CHAPTER ONE
CONCEPTUAL FRAMEWORK

CHAPTER ONE
CONCEPTUAL FRAMEWORK

1.1   INTRODUCTION:

Engineering industry plays a very important role in the development of country. Without technological development, the development of any country is impossible. The development of a country is measured by the improvement in the technologies used in engineering industry. Quality of the production and maximization of profit as well as survival of the unit depend upon the efficient administration and management. Administration involves policy formation and management includes implementation of the policies. The organizing is the main function upon which the development of engineering units depends. Organizational climate regarding working conditions in the engineering units, work groups and group dynamics in the organization, supervision and job satisfaction and ultimately, the economic rewards to the employees for their sacrifice of time and energy in the organization.

Meaning and Definition of 'Engineering':

The term 'engineering' is defined by various authors in the following ways:

a)   According to the New Webster's Dictionary of the English Usage:

*Engineering means the art of executing a practical
application of science knowledge, the professional
knowledge and the work of an engineer. The profession
or construction and using mechanical devices, the
management of an intricate enterprise.*

b)   According to the Directory of Technical Words:
*Engineering means the art and science relating to
expert planning, constructing in various fields of
industry.*

c)   The New Standard Encyclopaedia and World Atlas gives
the following information about 'engineering':

*Civil Engineering is concerned with the design and
construction of bridges, roads, docks and with
irrigation and its associated mechanical devices.
Mechanical engineering deals with the machinery for
generating motive power and with mechanical
appliances for trade and manufacturing process.
Electrical engineering is concerned with all forms
of electrical machinery, for general power and
methods of electric lighting and heating. Further
specialization has resulted in the important branches
of mining, metallurgical, agricultural, chemical and
wireless engineering.*

Meaning and Definition of 'Management':

Management is the integrating force or agency
consisting of some basic functions for accomplishing the
objective of an organization. Since his creation, man has been
aware that in most endeavours, he can accomplish relatively
little alone. It is due to this reason that he has found it

expedient and even necessary to join hand with others in order to attain his goals. The co-ordination of human efforts is an essential part of all group action wherever and whenever objectives are to be achieved through organized and co-operative endeavour. Management becomes essential for directing and unifying the group efforts towards a common purpose.

Now-a-days, human beings are surrounded by organizations of all kinds, small, large, informal, economic, social, political and others. Organizations of some kind will always be part of life. An organization is a structured process in which persons interact for objectives. When persons interact for individual and joint objectives, an organization exists. An organization is a set of people working together to achieve stated goals. In an organization, we have joint or collective enterprises in order to achieve certain common stated objectives. An organization draws resources from the environment. These resources are processed in the organization to produce outputs or results and achieve the objectives. The outputs may be in the form of goods and services to satisfy the human wants and desires. In order to achieve certain stated objectives of an organization through a joint enterprise, management is absolutely necessary to direct, coordinate and integrate the activities and affairs of the organization.

Managers are needed to convert the disorganized resources of men, machines, money and materials into useful

and effective enterprise. Without the leadership provided by the management, "the resources of production remain resources and never become production". As Drucker said that Manager is the life-giving dynamic element in every business. Under competitive economy and ever-changing environment, the quality and performance of managers determine both the survival as well as success of any enterprise. A supply of capable management experts is a basic and critical resource without which economic advancement would soon be aborted or steriled.

Management is a universal process in all organized social and economic activities. It is ^not merely restricted to factory, shop or office. It is an operative force in all complex organizations, trying to achieve some stated objectives. Management is necessary for a business firm, government enterprise, education and health services, military organizations, trade associations and so on. Hence, management skills are transferrable and managers can successfully apply their knowledge and skill in a wide variety of enterprises. Of course, situational factors will influence the suitable combination of the managerial skills.

Management is like a pipeline; the inputs are fed at the one end and they proceed through management functions like planning, organizing, directing and controlling, and ultimately, we get the end-result of outputs in the form of goods and services, productivity, satisfaction, information, etc.

Management has been defined by F.W.Taylor, as:

Management is knowing exactly what you want men to do, and then seeing that they do it in the best and cheapest way.

Koontz and O'Doneel said that,

Management is defined as the creation and maintenance of an internal environment in an enterprise where individuals work together in groups, can perform efficiently and effectively towards the attainment of group goals.

From the above, it is clear that the 'management' is:

1] a noun,

2] a discipline,

3] what the management does,

4] an art of getting things done through and

with the people,

5] primarily, a direction,

6] development of people,

7] beauty,

8] a process for the utilization of the growth inputs.

