



# MOTIVATION AND MANAGERIAL BEHAVIOUR

**S.Jaya Krishna**

Research Scholar, Sree Visvesvaraya Institute of Technology & Science, Mahabubnagar, A.P., India, yellowjupiter@gmail.com

## ABSTRACT

The usual terms to refer to motivation are instincts, drives, purposes, goals, desires, needs, wants, and motives. Young (1961) in his book motivation and emotion has defined motivation as “the process of arousing action, sustaining in progress and regulating the pattern of activity”. According to Hunt (1965) summarized seven fundamental influences motives have on behavior with are as follows:

1. Motivation instigates as well as stops actions of individuals.
2. They energize actions and control their vigour
3. Motivation determines the relative attraction and repulsions of elements in the environment, to the individual
4. Motives are responsible for choice of action.
5. They are influential on charge of action
6. They cause persistence of action.
7. They provide basis for learning.

**Key words:** Motivation, managerial behavior, leadership style, behavior style.

## INTRODUCTION

A historical perspective on the studies on managerial behavior clearly indicates that managerial behavior styles refer to supervisory styles. The managerial styles have been very clearly described by organizational behavior specialists as well as the management experts. Managerial activities are those concerned with the work and accomplishments of the subordinates and to blend individual work into a performance of harmony. According to Sayles (1964) in his book on Managerial behavior has emphasized that the functions of managers are basic in that each is applicable to the work of all managers.

Many researchers such as Fleishman, 1953; Grant 1955; Stogdill, Sharte and others 1956; Stogdill and Coons 1957; Creages and Harding 1958; Rambo 1958; Hemphill 1959; Peres (1962); Prien 1968; Goode and Day 1963 have done factor analytic studies on managerial behavior. One finds that most of these studies have rather forced managerial behavior styles into two or at the most, three sharply defined classes such as the employee-centred and the work centered supervisory styles Likert, 1961.

Daveis and Shakleton (1975) defined a managerial or supervisory behavior style as referring to the way that the

manager or supervisor exercises his authority and the general way in which he treats his subordinates. This performance, as noted by Tannenbaum, Warren Schmidt and others, is closely related to the quality of leadership though it is not the only ingredient in managerial behavior, leadership characteristics help a manager secure cooperation of members, through which he accomplishes an objective by mobilization and utilization of people. In that sense many leadership theories have been time and again tested in the management context.

It is apparent from the theories of supervisory or managerial styles that there are four approaches to the study of leadership behavior among managers such as : the trait approach, the behavioral approach, and the situational /contingency approach. The earlier approaches were the trait approaches emphasizing supervisory behavior to be dependent on certain leadership characteristics of the individual. The realization of the influence of the environment in an organizational setting led to the present development of behavioral theories emphasizing the behavioral styles of managers apart from his own personal characteristics. Finally the situational approach emphasizes the importance of the situational factors, stressing the dependence of choice of supervising styles on situations.

## EVOLUTION OF THE STUDY

A historical perspective of research on managers, indicate that a good management will make a grade, but if it has everything but good management, it will flop (Forbes, 1967) the growth in size of organizations resulting in making managerial roles more complex has increased research in this area. However, any complex field requires a continuous study that therefore the managers in business organization were chosen for the present study.

The other relevant variable chosen was motivation. The area of motivation studies in the organizational context though have been investigated, managerial motivation studies have been limited. Therefore in order to study whether the managers are getting what they want from their jobs, which are an important force for effective management, need factors were taken for the present study. Secondary interest was to relate these need factors to managerial behavior styles in order to find out what types or styles are more influenced by need strength.

## Objectives of the present study

1. To study the managerial styles and explore disparity if present
2. To understand the motivational patterns

3. To investigate the relationship between motivation and managerial styles.

## REVIEW OF RELATED LITERATURE

The studies on managerial behavior styles were based on the theory that the behavior of the manager is a major force in determining the performance and satisfaction of those under him and has greater implications to organizational progress. The areas which were related to managerial behavior styles were performance, employee turnover, job satisfaction etc. The specific qualities, functions of managers were also analysed.

Korman (1966) made an extensive review on the research conducted on managerial behavior styles and its contribution to group performance and clearly indicated that the supervisor's considerate and initiate nature, by and large was found to be independent of group performance in most of the studies.

Vroom (1960) studied the relation between achievement motivation and the preference for certain styles of supervision. He found that authoritarian work group preferred initiative type of supervision and that achievement motivation of members decides which leadership style is likely to be most effective.

