

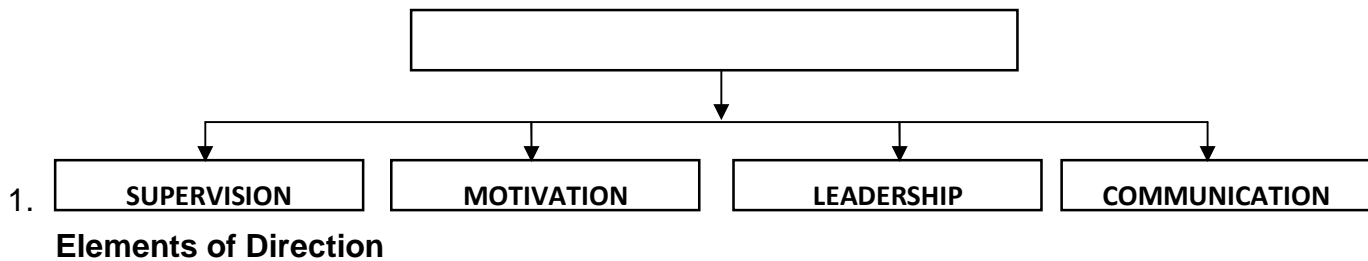
DIRECTING

Meaning: Directing is the process of activating human resources to achieve the objectives of the business. The word directing literally means moving into action.

According to **Earnest Dale**, “Directing is telling people what to do and seeing that they do it to the best of their ability.”

Characteristics of Directing

1. **Initiates action** – Directing gives a starting for all actions in the management.
2. **Pervasive** – This function takes place wherever superior – subordinate relationship exists, i.e., in all the levels of management.
3. **Continuous process** – It carried out through the life of the organization.
4. **Flows from top to bottom** – It implies that managers can direct the subordinates.
5. **Human element** – Directing is concerned with the human beings in the organization.



A. Supervision – The term “supervision” is derived from two Latin words – “Super” and “Vision”. Super means over and above and vision means to see. Thus supervision means “Overseeing the activity”. In management, supervision means overseeing the subordinates at work. It refers to direct and immediate guidance and control of subordinates in performing their tasks in accordance with the plans and policies of the enterprise.

The person who supervises the subordinates is called “Supervisor”. He is also known as Foreman, Overseer, Superintendent, Section officer etc. **Importance / Role / Functions of Supervision / Supervisor**

1. Maintain **day to day contact with the workers** and he acts as a guide, friend and philosopher.
2. Acts as a **link between management and employees**.
3. **Maintains group unity** by ensuring harmony among the workers in his group.
4. **Ensures performance of work** by motivating the workers.
5. **Provides on the job training** thereby he can make a good team of workers.
6. **Influences workers** through effective supervision.
7. **Provides feedback** – this will lead to better performance and developing work skills.

B. Motivation – “Motivation means a process of stimulating people to action to accomplished goals.” **Features of Motivation**

1. **Internal feeling** – Desire to have a car, recognition in the society etc. are the internal feeling of an individual which lead him to be motivated.

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2. **Produces goal – directed behavior** – If an employee is interested in promotion he will try to improve his performance, hence motivation produces goal-directed behavior.
3. **Motivation can be either positive or negative** – Better pay, promotion, recognition, assigning important jobs with more responsibilities etc. are positive motivations, whereas punishment, cutting increments, scolding etc. are negative means of motivation.
4. **Motivation is a complex process** – Because of individual differences among the employees, a uniform type of motivation may not satisfy all people in the organization.

Motivation process

Unsatisfied need → Tension → Drives → Search behavior → Satisfied need
→ Reduction of tension

1. **Unsatisfied need** of an individual is the first stage in motivation.
2. **Tension** – Unsatisfied need creates a tension.
3. **Drives** – Tension stimulates his drives.
4. **Search behavior** – Drives put him into a state of search behavior to satisfy his need.
5. **Satisfied need** – Search behavior ends in satisfied need.
6. **Reduction of tension** – Once the need is satisfied, he is relieved of tension.

Importance of Motivation

1. **Motivation improves efficiency and performance level** – Motivation bridges the gap between ability and willingness to work.
2. **Helps to create positive attitude** – If the organization rewards properly and supervisor gives proper encouragement, the worker may slowly develop a positive approach towards the work.
3. **Motivation reduces employee turnover and absenteeism** – Motivation creates confidence and morale in the workforce and workers will be loyal to the organization, which will result in lower employee turnover and absenteeism.
4. **Motivation ensures accomplishment of organizational goals** – Management through motivation creates willingness to work, which will lead to best results and thereby achieve the organizational goal.
5. **Motivation helps to accept changes** - Business environment is always changing, so that the business has to adopt these changes in time, motivation among the employees will help to adopt these changes without any hesitation.

