ADMINSTRATIVE THINKER

MPA SEMESTER II

PAPER : ADMINISTRATIVE THOUGHTS

UNIT II

TOPIC: RENIS LIKERT

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RENIS LIKERT (1903-1981)

INTRODUCTION:

American Organisational Psychologist and Educator

ACADEMICS:

1. BA Sociology, 1926
2. Ph.D, 1932

NOTABLE WORK :

1. New Pattern of Work
2. The Human Organisation
3. New ways of Managing Conflicts

INFLUENTIAL CONCEPT

I.   SUPERVISORY STYLE

II. PRINCIPLE OF SUPPORTIVE RELATIONSHIP

III. LINKING PIN MODEL

IV. MANAGEMENT SYSTEM 1-4

Supervisory Style

Likert Classify supervisor into two category : Job Centric and Employee Centric. Features of Job Centric and Employee centric Supervisory Style are as follows:-

Job Centered	Employee Centered
Work must be done with no compromise	Work is important but human aspect is also important
Traditional Supervision (Negative Approach)	Sympathetic towards the employee or believe in the capability of employee
Authoritarian	Democratic
Less faith in the subordinate	Greater Degree of faith in the subordinate
Detailed Supervision	General Supervision
Employee will criticised if he fails(Punitive and Critical)	If Employee fails -> helps him to overcome form this failure
Non Participative	Highly Participative
Little Freedom	Degree of freedom is on the higher side
Low perfroming Sper	High Performing Supervisor
	Supervisor works as a guide or helper which increase the trust and confidence

Supervisory Style…

Likert recognises that t effective supervision is an adaptive and reative process. It needs constant adaptation to the background values, expectations and interpersonal skills between subordinates , peers and superiors. It is relative to the situation. His concept of leadership comes close to that of Mary Parker Follett.

Principle of Supportive Relationship

Based on his assessment of managers of high performance , Likert postulated his principle of supportive relationships as an organising concept. He conceives of an interaction-influence system to maximise skills, resources and mitivation of individuals at different level of organisation. Such a system would facilitate integration of making , direction, ect.

According to Likert, an organisation operating on an ideal interaction-influence system will reveal some of the following characteristics.

1. Employees personal values, need and goal refelected in those of the workgroups and organisation as a whole.
2. The accomplishment of the goals of the organisation would be seen as complementary to accomplishment of personal goals to the employees
3. Pressures for high performance will come from the employees themselves and not from the traditional hierarchies of the organisations
4. Reliable and prompt communication networks will operate throughout the organisation
5. The organisational decisions and actions will be affected by every member of the organisation. The influence will be directly proportional to the power of ideas not to the power of position
6. Co-operation, motivation, communication etc. will ensure that employees throughout the organisation exert their influence through their ideas on the decisions made in the organisation so that the capability of the organisation get built up

Linking Pin Model

Traditionally the organisations are too hierarchial and only one to one Interactions are there among the employees. This does not promote the above kind of interaction-influence system. To remove this difficulty Likert proposes the "Linking Pin Model".

This type of model has been presented as an alternative to the traditional hierarchical structure of traditional organisations by Likert Each individual has dual roles in two overlapping groups in this scheme of structuring organisation. Every member of organisation is member of a higher level group and leader of a lower level group. They are quite different in comparison to the traditional top-down management of the classical organisations in the sense that they grow upwards from the organisational base. In this model group functions and processes become far more important than the individual roles.

Linking Pin Model...

Likert's Linking Pin Concept
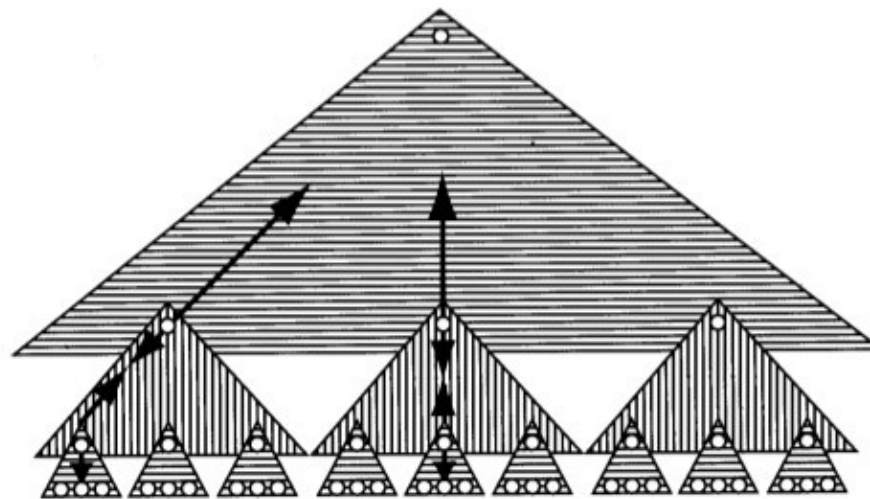
(The arrows indicate the linking pin function.)

