DIRECTING

Contents as per CBSE syllabus

- **Directing- Meaning, Features & Importance,**
- **Motivation- concept, Maslow's hierarchy of needs,**
- **Financial and non financial incentives**
- **Leadership- concept, Features, Importance, Styles,**
- **Communication-concept, formal and informal,**
- **Barriers to communication, Psychological Barriers, Personal Barriers, Organisational Barriers.**
- **How to overcome the barriers.**

MEANING

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Process of instructing, guiding, Counselling, motivating & leading people to achieve its objectives.

FEATURES

Directing initiates action : Has to perform function along with other functions, Key managerial function.

Directing is a continuous process: without direction the organisation activities cannot continue further.

Directing flows from top to bottom- flow through organisational hierarchy.

Directing takes place at all level of management where superior-subordinate relation exist.

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IMPORTANCE

Initiate action by people towards attainment of desired objectives.
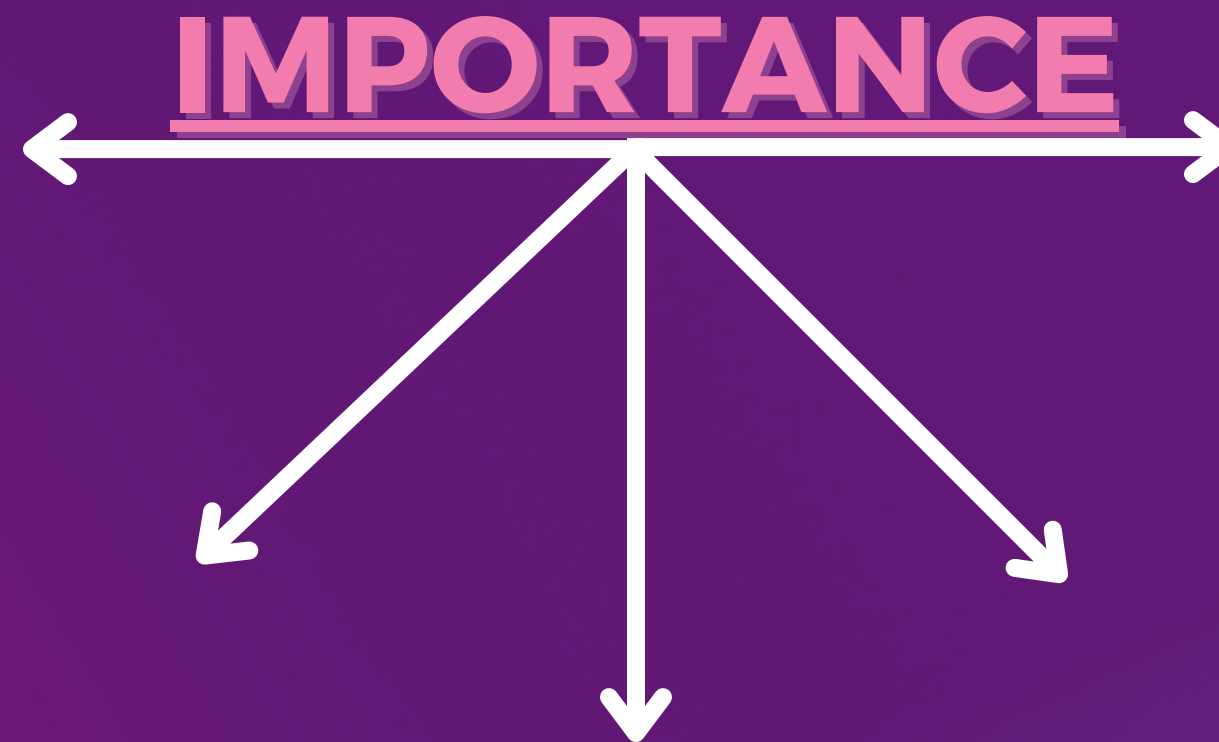
Helps to **bring stability** and **balance** among various groups activity and the departments.

