

# **Amity Management Analyst**



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## From the Desk of Editor-in-Chief

It is not uncommon for a good number of organisations constantly looking for quick fixes to their performance and effectiveness problems. Though there may be reasons like inept planning, poor technology, unclear goals, inadequate skills and resources, lack of establishment of proper standards in respect of cost, time, quality etc., dysfunctional work teams, poor delegation of authority, and a host of such other facilities for poor performance, but instead of taking corrective steps to overcome the above mentioned shortcomings, many organizations make their employees listen to motivational speakers or engaging them in bungee jumping, or fire walking events, or arranging overseas trips, or the like. In such motivational programmes for employees, organizations spend billions but all they get are burned feet.

In this regard, quite a good amount of literature is available. For example, in his article, "Firms Spend Billions to Fire Up Workers - With Little Luck" (USA Today, May 10, 2001), D. Jones, and similarly in his article, "9 Burn Feet in National Guard Recruiters' Fire Walk" (Denver Post, December 28, 1998), P.G. Chronis, and also in another working paper (2004), "Managerial Incompetence: Is There a Dead Skunk on the Table?", G. J. Curphy and R.T. Hogan have expressed their views on the issue under reference elaborately. The motivational speakers come from different areas - religion, army, corporate sector, psychology, consultancy, etc. Organizations spend a lot on arranging such talks. Now the question arises whether such a huge expenditure on motivational speakers and extreme activities referred to above really help to boost organizational performance. Research studies have shown little link between motivational spending and company performance because such things do not address the root cause of many organizational woes, especially the managerial incompetence and, instead, covertly shift the burden on underperforming staff.

In case a manager fails to motivate his employees, he should not expect an outsider to play his (manager's) role. A manager remains in constant touch with his employees, knows their psyche, understands their needs and almost all other relevant details. He is, therefore, in a better position to motivate his workers. A few motivational talks by other agencies may leave only, if at all, a momentary effect, but not ever-lasting effect. Hence a competent management is the real solution to the problem.

**Prof (Dr) R C Sharma**  
*Editor-in-Chief*  
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