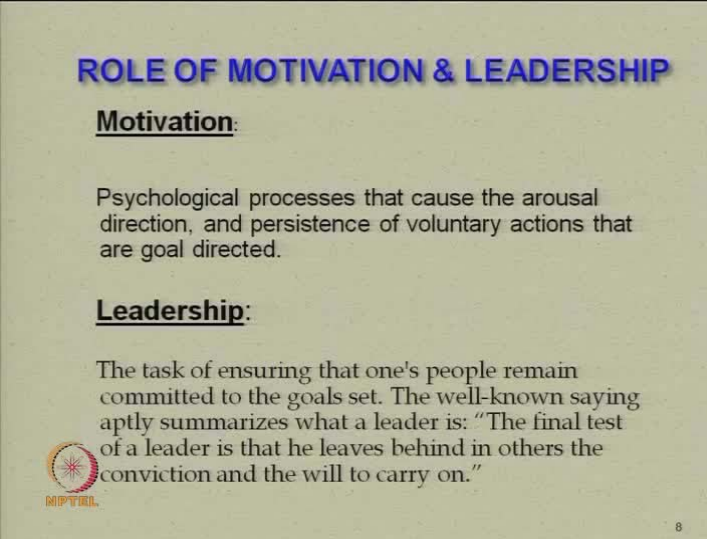
**Organization Management**  
**Prof. Vinayshil Gautam**  
**Department of Management Studies**  
**Indian Institute of Technology, Delhi**

**Module No. # 02**

**Lecture No. # 14**

**Socio – Culture Dimensions of Work and Behaviour**

(Refer Slide Time: 00:39)




**ROLE OF MOTIVATION & LEADERSHIP**

**Motivation:**

Psychological processes that cause the arousal direction, and persistence of voluntary actions that are goal directed.

**Leadership:**

The task of ensuring that one's people remain committed to the goals set. The well-known saying aptly summarizes what a leader is: "The final test of a leader is that he leaves behind in others the conviction and the will to carry on."

 IIT DELHI

8

We go back to my statement, where I was talking of motivation having special connotations when we talk of it in context of organization management, and a definition which I propose to you is the following; it is not a perfect definition, but at least it puts you on track on what I wish you to understand.

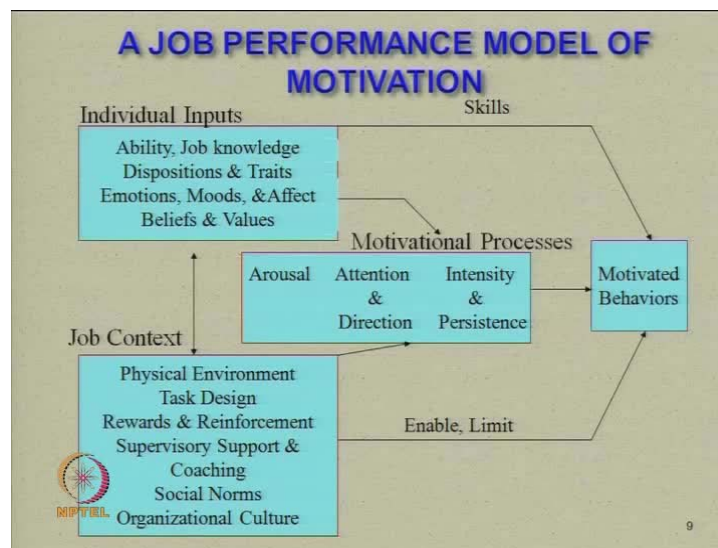
Psychological processes that cause the arousal of direction and persistence of voluntary action that are goal directed. Now, there are certain key phrases in that statement. Motivation causes the arousal, of what? Direction. Not just the arousal, then persistence, of what? Voluntary action; in what manner? That is goal directed - that is, motivation in management.

Motivation is essentially voluntary; motivation in management is essentially goal directed. Similarly, leadership is a task of ensuring one's people remain committed to the goals set. It is not à la Shakespeare – "Once more onto the breach, dear friends, once more; Or seal the wall up with our English dead."

If you remember Shakespeare at all, which I think would be harassing itself to most of you who have no reading habits, but that is not leadership the way we teach management. That is very important, that is leadership - when you are pouncing around onto the breach and trying to exalt your people to go back to battle field, that is leadership in action, but it does not have any use in management, task of ensuring that one's people remain committed to the goals set. The well-known saying aptly summarizes **that is a leader is the final test or so** what a leader is.

The final test of a leader is that he leaves behind in others the conviction and the will to carry on - a very unusual definition of management, but worth looking about. A leader does not perpetuate himself; a leader does not do others work, while keeping them goal directed. There is an inspirational role of a leader; of course, you cannot inspire dead wood.

(Refer Slide Time: 03:39)

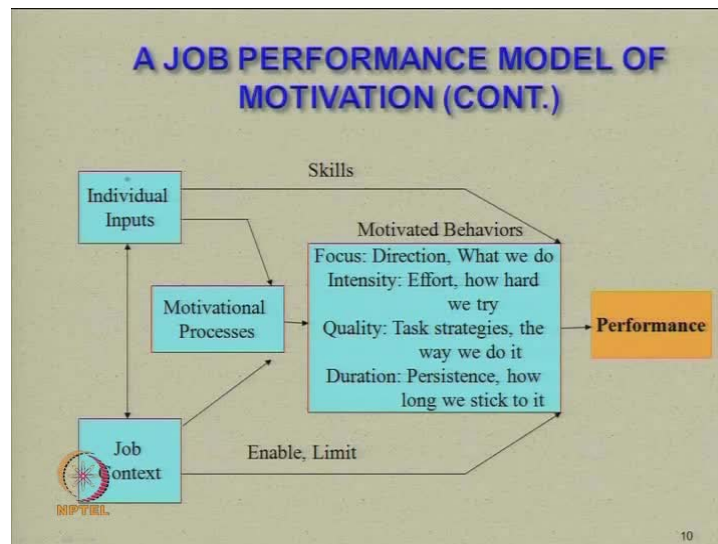


So, please understand, it takes two to tango. There is so much around leadership; I do not want to ham the subject because my purpose in this presentation is to look at the sociocultural aspects. A job performance model, if you look at motivation this is what it comes to - there are individual inputs; there is a job context. The individual inputs are ability, job knowledge, disposition, traits, emotions, moods, affect, beliefs and values and this is a non-exhaustive list.

The job context is physical environment, task designs, rewards and reinforcement, supervisory support, coaching, social norms, organizational culture. When you put together the individual inputs with the job context, the wheels start moving which is why, there is an interactive relationship which is shown there by this arrow.