Integrates employees effort, in such a way that every **individual effort** contributes to the organisational performance.

Guides employee to **fully realise** their **potential** and capabilities by motivating and **providing effective leadership**.

Reduce resistance and develop **required cooperation** in introducing changes in the organisation.

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MOTIVATION

MEANING :- **Incitement** or **inducement** to act or move,
Process of making subordinates to **act** in a **desired manner**.

MOTIVE :-
- **Inner state** that **energises**, **activities** or **moves** and **direct behaviour** towards goal,
- Arise of **individual needs** which causes restlessness.
  Eg:- Hunger, Security, need for comfort, etc.

MOTIVATION :-
- Process of **stimulating people** to accomplished desired goals.

MOTIVATORS :-
- **Technique** to motivate people,
Eg:- Pay, bonus, promotion, praise, etc.

FEATURES
OF
MOTIVATION

A). INTERNAL FEELING

- Urge, drives, desires, aspiration, needs of human being.

D). COMPLEX PROCESS

- Individuals are **heterogeneous** in their expectations, prescriptions and reactions.

B). GOAL DIRECTED BEHAVIOUR

- Helps to produce a behaviour to improve performance.

C). POSITIVE OR NEGATIVE

- **Positive motivation** like pay, promotion, recognition, etc.
- **Negative motivation** like punishment, stopping, threating, etc.

MASLOW'S NEED HIERARCHY THEORY

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- His theory was based on human needs, these are:-

1. <u>Basic psychological needs</u>:- Basic / primary need. (Eg:- Salary)
2. <u>Safety / security needs</u>:- Protection from physical and emotional harm. (Eg:- Job security, Stability of income, etc.)
3. <u>Affiliation belonging needs</u>:- Affection, Sense of belongingness, acceptance and friendship.
4. <u>Esteem</u> <u>needs</u>:- Self respect, autonomy status, recognition & attention.
5. <u>self actualization needs</u>:- Highest level of need, Refers to the drive to become what one is capable of becoming such as growth, self fulfillment, achievement of goals.

- <u>Assumptions:-</u>
  1. People's behaviour is based on their needs,
  2. Satisfaction of needs influences their behaviour,
  3. Needs are in hierarchical order,
  4. A Satisfied can no longer motivate, next higher level needed,
  5. A person move to next only when lower need is satisfied.

FINANCIAL INCENTIVES :-

- Money has become **means** to satisfy needs,
- Direct **monetary form** or **measurable** in monetary term.

i). Pay & Allowances :- Salary, basic pay, dearness allowance and others,
Regular increments **time to time**, or performance basis.

ii). Productivity linked wage incentives:- Aims at linking payment of wages to **increase in productivity** at individual or group level.

iii). Profit sharing:- A **share** of **profit** in organisation, this services to **improve their performance** and **contribute** to increase in profits.

iv). Bonus:- Offered over & above the wages / Salary.

v). Co-partnership / Stock-option:- Employees are **offered** company **share** at a set price which is **lower than market**, this creates feeling of ownership

vi). Retirement benefits:- Provident fund, pension, gratitude provide **security** to employees **after retirement**.

vii). Perquisites:- Car allowance, housing, medical aid, etc. **over and above the salary**.

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NON-FINANCIAL INCENTIVES :-

- **Psychological, social and emotional needs,**
- **Monetary aspect may be involved but more emphasis on above needs satisfaction.**

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i). Status :- Ranking of positions in organisation. Authority, responsibility, rewards, recognition, perquisites, prestige of job. Psychological, Social and esteem needs are Satisifed

ii). Organisational Climate:- Characteristics which describe an organisation and distinguish from one another. these are autonomy, reward orientation, consideration to employees, etc.

iii). Career advancement opportunity:- Opportunity to employees to improve their skills and promoted to higher level.

iv). Job enrichment:- Designing jobs that include varieties, skill, interest, higher level of knowledge, more autonomy, responsibility provide the opportunity for personal growth.

v). Employee recognition programmes:- Acknowledgement with a show of appreciation.

vi). Job security:- Certain stability about future income so that they do not feel worried.

vii). Employee participation:- Involve employees in decision making issues related to them such as Joint management committees, Work committees etc.

viii). Employee empowerment:- Giving more autonomy and powers to subordinates.

