

Leadership and organisation behaviour issues revealed business essay



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Introduction of Multi-skilled, ward-based squads of supports workers in infirmary.

Implementing of pilot strategy, by the director Denise Lipton, where work forces were assigned to make cleaning occupation and work load of adult females can be shared.

There were tensenesss between Hotel services and nursing staff because of the pilot scheme the responsibilities of distributing nutrient to patients were changed from nurse to domestic staff.

There was unequal figure of porters and they had deficiency of motive and hapless illness record.

There was no service-level understanding so that porters public presentation can be measured.

There was job with new pilot systems as gender issues raised, porters were not happy in making cleaning occupation as they thought it was adult females work to make.

Areas of Theories:

Theory helps in edifice generalised theoretical accounts applicable to a scope of administrations or state of affairs. It further, provides a conceptual model and gives a position for the practical survey of the topic.

Management and Leadership

Management can be defined as an attempt for acquiring things done in order to accomplish the pre-determined ends of the concern through co-ordination of worlds and other elements.

Leadership refers to a method of act uponing the activities as an person or group towards accomplishment of a definite end.

Difference between Manager and Leader:

Manager execute program and present goods for concern while Leader are airy they focus on where should be heading in future.

Manager create environment of stableness and trade with world, whereas Leader see large image envisions.

Director does a formal manner of communicating, general authoritative and Leaders inspire, motivate people working with them.

Therefore, director manages work and leader leads people.

Motivation Theory:

Motivation is the force which creates avidity to work with inducement and inspiration with the aid of unconditioned inclination of human being.

High degree of public presentation of employees.

Less employee turnover and absentees.

Credence of administration alteration.

Groups, Teams and Team leading:

A group is a aggregation of single, interacting and interpedently, who worked together to accomplish organizational aims.

Important factors in the behavior of groups are:

The size of the Group

Nature of undertaking

Coherence

Incentive and single nature of members

Group norms

Environments

Individual functions (G. A. Cole, Management theory and practise)

G. Moorhead and R. W. Griffin says a squad is a little figure of single with different accomplishments committed to common ends, aims and they hold themselves reciprocally accountable. Teams aid in,

Identifying and working out work - related jobs

Speeds up invention

Improves public presentation and quality

Increase staff engagement.

International leading

Leadership theories

Leadership is a method of acting upon the persons, group, squads toward accomplishment of a definite end.

There are different types of leading theories such as

Trait theories- a personal trait of a person which differentiates him from non-leaders.

Behaviour theories- leading can be observed in behavior of leader.

Different types of behavior theories like Directive, Supportive, take part, Achievement-oriented leading behavior.

Situations and eventuality leading

New leading theory

New leading indicate new leaders as inspirational visionary, actuating its followings to accomplish organizational ends.

Types of new leading

New leading besides known as transformational leader. Transformational leading inspires people to carry through more than what is expected of them.

It involves

Emotions

Valueess

Ethical motives

Standard

Long term goods

2) Charismatic leading

Followings are influence by the personal appeal of an single leader. They see them as ascriptions of gallantry.

Airy leading

Airy leading is the ability to make and joint realistic, believable attractive visionof the hereafter for an administration (Robbins. P. S pg 375, 2005)

7) Female leading

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In female leading is largely based on there traits and behavior suited for relationship-oriented leading. They are co-operative, authorising manner that includes nurturing squad member.

In general female leading is full of contention when it comes to female leading so there is a great trade of different gender leading manner.

Three countries of issues in relationship with following theories

The instance survey issues can be related to the undermentioned theories are as follows

Motivation theory

Staff are stiff to alterations

As seen In Rossett NHS hospital the staff lacked motive towards at that place work. The porters was unequal in Numberss and had hapless sicken records, there was no service degree understanding so that porters public presentation can be measured. due to miss of motive the new pilot system which was implemented faced batch of troubles.

Groups, squads, squad leading

Multi skilled- undertaking execution

the direction introduced multi skilled ward based work. There was different groups, squads in the infirmary. Hotel service squad comprised of domestic staff squad, porters staff squad and cleaning staff. there was group of nurses, physicians, PAMS, supervisor, of each squads and group. There was

boundaries between them as a consequence it was impossible for the directors of squads to do them work as a squad.