There is another connectivity with the motivational processes - arousal, attention, direction, intensity and persistence I have already explained this. This leads the motivated behaviour, but job context must enable and limit. So, really speaking, motivational behaviour requires skills and has to be enabled and put under limits.

(Refer Slide Time: 05:31)



[FL] Everything is assessed in a simple proposition, are the organizational goals being achieved and there is a broadband to it. Job performance model: if there is an individual input and there is a job context and there is a motivational process, motivational process leads to motivated behaviour, intensity, quality and duration; this is very important. Performance is a factor of persistence.


You cannot say I lie as a lifestyle, but I speak the truth twice a day. You know the old crypt which has gone around so often it does not even need to be repeated. You have two watches: one which has stopped and one which shows inaccurate time by 10 minutes. Which one will you buy? If you do not know the answer to that question and if you are from the hard discipline who wants accurate time twice a day, then obviously, you will go for the watch which has stopped.

But if there is any wisdom on it, I do not have to answer that. In other words, management believes in functional effectiveness not self-congratulatory precision. What use is the precision will be the question. I am not suggesting that precision is irrelevant, but in the pursuit of precision, you have to ask yourself what use is it. If it has to do with microns, precision is very important; otherwise, you would not get your output.

(Refer Slide Time: 07:29)

**ROLE OF LEADERSHIP IN CREATING A SUSTAINED CULTURE**

- ▣ What does a leader do?
  - Leaders create and nurture the culture including the realignment of the changing components and also ensure the alignment of core culture issues with the values
- ▣ How?
  - By personal example
  - By influencing behaviors and attitudes
  - By creating culture enhancing structures
  - By experimenting and being flexible

 11

But if it has to do with behaviour, precision is impossible which is what leads me to say that you have to look at what is the issue and what works. The role of leadership in creating a sustained culture: what does a leader do? Leader creates and nurtures the culture including the realignment of changing components and also ensures the alignment of core cultural issues with the values. In case, you do not understand this, this needs a bit of an explanation. Nothing is static. There is a Latin statement which means [FL] everything changes.

You are changing every moment. You know of the many amusing quotes which arise from love talk between two individuals. The man turning around to the woman and saying [FL] “Now you have changed.” Then, “What do you expected me to do? With a 14 year old running around meadows?” Vice-versa of course; no gender bias. “You have changed.” “Obviously I have changed. When you met me I was 20, I am now 29. When I was 20, my father was supporting me. At 29, I have to support my ailing mother. What you expect me to do? I am still getting your bouquet.”


The question my dear is, have you changed? If so, in which direction and can you change to keep pace with me, which is why the best relationship is where both grow together and it is only people who grow together can continue as friends. Read Henry, the second, part 2 and for those of you who do not know this, it is the story of prince Hal. Prince Hal had a group of many men around him and there was a character there, well celebrated in English literature, Falstaff.

Now, Falstaff enjoyed his drink, as only he could enjoy and in part 2, prince Hal has graduated to the throne and there is a battle on and everyone is busy in the battle and there is Falstaff on his horse with a segue of whiskey. So, prince Hal in the middle of the fray notices Falstaff having whiskey in the battle field. So, he rides past him and says “[Fie], get you on” to which Falstaff says “Why?” to which prince Hal says “Honour pricks you on.” - For the sake of honour, got damn it.

(Refer Slide Time: 11:10)

**ROLE OF LEADERSHIP IN CREATING A SUSTAINED CULTURE**

- ▣ What does a leader do?
  - Leaders create and nurture the culture including the realignment of the changing components and also ensure the alignment of core culture issues with the values
- ▣ How?
  - By personal example
  - By influencing behaviors and attitudes
  - By creating culture enhancing structures
  - By experimenting and being flexible

 11

The rest of the play goes onto another track; I do not have to quote that. If you do not get to grow even with your friends who are continuously growing, you get behind left behind like Falstaff. You get left behind in the companionship; you get left behind in a marriage. So, understand that the basic law of life is change. It is the leader's responsibility to keep the alignment amongst the changing components. I think it is a beautiful definition. I know it is fashionable these days to talk of transformational leadership and inspirational leadership. God bless them all; I have nothing against anything.

But the truth is the truth of life requires handling the routine, more than handling the innovation. It is nice to talk of excellence of course. You must try for excellence; who can quarrel with that, but it is also important to have a nice toothbrush and brush your teeth regularly. No one talks of brushing teeth regularly. It is nice to have good food habits, regular food habits. Nobody ever talks of that, everyone is talking of healthy food. I know being fit is such a fad these days, but why does not anyone talk of regular habits which shows that your whole biological system is adjusted. If you have had breakfast whole your life at 8 o'clock and then suddenly when you are 26, your breakfast is not served by your darling wife who gets up late till 10 o'clock. Then your whole bodily system have their endocrines pumping into your stomach, which will in course of time cause you ulcers and you can check this out with any medical doctor. If your body is conditioned to get food at a certain hour, you better put some food there, for the secretions not to damage the lining of the stomach - a simple law of life.

I know talking of innovation is so fashionable and I might add, so important and to give conviction to my statement, I am fully aware of how to research on it; I have conducted management development programs on creativity - long years. Nobody has to convince me about innovation, but while talking of innovation I cannot forget there that is such a thing as a routine.

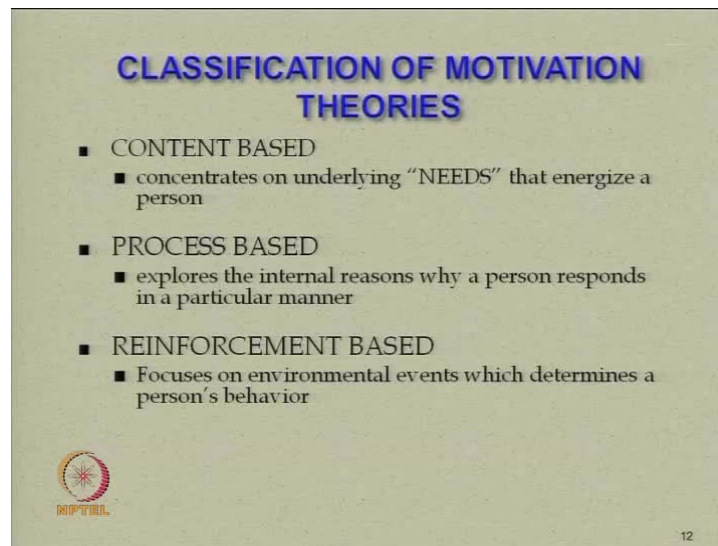
It is my case at this point of time in life to emphasize that you cannot innovate unless the routine is taken care of and it is not fashionable of taking care of the routine. The leader will talk of institutional excellence. Surely, you have your institutional excellence. Can I get the establishment section to produce my paper which I sent 10 days ago seeking permission and you have lost it again? Whose job is it?

