



LILHA EDUCATION CENTRE

www.lilhaeducationcentre.in

Contact No.9305907823



Directing



Chapter-7

Meaning – Directing refers to the process of instructing, guiding, counseling, motivating and leading people in the organization to achieve its objectives.

Characteristics of Directing –

1. Directing initiates action
2. Directing takes place at every level of management
3. Directing is a continuous process
4. Directing flow from top to bottom



Importance of Directing –

- A. Initiate action
- B. Integrates Employee's Effort
- C. Means Motivation
- D. Facilitates Change
- E. Starting & balance in the organization

Principles of Directing

- i. **Maximum individual contribution** - Directing techniques must help every individual in the organization to contribute to his maximum potential for achievement of organizational objectives.
- ii. **Harmony of Objectives** – Directing must insure that the individual goals of employees & that of the organization do not conflict with each other. Directing must aim at creating harmony among the two.
- iii. **Unity of Command** – This principle insists that a person in the organization should receive instruction from one superior only. If instruction is received from more than one it creates confusion, conflict & disorder in the organization.



- iv. Appropriateness of direction techniques** – According to this principle, appropriate motivational & leadership technique should be used while directing the people based on subordinate needs, capabilities, attitudes and other situational variables. For example, for some people money can act as powerful motivator while for other promotion may act as effective motivator.
- v. Managerial Communication** – Communication is the means which help make direction effective at various level of organization's hierarchy. Directing should convey clear instruction to create total understanding to subordinates. Through proper feedback, the manager should insure that subordinate understand his instruction clear.
- vi. Use of Informal organization** – Informal organization exists within every organization. Manager should realize this fact and make this best use of informal organization to create effective directing.
- vii. Leadership** – All managers have to be good leaders in orders to influence & direct the employees.



viii. Follow through – Mere giving of an order is not sufficient manager should follow it up by reviewing continuously whether orders are being implemented according for any problems are being encountered. It necessary suitable modification should made the direction.

Elements of Direction

- I. Supervision**
- II. Motivation**
- III. Leadership**
- IV. Communication**

I. Supervision

Importance / Role / Function of supervision

- i. Supervisor maintains day to day contact & maintains friendly relation with worker.
- ii. Supervisor act as a link between worker & management ideas to the workers on one hand & worker problems to the management on the other.

- 
- iii. Supervisor plays a key role in maintaining group unity among workers placed under his control.
 - iv. Supervisor ensures performance of work according to the targets set.
 - v. Supervisor provides good on the job training to the workers to the employees.
 - vi. Supervisory leadership plays a key role in influencing the workers in the organization.
 - vii. A good supervisor analyses the work performed and gives feedback to the workers.

II. Motivation

Definition – Motivation means a process of stimulating people to action to accomplish desired goals.

Few inter – related terms –

1. **Motive** – A motive is an inner state that energizes, activates or moves and directs behavior towards goals.
2. **Motivation** – Motivation is the process of stimulating people to action to accomplish desired goals.



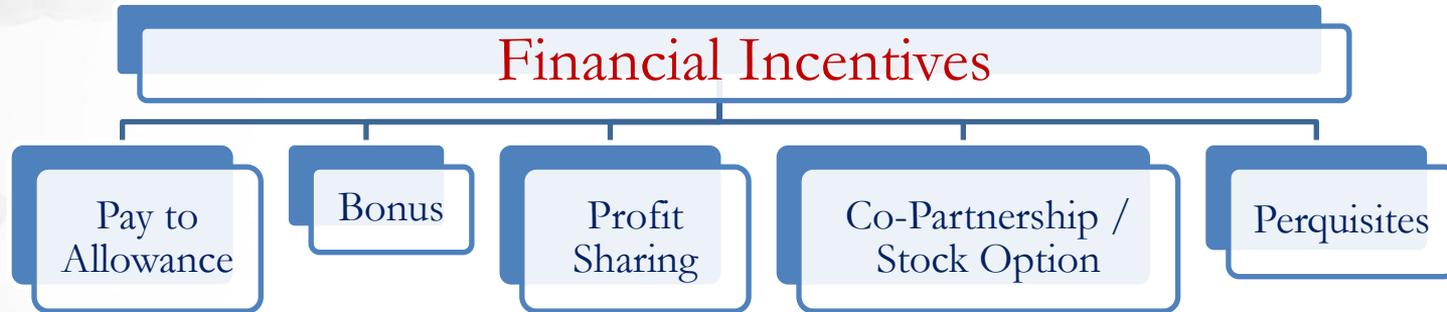
3. Motivators – Motivator is the technique used to motivate people in an organization. Manager used diverse motivators like pay, bonus, promotion, recognition, praise, responsibility etc.

