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No 1

**Discuss the reasons for consideration of maslow's hierarchy of needs by management officers in relationship with subordinates in work places**

**Answer:**

Maslow’s theory, an employee’s beginning emphasis on the lower order needs of physiology and security makes sense.

Generally, a person beginning their career will be very concerned with physiological needs such as adequate wages and stable income and security needs such as benefits and a safe work environment. We all want a good salary to meet the needs of our family and we want to work in a stable environment.

Employees whose lowest level needs have not been met will make job decisions based on compensation, safety, or stability concerns. Also, employees will revert to satisfying their lowest level needs when these needs are no longer met or are threatened (such as during an economic downturn).

This places an extra obligation on managers to act humanely when difficult organizational decisions such as staff reductions have to be implemented. Callous implementation of difficult decisions will cause the remaining employees in the organization to feel threatened about the ability or desire of the organization to continue to meet their physiological and security needs.

Once these basic needs are met, the employee will want his “belongingness” (or social) needs met. The level of social interaction an employee desires will vary based on whether the employee is an introvert or extrovert. The key point is that employees desire to work in an environment where they are accepted in the organization and have some interaction with others.

This means effective interpersonal relations are necessary. Managers can create an environment where staff cooperation is rewarded. This will encourage interpersonal effectiveness.

Ongoing managerial communication about operational matters is also an important component of meeting employee’s social needs. Employees who are “kept in the dark” about operational matters and the future plans of the organization often feel like they are an organizational outsider. (This last point is especially important for virtual employees whose absence from the office puts an extra obligation on managers to keep these employees engaged in organizational communications.)

**Higher Level Needs**

With these needs satisfied, an employee will want his higher level needs of esteem and self-actualization met. Esteem needs are tied to an employee’s image of himself and his desire for the respect and recognition of others.

Even if an individual does not want to move into management, he probably does not want to do the same exact work for 20 years. He may want to be on a project team, complete a special task, learn other tasks or duties, or expand his duties in some manner.

Cross-training, job enrichment, and special assignments are popular methods for making work more rewarding. Further, allowing employees to participate in decision making on operational matters is a powerful method for meeting an employee’s esteem needs. Finally, symbols of accomplishment such as a meaningful job title, job perks, awards, a nice office, business cards, work space, etc. are also important to an employee’s esteem.

The important consideration for managers is that they must provide rewards to their employees that both come from the organization and from doing the work itself. Rewards need to be balanced to have a maximum effect.

No 2

**Why is departmentalization crucial to efficiency of workers in job places? Elaborate your points!**

The basic need for departmentation is to make the size of each departmental unit man­ageable and secure the advantages of specialisation. Grouping of activities and, consequently, of personnel, into departments makes it possible to expand an enterprise to any extent. Departmentation is necessary on account of the following reasons:

1. Advantages of Specialisation:

Departmentation enables an enterprise to avail of the benefits of specialisation. When every department looks after one major function, the enterprise is developed and efficiency of operations is increased.

2. Feeling of Autonomy:

Normally departments are created in the enterprise with cer­tain degree of autonomy and freedom. The manager in charge of a department can take inde­pendent decisions within the overall framework of the organisation. The feeling of autonomy provides job satisfaction and motivation which lead to higher efficiency of operations.

3. Expansion:

One manager can supervise and direct only a few subordinates. Group­ing of activities and personnel into departmentation makes it possible for the enterprise to expand and grow.

4. Fixation of Responsibility: Departmentation enables each person to know the spe­cific role he is to play in the total organisation. The responsibility for results can be defined more clearly, precisely and accurately and an individual can be held accountable for the per­formance of his responsibility.

5. Upliftment of Managerial Skill:

Departmentation helps in the development of managerial skill. Development is possible due to two factors. Firstly, the managers focus their attention on some specific problems which provide them effective on-the-job training. Sec­ondly, managerial need for further training can be identified easily because the managers’ role is prescribed and training can provide them opportunity to work better in their area of spe­cialisation.

6. Facility in Appraisal:

Appraisal of managerial performance becomes easier when specific tasks are assigned to departmental personnel. Managerial performance can be meas­ured when the areas of activities are specified and the standards of performance are fixed. Departmentation provides help in both these areas. When a broader function is divided into small segments and a particular segment is assigned to each manager, the area to be appraised is clearly known; and the factors affecting the performance can be pointed out more easily. Similarly, the standards for performance can be fixed easily because the factors influencing the work performance can be known clearly. Thus, performance appraisal becomes more effective.

7. Administrative Control: Departmentation is a means of dividing the large and com­plex organization into small administrative units. Grouping of activities and personnel into manageable units facilitates administrative control. Standards of performance for each and every department can be precisely determined.