



VPM CLASSES

UGC NET, GATE, CSIR NET, IIT-JAM, IBPS, CSAT/IAS, SLET, CTET, TIFR, NIMCET, JEST, JNU, ISM etc.

UGC NET - SOCIAL WORK SAMPLE THEORY

- **MOTIVATION**
- **HUMAN RESOURCE MANAGEMENT**

VPM CLASSES

For IIT-JAM, JNU, GATE, NET, NIMCET and Other Entrance Exams

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MOTIVATION

CONCEPT AND SIGNIFICANCE OF MOTIVATION

Motivation is a psychological state. Understanding motivation can help in understanding individual behavior. In general, the causes of behavior are regarded as motivation. In addition to the perception, personality, attitudes and learning that characterize an individual motivation is a phenomenon which helps in understanding human behavior.

The term motivation is derived from the Latin word *movere*, which means to move.

Stephen P. Robbin defines motivation as “The willingness to exert high levels of effort towards organizational goals, conditioned by the effort's ability to satisfy some individual need.”

Motivation can also be defined as a condition that is initiated by a physiological or psychological deficiency or need in an individual, which causes the individual to behave in a certain manner in order to achieve a particular goal or incentive.

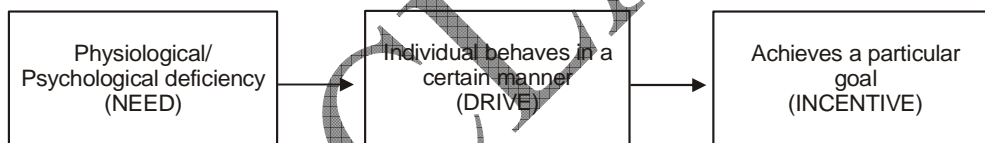


Figure - The Motivation Process

Motivation consists of three interacting and interdependent elements - needs, drives and incentives. Needs form the basis for drives, which in turn seek the attainment of certain incentive. The process through which motivation arises is illustrated in above figure

Needs

A physiological or psychological imbalance leads to the creation of a need. For example, the need for food or water when a person is hungry or thirsty. Similarly, people who are deprived of the company of other people may look for friends or companions.

Drives

Drives or motives propel individuals to attain their goals or satisfy their needs. A physiological drive is a condition which causes a person to work in a particular direction.

Incentives

Anything that can mitigate a need and decrease the intensity of a drive is called an incentive. When a person obtains the incentive, the strength of that drive is reduced and physiological or psychological balance is restored.

CLASSIFICATION OF MOTIVES

The different types of motives are discussed below :

Primary Motives

A motive is termed as a primary motive when it satisfies both the criteria - it is not learned, and it is physiologically based. The most common primary motives are hunger, thirst, sleep, sex, avoidance of pain and maternal concern.

General Motives

General motives include those motives which are neither purely primary nor purely secondary, but rather something in between. A motive is considered to be a general motive if it is not learned, but is also not based on physiological needs. While primary motives induce an individual to reduce the tension within him/her, general motives stimulate tension within the individual. General motives are, therefore, also called "stimulus motives." The motives of curiosity, manipulation, motive to remain active and to display affection are examples of general motives.

The curiosity, manipulation and activity motives

The motives of curiosity, manipulation and activity are very beneficial for a person, as they often result in innovations and better ways of doing things.

The affection motive

Affection or love is a somewhat complex general motive. The complexity arises due to the fact that people sometimes associate the affection motive with the primary sex motive, and sometimes with the affiliation motive.

Secondary Motives

Secondary motives are the most significant motives in the study of organizational behavior.

A secondary motive is a motive that has been learned or acquired over time. Some important secondary motives are power, achievement and affiliation. These are commonly referred to as nPow, nAch and nAff. From these, the security and status motives are also important secondary motives relevant to the study of organizational behavior.

The power motive

Human behavior is governed by this feeling of inferiority coupled with an inherent need for superiority. Therefore a person tries to compensate for the feelings of inferiority and also tries to fulfill his innate need for power, which is then reflected in his life-style.

The achievement motive

The achievement motive is a person's desire to perform excellently or to handle complex or competitive situations successfully.

The affiliation motive

The affiliation motive is an important aspect of group dynamics and plays a significant role in understanding human behavior. People with a high need for affiliation exhibit a high degree of concern for social relationships.

The security motive

Nowadays people experience insecurity for a number of reasons such as having to meet loan repayment obligations, sustaining relationship with friends and family, competition for higher studies and good jobs, and so on.