1.2 MANAGEMENT PROCESS:

"Management is what management does" points out the functional approach to management and emphasizes the importance of distinctive managerial functions which together give us unified concept of the process of management. Functions of management are also called 'elements of management'. The

following are the functions involved in the process of management:

a)   Planning:

When management is reviewed as a process, planning is the first function performed by a manager. The work of manager begins with the setting of objectives of the organization and goals in each area of the business. This is done through planning; planning means deciding in advance what is to be done and how and when it is to be done. The targets of suitable methods of remuneration and performance appraisal. We have to motivate them for higher productivity by maintaining congenial or conducive conditions of work.

b)   Leading (Directing):

Under democratic managerial set up, the function of leading has been termed 'motivating, directing, guiding, teaching, stimulating and actuating'. This managerial function is directly concerned with the human factor of an organization. Manager, by leadership and motivation, has to direct, lead and guide all subordinates and get the work done through people. Direction involves managers, managing workers and the work through the means of motivation as well as coordination.

c)   Motivating:

This managerial function is fully reflected when we define management as the art of getting things done willingly through and with other people. Motivation and leadership are

the masterkeys to successful management of any enterprise. Motivation means the stimulating of the people in the organization for better and more production. The persons are motivated by financial and non-financial incentives. Financial incentives, output sales, etc., are to be laid down and effective methods are achieving the targets as per schedule are to be devised.

d)   Organizing:

Managing a business is notjust planning. It includes putting life into the plan by bringing together the executive personnel, workers, capital, machinery, materials, physical facilities and other things or services to execute the plans. Organizing means building up a formal framework of administration. It implies financial classification of business activities, assignment of duties and defining the scope of authority and responsibility of those to whom the duties are assigned and evolving a hierarchy of authority through which specialized activities are specified, coordinated and regulated for fulfilment of the planned objectives.

e)   Staffing:

Staffing involves filling positions needed in the organization structure by appointing competent and qualified persons for the jobs. This needs manpower planning and manpower management. We have scientific method of selection and training of personnel. We have to provide facilities such as bonus, price for extra production, etc., and non-financial incentives such as promotion and certificates for good

performance during the year, etc.

f) Co-ordinating:

Each managerial function is an exercise of co-ordination. Co-ordination means balancing and interlinking of the various parts of the work-process and stages in performing a job so as to secure regulator sequence of operations. Orderly arrangement and regulation of activities to subserve the objectives of business is the underlying spirit of co-ordination.

g) Controlling:

Controlling is the last phase of the management process. Control is the process of measuring actual results or present performance, comparing those results to plans or some standard of performance, finding out the reason for deviations of actual from desired result and taking corrective action when necessary.

1.3 ORGANIZATIONAL CLIMATE:

The modern engineering organization is a complete entity. It consists of many individuals who are working in different departments to accomplish the pre-determined objectives of the organization. Every organization operates in terms of a set of policies and norms. To plan, co-ordinate and control its various activities, an organization requires managers, who, in their day-to-day interactions reflect a

variety of leadership tyles and skills in dealings with their subordinates. The sum total of these and many other such activities creates an internal environment within organization, which is responsible for unity and identity of an organization. The people working in the organization are continuously influenced by this internal environment, which is called **"organizational climate"**.

Organizational climate differs not only in physical structure but also in the attitudes and behaviour it elicits in people. Some people like where they work and sometimes, for the same environmental reasons that lead others to express dislikes. Individual personalities and job requirements intereact to produce a climate that can be significant to both the individual and to the organization.

Definitions:

According to Litwin and Stringer (1968):

Organizational climate refers to a set of measurable properties of the work environment perceived directly or indirectly by the people who live and work in this environment and assume to influence motivation and behaviour.

According to this viewpoint, this perceived organizational climate arouses motivation, causing emergent behaviour, which results in various consequences for the organization such as satisfaction, productivity or performance and retention or turnover.

According to Schneider and Hall (1972):

Organizational climate is a phenomenon that represents an interaction between personal and organizational characteristics.

The concept of organizational climate, therefore, encompasses both organizational and individual characteristics and attributes.

In the words of Georgopouls (1965):

Organizational climate is a normative structure of attitudes and behavioural standards which provide a basis for interpreting the situations and also acts as a source of pressure for directing activities. The climate is based on the attitudes and feelings of the working group which, in turn, influences the productivity, satisfaction and directs the level of activities.