Maslow's Need Hierarchy Theory of Motivation

Motivation is based on human needs. To motivate means to satisfy human needs. However, needs take a hierarchy as given by Maslow's theory on need hierarchy.

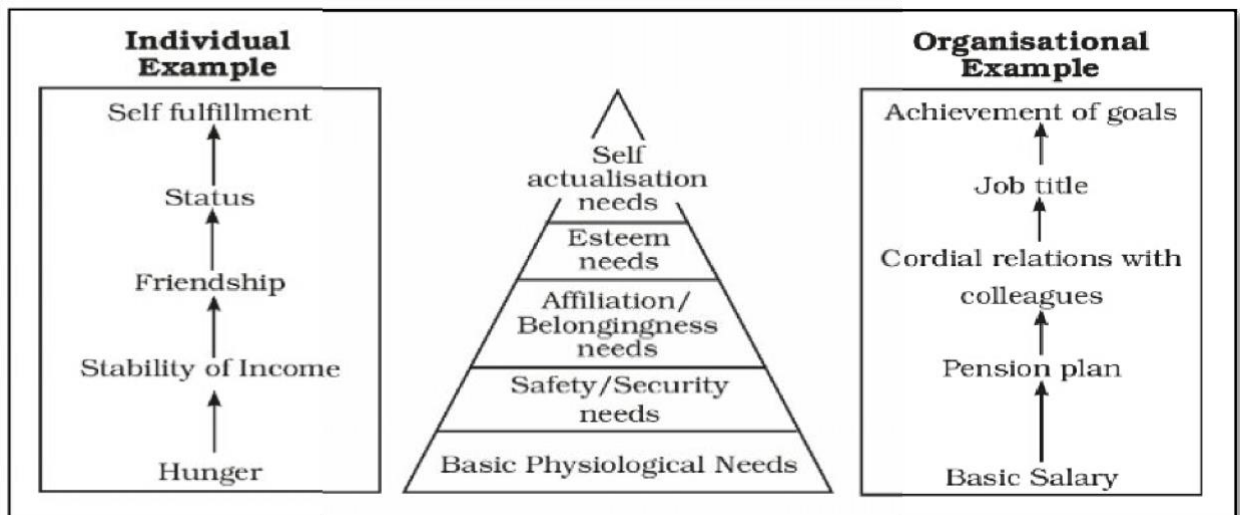
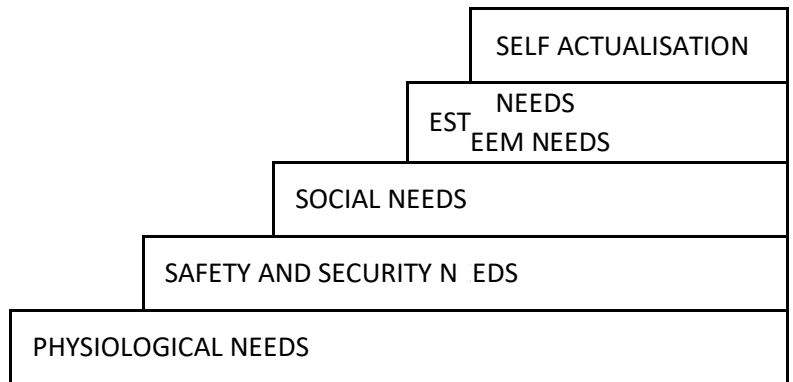
To motivate the employees, the manager has to understand the needs and wants of the employees. The behavior of an individual at a particular moment is usually determined by his

strongest need. Famous Psychologist Abraham H Maslow developed a conceptual framework for understanding the nature and strength of human needs.

Abraham Maslow – U. S. Psychologist – Father of Management Psychology - Developed the theory of motivation based on the hierarchy of needs.

Maslow suggests two major things about human needs:

- a. Each person's need depends on what he already has. Only those needs not yet satisfied can influence behavior. A fully satisfied need cannot influence behavior.
- b. Needs can be arranged in a hierarchy of importance. Unless a lower order need is met, a higher order need will Maslow's Need Hierarchy not arise.



1. **Basic Physiological Needs** – These are the basic needs of an individual like food, clothing and shelter. Unless these needs are met, a higher level need will not arise, the majority of a person's activities will probably be directed towards satisfying them.
2. **Safety and Security Needs** – These are the needs for safety and protection against hazards and dangers. People in the organization want job security, personal bodily security, security of source of income, provision for old age, insurance against risks etc.
3. **Social Needs (Affiliation/ Belonging needs)** – These are the needs for love and affection, friendship, a sense of belonging etc. On meeting safety and security needs, social needs come in. Since man is a social being, he has a need to belong and to be accepted by various groups.
4. **Esteem Needs** – These needs are the desire for status, prestige, dignity, self-respect, independence, respect from others etc. The organizations can satisfy these needs by recognizing and appreciating good performance, promotions etc.
5. **Self Actualization Needs** – Self actualization is the need to maximize one's potential, whatever it may be. In other words it an urge to use one's potentialities for the achievement of life ambition.