Female leading

Gender issues

The pilot systems was implemented by the female director Denise Lipton who thought adult females working in domestic degree will see work forces cleaning and they will truly bask the varied work load they was 80 % . A forces out of 2500 staffs who were female. This gave rise to gender issue where work forces thought it adult females work for cleaning non at that place. They was struggle between the hotel service staff and nurses as because of the displacement of occupations of nutrient distributing from nurse to hotel staffs. There was no Rota, no proper programming of work, confounding was predominating among every one.

(2) Critical reappraisal of the three countries of issues utilizing the theoretical, perspective and recent research to develop a suited analytical model.

1) staffs were stiff to alter

Staffs were less motivated toward the work which made new execution hard to be adapted. Staffs were holding job amongst themselves. There was no method of mensurating staffs public presentation. Staffs were irregular in work. In this scenario motive theory applies where staff necessitate motive to present high quality public presentation.

The construct of motive have been identified many different ways, the term motive comes from the motivation which donates the look of human demands by human being.

In words of L. A. Allen (1964) the work a director performs to animate, promote and force people to take needed action is called motive. William. G. Scott (1977) has defined motive as a procedure of the exciting people to action to carry through coveted ends. Lohen Taylor introduces scientific direction school, particularly different rewards system in order to actuate employees, a good member of research workers and directors have been showing their sentiments in this respect. Different scholars discourse the theories of motive otherwise. Haynes and Masie direction analysis, constructs and instances (1961) ch-7, have been classified motive theories into two classs - monistic which relates to actuate by increasing pecuniary wages. It says it pay rise attempt rise.

Pluralistic which says human being perform work to fulfill his assorted demands like physiological demands and ego demands.

V. H. Vroom and E. L. Deci (direction and motive selected readings 1970 pg 11-13) has divided theories of motive into three classs.

1) the paternalistic attack that employees can be motivated by offering them more waggess. So they will use more attempt.

2) the scientific direction attack suggests that employees can be motivated if waggess and penalty both can be adopted.

3) the participative theory which suggests to incorporate planning and work public presentation, and use less authorization as mean of employees control.

Harmonizing to Abraham Maslow (motive and productivity, 1954) has listed human needs chronologically as physiological demands, societal demands, safety demands, esteem demands, and self realization demands in his hierarchy of demands theory for motive. Maslows theory can be criticised from three position, foremost, he did non advert the demands associating employees work, he expressed the common demands within prevue of the work of employees and their households. Second, the manner he listed the demands it reveals from a survey that there is no difficult or first regulation hierarchy of demands. A divergency of option have been notices among the employees demands. Third, this theory states that topic of motive, there is no clear indicant about how the human behavior and work public presentation influence by this demand theory. Then, there was two factors theory of Herzberg which was by an American direction expert Frederic Herzberg. In 1950 he and his two associates interviewed every bit many as 200 applied scientists and comptrollers, sing the satisfaction of there occupation. On this base he concluded that demands of the employees are of two types

Care or hygiene factors, which related to working environment.

Motivated factors, such as plants, success, promotion, etc.

This theory can be criticised from assorted facets which are limited application, faulty observation, he ignored other affair like salary, self-respect, work public presentation.

McGregor theory X and theory Y attack stated that how directors observe themselves in the oculus of others and to detect this attitude, they needs insight idea on the nature of human being. Theory X and theory Y denotes good or bad. But this theory can be criticised that human nature alterations in different state of affairss, therefore, it can be said that today employees are more motivated of wages are high, self development and better working status are present.

2) Multi skilled- work execution

The direction introduced multi skilled- work based work. There was different groups and squads in infirmary, hotel service squad comprising of domestic staffs and porters, group, of nurses, and physicians with internal jobs predominating between them. In the issue group, squad, squad leading theory applies.

Harmonizing to Robbin S. P - A group is defined as two or more single, international and interdependent who have come together to accomplish peculiar aims.