Hence, in the present context a study of managerial behavior was attempted in relation to the relevant psychological characteristics of perception and motivation. The present study therefore has chosen managerial behavior as one of the relevant variables of investigation and has attempted to classify them into characteristic groups and also to establish the influence of two other significant individual characteristics namely that of motivation on managerial behavior styles.

Motivation is considered to be the most central of all aspects of human functioning and it still remains to be one of the less fully developed areas of contemporary psychology. Though there has been much research of value, a general theory of motivation is lacking.

## 4. METHODS OF INVESTIGATION

The study attempted to investigate certain psychological characteristics, such as motivation and managerial behavior among middle level managers. For the purpose of the present study, the following approach for investigation was carried out. The data for the present study were collected from middle level managers. The key level of the sample was operationally defined as those individuals who are concerned with sub-goal formation, plan for implementing decisions from above and coordinate activities.

The data were collected from about large scale multi-product private organizations, though the types of products varied among these, care was taken to ensure that the organizational structure with reference to size and operations were similar among these industries.

The responses could be obtained only from 92 of them since the others were busy and could not find time to complete the questionnaires. Therefore the size of the sample of respondents for the present study was 92 middle level managers. The variables to be measured were managerial behavior and need factors.

## Managerial Behavior

Many researchers have indicated through research that managerial behavior consists of those functions which would involve planning, decision-making, organizing, administering and controlling. Wofford (1967) attempted to identify certain basic dimensions in all of these functional areas of management. Managerial behavior could be meaning fully classified in terms of six dimensions:

1. Order and Group Achievement
2. Personnel Enhancement
3. Support and inter-action
4. Security and Maintenance
5. Dynamism and Achievement Orientation

## Motivation

Motivation in organizations have been making increasing use of Maslow's hierarchical model of need theory (Maslow, 1954) has asserted that human motives follow a sequential pattern, according to a hierarchy of five need levels, namely, basic need, safety, affiliation, esteem and self actualization.

## RESULTS AND DISCUSSION

The present investigation was an attempt to explore the complex phenomena of managerial behavior styles, wherein relevant individual variables inter-act. On the basis of this stand the investigator examined the influence of extensive perspective of need factors on managerial behavior styles.

Briefly, to recall the assumptions of the present study, it was assumed that managers will be different on the basic managerial styles of behavior and that need strength will have a positive association on managerial styles.

The four groups were designated the following names:

- Group-A Personal Order and group achievement oriented
- Group-B Support and Inter-action oriented
- Group-C Personal Enhancement, Security, maintenance oriented
- Group-D Personal dynamism, personal achievement oriented

't' value between the four managerial behavior groups on the five managerial variables.

Groups in between	't' variable 1	't' variable 2	't' variable 3	't' variable 4	't' variable 5
A&B	3.00*	2.90*	1.47	0.58	0.06
A&C	2.30*	0.04	1.55	1.08	1.51
A&D	5.86*	0.66	0.28	1.24	1.78
B&C	0.07	2.30*	2.28*	0.58	1.24
B&D	2.56*	2.56	0.76	0.65	1.45
C&D	2.24	0.23	1.26	0.18	0.11

\* - Significant at 0.05 level

Variable - 1 Order and Group Achievement

Variable-2 Personal Enhancement

Variable-3 Support and Inter-action

Variable-4 Security and Maintenance

Variable-5 Personal Dynamism

## CONCLUSIONS

Management style technology is changing dramatically. Similarly attitudes, perceptions are also ever changing. Ideas therefore have to be discovered on the basis of studies such as the present study. Lumsden (1982) pointed out, newer styles of management which may be more open, more participative and more receptive may be developed so that managers may move along with change, adapt to it to harness it and even become agents of further change.

The present study was undertaken to understand the nature of managerial behavior among the Indian middle level managers. To determine the difference or association between the characteristic managerial behavior groups on the relevant variables of need variable and to identify the important factors which determine the difference and finally to investigate the influence of need variables on the five managerial behaviors for the characteristic managerial groups.

For the purposes of the present study, the assumptions were made on the basis of a thorough study of the related literature on the area of investigation. It was assumed that managers will classify into characteristic groups on the basis of the supervisory styles of behavior.

Managers from into characteristic groups on the basis of differences found to exist on managerial behaviors of order group achievement, personal enhancement, support and interaction, security and maintenance and personal dynamism and personal achievement.

Differences do not exist between the groups on the fine need variables of safety social needs, esteem, autonomy and self actualization.

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