Likert's Linking Pin Concept

R. Likert, *New Patterns of Management*, 1961, p. 113. Reproduced with permission of The McGraw-Hill Companies.

Management Systems 1-4

The most important contribution of Likert was to conceptualise different systems of management along a continuum. He identifies four distinct types of management styles. These are not isolated categories but many intermediate categories are possible in between them. These are as follows:

I.   **Management System 1: Exploitative – Authoritative**

II. **Management System 2: Benevolent – Authoritative**

III. **Management System 3: Consultative**

IV. **Management System 4: Participative**

Management Systems 1-4...

Autocratic Style ⇨ Low Performance		Democratic Style ⇨ High Performance	
System 1	**System 2**	**System 3**	**System 4**
• **Authoritative or Exploitative** • Autocratic • Against Informal Organisation • Decision making is limited • Employee work with fear, threats and punishment • Informal organisation generally oppose the goal of formal organisation • **(Ideal Condition)**	• **Benevolent Authoritative** • Some Decision Making is Delegated with closed policy control at the top. • Subordinate do not feel free to discuss their job related issue with the superior. • Informal organisation usually develops but it does not generally completely resists the goal of formal organisation	• **Consultative Democratic** • Manager do not believe completely on their subordinate • Employee are permitted to make some specific decisions. • Flow of command is in both upward and downward • Subordinate somewhat feels to disscuss their job related issues with the superior. • Informal Organisation will help formal organisation	• **Participative Democratic** • Democratic way of management • Complete faith on their employee • Decision making is highly decentralized • High degree of Communication and cooperation. • Formal organisation= Information organisation • **(Ideal condition)**

Management Systems 1-4...

Likert believed that the component parts of the management system should be consistent with its overall philosophy. Thus an exploitative - authoritative management system would show a steep hierarchial structure, close supervision, one to one relations, lot of pressure for high performance and low motivation among the employees. However the System 4 of participative style will show cross-functional linkages, tendency for group relations, joint decision making and lateral communication besides the top - down communication etc.

Systems 2 and 3 are intermediate levels in transition from System 1 to System 4 e. g. System 2 remains to be authoritative like System 1 but its exploitative character is replaced by the benevolence of the management towards its members. In consultative management style of System 3 broad based decisions are taken in which some powers are delegated to the middle level management also.

Though Likert prefers System 4 to any other management system still he doesn't favour abruptly transplanting the management style of one system in the other system. The skills of the members of the organisation as well those of its leaders suit a particular system. If one system is forced on a group of individuals not suited for it then the effectiveness of the whole system would decline. This is the reason Likert pleads for only gradual change from System 1 to System 4 and not an abrupt change.

Critical Evaluation of Rensis Likert

Likert's ideas are criticised on the following grounds:

- Likert's linking pin model is often accused of only drawing the triangles around the hierarchical structures & slowing down the process of decision making and doing nothing more.
- Likert has not dwelt on how to push organisations from System 1 to System 4.
- In practice it is observed that management often reverts back to the System 1 & 2 techniques in times of crisis. If System 4 is that much effective then why it is not preferred in times of emergency. Does it mean that supportive relationships break down in these situations.
- Organisations exist in an overall ecology. If the society itself is hierarchial and authoritarian culture exists in it then it should not be expected that the organisations would follow System 4 concept,

However notwithstanding these criticisms, Likert's views on linking pin model, participative style in accordance with System 4, and idea of supportive relationships and that of interaction-influence system bring about employee friendly management practices in the organisation theory. His ideas de-emphasise status, power, position, hierarchy and de-personalise problem solving. Also **Cross functional linkages and upward & horizontal linkages are recognized in the organisation due to the attractive ideas of Rensis Likert**

Reference

I.   Likert, Renesis - New Patterns of Management

II.   Manoj Dixit; et. Al - Public Administration

III.   Maheshwari, S.R. - Administrative Thinkers

IV.   Prasad & Prasad - Administrative Thinkers