Most of the research studies on organizational climate are based on perception of members of the organization. No one in the organization can fully understand the entire organizational environment because of its variety and diversity, yet every one thinks and feels that he knows his organization and its climate. This feeling about the organization is bound to vary from person to person, as each of them perceives the same organizmation from his own possition, experience and point of view. Perception then is a psychological process that seeks to bring order and meaning out of a complex situation. The mental feeling, in turn, influences a person's motivation and behaviour within the organization.

Factors influencing Organizational Climate:

According to James and Jones, the following five factors influence the organizational climate:

a) Organizational context,

b) Organizational structure,

c) Process,

d) Physical environment, and

e) System values and norms.

Organizational Context:

The manpower philosophy of the management is the easiest factor to observe. It is expressed by rules, regulations and actions of the management. The reaction of the employees and the degree to which they agree with the management's philosophy is critical to the development of favourable climate. Management attitude towards treatment of employees is indeed a major contribution to the overall organizational climate.

Organizational Structure:

The organizational structure is a framework which establishes formal relationships and delineates authority and functional responsibility. For example, the size of an organization will have some impact upon its climate. The actual arrangement of the structure of hierarchy is also critical to the climate. A management that believes in a high degree of employee input will probably have a decentralised structure. By having fewer levels in the hierarchy and more people in

each level, such a structure will contribute to an attitude of participative decision-making structure.

Process:

The leadership styles and communication styles are representative of process or means by which management carries out goals and objectives. For each employee, his or her supervisor is the company. So, the Company is judged to a great extent by the immediate supervisor. It is the immediate supervisor who allows or disallows input in the decision-making process, gives assignments, does performance appraisals, conducts performance-reviews, interpretes policies, determines pay, increments and promotion. All managers must, therefore, be aware of the possible influence on climate when deciding the most appropriate supervisory technique for a particular situation.

Physical Environment:

The physical environment includes the working conditions in the factory, regarding space, tools and equipments, air, light, safety precautions against accidents. An employee working in a relativeLy quiet, clean and safe enviornment will probably have a more favourable perception of the organizational climate than one who works in a noisy, dirty and dangerous environment. The size and location of the building of the building in which one works, the size of the city and even impact of the weather affect the climate of an organization and consequently, affect the level of job

satisfaction. Even such things as office-decor, office-size and physical space a person has available to work in have been found important to the development of a favourable climate.

Systems, Values and Norms:

The values of both formal and informal groups are very powerful in determining the climate of an organization. The formal value system of an organization is usually fairly evident. Certain kinds of behaviour are encouraged and rewarded and certain kinds of behaviour will subject an individual to sanctions. These types of values are communicated through policies, rules and regulations. On the other hand, the informal value system is more difficult to ascertain. An activity that would have been rewarded at one organization that treats employees with respect and understanding will have a different climate than one which is very cold and impersonal. Whatever actions or positions management takes, there will be a reaction by the employees of the organization. This reaction can be referred to as a reciprocal response.

1.4   GROUP DYNAMICS:

Groups exist in every organization and they affect the behaviour of their members in the organization. There are many groups in the organization, may be created for the specific purposes. For example, the Board of Directors is one of the several groups. Besides, there may be groups not created by the organization but are created by the people.

themselves. The groups become essential for the functioning of the organization.

Definition of **Group**:

Group may be defined as a social phenomenon in which two or more persons decide to:

i. interact with one another,

ii. share common ideology, and

iii. perceive themselves as a group.[1]

According to the definitions of group, groups have been summarized into four categories. First, a group is defined as consisting of individuals who perceive the existence of a group and their members in it. Second, group is defined on the basis of common motivation or goal. Third, there is a structure of group - the relationships among group members which bind them together into a group. Fourth, the central element of a group is the interaction among its members.

From the above definitions, it is clear that the following are the characteristics of a group:

a) Interaction among members:

The genesis of a group is an interaction among persons. As a social animal, he wants to talk, exchange thoughts and ideas with others. Accordingly, people decide to talk and do things together. Such exchange may not be regular but occasional.

b) Common Ideal:

Unless all persons have something in common among them,

the group may not exist.

c)   Perceiving Themselves as a Group:

People, in common, identify themselves with one another and thus start perceiving themselves as a group. Identity as a separate group will help them in perceiving themselves as a group.

Analysing the above characteristics, it may be stated that a group is a combination of two or more persons who occasionally meet and talk with another. It is not essential that all members should meet at the same time, but each member should meet other members from time to time.

Group Dynamics:

The importance of study of group phenomenon has led to the development of new technique in the area of management and organizational behaviour. This is popularly known as group dynamics. The word 'dynamics' has come from a Greek word meaning 'force'. Thus, group dynamics refers basically to the study of forces operating within a group.