To put it quite simply, you cannot innovate unless the routine is in place. It is my case therefore, that a leader's responsibility is also to keep the routine working as per some standards; only, it is not fashionable to talk about it. How do you do it? Personal example, by influencing behaviour and attitudes, by creating culture enhancing structures, by experimenting and being flexible. It seems to me that leadership in management is something much more than leadership at war, leadership in a group, leadership in the family, where also it has important dimensions, but you must understand of leadership in organizations.

What I have said so far? It is the leadership's role to keep the changing components of an organization aligned; it is a design issue. I have also told you that it is important for leadership to make sure the routine is in place before they can innovate and the only way you can motivate people is by your personal example. I would like to emphasize, never expect people to follow a behavioural model for which you do not stand yourself. They may count out you; they may even celebrate you because it suits them to celebrate you; they may even develop a fondness for you, but you would have failed as a leader.

It is also my case that to be a leader, you do not necessarily have to be popular. A leader has to take a tough call; a leader has to tick off and I believe that a leader has to call a spade a spade. Now, that is not the same thing as being rude; style issues are different and I will be talking about it in another session. Right now, I am talking of content. A leader is a leader till such times that he is fulfilling the organizational goals and if he is not fulfilling the organizational goals, he should demit office.

(Refer Slide Time: 17:54)



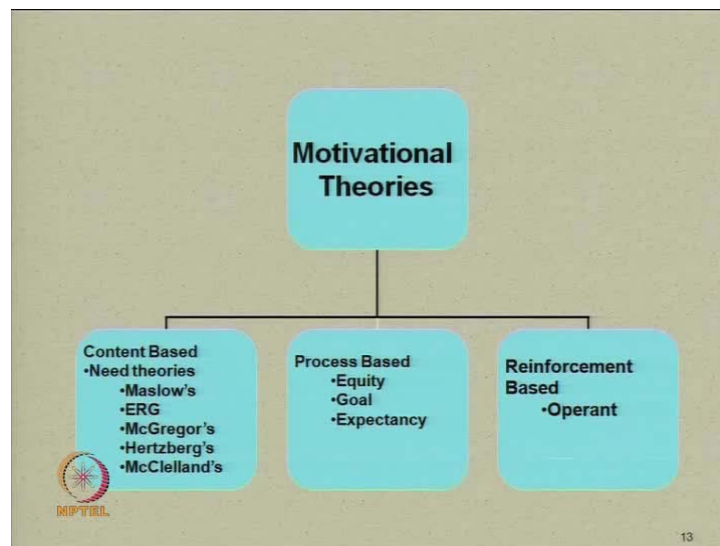
In fact, life's truths are that if you do not demit office voluntarily, circumstances will make you demit office. Classification of motivational theories: Needs to be drawn to your attention and there are certain theories which are content based, certain theories which are process based and certain theories which are reinforcement based. Now, what I am doing is I am clustering the theories because I am not conducting a session in psychology; I am conducting a session in organization management. So, I did not think it

is my responsibility to explain to you each theory and how it originated and how it developed and what is its critique. It is important to keep that at the back of your mind.

But each learning, teaching process has to adjust to a schedule, has to adjust to a methodology and it is my choice that I cluster these theories together and I have taken the liberty to captioning them content based motivational theories, process based motivational theories, reinforcement based motivational theories and believe me, I am in good company and a lot of people agree with this.

So, what is the defining characteristic, what is the distinguishing characteristic between one cluster of theories and another cluster of theories? The content based theories focus on the needs; the process based theories explore the internal reason, why a person responds in a particular manner and reinforcement based theory focuses on environmental events which determine a person's behaviour.

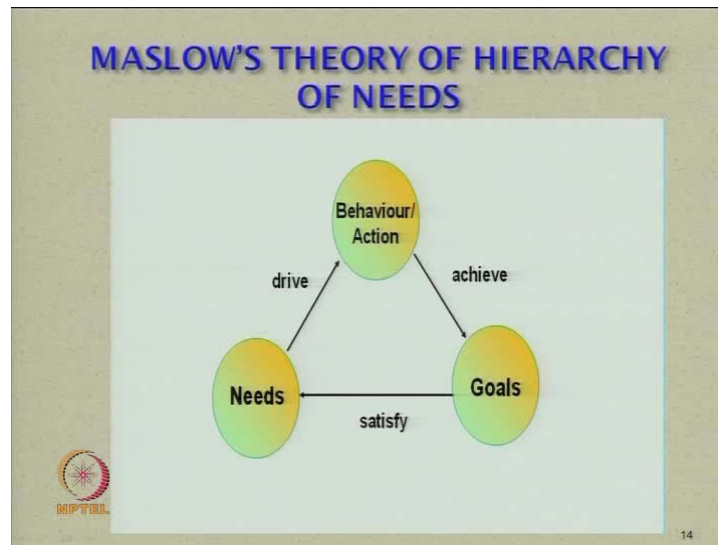
(Refer Slide Time: 19:44)



So one is needs, the other is the internal reason and the third is the environmental factors; which you will agree; amongst three covers the entire range. In this diagram, I am showing to you where the different theories like McGregor's, Hertzberg's, equity, operant fit in. I am not going to explain all these theories in great detail, but I will refer to them briefly because my purpose is to explain what is the distinction between content, process, reinforcement and amongst the content based theories there would be Maslow's, ERG, McGregor's, Hertzberg's, McClelland's.



(Refer Slide Time: 20:29)



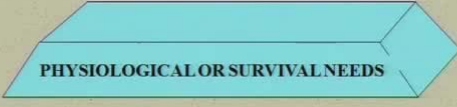
Amongst process based theories are equity, goal and expectancy and reinforcement based theories are the operant ones. Of course, you have heard of Maslow and of course, you talk of his hierarchy of needs, but remember the theme is sociocultural patterns. Sociocultural patterns at work and behaviour require you to understand that Maslow's theories - hierarchy of needs, can be split up into 3 components: behaviour which causes action, goals, needs and the 3 key works are satisfy, achieve, drive.

So, needs drive behaviour, behaviour helps to achieve goals and goals satisfy needs. So, it is an interactory relationship. The purpose of this diagram like any other diagram is to help you to understand the relationships amongst the variables and to help you to understand the flow.


(Refer Slide Time: 21:30)

### MASLOW'S THEORY OF HIERARCHY OF NEEDS

- Needs that are required to sustain life
  - Air
  - Water
  - Nourishment
  - Sleep



A 3D-style arrow pointing to the right, colored light blue, with the text "PHYSIOLOGICAL OR SURVIVAL NEEDS" written inside it.



