

MANAGEMENT BEHAVIOR: AN ESSENTIAL APPROACH

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ABSTRACT

Management behavior is managing oneself pre-ordained to success with others. Policies entail activities towards objectives. They apply to primary six functions propulsion. Management was once an inclusive word bearing upon behavioral approaches motivated to market and innovate tasks. Motivation concerned planning – organizing – staffing. Situation needs directed the staff, progress monitor integral to them. A policy mission, it is vision-reflective and strategy-oriented. The personnel to a plan-and-decision framework. A couple of hierarchy models. Then, to times professing a workplace democracy. Management behavior comprising a six-branch approach came in for business ethics, critical studies, anti-corporate activism onslaughts. An earlier time professed a social style to performance best approaches. Styles led to fads, this, spoken about. Responsibility defined to work got done by competence and character is reinforced. And the paper stays at for-profit and non-profit firms. Keeping off them, as it did all the while, stick only to management behavior throughout.

Keywords: *Behavior of Management, decision, enterprise, organize, business ethics*

LINTRODUCTION

When the lecturer in an English class said simple – management is getting work done by and through people one was amused more at his utterance than the import the simple telling had implied to later-day lessons. But did the larking fresher's at college know he had spoken after the Mary Parker Follet axiomatic line nor did they ever look forward to what import the management expert got voiced over to. They were merely at fun about the lecturer's utter, rolling to its mother-tongue ... getting work done *by* and *dhroo pfeeble*. And then, it was an English class the teacher was at simpler telling, meant incidentally, in the Mary Parker word of deeper meaning. A few, why – quite some of them, could have learnt management opens out in meanings of managing oneself as it pre-ordains attempting a success with others. Apart from whatever enterprise organize-and-co-ordinate activities it entails by policies toward clearly defined objectives, more than anything else. Implying the competence to decision-making, comprising for a discipline, the inter-locking corporate policy, besides, the firm

resources plan-control-direct toward policy objectives. This is initiating oneself into management behavior from a one-man small firm, through any larger enterprise of its chief executives, to an MNC of its proliferating corporate managers behaving toward policy-formulating director boards, ensuring policy implementation.

For, what is behavior other than a demeanor towards getting integral work done by and through people, and management, a regular quality basis and initial plan-adjust measure reaching out for the intended goal. Applying even in no-plan fixtures where the perspective considers management for a pointer to the six forecasts, i. Plan ii. Organize, iii. Command, iv. Co-ordinate, v. Control, vi. Functions. And by thinking, the 20th century management philosophy contained in, again, an axiomatic management is what managers do, its defining difficulties and shifting nature, till it all connects to practices so telling about managerial cadre or class existence. Management is an inclusive term to an organization and corporation administrator managers, contrasted in the *those-used* labor word, to basic two-fold market and innovate task. All of which, a bearing upon approaches and attitudes behavioral in nature and concerned with the by-and-through people phrase. A sum total management legacy notes from Peter Drucker through Henri Fayol to Mary Parker Follet, all management experts, till the Harvard and Yale schools business and management rudiments.

II. REVIEW OF LITERATURE

As management research continued in the 20th century, questions began to come up regarding the interactions and motivations of the individual within organizations. Management principles developed during the classical period were simply not useful in dealing with many management situations and could not explain the behavior of individual employees. In short, classical theory ignored employee motivation and behavior. As a result, the behavioral school was a natural outgrowth of this revolutionary management experiment.

The **behavioral management theory** is often called the human relations movement because it addresses the human dimension of work. Behavioral theorists believed that a better understanding of human behavior at work, such as motivation, conflict, expectations, and group dynamics, improved productivity.

The theorists who contributed to this school viewed employees as individuals, resources, and assets to be developed and worked with — not as machines, as in the past. Several individuals and experiments contributed to this theory.