However, the term 'group dynamics' is defined in different ways. First, group dynamics describes how a group should be organized and operated. This includes pattern of leadership and co-operation. Second, group dynamics consists of a set of techniques such as role playing, brain storming, group therapy, sensitivity training, etc. Third, group dynamics

deals with the internal nature of groups, their formation, structure and process and the way they affect individual members, other groups and the organization as a whole.

The concept of group dynamics may be discussed under the following heads:

    i.   The dynamics of group formation <u>or</u>

              why are groups formed;

    ii.   Types of groups;

    iii.   Group - A systems view;

    iv.   Individual and the group;

    v.   Group development and structure;

    vi.   Group cohesiveness;

    vii.   Group dynamics - A synoptic view.

Group Formation:

A man does not live in isolation. He joins one group or the other. At home, he is the member of the family (group) at work place, he is the member of the union or other formal or informal groups, in the neighbourhood, he is the member of the group, perhaps organized by the dwellers of the locality. In this way, he is the member of one group or the other.

Types of Groups:

The following are the types of groups:

a)   <u>Formal and Informal Groups</u>:

A formal group is that which is dliberately created to perform a specific task.

b) Open and Closed Groups:

This distinction may be highlighted in relation to four important variables:

1) Chaning group membership:

An open group is constantly expanding with the losing members. In a closed group, the membership is stable.

2) Frame of Reference:

The frame of reference expands with the induction of new members with new ideas. Accordingly, the group's activity also gets expanded in an open group. In a closed group, everything is stabilised.

3) Time Perspective:

The open group is to constantly change and stability. This results in member's perspective to orient towards the present of very near future. Conversely, the closed group maintains much longer time perspective horizon of the group.

4) Equilibrium:

Equilibrium may be stated as a state of balance or stability. An open group must develop methods for counteracting the disequilibrium of constant change. Increasing the size of group is suggested as one method of maintaining equilibrium. Another means of increasing the state of equilibrium is association of old members of the group such as alumni organization with business.

c)   Primary or Small Groups:

Charles   H.Coolay   stated   in   his   book   "Social
Organizationn",   "By   primary   groups,   I   mean   those
characterized   by   intimate   face-to-face   association   and
co-operation".

d)   Reference Groups:

A reference group is a group which is referred to
by an individual as a standard for self-evaluation. It
is also referred to as a source of personal value and
attitude of individual to which he belongs.

Group - A Systems View:

Group may be viewed as input-process-output-system.
In this system's model developed by S.E.White, T.R.Mitchell,
there are three important components, viz.

1.   Inputs

2.   Process, and

3.   Outputs.

Inputs:

There are three input in system-view of groups:

a)   personal characteristics of individuals, such as attitudes,
ability, personality and background of the groups;

b)   situational characteristics, such as space, nature of task,
group size and reward system;

c)   Group structure, which consists of the lements such as
influence, attraction, status and communication.

The inputs, after being processed in the system, come out as outputs in the form of three sets of effects - the effects on individuals, in the form of attitudes and knoweldge, on group in the form of new norms and interaction patterns and on environment in the form of productivity.

Individual and the Group:

It is generally seen that a person's behaviour is different when he is alone; even a highly articulate student with a high degree of militancy will be quite submissive and respectful to teachers and University administrators when alone, but he will put up a completely different behaviour when he is in the company of his friends in a group. Similar may be the case with the worker in an organization. The following are the factors responsible for this difference:

        a)   Social facilitation,

        b)   Weighting,

        c)   Brainstorming,

        d)   Risk-shift; and

        e)   Groupness.

Group Development:

Group development is a continuous function which passes through three stages:

i.   <u>Development of power and authority structure:</u>

Power and authority structure is an important

element of a group or an oranization. The authority structure provides dynamism to the group by removing all obstacles coming in the way of supervisor-subordinate relationship and inter-personal relationship among members of the group.

ii)   Development of inter-personal relationship:

The second stage is to establish relations among different members of group. This requires sinking of differences, understanding each other and accommodating each other's viewpoint.

iii.   Group Maturity:

A group is expected to attain the level of maturity when it is prone to openness and reality. The following are the characteristics of a mature group:

a)   Individual differences are accepted without being labelled either good or bad;

b)   Conflict is over real, substantive issues relevant to the group task, rather than over emotional issues regarding group structure or processes;

c)   Decisions are made through rational discussion, including and encouraging dissent. No attempts are made to force decisions or to present a forced unanimity;

d)   The members are aware of the group's process and extent of their own involvement.