MPTVIL

15

(Refer Slide Time: 21:59)

### MASLOW'S THEORY OF HIERARCHY OF NEEDS

Once the physiological needs are met, **people look for safety and security, in order to be free from physical and mental harm.**

- Living in a safe area
- Medical insurance
- Job security
- Financial reserves



Two 3D-style arrows pointing to the right. The top one is light blue and labeled "SAFETY NEEDS". The bottom one is light green and labeled "PHYSIOLOGICAL OR SURVIVAL NEEDS".



MPTVIL

16

Maslow's theory of hierarchy of needs talks of needs that are required to sustain life. Obvious listing: air, water, nourishment, sleep. These are broadly termed by Maslow as physiological needs or the needs which are essential for survival. Then he talks of safety needs. Everyone wants to live in a safe area; everyone wants medical insurance; everyone needs job security; everyone needs financial results and there in, comes the birth of certain institutions - certain class of institutions.

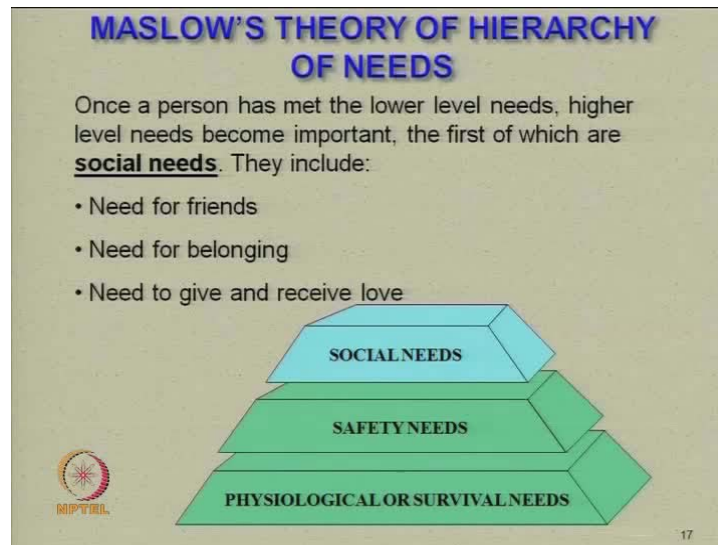
My purpose of getting into a hierarchy of needs is not to tell you that needs have a hierarchy; that you should know anyhow. My purpose is to tell you how needs can be used to establish certain class of institutions. Job security and search leads to the birth of headhunters and employment exchange, not educational institutions. Financial reserves lead to the setting up of financial intermediaries, institutions in the capital market, institutions which deal with investment, medical insurance - such a flourishing line of business. It is my prediction that many other insurance systems, security systems will fail; medical insurance will never fail. For the coming 10 or 15 years, it is going to grow leaps and bounds.

Because two things are happening: longevity is growing; healthcare system is becoming more expensive and the financial reserves of employers is receding; the ideal habitat for medical insurance to breed. If you look at the history of last 5 years or stretch it to ten, you will find that institution after institution has been cutting down on its retirement benefits.

If you are not within 2 or 3 years of retirement, perhaps this assurance will not even makes sense to you, but wisdom lies in looking beyond your [rules] and progressively all employers are transferring medical care against insurance systems. Now, what is going to happen is the generation between 50 and 65 is going to fall between 2 [stools] because they are not young enough to have a long lead time to start investing and they are old enough to start needing it - tough facts of life.

So, at the end of the day, go back to a basic principle of management - you have to play a ball where it is. You cannot ask the world to be reconstructed because your circumstances in life have changed. Therefore, I use Maslow's theory of hierarchy of needs, to understand which one of the professions is on the way up and which one of the professions is on the decline and how long will this trend last?

(Refer Slide Time: 25:37)



Then there are social needs of course, everyone understands the need for friends, the need for belonging, the need to give and receive love. This is the greatest money spinner of business; Archies cards create more business than anything else does and there are whole shops selling cards on the thing - I love you. God, how many ways they have discovered to say that statement which is at least several millennia old and it will remain forever young. I love you; what an original thought?

Who said themes become stale? The basic themes of life never become stale. Therefore, please understand the basic purpose for which an organization is born and will continue to survive and function is because it meets a need of the society and Maslow of course, captured this.

(Refer Slide Time: 26:49)

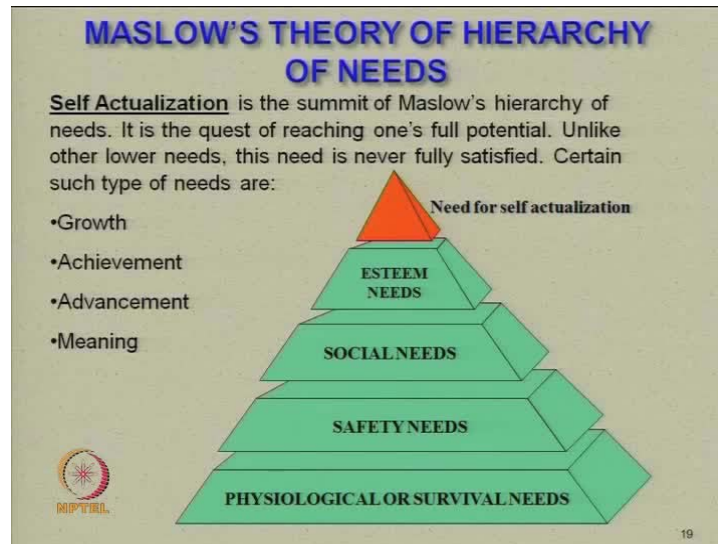


Then there are esteem needs: self-respect, achievement, attention, recognition. One of the biggest industries today is the recognition industry. In fact, you have got a lot of institutions, especially in cities with prestigious nomenclatures, who give awards and you pay for the medal. The medal itself is priced in a way in which the promotional effort is paid for, the shipment is paid for and the medal is paid for and you can display it as a “I received the man of the year award from institution a b c from this place” and they will never say which university; they will talk of only the city of the university.

It happens in abroad; it happens in India. What are they doing? Tapping business out of the need for recognition. A lot of you may not understand it, but as soon as you get a fancy designation, they will post to you a mail saying we have selected you after adequate survey and from the bibliographical list, as the person to receive this recognition. Now, please send us so many dollars, so many euros, so many pounds for expenses. There are other agencies which want you to come to a seminar for a registration fee of 10000 rupees. Of that 10000 rupees, 4000 has been put aside for the medal, they will give you; another 4000 will go towards the conference expenses and 2000 rupees for the profits. So, you can create business anywhere you want, provided you understand the need syndrome. Therefore, Maslow needs to be celebrated. You meet the needs for recognition; you can run a business house giving recognition to everyone. The amazing thing is when you do it in a clumsy manner, you think nobody else knows,

but you go to another person's drawing room and you find a similar medal and you know that he got the medal the same way you did.