As a means of motivation, this theory must be seen as a measure to identify where an individual is in terms of his needs. This will help in deciding what must be provided as a motivator and what is its need satisfying capacity is.

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Maslow's theory gives emphasis on three important points:

1. Human wants are unlimited and varied.
2. These needs are arranged in a series of preferences. After the lower level needs are satisfied, needs at the higher level emerge and demand satisfaction.
3. A satisfied need can never work as a motivator. Needs which are not satisfied act as motivator for influencing human behavior.

C. Leadership

“Leadership is the ability of a manager to induce subordinates to work with confidence and zeal” – Koontz and O'Donnell. (Zeal means passion or enthusiasm).

In a business organization, leadership may be defined as the process influencing the behavior of employees at work towards the accomplishment of organizational objectives.

Features of Leadership

1. Influence others – Leadership is the ability of an individual to influence others.
2. Change in the behavior of others – Leadership tries to bring changes in the behavior of others.
3. Interpersonal relations – Leadership makes possible good interpersonal relationship between leaders and followers.
4. Achievement of common goal – Leadership implies achievement of common goal of the organization.
5. Continuous process – It is a continuous process of influencing behavior of followers.

Importance of Leadership

1. **Influences the behavior of people** – so that there will be positive contribution from the side of employees.
2. **Personal relations** – by this a leader can maintain good work environment
3. **Introduces changes in the organization** – leadership overrides the problem of resistance to change.
4. **Handles conflicts effectively** – a good leader can handle the conflicts in the organization without any adverse effect.
5. **Provides training to subordinates** – a good leader builds up his successor by providing adequate training.

Qualities of a Good Leader

1. **Physical features** – Good personality – height, weight, appearance etc.
2. **Knowledge** – Knowledge and competence in work is essential to guide his followers.

3. **Integrity** – A good leader should possess honesty and integrity (ethics) and he must be a role model to others.
4. **Initiative** – A leader must be initiative and creative, so that he can grab the opportunities for the benefit of the organization.
5. **Communication Skill** – Goals and procedures of the organization should be communicated clearly, precisely and effectively and he must be a good listener too.
6. **Motivation skills** – A leader should understand the needs of the subordinates, so that he can motivate his team.
7. **Self confidence** – A leader should have a high level of self confidence and will power and he should not lose his confidence in difficult situations.
8. **Decisiveness** – A leader should have sound judgment and decisiveness (strong decision), he should not change his opinions frequently.
9. **Social skills** – Proper understanding of people and maintaining good human relations are the ingredients of social skills.

Leadership Styles

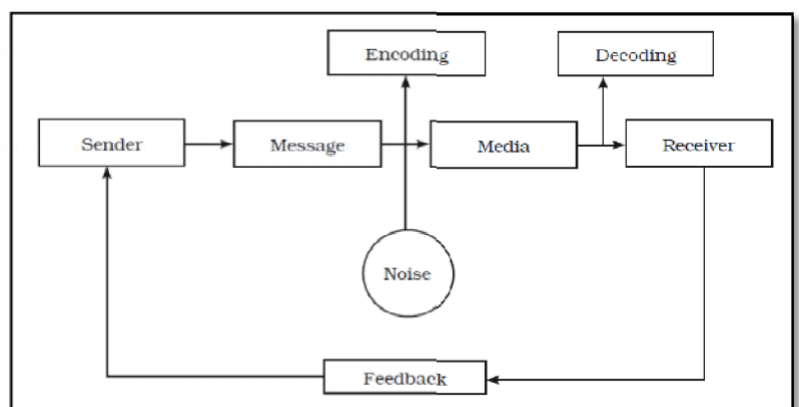
Depending on the use of authority, there are three basic styles of leadership: (i) Autocratic (ii) Democratic, and (iii) Laissez-faire

- (i) **An autocratic leader** gives orders and expects his subordinates to obey those orders. This leadership style is effective in many situations like in a factory where the supervisor is responsible for production on time and has to ensure labour productivity.
- (ii) **A democratic leader** will develop action plans and makes decisions in consultation with his subordinates. He will encourage them to participate in decision making. This kind of leadership style is more common now-a-days.
- (iii) **Laissez faire or Free-rein leader** does not believe in the use of power unless it is absolutely essential. The followers are given a high degree of freedom to formulate their own objectives and ways to achieve them.