The Status motive

Status is defined as the rank a person holds relative to others within a group, organization or society. Even if two persons belongs to the same class, the status symbols they possess or values they are known to embody will be used by others to rank them within the status hierarchy.

Human resource management

Human resource management means management of people at work. HRM is the process which binds people with organizations and helps both people and organization to achieve each others goal. Various policies, processes and practices are designed to help both employees and organization's to achieve their goal.

Human resource management is branch of management that deals with people at work, it is concerned with the human dimensions of management of the organization. As organization consists of people, therefore acquiring them, developing their skills, providing them motivation in order to attain higher goal and ensuring that the level of commitment is maintained are the important activities.

Human resource constitutes of all the management decisions responsible for relationship between organization and employees.

HRM is the field of management which plans, organizes, controls the functions of procurement, development, maintenance and utilization of the work force so that.

1. Organization goals can be accomplished.
2. Objectives of human resources can be accomplished
3. Objectives of society can be accomplished.

According to Flippo, Human Resource Management is:

"The planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and reproduction of human resources to the end that individual, organizational and societal objectives are accomplished"

Human resource management can be concluded as a business oriented philosophy concerned with the management of people in order to obtain added value from them and achieve competitive advantage.

Main principles are:

The human resources management aims, by its practices, at improving corporate and individual performance.

Organizational structures are formed and reviewed, human resources needs are identified and work force management is planned in line with TAV Holding's strategic goals and business requirements.

It is fundamental that individual and corporate performance are improved by customer-focused and innovative approaches in all activities of the Group. All executives and employees are expected to create and foster a climate conducive to creating distinction and value.

Products and services of high quality, measurable processes and management, high customer satisfaction (internal and external) and process efficiency and integration are the main management principles.

Business excellence and continuous success is achieved through integration of systems and processes through measurable parameters.

Management and evaluation of the corporate and individual performance is the main philosophy. Employees are evaluated on the basis of their commitment and achievement of responsibilities, competencies, contribution to the job and corporate goals. Superior performance is distinguished and rewarded by defined means.

The selection and placement process is realized on the basis of equal opportunity principle. The most appropriate people for the positions from local and international resources are being recruited.

All employees are expected to enhance knowledge, skills, and competencies. The Company, believing that development is an individual initiative, provides necessary resources and supports its people.

Remuneration for the positions is identified in line with job description, responsibilities, required qualities and market value.

All employees have accepted corporate governance principles: Respect for human dignity and work, open and honest communication and business ethics.

Operative Functions of HRM

Procurement	Development	Motivation	Maintenance	Integration
<ul style="list-style-type: none"> ▪ Job analysis ▪ HR planning ▪ Recruitment ▪ Selection ▪ Placement ▪ Induction 	<ul style="list-style-type: none"> ▪ Training ▪ Executive Development ▪ Career Planning ▪ Succession Planning 	<ul style="list-style-type: none"> ▪ Job design ▪ Motivation ▪ Job Evaluation ▪ Performance Appraisal ▪ Incentives 	<ul style="list-style-type: none"> ▪ Health ▪ Safety ▪ Welfare ▪ Social Security 	<ul style="list-style-type: none"> ▪ Grievances ▪ Discipline ▪ Teamwork ▪ Participation ▪ Trade Unions ▪ Industrial Relations

CONCEPT AND PERSPECTIVE IN HUMAN RESOURCE MANAGEMENT

Human resource management deals with the “people” dimension in management. Byars and Rue, say “Human Resource Management encompasses those activities designed to provide for and coordinate the human resources of an organization”.

Acquiring and retaining good human resources is an essential pre-condition for the success of every organization. Organizations that can do this will be both effective (i.e., they will be able to achieve their goals) as well as efficient (i.e., they will use minimum resources necessary to achieve their goals).

HRM is a process that consists of four functions- acquiring, developing, motivating and retaining human resources. The acquisition function starts with planning (for the number and categories of employees required) and ends with staffing. The development function has three dimensions - employee training, management development, and career development. The motivation function includes identifying the individual motivational needs of employees,

and identifying ways to motivate them. The retention function is concerned with providing a conducive work environment to the employees and nurturing them to make them feel committed and attached to the organization.

These four functions and their constituent sub-functions have changed over the years, in response to changes in the social and political environment of business, and as a result of new developments in management thought.

APPROACHES OF HUMAN RESOURCE MANAGEMENT

- (a) Scientific Management Approach.
- (b) Human Relations Approach.
- (c) Human Resource Approach.