Group Cohesiveness:

Cohesion is essential for not only the existence of group, but more importantly for the achievement of the group's objectives. Cohesion is the force which keeps together the members of the group. Cohesion is the function of inter-personal attraction among members of the group and their collective commitment of function as a group. Cohesiveness has a direct bearing on group behaviour. In a cohesive group, members are apt to conform to group norms; conformity is essential for the effective functioning of the group.

The following are the sources of cohesiveness:

a)   Inter-personal attraction;

b)   Threat;

c)   Severity of initiation;

d)   Co-operation; and

e)   Group size.

Group Dynamics - A Synoptic View:

Group dynamics refers to "the social process by which. people intteract face-to-face in small groups". In other words, group dynamics may be stated as the behaviour of individals as members of a small group in an organization.

1.5   TRAINING NEEDS:

Introducing the newly-hired employees to the organization, helping them to discharge their duties confidently

and providing facilities for their development - these are the elements of employee training. Before the work is assigned to them, the newly-employed personnel should be made familiar with the organization, their colleagues, work environment, etc. Day-rated employees should be told the ways of reducing the quantities of scrap and avoiding accidents. White-collar employees, hired as clerks, typists and stenographers, should be acquainted with the methods of work. Supervisors have to be told about their duties and responsibilities and given information about the subordinates whom they have to supervise. Even old employees should be provided with facilities for their personal development so that they may be able to face the new challenges posed by their transfer, promotion or for their technological development.

Definition of 'Training':

According to R.C.Davis, a training:

may be defined as a process of developing an understanding of some organized body of facts, rules and methods.[2]

Need of Training:

No organization has a choice of whether to train its employees or not, the only choice is that of methods. Efficiency and viability is the primary concern of an organization. There is continuous environmental pressure for efficiency and if the organization does not respond to this

pressure, it may find itself rapidly losing whatever share of market it has. Training imparts skills and knowledge to employees in order that they contribute to the organization's efficiency and be able to cope up with the pressures of changing environment.

Boss has identified three factors which necessitate continuous training in an organization. These factors are:

1) technological advances;

2) organizational complexity; and

3) human relations.

All these factors are related to each other.

The training of employees is necessary -

to increase efficiency:

Training plays an active role in increasing efficiency of employees in an organization. Training increases skills for doing a job in a better way. Though an employee can learn many things while he is put on a job, he can do much better if he leasrns how to do the job. This becomes more important specially in the context of changing technology, because the old method of working may not be relevant. In such a case, training is requuired even to maintain minimum level of output.

to increase the morale of employees:

The morale of the employees depends upon their training. Morale is a mental condition of an individual or a group which determines the willingness to co-operate. High

morale is evidenced by employee enthusiasm, voluntary conformation with regulations and willingness to co-operate with others to achieve organizational goals. Training increases employees' morale by relating their skills with their job requirements. Possession of skills necessary to perform a job well often tends to meet such human needs as security and ego satisfaction.

to create better human relations:

Training attempts to increase the quality of human relations in an organization. In modern organizations, the complexity of organizational structure increases and it leads to various human problems like alienation, inter-personal and inter-group problems. Many of these problems can be overcome by suitable human relations training.

to reduce supervision:

Trained employees require less supervision. They require more autonomy and freedom. Such autonomy and freedom can be given if the employees are trained properly to handle their jobs without the help of supervision. With reduced supervision, a manager can increase is span of management. This may result into lesser number of intermediate levels in the organization, which can save much cost to the organization.

to increase organizational viability and flexibility:

Trained people are necessary to maintain organizational viability and flexibility. Viability relates to

the survival of organization during bad days and flexibility relates to sustain its effectiveness despite the loss of key personnel and making short-term adjustment with existing personnel. This type of adjustment is possible if the organization has trained people who can occupy the positions vacated by key personnel. The organization which does not prepare a second line of personnel who can ultimately take the charge of key personnel may not be quite successful in the absence of such key personnel for whatever the reason.

The training is the development of people in the organization, and the training of employees is necessary for the survival and growth of the organization. Without the training of employees, the organization cannot face the competition in the market.

1.6   REMUNERATION AND LABOUR WELFARE:

Remuneration:

Labour as one of the contributing factors of production, is entitled to suitable remuneration for its efforts in the processes of various shades of economic activity. Labour are rewarded in the form of wages to compensate them for the skill, energy, i.e. all their physical and mental qualities used to turn out the work allotted to them.