LEADERSHIP :-

- Process of **influencing** the behaviour of **people** by making them **strive voluntarily towards achievement** of organisational goal.

FEATURES

i). **Ability** of an **individual** to influence others.

v). **Continuous** process.

ii). Bring **changes** in the behaviour of others.

iii). Indicates **interpersonal** relation between **leaders** and **followers**.

iv). **Exercise** to **achieve** organisational goal.

IMPORTANCE OF LEADERSHIP

i). Influences the behaviour :-
- Positivity contribute their energies for the benefit of organisation.

ii). Maintain personal relations :-
- Provide confidence, support & encouragement, create congenial work environment.

iii). Leader plays a key role :-
- Clarifies & inspires people to accept changes, overcome resistance problem.

iv). Conflict handling effectively :-
- Leader allows his followers to ventilate their feelings and disagreement with suitable clarification.

v). Provides training :-
- Build up his successor, smooth succession process.

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QUALITIES OF GOOD LEADER

ix). Social skills :-
Sociable & friendly with his colleagues & followers, Understand people & maintain good human relations with them.

i). Physical features :-
Appearance determine physical personality, good physical features attract people.

viii). Decisiveness :-
He should be firm & should not change opinions frequently.

ii). knowledge :-
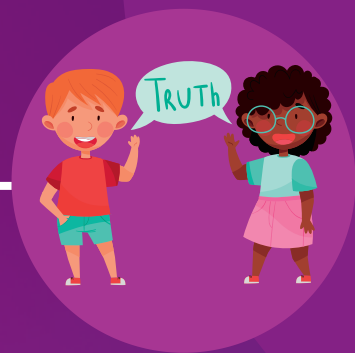Require knowledge and competence, then can instruct subordinates correctly & influence them.

vii). Self confidence :-
High level of self confidence, Lack of confidence then he can't provide confidence to followers.

iii). Integrity :-
Role model to others regarding ethics, value & honesty.

vi). Motivation skills :-
Effective motivator, should understand the needs of people.

iv). Initiative :-
Should have courage to grab the opportunity and use to the advantage.

v). Communication skills :-
Capacity to clearly explain his ideas, not only good speaker but good listener, teacher, counsellor.

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LEADERSHIP STYLE

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i). Autocratic or Authoritarian Leader

- Autocratic leader gives order, subordinates to obey orders,
- One-way communication,
- Quick decision making,
- Reward or punishment both can be given depending upon the result,
- Consider subordinate ideas but end decision will be their own.

ii). Democratic or Participative Leader

- Develop action plans,
- Make decision with consulting subordinates,
- People perform best if they have set their own objectives,
- Respect other's opinion and support subordinates to perform their duties.

iii). Laissez faire or Free-rein leader

- Leader doesn't believe in the use of power,
- High degree of independence to follow formulate their own objectives,
- Manager only support them and supplied them with required information.

COMMUNICATION :-

- **Process of exchange of ideas, views, facts, feelings, etc, between or among people to create common understanding.**

IMPORTANCE

i). Act as basis of coordination :- Providing coordination by explaining about organisational goal, the mode of their achievement interrelation between different and individuals etc.

ii). Helps in smooth working of an enterprise :- Coordinate human and physical elements into an efficient and active working unit which only communication can make.

iii). Act as a basis of direction making :- Communication of relevant information one can take right decision.

iv). Increases managerial efficiency :- Conveying goals, targets, instructions, allocate jobs, responsibilities & look after subordinate communication lubricates organisation.

v). Promotes cooperation & Industrial peace :- Two way communication promotes cooperation & mutual understanding between the management & workers.

vi). Establishes effective leadership :- Leader should possess good communication skills.

vii). Boost morale & provide motivation :- Basis of participative & democratic pattern of management.