Depending upon the situation a leader may choose to exercise a combination of these styles when required. For instance, while doing a work, a democratic leader may have to take his own decision in an emergency situation.

D. Communication

The term communication has been derived from the Latin word “Communis”, which means “Common”. **Communication may be defined as an exchange of ideas, facts, opinions and emotions from one person to another to create mutual understanding.**



1.

Barriers to Effective Communication – Any type of hurdle, block or bottleneck in the path of communication is called barriers to effective communication. They are as follows:

1. **Semantic Barrier** – The term semantic is used to describe things that deal with the *meanings of words and sentences*. Words and symbols used to communicate may mean different things to different persons. People interpret the same message in different ways depending upon their attitude, experience, education etc.

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For example, **profits** may mean one thing to a manager while it is interpreted differently by the workers. The Words **buy, by and bye**, they have same pronunciation, but different meaning and spellings. To overcome this barrier, the message must be simple, clear and precise.

Reasons for semantic barriers:

- a. Badly expressed message – due to wrong words or inappropriate words.
 - b. Symbols with different meaning – a word or a symbol are having different meaning.
 - c. Faulty translation – from one language to another.
 - d. Un-clarified assumptions – For instance, a boss asks the subordinate to take care of guest. To boss, it means the subordinate should take care of conveyance, accommodation, food and all other necessary things until he leaves the company, but the subordinate may interpret that the guest should be taken to hotel with care. Here the guest suffers because of these unclarified assumptions.
 - e. Body language and gesture decoding – If what is said and what is expressed through body movements and gestures differ, communication may be wrongly perceived.
2. **Psychological Barriers** – Emotional or psychological factors which act as barriers to communicators are called psychological barriers. Angry mood, troubled mind etc. are the examples. Some of them are as follows:
 - a. Premature evaluation – Here the receiver comes to conclusion without fully going through the message.
 - b. Lack of attention – Suppose an employee explains his problem to a manager while he is very busy with the preparation of a report for his superior, he will be less attentive and does not grasp the message, and the employee get disappointed.
 - c. Loss by transmission and poor retention – When a communication is passed through various levels, there is a possibility of loss in communication. Similarly people cannot retain all that is received as information for a long time if they are inattentive or not interested.
 - d. Distrust – If the sender and receiver don't believe each other, they cannot understand each other's message in true sense.
 3. **Organizational Barriers** – The complex organizational structure with scalar chain restricts free and frequent communication. Too many levels may cause delay and distortion in message. To overcome this barrier management may permit horizontal and diagonal communication. Some of the organizational barriers are given below:
 - a. Organizational policy – If an organization is highly centralized, it is not supportive to free flow of communication.

- b. Rules and regulations – Communication strictly through the chain of command may cause delays.
- c. Status - Some superiors may not be ready to talk freely with the subordinates. Similarly subordinates also not feel confident to talk freely with superiors. They pass information what superiors would like to hear and hold back unpleasant facts.

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- d. Complexity in organizational structure – Too many levels in the management may cause delay and distortion.
- e. Organizational facilities – if proper facilities are not provided such as intercom, public addressing system, complaint box, suggestions box etc. the communication may not flow freely.

- 4. Personal Barriers** – These are the personal factors of both the sender and the receiver.
- a. Fear of challenge to authority – If a superior feels that a particular communication may adversely affect his authority, he will hold it or suppress it.
 - b. Lack of confidence – Some superior will never take into confidence the subordinates.
 - c. Unwillingness to communicate – Subordinates may also be unwilling to communicate with their superiors on the fear that it will adversely affect their interest.
 - d. Lack of proper incentives – If there is no reward or appreciation for the suggestions of subordinates; they will not ready to communicate.

Improving Communication Effectiveness

1. **Clarify the ideas before communication** - it is the duty of the communicator to clarify the message clearly before he is going to communicate the same.
2. **Communicate according to the needs of receiver** – The sender must understand the capacity of the receiver and he must know what type of information the receiver needs and in what form.
3. **Consult others before communicating** – It is better to consult with others in developing a plan for communication.
4. **Beware of languages, tone and content of message** – The language and tone used by the sender should be stimulating to evoke response from the listeners.
5. **Convey things of help and value to listeners** – It is better to know the interest and needs of communicates while communicating a message. If the message is related to their interest there will be positive response, else they become passive listeners.
6. **Ensure proper feedback** – The sender should take efforts to have feedback from the listeners time to time.
7. **Communicate for present and future** – The communication should aim at present and future goals of the organization.
8. **Follow up communication** – Proper follow up and review of instructions given to subordinates will help to remove hurdles if any.
9. **Be a good listener** - Careful listening is a prerequisite for effective communication. Patient listening solves half the problem.



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