Elton Mayo's contributions came as part of the Hawthorne studies, a series of experiments that rigorously applied classical management theory only to reveal its shortcomings. The Hawthorne experiments consisted of two studies conducted at the Hawthorne Works of the Western Electric Company in Chicago from 1924 to 1932. The first study was conducted by a group of engineers seeking to determine the relationship of lighting levels to worker productivity. Surprisingly enough, they discovered that worker productivity increased as the lighting levels decreased, that is, until the employees were unable to see what they were doing, after which performance naturally declined.

A few years later, a second group of experiments began. Harvard researchers Mayo and F. J. Roethlisberger supervised a group of five women in a bank wiring room. They gave the women special privileges, such as the right to leave their workstations without permission, take rest periods, enjoy free lunches, and have variations in pay levels and workdays. This experiment also resulted in significantly increased rates of productivity.

In this case, Mayo and Roethlisberger concluded that the increase in productivity resulted from the supervisory arrangement rather than the changes in lighting or other associated worker benefits. Because the experimenters became the primary supervisors of the employees, the intense interest they displayed for the workers was the basis for the increased motivation and resulting productivity. Essentially, the experimenters became a part of the study and influenced its outcome. This is the origin of the term Hawthorne effect, which describes the special attention researchers give to a study's subjects and the impact that attention has on the study's findings.

The general conclusion from the Hawthorne studies was that human relations and the social needs of workers are crucial aspects of business management. This principle of human motivation helped revolutionize theories and practices of management.

Abraham Maslow, a practicing psychologist, developed one of the most widely recognized need theories, a theory of motivation based upon a consideration of human needs. His theory of human needs had three assumptions:

Human needs are never completely satisfied.

Human behavior is purposeful and is motivated by the need for satisfaction.

Needs can be classified according to a hierarchical structure of importance, from the lowest to highest.

Maslow broke down the needs hierarchy into five specific areas; those are i. Physiological needs, ii. Safety needs iii. Belonging and love needs and Self-actualization needs, and v. Esteem needs.

Maslow's hierarchy of needs theory helped managers visualize employee motivation.

Douglas McGregor was heavily influenced by both the Hawthorne studies and Maslow. He believed that two basic kinds of managers exist. One type, the Theory X manager, has a negative view of employees and assumes that they are lazy, untrustworthy, and incapable of assuming responsibility. On the other hand, the Theory Y manager assumes that employees are not only trustworthy and capable of assuming responsibility, but also have high levels of motivation.

An important aspect of McGregor's idea was his belief that managers who hold either set of assumptions can create self-fulfilling prophecies, that through their behavior, these managers create situations where subordinates act in ways that confirm the manager's original expectations.

As a group, these theorists discovered that people worked for inner satisfaction and not materialistic rewards, shifting the focus to the role of individuals in an organization's performance.

III.OBJECTIVE OF THE MANAGEMENT BEHAVIOR

In order to be able to implement the principles behind any Management behavior, one needs to understand how it will help the Management, and what are the goals that the Management hopes to achieve by doing this

Among the many objectives that any Management aims for when implementing these principles, here are some of them:

Understanding the employees better: Management behavior studies help us understand why employees behave the way they do, and also thereby predict how they are going to behave in the future.

Understand the culture of Management: Most societies in the developed world are becoming multicultural societies. In this context it is important to understand the diversity of societal culture and its bearings on the culture of Management.

Understand how to develop good leaders: Management behavior patterns help in predicting who among the employees have the potential to become leaders. They also teach us how to mold these employees so that their leadership potential is utilized to its fullest.

Develop a good team: Management is only as good as the weakest member of its team. It is essential that all members of the team work in coordination and are motivated to work together to achieve the best results. The teamwork theories of Management behavior are an essential tool in the hands of any manager.

All this leads us to the most important goal of achieving the highest productivity in realizing the visions and goals of any Management. If implemented well, the Management behavior principles help in motivating all the members to do their best. The levels of motivation can be the difference between a good and a bad result.

It sounds more complex than it really is. Once you have understood the principles behind Management behavior it is easy to manage them. Once you have been able to communicate these theories to the members of your Management effectively, the positive results are manifold, and it makes all the effort worthwhile. Which is the major reason why Management Behavior studies have become such an essential part of any business and of any management course

IV. RESEARCH DESIGN

4.1. Research Questions

The following research questions have been addressed in this research paper:

Does the management behavior lead the organization to achieve higher productivity?