Maslow's need hierarchy theory of Motivation –

- 1. Basic Psychological needs** – These needs are more basic in the hierarchy & correspond to primary needs. Hunger, thirst, shelter, sleep are some examples of these needs. In the organizational context basic salary helps the satisfy this needs.
- 2. Safety/ Security needs** – These needs provide security and protection from physical and emotional harm. Examples: job security, stability of income, pension plans etc,.
- 3. Affiliation/Belonging needs-** These needs refer to affection, sense of belongingness, acceptance and friendship.
- 4. Esteem Needs-** These include factor such as self respect, autonomy status, recognition and attention.
- 5. Self Actualization Needs-** It is the highest level of need in the hierarchy. It refers to the drive to become what one is capable of becoming.

Maslow's theory is based on the following assumption :

- (i) People behavior is based on their needs. Satisfaction of such needs influences their behavior.
- (ii) A satisfied need can no longer motivate a person; only next higher level need can motivate him.
- (iii) A person moves to the next higher level of the hierarchy only when the lower need is satisfied.





Non – Financial Incentives





III. Leadership

Meaning – leadership is the process of influencing the behavior of subordinates through effective support & guidance in order to achieve both individual & organizational goal.

Features –

1. Leadership indicates ability of an individual to influence others.
2. Leadership tries to bring change in the behavior of others
3. Leadership indicates interpersonal relation between leaders & followers.
4. Leadership is exercised to achieve common goals of the organization
5. Leadership is a continuous process

Importance of Leadership

- i. Leadership influences the behavior of people and makes them to positively contribute their energies for the benefit of the organization.
- ii. A leader maintains personal relations and helps followers in fulfilling their needs.
- iii. Leader plays a key role in introducing required changes in the organization.

- 
- iv. A leader handles conflicts effectively and does not allow adverse effects resulting from the conflicts.
 - v. Leader provides training to their subordinates. A good leader always builds up his successor and helps in smooth succession process.

Qualities of a Good Leader:

- i. Physical features
- ii. Knowledge
- iii. Integrity
- iv. Initiative:
- v. Communication skills:
- vi. Motivation Skills:
- vii. Self confidence
- viii. Decisiveness
- ix. Social skills



Leadership Style

1. **Autocratic or Authoritative leadership** – An autocratic leader exercises complete control over the subordinates. He centralizes power in himself and takes all decisions without consulting the subordinates.
2. **Democratic or participative leadership** – Under this style leader takes decisions in consultation and participation with employees. He delegates and decentralizes the authority.

Communication – Communication can be defined as transmission or exchange of ideas, views, message, information or instructions between two or more persons by different means.

The common means and ways for transmission of ideas are:

- a. Spoken words;
- b. Written words;
- c. Diagrams, pictures or graphs; and
- d. Gestures.