The remuneration of employees is an integral part of manpower development. Remuneration includes wages, salaries, supplementary benefits and services; and it constitutes the most tangible bond between an employer and his employees.[3]

The status of employees in a society depends upon their earnings. They should be paid well, if they are to have a reasonable standard of living. It is the kind of life which a worker leads at home which largely determines his attitude to work and co-workers, and which affects his productivity in the factory.

An Ideal System of Remuneration:

An ideal system of remuneration ensures cordial relationship between the manager and the managed. The following are the qualities of an ideal system of remuneration:

1. The system of remuneration should reflect the nature of work, light or heavy, skilled or unskilled, requirements of the job in terms of experience, qualification, abilities and talent of the incumbent;

2. The system should be satisfactory to the employees, unions and the managers. The system must be based on their abilities to pay and must result in low unit cost, to the union leaders, it must enlarge their support-base, and to the workers, it must guarantee decent earnings;

3. The system should check high rate of labour turnover, minimise absenteeism and prevent late attendance.

4. The system should be simple to understand; otherwise employees will look at it with suspicion;

5. The system should minimize the cost of its implementation;

6. The system should assure a sense of guarantee and and security to the employees;

7. The system should carry some incentives to make the employees work hard and with care;

8. The system of remuneration should be favourable, comparable with the schemes followed in similar units under other industries in the same locality.

Importance:

An ideal scheme of remuneration is highly significant because several problems relating to personnel finally centre around one element, namely, the remuneration. The ideal system of remuneration attracts skilled and capable people to the organization, motivates the employees to higher efficiency and greater output, retain the services of employees over an extended period of time, ensures good industrial relations and promotes the economic development of the country.

Labour Welfare:

Industrial efficiency depends upon varied factors such as efficient management, quality of raw materials, work environment, plant layout, machines and equipment and well-trained and contented working force. But the important factor

in increasing industrial efficiency is the efficiency of labour. The labour efficiency depends upon labour welfare. The labour welfare covers almost all fields of activities such as educational, social, political, industrial, etc. Services, which help workers to increase their morale, improve standard of living, enjoy better working conditions and enhance general efficiency, are included in labour welfare.

Definition:

According to the Labour Investigation Committee, 1946:

> Labour welfare activities include anything done for the intellectual, physical, moral and economic betterment of the workers, whether by employers, by government or by other agencies, over and above what was laid down by law or what was normally expected as part of the contractual benefits for which the workers might have bargained.[4]

The list of various measures given by the Committee includes housing, medical and educational facilities, nutrition, facilities for rest and recreation, co-operative societies, day nurseries and creches, provision for sanitary accommodation, holidays with pay, social insurance measures undertaken by employer or jointly with workers, provident fund, gratuity and pensions.

1.7 DELEGATION OF AUTHORITY AND RESPONSIBILITY:

Delegation of authority is the most important process in organizing. In any type of enterprise todya, managerial policy is formulated by the Board of Directors and actual implementation of business policies and programmes is entrusted to a chief executive. But the chief executive alone cannot do the entire work nor can supervise the work of individuals grouped into different departments. He has pass on part of his authority to different department managers and commit them for specific tasks of supervision and operation. This process is called as delegation of authority.

Authority:

Authority is a motivating factor in getting the allotted work completed. Manager who desire to get things done by others can induce them to do the needful with zeal and zest by vesting them with authority.

Definition:

According to Simon,

Authority may be defined as the power to make decisions which guide the actions of another. It is a relationship between two individuals, one superior, the other subordinate. The supervisor frames and transmits decisions with the expectation that these will be accepted by the subordinates. The subordinates executes such decisions and his counduct is determined by them.[5]

The above definition of authority expresses the following features of authority:

1) Authority is basically legitimized and confers a right to the position holder by which he regulates the behaviour of his subordinates to act or not to act in certain way.

2) Authority gives right of decision-making to the supervisors. The managers can give order only, the supervisor has to decide what is to be done or not to be done by his subordinates.

3) Authority is exercised to influence the behaviour of those on whom it has been exercised. Since it is exercised in organizational context only.

4) The exercise of authority is determined by the personality factors of its possessor and the persons or group of persons on whom the authority is exercised.

Delegation of Authority:

Delegation obviously means 'devolution of authority' on subordinates with a view to make them perform an assigned duty. Delegation is a process adopted by a manager in dividing the work among his subordinates that enables him to do his main tasks effectively and get allied or auxiliary tasks done by the subordinates.

Definition:

According to Koontz and O'Donnel:

When organization power is vested in a subordinate by a supervisor.