(Refer Slide Time: 29:41)



Therefore, lifespan of every business has a limit and this is how the cookie crumbles, which is why I was maintaining not so long ago, at the end of the day, if you want to run a stable business, there is no substitute of pure and simple honesty. Finally, there is a need for self-actualization and the better organizations play on this. If you get into an organization which helps you to self-actualized, you stay there.

What does self-actualization mean? It is the summit of Maslow's hierarchy of needs; it is a quest for reaching one's full potential unlike the lower levels, this need is never fully satisfied. Certain such types of needs are growth, achievement, advancement, meaning. We all go round asking, what is the meaning of life? Nobody quite understood. This is only your turn to start asking the meaning of life, but everyone wants to know why was I born? Even my parents did not know. No, they did.

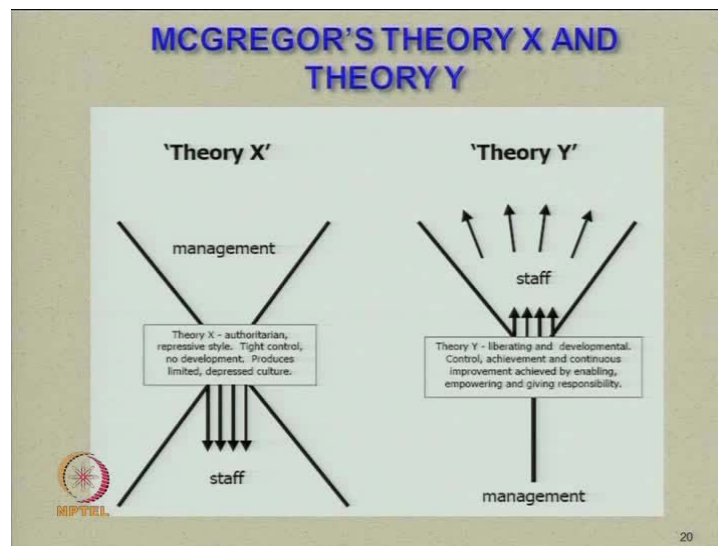
Why will I die? Nobody knows, but does not prevent people from reading meaning into life. It just shows - lead your life at the level of simplicity. So, if there are qualities which I want to recommend to you - be honest, be simple, do not try to unravel mysteries; they are not meant for managers. Managers are supposed to keep the world going in a healthy manner. If you are a philosopher then of course, you should be exploring meaning or you can be I.A.Richards who wrote a whole book on the meaning of meaning; very serious

book - a major contribution in study of languages and one of the great reasons for celebrating Richards, but this is a presentation beamed at potential managers, practicing managers and people who run organizations, not linguistics experts.

Again the selection of the topic, the method of treatment and the method of presentation has to do with who you are talking to. Presumably, the audience for this kind of presentation are people who either aspire to be managers or who are practicing managers or who want to do a renewal or relearning of management.

Therefore, you have to understand the mix between setting up surviving organizations, continuing organizations, organizations which renew themselves and getting people into it, who work for the organization and who keep growing with the organization. The best organization is something which helps you to grow and something which makes sure you stay a growing person.

(Refer Slide Time: 32:26)



Now, to move onto something different. There is this theory X, theory Y and there is even a theory Z and there will be more theories. I have no patience to get into the niceties; it is very simple. Theory X says that authoritarian repressive style, tight control is needed because people are negative. Then, the critic says if there is no development then it would produce [limited...] and it may lead to a depressed culture.

Theory Y says people are positive, they need to be liberated; they need to be developed. If you help them to achieve, there will be a continuous improvement. God knows where the truth lies and remember truth always lies between two extremes; one of **clausius** of management. Where is the truth? The truth is between two extremes. So, you have theory X and theory Y; the truth is something. Somewhere theory Y works; somewhere theory X works; somewhere neither works.

(Refer Slide Time: 33:36)

**'X-Y Theory' Questionnaire**  
 Score the statements (5 = always, 4 = mostly, 3 = often, 2 = occasionally, 1 = rarely, 0 = never)

**To indicate whether the situation and management style is 'X' or 'Y':**

1. My boss asks me politely to do things, gives me reasons why, and invites my suggestions.
2. I am encouraged to learn skills outside of my immediate area of responsibility.
3. I am left to work without interference from my boss, but help is available if I want it.
4. I am given credit and praise when I do good work or put in extra effort.
5. People leaving the company are given an 'exit interview' to hear their views on the organisation.
6. I am incentivised to work hard and well.
7. If I want extra responsibility my boss will find a way to give it to me.
8. If I want extra training my boss will help me find how to get it or will arrange it.
9. I call my boss and my boss's boss by their first names.
10. My boss is available for me to discuss my concerns or worries or suggestions.
11. I know what the company's aims and targets are.
12. I am told how the company is performing on a regular basis.
13. I am given an opportunity to solve problems connected with my work.
14. My boss tells me what is happening in the organisation.
15. I have regular meetings with my boss to discuss how I can improve and develop.

Total score

60-75 = strong Y-theory management (effective short and long term)  
 45-59 = generally Y-theory management  
 10-44 = generally X-theory management  
 0-15 = strongly X-theory management (autocratic, may be effective short-term, poor long-term)

**To indicate whether the person prefers being managed by 'X' or 'Y' style:**

1. I like to be involved and consulted by my boss about how I can best do my job.
2. I want to learn skills outside of my immediate area of responsibility.
3. I like to work without interference from my boss, but be able to ask for help if I need it.
4. I work best and most productively without pressure from my boss or the threat of losing my job.
5. When I leave the company I would like an 'exit interview' to give my views on the organisation.
6. I like to be incentivised and praised for working hard and well.
7. I want to increase my responsibility.
8. I want to be trained to do new things.
9. I prefer to be friendly with my boss and the management.
10. I want to be able to discuss my concerns, worries or suggestions with my boss or another manager.
11. I like to know what the company's aims and targets are.
12. I like to be told how the company is performing on a regular basis.
13. I like to be given opportunities to solve problems connected with my work.
14. I like to be told by my boss what is happening in the organisation.
15. I like to have regular meetings with my boss to discuss how I can improve and develop.