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ELEMENTS OF COMMUNICATION PROCESS

1. **Sender** :- Person who **convey his thoughts**, source of Communication.
2. **Message** :- Contents of **ideas** or **message** or **suggestion**,
3. **Encoding** :- Process of **converting message**,
4. **Media** :- **Path**, **Channel**,
5. **Decoding** :- Process of **converting encoded symbols**,
6. **Receiver** :- Person who **receives** communication,
7. **Feedback** :- Action of receiver **indicating** message **received** & **understood**,
8. **Noise** :- means some **obstruction** or **hindrance** to communication. This hindrance may be caused to sender, message or receiver.
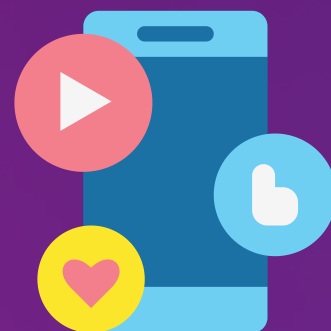
FORMAL COMMUNICATION :-

- **Flows through official channels,**
- **May be oral or written generally recorded and filed,**
- **May be vertical and horizontal.**

-Vertical :- Flow upwards or Downwards.

From subordinate to Superior

[Eg:- Grant for leave, submission of reports, request for grants, etc.]

From Superior to subordinate

[Eg:- Sending notice to employees, passing guidelines, ordering to complete assigned task.]

-Horizontal or Lateral communication :- Between one division - Another division.

- **Pattern through which communication flows called communication network, there are different types of patterns.**

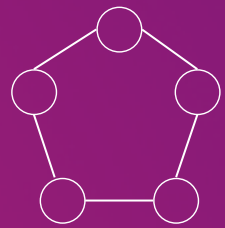**i). <u>Single Chain</u> :- Communication flow from every superior to subordinate.**

ii). <u>Wheel</u> :- All subordinates under one superior communicate through him only,
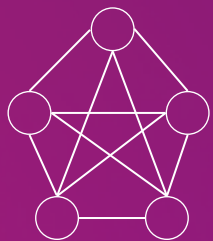   **Subordinates are not allowed to talk among themselves.**
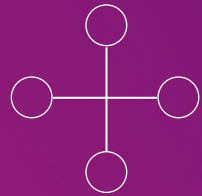
iii). <u>Circular</u> :- Can communicate with his adjoining two persons,
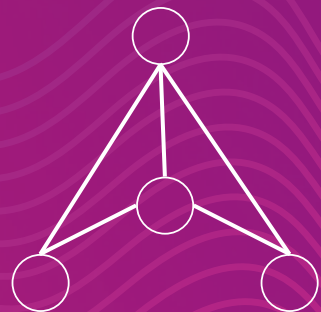   **Flow is slow.**

iv). <u>Free Flows</u> :- Can communicate with others freely,
     Flow is fast.

v). <u>Inverted</u> :- Subordinate is allowed to communicate with his immediate superior as
     well as his superior's superior.