Elements of communication process

- (i) **Sender:** Sender means person who conveys his thoughts or ideas to the receiver. The sender represents source of communication.
- (ii) **Message:** It is the content of ideas, feelings, suggestions, order etc. intended to be communication.
- (iii) **Encoding:** It is the process of converting the message into communication symbols such as word, pictures, gestures etc.
- (iv) **Media:** It is the path through which encoded message is transmitted to receiver. The channel may be in written form, face to face, phone call, internet etc.
- (v) **Decoding:** It is the process of converting encoded symbols of the sender.
- (vi) **Receiver:** The person who receives communication of the sender.
- (vii) **Feedback:** It includes all those actions of receiver indicating that he has received and understood message of sender.
- (viii) **Noise:** Noise means some obstruction or hindrance to communication. This hindrance may be caused to sender, message or receiver.

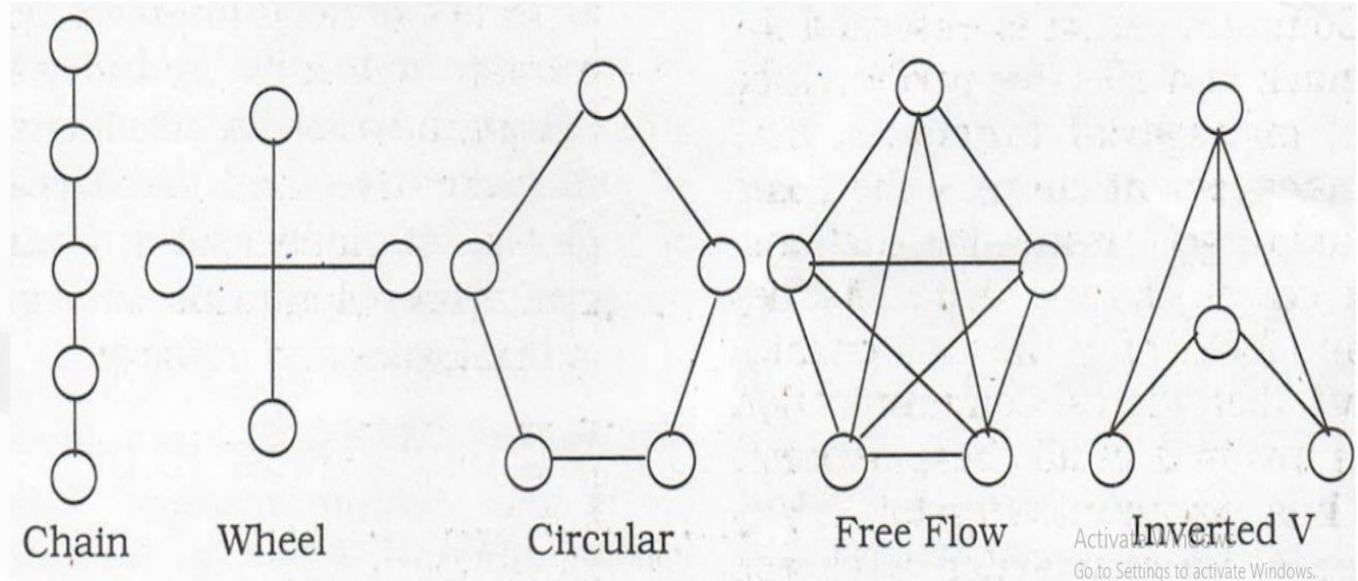


Importance of Communication

- (i) Acts as basis of coordination
- (ii) Helps in smooth working of an enterprise
- (iii) Acts as basis of decision making
- (iv) Increases managerial efficiency
- (v) Promotes operation and industrial peace
- (vi) Establishes effective leadership
- (vii) Boosts morale and provides motivation

Formal Communication – Formal communication flows through official channels designed in the organizational chart. This communication may take place between a superior and subordinate, a subordinate and superior or among same cadre employees or managers.

Some of the popular communication networks are presented and discussed in given figure.



- i. Single chain
- ii. Wheel:
- iii. Circular
- iv. Free flow
- v. Inverted V



Informal Communication – Communication that takes place without following the formal lines of communication is said to be informal communication. Informal system of communication is generally referred to as the ‘grapevine’ because it spreads throughout the organization with its branches going out in all directions in utter disregard to the levels of authority.