Total score

strongly prefers Y-theory management  
 generally prefers Y-theory management  
 generally prefers X-theory management  
 strongly prefers X-theory management

21

Now of course, it is fashionable in management to develop questionnaires; it is fashionable to teach the methodology of applying these principles because the question which arises how you know whether here theory X will work or theory Y will work. So, you have got an intervention tool called the questionnaire and if you can look at this questionnaire very briefly, it will show that you can ask people to score certain questions. My boss asks me politely to do things, gives me reason why and invites my suggestion.

You are supposed to say always, mostly, often, occasionally, rarely, never and then there is a scoring pattern. I give you another example I work best and most productively without pressure from my boss or the threat of losing my job. Again the answer is always, mostly, often, occasionally, rarely, never.

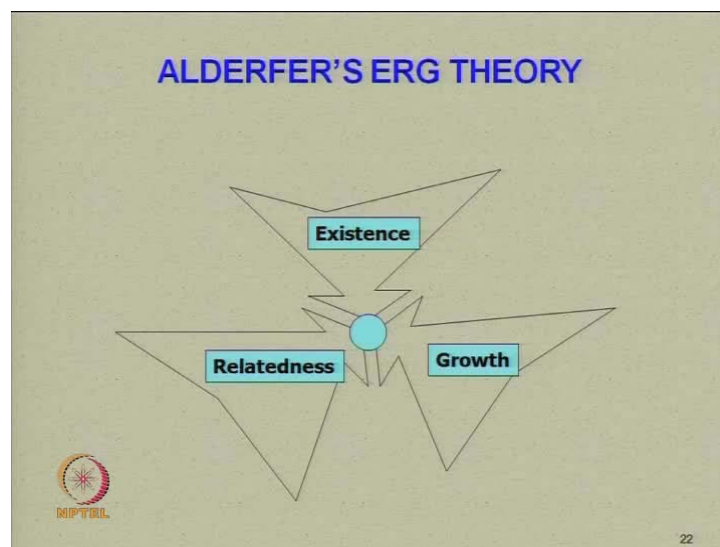
Then, you put a numeral next to these numberings. **whether** If you put 5 you mean always, if you put 4 is mostly and so, you score this questionnaire and then there is a



scoring scale: 0 to 15 strongly, X theory management, 16 to 44 generally X theory of management, 45 to 59 Y theory of management, 60 to 75 strong Y theory.

You can administer a questionnaire and hope to understand which theory will work. Is this tool infallible? No, nothing in life is infallible. Does it work? Most of the time, it works. Can it make gross error? Yes, it does make a gross error. This is meant to be applied at a level of certain critical mass. It will work for a lot of people, but there is no such thing as an infallible questionnaire.

(Refer Slide Time: 35:45)



Then there is Aldersfer's ERG theory: a relationship between existence, relatedness and growth. We all exist; we all survive because of relatedness and we all want growth; that is what he said. So, if you have a small organization which is [sparse] to say in the domain of knowledge management, is a research organization, is an R and D organization, is an organization which is working at the frontiers of knowledge, then you need the ERG theory because you understand existence, you understand relatedness and you want to growth. This will not happen, say in an automobile assembly plant. [On this] theories are therefore, relevant and related to the kind of domain you are working in.

(Refer Slide Time: 36:42)

**SIMILARITIES TO MASLOW'S HIERARCHY**

Studies had shown that the middle levels of Maslow's hierarchy have some overlap; Alderfer addressed this issue by reducing the number of levels to three. The ERG needs can be mapped to those of Maslow's theory as follows:

- Existence: Physiological and Safety Needs
- Relatedness: Social and External Esteem needs
- Growth: Self – Actualization and internal esteem needs.

Like Maslow's model, the ERG theory is hierarchical - existence needs have priority over relatedness needs, which have priority over growth.

23

Similarities to Maslow's hierarchy: studies have shown that middle level of Maslow's hierarchy has some overlap; Alderfer addressed this issue by reducing the number of levels to three. The ERG needs can be mapped to those of Maslow theory as follows: existence in ERG is physiological and safety needs. Again I am trying to put theories together because I do not wish management teaching, to be conducted like a psychology class.

You want to study psychology; go and do an MA in psychology; nothing wrong with it. Psychology is a perfectly respectable discipline, but for heaven's sake, do not learn management like you learn psychology. Somewhere during the session I did tell you that the same topic can be taught in different disciplines, but the methodology of teaching has to be different. Therefore, if you are talking of motivational theories, you have to compare different motivational theories to see which one leads to what application and that is what I am trying to show you here.

The existence component of the ERG roughly covers the physiological and the safety needs component of Maslow, the relatedness of ERG roughly talks of social and external esteem needs of Maslow, the growth needs of ERG roughly talks of self-actualization and internal esteem needs.

So, you can see that the difference between ERG and Maslow's hierarchy is not all that unbridgeable. Ultimately, what is it that you are trying to learn? You are trying to learn

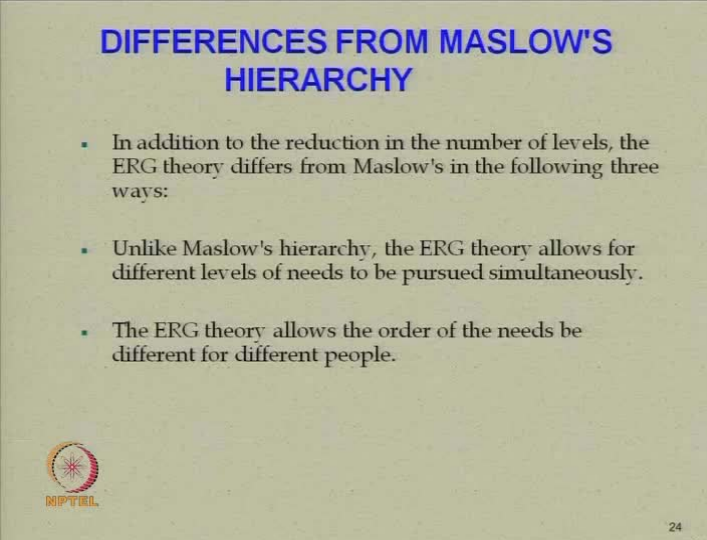
what tool to use in a managerial [decision]; otherwise why am I showing you a questionnaire, but I am not going to teach you on how to construct a questionnaire. For that you should hire a techie and techie will come and construct a questionnaire for you. Techies as I told you are meant to be respected; it is an important profession.

But the difference between a techie and a manager is, the manager understands the needs and gives the profile of the instrument, which he requires. The techie then creates that instrument; the techie is told this is the kind of software I need. So, the techie goes and he breaks up the situation into a number of variables, he combines and recombines them; he views them with certain knowledge, puts together, you run the program and it does your calculation.