Different types of theories are, theory of proximity harmonizing to which people associate with one another due to geographical propinquity.

Balance theory - Harmonizing to which people who have similar attitudes toward certain objects and goods tend to organize a group.

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Exchange theory- Harmonizing to which the wages - cost results of interactions serve as the footing for group formation. There are formal groups which are fundamentally on organizational degree. They are formed to transport out to specific undertakings.

Informal group are formed by the employees friendship and involvement group.

It can be criticised that in groups some clip people have self involvement of executing, the nature of member may be different, they interact with each other is to accomplish the undertaking given.

Harmonizing to Guridham. M synergistic behavior at work, says ego classification is the procedure that transform a figure of single into a group, Halsam refers to relationship between persons and groups in an apprehension of organizational behavior agrees that understanding merely survey of psychological science of persons, as persons are non plenty, one has to understand how bounds are created between persons societal individualities, in footings of group members (mullins 2010, pg 319) .

Teams occurs when people have common involvements or ends and recongnise their personal success is dependent on the success of others (mullins 2010, pg 307) .

Harmonizing to Holpp, while people are paying court to footings, teamwork, other have become disillusioned. Holpp poses the inquiry What are squads? why do you desire squads. In Robbins. S (2005, pg 259) squad are of

different type i. e, self managed work squads, cross- functional squads, size of squad and nature of squad.

(3) In the instance survey it is avoidable that gender issues were on its highest extremum. The pilot system was implemented by a female director who included work forces in cleaning occupation who thought it was adult females work. This lead to the closing of this execution. There was no proper work Rotas, nurse were threatened by the domestic male staff who consider themselves to be better in distributing nutrient. In this scenario female leading is applicable.

Some researches like Powell (1990) , Bars (1990) , Ferario (1991) , Gibson (1995) , Bolman and Deal (1991) suggested that one time adult females becomes a leader she behaviours no otherwise as work forces. In (1992) Lipman- bluemen said that female resort to masculine leading schemes to do co-workers esteem them. Further Eagerly and Johnsons (1990) meta analysis suggested in the same mode as work forces, in undertaking and interpersonally - oriented. Another is experimental scenes where adult females leading is participative or democratic than adult male. Harmonizing to Rosener (1990, 1997) suggested adult females leading as concerned for community and civilization derives influence from relationships instead than place and authorization. Further in 2003, Eagley, Johnson and Van engen. M, meta -analysis concluded that womens manner of leading are transformational than work forces, prosecute more in contingent wages behavior than work forces.

Criticism can be done on the fact that adult females are ever criticised by work forces. Some of the adult females leaders was removed from their place in administration and was forced to open their own administration. Women by and large are more of caretakers, helpmeets and pacesetters in function as leaders.

Task-3

Evaluation of the leading and organizational behavior issues with the aid of theoretical accounts and theories-

Motivation theory-

Abraham Maslow's hierarchy of demand theory for motive is being seen here for the issue of- staff rigid for change-

Harmonizing to him the demands of the employees may be arranged chronologically from lowest to highest degree. There are two characteristics of human demands, foremost, world's demands have been satisfied which does not impact his behavior. For, illustration human being lives of feeding, the construct remains valid till he cannot supply for it, one time this demand is fulfilled, he has no more desire for feeding and its importance as a component of motive reduces. Second, human-needs can be arranged hierarchically when lower degree demand have been fulfilled, higher-level demands come to the scene and required to be fulfilled.

Maslow has arranged the human needs chronologically in this manner - physiological demands, safety demands, societal demands, esteem demands and self realization demands. These have been depicted below
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Draw

The human needs as suggested by Maslow have been discussed in the below with relation to the issue of instance study-

Physiological demands -

Physiological demands include homeostasis (such as satisfaction of hunger, maintain temperature ordinance, slumber, pleasures, organizational factors like wage, pleasant working conditions, cafeteria, etc.

Harmonizing to the instance study the staff physiological demands was wage which was different 2 % for porters and 8 % to domestic staff which was increased with new execution but still there was difference in wage and it was multi-tasking so each work equal to another, so the staff are trained in all fields and wage should besides be equal that is