Do the management behavior patterns help in predicting who among the employees have the potential to become leaders?

Do the teamwork theories of management behavior are an essential tool in the hands of any manager?

What are the strategies to increase the level of motivation of the worker?

4.2. Hypothesis for the Study

In order to explore the above mentioned questions following hypotheses have been formulated and tested based on the data collected. The hypotheses are as under:

There exist a positive relationship between the leadership component of leading the organization, management behavior and practices and the productivity of the organization.

There is a significance relationship between the management behavior and the transformational leadership.

There exists a relationship between the managerial hierarchy and teamwork theories of management behavior.

V. METHODOLOGY

We have used descriptive research as a method to find out why eight chemical industries were performing better with the high level of profit compared with others which are not performing so well. We collected data from the employees including Top level, Middle level and lower level managers from eight Chemical Industries situated in the Visakhapatnam region jurisdiction of the organization. We collected data from secondary source,

VI. SAMPLING

The questionnaire was administrated in Eight Chemical industries in Visakhapatnam region. The respondents were reached personally with the context of the research and request to fill up the questionnaire. The feedback from them was anonymous in nature and was insured of confidentially.

The sample was convenient sample and total of 130 managers responded with the feed back.

The following table show that demographics of the sample.

Table 1 : Demographics Of The Sample

Demographic Variable	Groups	No. of Respondents
Managerial hierarchy	Junior level Management	63
	Middle Level Manager	48
	Senior Level	19

VII. RESULTS

The results of the survey were analyzed using SPSS version 17 software. The resultant data, when tested for the reliability of the questionnaire, has showed a value of 0.899., which means that the reliability of questionnaire is good for us to consider the results. Combach's alpha for transformational leadership was 0.895 928 items), Combach's alpha for self-awareness was 0.714 (6 items) , which is more than the acceptable limit of 0.7 (Nunnally, 1978)

The null hypothesis that the residuals follow a norm distribution can be accepted at 95% confidence level, as p value (0.068) was greater than 0.05. Hence, it can be inferred that the assumption of normality of residuals holds true.

7.1. Test for Hypotheses

7.1.1. Hypothesis 1

There exist a positive relationship between the leadership component of leading the organization, management behavior and practices and the productivity of the organization.

To test these hypotheses, bivariate correlation was run between the management behavior and productivity of the organization. The following tables show that correlation matrix.

Table 2 : Correlation Matrix Between Components of Management Behavior

		Leading, the organization	Management Behavior & Practice	Productivity
Leading, the organization	Pearson Correlation	1	0.612	0.786
Management behavior & Practice	Pearson Correlation		1	0.612
Productivity	Pearson Correlation			1
	N	130	130	130

Note: ** Correlation is significant at the 0.01 level (2 – tailed)

From the above correlation matrix we found that the range of the correlation was 0.612 to 0.786. The highest degree of the correlation was shown between leading the organization and its productivity and the lowest correlation was between the management behavior and practices and the productivity. The significance level of all of the above correlation was less than 0.001 so these way positive and significance correlations. Hence the hypothesis 1 was accepted.

7.1.2. Hypothesis 2

There is a significance relationship between the management behavior and the transformational leadership.

VIII.CONCLUSION

As much said and done as better the less said, management behavior in for-profit primary function for stakeholders range satisfaction makes for the shareholder profit – and rewarding employment provisions. While in non-profit management behavior, keeping donor faith, shareholders vote for a board of directors, the board hiring the senior management then. Employee-voting models selecting and reviewing managers occur rare. And the management behavior motif did rather stop ideating with the PSU representative democracies where politicians and Service Commission officers are appointed to corporations. The interpretive paper beginning with the collegiate *dhroo pfeeble* fun limiting its narrative to the companies and MNCs, staying off the for-profit companies and the non-profit charitable difference for a twiddle-twaddle, whatever the leitmotiv vein it weaves out in.

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