So, why must I know modeling? What I need, is an appreciation of modeling. I may not be able to construct a model. I can still be the say, chairman and managing directors. Indeed, most chairman and managing directors do not understand how the model can be constructed or decomposed and they do not need to understand. The manager has a helicopter view and to enable him to do his job, a lot of techies are needed; they are needed as systems managers; they are needed as software developers; they are needed as psychology analysts; they are known as market research people - very important professions.

But it is tragic to believe that if you are a good techie, you must be a good manager; no, there is no correlation and vice versa; if you are a good manager, you need not to be a good techie. You may be contributing a lot to information systems theory and you may never know how to construct a simple diagram with the help of power point tools on your computer; you may not know how to draw a diagonal and quite rightly, such a waste of time. But you must have an appreciation of how it is done because you have to budget for the time. So, there is a difference between appreciation and expertise. Like Maslow's model, ERG theory is hierarchical - existence needs have priority over related needs which have priority over growth.

(Refer Slide Time: 41:32)



**DIFFERENCES FROM MASLOW'S HIERARCHY**

- In addition to the reduction in the number of levels, the ERG theory differs from Maslow's in the following three ways:
- Unlike Maslow's hierarchy, the ERG theory allows for different levels of needs to be pursued simultaneously.
- The ERG theory allows the order of the needs be different for different people.

 IITM

24

Differences from Maslow's hierarchy: In addition to the reduction in the number of levels, the ERG theory differs from Maslow's in three main ways. Unlike Maslow's hierarchy, the ERG theory allows for different levels of needs to be pursued simultaneously and this is important.

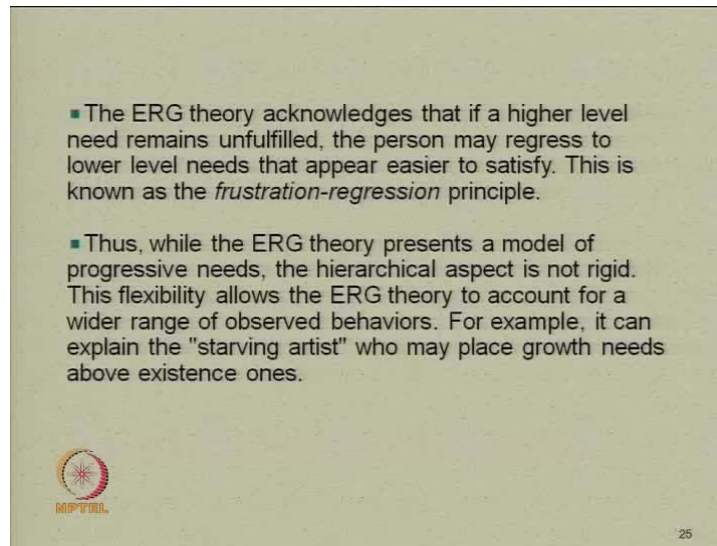
There is a lot of concurrency in life; multitasking is the law of life. How on earth can you say that if I am doing a diagram and an ant is walking up my shin, I will ignore the ant? You may ignore the ant; the ant would not ignore you. Very gross example, but all evolved managers are known to do more than one thing at a time and not necessarily even concurrently you can switch from one task to another. It is like mental drawers. I do not want to spend time discussing it, but the difference between Maslow's hierarchy and ERG theory is obvious because there can be different levels of needs. ERG theory allows the orders of needs to be different for different people. How are they different? Is it that some people do not have esteem needs, is it that some people do not have physiological needs? No, the relative ranking of the urge to perceive these needs are different.

Some people are simply more physical; they cannot talk without slapping onto thigh. They will tell me [FL] where did you go [FL]. Another person simply cannot put up with it; he is very cerebral and that is what life is all about. People are made differently yet everyone has a nose; everyone has a pair of ears; everyone has a pair of eyes; so how did you distinguish a mongoloid from the Negroid, the Negroid from the Indo Aryan, the

Indo Aryan from whatever else. Well, all of them have a nose, all of them have a pair of eyes, **all of them have** and just in case you did not know, these are different races that inhabit this earth.

The shape of the nose will be different. It is the nose alright, but the shape is different. The shape of the eyes will be different. Similarly, the ratios of the inner combination will be different. Everything live will have to breathe; the question is how?

(Refer Slide Time: 44:34)



The ERG theory acknowledges that if higher level of need remains unfulfilled, the person may regress to lower level needs that appear easier to satisfy. This is known as frustration regression principle.

Thus, while the ERG theory presents a model of progressive needs, the hierarchical aspect is not rigid. This flexibility allows ERG theory to account for a wide range of observed behaviours. For example, it can explain the starving artist who may place growth needs above existence ones. Go back to definition of poetry; very often poets have died a lonely and a suffering death.

Be it is Wordsworth, be it Nirala, be it Edgar Allen Poe; all of them try to define poetry in some way. We do not have the time to get into different ways of poetry writing. Some believe poetry arises in pathos, others believe poetry is rooted in ecstasy; others believe

poetry arises in life experiences. **it is a question** Edgar Allen Poe says poetry is what was oft experienced before but, never so well expressed; that is poetry.

Sumitranandan Pant said [FL] It is the lonely man who was the first poet and poetry sprang from his heart and after he surged forth, it would have flowed like tears unknown from his eyes and that is how Sumitranandan Pant defines poems. Now, you put together Edgar Allen Poe and Sumitranandan Pant - what is in common? We are not teaching literature here; we are using literature to understand a simple managerial point and the managerial point is, be it Sumitranandan Pant or Edgar Allen Poe, none of them talked off the physical leads.

They talked of the growth needs; growth needs of self-expression and none of them said you must have your hamburger before you write poems because according to Mister Maslow physiological needs come first. According to ERG theory, your growth needs can subsume everything. What you got to understand is the nature of management - what works, works and what does not does not.

In medicine, they call it clinical sense. After you have had all the pathological reports and all the MRIs and all the scans and all the specialist have made the money at your cost you submitted to the general physician, the general physician looks at it and he says let me feel the lower part of your face and he goes feeling here and says, "No, I do not think your glands are swollen at all. I do not think you need treatment." "But what about my scan?" "That is alright. He was my friend. I liked you to visit him." That is management; there is nothing hard about management and there is nothing soft about management.

Of course, people will continue to define management wishfully to approximate what they are specialists in. God bless them all, but it does not alter the reality. Ultimately, the manager has to have clinical sense - can it work, can it not work. **and if it works** What made Mister Sloan so great. After the First World War and General Motors was in deep trouble and this is one of the classical stories with management, which everyone must be sensitized to. He commissioned, as the leader is supposed to commission, a detailed study which is of course, what everyone must swear by - should General Motors continue production or not continue production?