According to Allen:

Delegation is the entrusting of responsibility and authority to another and creation of accountability for performance.[6]

It is clear from the above definitions that delegation means conferring authority from one manager or organizational unit to another in order to accomplish particular assigned tasks. A manager simply does not delegate authority; he delegates authority to get certain work accomplished. By means of delegation, the manager extends his area of operations. For without delegation, his actions are confined to what he himself can perform.

Elements of Delegation:

1) <u>Determination of expected results:</u>

Before the delegation of authority, the manager, supervisor have to determine exactly the task which has to be performed by subordinates.

2) <u>Assignment of responsibilities:</u>

A manager assigns a certain function, work or duty, to his subordinate for performance. this is termed as 'assignment of responsibility'. It is a creation of an obligation to perform the assigned duties. Responsibility arises from the superior-subordinate relationship.

3) __Grant of Authority:__

A manager grants authority, i.e. rights and powers to be exercised by the subordinate. Authority is derived from responsibility. It is the power to order or command and is duly delegated or transferred from the superior to the subordinate in order to enable him to discharge his or her responsibility for the assigned work or duties. There must be balance between responsibility and authority for organizational effficiency and economy.

4) __Creation of Accountability:__

Just as responsibility arises from work and authority arises from responsibility, accountability is logically derived from authority. Accountability is a system of management, which assigns certain responsibilities to line or staff personnel and, in turn, expects them to be accountable or answerable for the accomplishment of stated objectives within their area of responsibility.

Responsibility:

Responsibility is the duty or work assigned to a person of defined position. Duty means the activities or tasks which the subordinate is expected to peform by virtue of his position in the organization. Responsibility is the description of the role a subordinte is required to play in the operational game of the business undertaking. In other words, it is the process of grouping of activities and assigning them to individual for performance.

Definition:

According to Hurley,

Responsibility is the duty to which a person is bound by reason of his status or task. Such responsibility implies compliance with directives of the person making the initial delegation.[7]

The above definition makes it clear that the responsibility is not merely duty that is assigned but an obligation that the duty is performed. Responsibility comes into existence because a person with authority requires assistance from another and delegates authority to him for the performance of needed specific work. The acceptance of the obligation by the individual to performance the work creates his responsibility.

Responsibility contains the following elements:

i.   Obligation - both moral and legal,

ii. Assignment of the duty,

iii. Implied delegation, and

iv. Commensurate authority.

Principles of Delegation:

1)   Principle of Functional Definition:

The organization should departmentalize on the basis of function, so that the authority can be delegated to accomplish the given task.

2)   Principle of Unity of Command:

The principle of unity of command means there

should be a unity in assigning the jobs to the subordinates. The subordinate should receive a task from only one superior and not from many superiors.

3) Principle of delegation by results:

Delegation of authority is to be governed by the specific results expected to be realised through subordinates exercising the delegated authority.

4) Authority Level Principle:

This principle implies that at some level of of organization, authority to make decision is delegated to the competent managers. Only decisions which cannot be made at given level should be referred upward.

5) Principle of absoluteness of responsibility:

The responsibility of subordinate to the superior is absolute once he is given the power to carry out an assigned task. The superior also cannot escape the absolute responsibility for the activities of the department merely by delegating: authority to the subordinates.

6) Principle of parity of authority and responsibility:

The parity of authority and responsibility means there shoulld be a balance between authority given and task assigned to the subordinate. The excess delegation of authority without responsibility and assigning excess task without responsibility is harmful to the organization.

1.8   JOB SATISFACTION:

Job satisfaction is a set of favourable or unfavourable feelings with which the employees view their work. There is an important difference between these feelings and two other elements of employee attitudes. Job satisfaction is a feeling of relative pleasure or plain that differs from objective thoughts and behavioural intentions.[7]

While employees join an organization, they bring with them a set of wants, needs, desires and past experience that combine to form job expectations. Job satisfaction expresses the amount of agreement between one's emerging expectations and the rewards that the job provides, so it is related to equity theory, the psychological contact and motivation.

Job satisfaction typically refers to the attitudes of a single employee and general level of attitudes within the group and morale. Job satisfaction has many dimensions. It may represent an overall attitude or it can apply to parts of an individual's job. For example, an employee's general job satisfaction may be high and he likes his promotion, he may be dissatisfied with the vacation schedule. Job satisfaction studies often focus on these points and divide the elements into those that are directly related to the nature of the task that employee performs and employee's feelings about his task environment such as supervisor, co-workers and organization.