Limitations of Informal communication

- ❖ The grapevine/ informal communication spread rapidly and sometimes gets distorted.
- ❖ It is very difficult to detect the source of such communication.
- ❖ It is also leads to generate rumors which are not authentic.
- ❖ People’s behavior is affected by rumors & informal discussions and sometimes may hamper work environment.



Advantages –

- ❖ Sometimes, grapevine channels may be helpful as they carry information rapidly and, therefore may be useful to the manager at times.
- ❖ Informal channels are used by the managers to transmit information so as to know the reactions of his/ her subordinates.

Barriers to communication – The barriers to communication in the organizations can be broadly grouped as: semantic barriers, psychological barriers, organizational barriers, and personal barriers, these are briefly discussed below:

1. Semantic Barriers: Semantics is the branch of linguistic dealing with the meaning of words and sentences.

- i. Badly expressed message causes of semantic barrier-**
Sometimes intended meaning may not be conveyed by a manager to his subordinates.



- ii. **Symbols with different meanings:** A word may have several meanings. Receiver has to perceive one such meaning for the word used by communicator. Hence the listener may interpret a wrong meaning .
- iii. **Faculty translations:** Sometimes the communications originally drafted in one language.
- iv. **Unclarified assumptions:** Some communications may have certain assumptions which are subject to different interpretations.
- v. **Technical jargon:** It is usually found that specialists use technical jargon while explaining to persons who are not specialists in the concerned field. Therefore, they may not understand the actual meaning of many such words.
- vi. **Body language and gesture decoding:** Every movement of body communicates some meaning. If there is no match between what is said and what is expressed in body movements, communications may be wrongly perceived.



Psychological barriers: Emotional or psychological factors act as barriers to communicators.

- i. **Premature evaluation:** Sometimes people evaluate the meaning of message before the sender completes his message.
- ii. **Lack of attention:** The pre-occupied mind of receiver and the resultant non-listening of message acts as a major psychological barrier.
- iii. **Loss** by transmission and poor retention: When communication passes through various levels, successive transmissions of the message results in loss of, or transmission of inaccurate information.
- iv. **Distrust:** If the parties do not believe each other, they cannot understand each other's message in its original sense.



Organizational barriers: The factors related to organization structure, authority relationships, rules and regulations may, sometimes, act as barriers. Some of these barriers are:

- i. Organizational policy:** If the organizational policy, explicit or implicit, is not supportive or implicit, is not supportive to free flow of communication, it may hamper effectiveness of communication.
- ii. Rules and regulations:** Rigid rules and cumbersome procedures maybe a hurdle to communication. Similarly, communications through prescribed channel may result in delays.
- iii. Status:** Status of superior may create psychological distance between him and his subordinates. A status conscious manager also may not allow his subordinate to express their feelings freely.

- 
- iv. **Complexity in organization structure:** In an organization structure: In an organization where there are number of managerial levels, communication gets delayed and distorted as number of filtering points are more.
 - v. **Organisational facilities:** If facilities for smooth, clear and timely communications are not provided communications may be hampered. Facilities like frequent meetings, suggestion box, complaint box, social and cultural gathering, transparency in operations etc.. will encourage free flow of communications.

Personal Barriers:

- (i) **Fear of challenge to authority:** If a superior perceives that a particular communication may adversely affect his authority, her she may withhold or suppress such communication.
- (ii) **Lack of confidence of superior on his subordinates:** If superiors do not have confidence on the competency of their subordinates, they may not seek their advice or opinions.



- iii. **Unwillingness to composite:** Sometimes, subordinate may not be prepared to communicate with their superiors, if they perceive that it may adversely affect their interests.
- iv. **Lack of proper incentives:** If there is no motivation or incentive for communication, subordinates may not take initiative to communicate