There is vast difference between modern HRM and the personnel management that was prevalent decades ago. By the end of the twentieth century, the managerial philosophy that has defined the personnel function has undergone radical changes. Over the past eighty years, the scientific management approach and the human relations approach appeared and then disappeared too. The human resource approach has gained prominence in the recent times. These approaches are :

Scientific Management Approach

Fredrick Taylor, who is widely considered to be the father of scientific management, focused on the study of motions that were required for each job, the tools used, and the time needed to accomplish each task. Fair performance standards were then determined for each job on the basis of such scientific data rather than on the superior's subjective judgment. The belief that formed one of the bases of scientific management, that workers were solely motivated by money, led to many problems.

The scientific management approach resulted in work methods and techniques that emphasized employee output. Taylor's time-and-motion studies replaced "rule-of-the thumb" work methods with the "one best way" to accomplish a task.

During the early years of the twentieth century, managers embraced the concept of the 'economic man', which suggested that a worker was basically motivated by economic gain and that financial incentives alone could maximize the worker's output. It was this concept that led Taylor to propose the differential piece-rate system where workers get a higher rate of pay for every unit of output that exceeds the daily output standard.

Human Relations Approach

The Hawthorne studies, conducted during the 1930s and 1940s, forced organizations to shift their attention from the scientific management approach to the human relations approach. The results of these studies suggested that employee productivity was affected not only by the way the job was designed and the economic rewards but also by certain social and psychological factors. In the course of their studies, Elton Mayo and FJ Roethlisberger found that the feelings, emotions and sentiments of employees were greatly influenced by such work conditions as group relationships and management support. These soft rewards in turn affected productivity. It was recognized that treating employees with respect would improve employee satisfaction and help in achieving higher productivity.

Although the human relations approach was instrumental in improving the work environment for many workers, it was not very successful in increasing their productivity and improving job satisfaction. The reasons for this were :

- This approach was based on an oversimplified concept of human behavior in an organizational setting. The assumption by the management that "a happy worker is a hard worker", is now found to be valid only for a part of the work force.
- The human relations approach did not recognize individual differences. Each employee is unique and his or her wants, need and values would be different. Moreover, something that motivates one worker may not have the same impact on another worker.
- The approach did not recognize the need for a job structure. It did not give adequate importance to procedures, standards and work rules that would steer employees towards the achievement of organizational goals.

- The approach failed to recognize other factors that could influence employee satisfaction and productivity, like performance management, career development, job enrichment and career planning.

Human Resources Approach

The human resources approach, which treats the organizational goals and employee needs as being mutual and compatible, and which can be pursued in unison.

The human resources approach is based on a number of principles, some of which are :

- Employees are assets to an organization. The time and resources employed in managing and developing them are an investment that the organization makes for better returns in the present and in the future.
- Policies, programs and practices must cater to the needs of employees and should help them in their work and also in their personal development.
- It is necessary to create and maintain a conducive work environment, to encourage the employees to develop and harness their knowledge and skills for the benefit of the organization.

HR policies and practices should be in alignment with the goal of balancing individual and organization needs. This can be achieved through a mutual process where the organization and the employees help each other to achieve their goals, as represented in Figure.

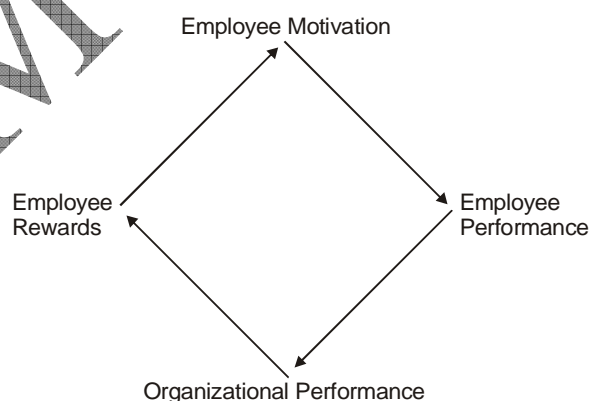


Fig : Human Resource Approach.

FUNCTIONS OF HUMAN RESOURCE MANAGEMENT

An effective manager should be able to utilize human and non-human resources to bring about this alignment and eventually achieve these goals. A manager's handling of the human assets reflects his managerial capabilities. Managing people is one of the biggest challenges for any manager, for the following reasons:

- Individuals differ from each other in terms of their values, attitudes, beliefs and culture. This leads to a very complex situation in an organizational context.
- The stimulating and motivational factors might not be the same for all the employees. It is important to understand the individual needs of these employees and cater to these needs.
- The expectations of employees of today are much greater when compared to the employees of yesteryears. They know they are valuable assets and demand to be treated as such.

HRM functions can be broadly classified into two categories:

- 1 Managerial functions; and
- 2 Operative functions