Job satisfaction is part of life satisfaction. The nature of one's environment off the job influences one's feelings on the job. Similarly, since a job is an important part of life, job saatisfaction influences one's general life satisfaction. The result is that there is a spillover effect that occurs in both directions between job and life satisfaction.

Importance of Job Satisfaction:

The managers should study the job satisfaction of their employees and seek to improve it where appropriate. Before applying the desired rule to build a better organization, it is necessary to check the answers to the following questions:

i.   Are substantial numbers of workers dissatisfied?

ii.   Is job dissatisfaction related to detrimental behaviour?

iii.   Are those behaviours costly to the organization?

The following factors explain the importance of job satisfaction of employees with the nature of work:

1)   Level of Job satisfaction:

The level of job satisfaction depends upon the working conditions at the workplace. If there is good working conditions, more will be the job satisfaction, and if there are not good working conditions, there will be low job satisfaction.

2)   Job satisfaction and performance:

Some managers may aassume that high satisfaction always leads to high employee performance, but this

assumption is not correct. Satisfied workers may be high average or even low producers, and they will tend to continue the level of performance that previously brought them satisfaction.

3)   Turnover:

As might be expected, higher job satisfaction is associated with lower employee turnover, which is the proportion of employees leaving an organization. More satisfied workers are likely to stay with their employers longer.

4)   Absenteeism:

The absenteeism of employees is dependent upon the job satisfaction. Those employees who are less satisfied tend to be absent more often. The satisfied worker will not remain absent.

1.9   SUPERVISION:

Supervisory management is represented by distinctly a part of management. It includes foremen, supervisors and departmental chiefs. It meets and solves the numerous daily problems of interpretation of ideas and plans into action, clarifies all instructions, relates theory to actual practice and guides men in group action. Supervisors translate plans into action. The supervisor should inform his workers, mould their attitudes and apply the skills of his men to produce good services.

Supervision involves overseeing or watching, with authority, the work progress or the performance of those who are under the charge of supervisor. In the field of management, it refers to the day-to-day guidance and direction of operations. Supervision includes:

i.   direction, i.e. issuing of orders and instructions to the subordinates while implementing the plans and policies;

ii.   motivating those who are to carry out the instructions;

iii. leading the subordinates;

iv.   co-ordinating the detailed work of the subordinates;

v.   cultivating normal interpersonal relationships between supervisor and employees as boss and subordinates;

vi.   training, guiding and counselling the subordinates.

The supervisors are directly responsible to get things or work done through by operatives by issuing orders and instructions, laying down methods and procedures, guiding, coaching and training the people under their charge. A supervisor has technical as well as human relations skills. He has to foster voluntary co-operation and team spirit in his group through motivation and leadership.

Factors governing effective supervision:
The following factors affect the supervision and these factors, also called as 'span of control':

1)   Work climate:

The best supervisor creates and maintains high performance standards under congenial work atomsophere.

He is goal-oriented and strives to attain expected results by adopting the right type of leadership to inspire confidence and voluntary discipline from his people. Favourable work climate can secure acceptance of his authority voluntarily from his people, so that obedience and loyalty can be easily secured from workers.

2) Personal maturity and sensitiveness:

The best supervisor acquires personal maturity and emotional stability as well as empathy, i.e. sensitiveness to the feelings of others and capacity to understand feelings and emotions of those working under his command.

3) Human Relations:

The best supervisor is a practitioner of industrial psychology. He recognizes individual differences as well as group mentality and keeps interpersonal relations harmonious. As a leader of his section, he has to capitalize human emotions, sentiments and attitudes for maximum productivity without sacrificing employee satisfaction.

4) Technical Job Knowledge:

The best supervisor is technically competent. He has sufficient knowledge and information to understand any technical problem quickly and to devise the best workable solution.

5) Self-development and Subordinate development:

The effective supervisor is deeply interested in the development of human resources. He gives equal emphasis on his personal growth as well as the growth

of his subordinates.

6) <u>Knowledge and execution of company plans and policies:</u>

The supervisor should know fully the plans and policies of management and he should execute them thoroughly. He also keeps up with changes in corporate policies and procedures and gives full information of such changes to his subordinates.

REFERENCES

1. Gupta, N.S : "Organizational Theory and Behaviour", p.283.
2. Aswatheppa : "Factory Organization and Management", p.207.
3. Sinha, S.C. and Mugali : "Principles and Practice of Business Organization and Management", p.13.175.
4. Prasad, L.M. : "Principles and Practice of Management", p.308.
5. Davis and Newstrom : "Human Behaviour at Work – Organizational Behaviour", p.109.

↑ ↑ ↑