So, of course, the researchers got into work – questionnaire, scaling, graphing, analysis, you know the words – statistical, otherwise statistical methods in management; nothing wrong with it at all, qualitative tools management, nothing wrong at all and they produced a huge volume. God bless them for working so hard and the story goes and I am using the word, story not because this is fiction, but the narration goes, if you want more tightly woven expression. The narration goes Mister Alfred P Sloan looked at the report very closely and the report recommended that General Motors should close down. After having studied the report, he decided General Motors will continue production, period.

The subsequent history, showed that Mister Alfred P Sloan was right and all these hard researchers, who had used all the tools and all the analysis was incapable of envisioning the future and preparing for it. It is not because research is bad, not because research is unnecessary, but research does not answer life's questions, simple. The research can give you certain insights - very useful and I would be the last person to say research is irrelevant, but I will be the first person to say intelligence to use research is more important.

You cannot use a conclusion logically derived to alter the course of life. You have problems with your prostate and you see 3 urology experts. I have given you this test; I have done that test; I have done this care; I have done that care. He will be make a lot of very intelligent expressions, move his hand, pull his face; there is never a book written yet in what does this mean and you are hanging on to his lips. What does he say next and then he shakes his head for another 30 seconds and you are going to pay for all that.

Then, he says “You see actually, you will be the best judge to decide. **Do you think the clinical system are all...**” and then he produces a questionnaire. 6 symptoms - Do you have go to urinate at 3 o'clock in the morning; do you urinate every half an hour? These are questions, which you are supposed to tick and then, you have ticked it all. He says, “Well I think, let us wait. I will write you a prescription.” You go to another urologist. He says,” Oh my God! Your prostrate got 80 percent in of size. Unless you get operated here and now today, you are going to get into serious trouble. Can I take you to the operation theater?” “No. I do not want to go to the operation theater.” So, you go to a third hospital, you meet another urologist; he says, “Doctor Gautam, you know, you have got a strong reference to come to me. I will be honest. I will put you onto some

medication. It is not likely to work, but let us give it a shot. My own view is you would need an operation sooner or later, but if you do not do it within six months, you will be onto a catheter”. Now, Doctor Gautam, being what he is, he comes back and writes his own prescription. I am going to take this medicine from this prescription, that medicine from that prescription. After all, it is my body which is an experimental sample. Doctor Gautam survives 10 years - no catheter, no operation; nothing wrong; nobody even knows.

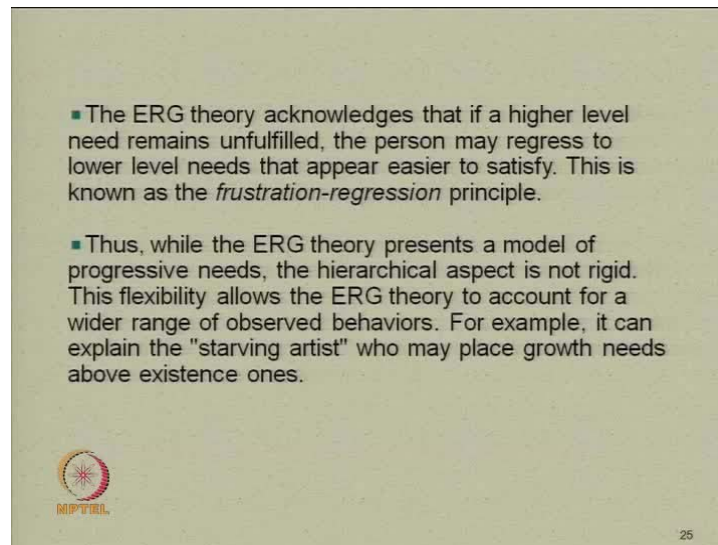
Was the urologist foolish? No, they were not. Each one had different clinical sense; each one was interpreting data. Ultimately, manager has to interpret a situation. Forget the story. If I talk about Doctor Gautam, then nobody is offended. You do not have to take it literally for heaven’s sake. All stories which strange over tones, must be over oneself, if you're good narrator.

I must quickly modify that word story. Otherwise, people who do not like management would say, “You see even in the session, he was talking of stories, which is why, we say management is **blah blah**.” No, the word story here means narration. So, sir, management is not storytelling; management is theory, illustration, application. Unfortunately, I do not teach control theory in electrical engineering; I do not even teach thermo dynamics; I teach management. So, I have to narrate and if narrations bother you, I am sorry my narrations are essential to management instruction.

**Because** Unless I illustrate, people will not understand the application. So, the Long or short of it is that these hierarchies of motivation may supersede one another depending upon the temperament of the person and that is the message, which I am trying to give. **just.** Therefore, that does not make management a strange discipline. It happens even in medicine and that is what I was trying to tell you



(Refer Slide Time: 44:34)



After you have done all your own clinical analysis, nature has a strange knack of surprising. One doctor will say, “Off to the operation theater within in half an hour. Otherwise, this is going to burst.” Another doctor will say that fellow is a quack. “He was always a quack. I do not know where he got his degrees from. You follow my advice. You will be alright by tomorrow morning.” Now, you come back home and the whole family gets together in a caboodle, now, which one is a quack?

**Because** Whoever is a quack, ultimately, it is at your own cost. So, of course, you take the convenient discipline depending upon your neurosis and your anxiety level and your ability to be motivated. Otherwise, if you are the neurotic type, you would say, “No more risks. I am rushing to the operation theater.” If you are the scary type, “No, operation theater; not for me.” Remember, choices are exercised as per of one's aptitude; that is the larger point I am trying to make.


Do not lose the woods for the trees. Exercise of choices has to be carefully reasoned with the sound application of judgment. That is the phrase - carefully, reasoned with the sound application of judgment and that is what management is all about. Unfortunately, the sociocultural paradigms do not always encourage this kind of approach and therefore, if you are a professional, you apply your judgment on very carefully controlled reasoning; that is my proposition to you.

(Refer Slide Time: 57:53)

**HERTZBERG'S HYGIENE FACTORS AND MOTIVATORS**

Two independent scales:

- **Satisfaction and No Satisfaction**
  - These are the motivators
- **Dissatisfaction and No Dissatisfaction**
  - Hygiene or maintenance factors

 26

Hertzberg's hygiene factors and motivators: He talked of two independent scales of satisfaction and no satisfaction and talked of the dissatisfaction and no dissatisfaction. He talked of dissatisfaction and no dissatisfaction with reference to hygiene or maintenance factors and he talked of satisfaction and no satisfaction with reference to motivators. I will come back to you shortly to explain what is Hertzberg's and other theories have to do with understanding sociocultural factors in management and how they affect work and behaviour.