INFORMAL COMMUNICATION :-

- **Without** following the **formal line** of communication,
- Refer to as 'grapevine' because it's spread throughout the organisation,
- Arises out of needs of employees,
- **Difficult to detect** the source of such communication,
- Leads to generate **rumors** which are not authentic,
- Grapevine / informal **spreads rapidly**,
- Informal channels are used by manager to transit information so as to know reactions of his / her subordinates,
- Manager should make use of positive aspects and minimise negative aspect of this channel.
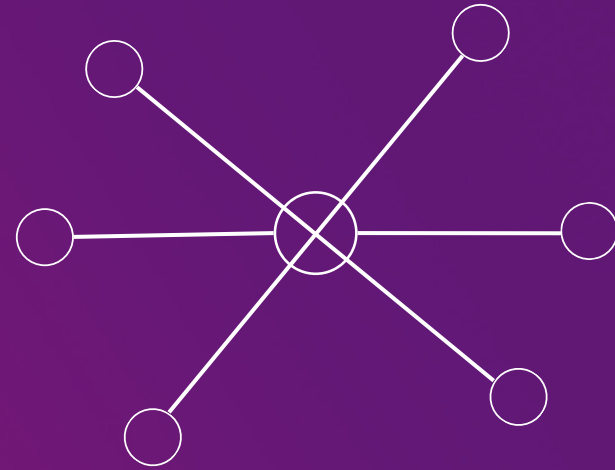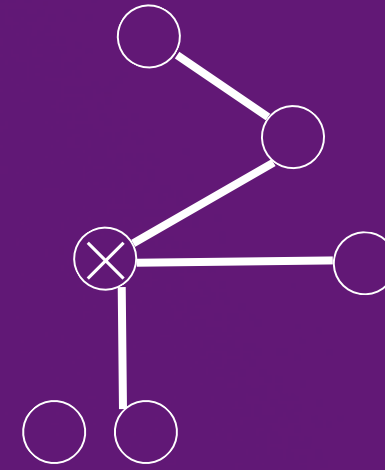
GRAPEVINE NETWORK :-

Single-Stand Network

⌄⌄

Each communicates to the other in sequence.
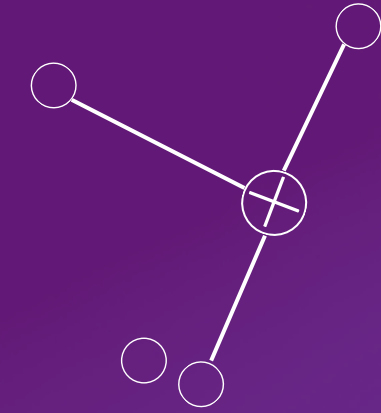
Gossip Network

⌄⌄

Communicates with all on no - selective basis.

Probability Network

⌄⌄

Individual communicates randomly with other individual.

Cluster Network

⌄⌄

Communicates with only those people whom he trusts.

⌄

Most popular in organisation.

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BARRIERS TO COMMUNICATION :-

- **Semantic Barriers:-** Linguistic dealing with the meaning of words and sentences.

i). **Badly expressed message** :- Inadequate vocabulary, usage of wrong words, omission of needed words, etc.

ii). **Symbols with different meanings** :- A word may have several meaning, receiver has to perceive one.

iii). **Faulty transactions** :- Translator is not proficient with both the languages, mistakes may creep causing different meaning.

iv). **Unclarified assumptions** :- Certain assumptions which are subjected to different interpretations.

v). <u>Technical Jargon</u> :- Specialists use technical words while explaining to persons who are not specialists in the concerned field.

vi). <u>Body Language & Gesture Decoding</u> :- If there is no match between what is said and what is expressed in body movements, Communication may be wrongly perceived.

- **<u>Psychological Barriers</u>:-** State of mind of both sender and receiver of communication reflects in the effective communication.

i). <u>Premature Evaluation</u> :- Due to conceived prejudices against the communication.

ii). <u>Lack of Attention</u> :- Pre - occupied mind of receiver & the resultant non - listening of message.

iii). <u>Loss by transmission & poor retention</u> :- Successive transmission of the message result in loss or inaccurate information, People can't retain if they are inattentive or not interested.

iv). <u>Distrust</u> :- If the parties do not believe each other, They cannot understand each other message in its original sense.

- **<u>Personal Barriers</u>:-**

i). <u>Fear of challange to authority</u>:- Any adverse effect on authority, he/she may withhold or suppress such communication.

ii). <u>Lack of confidence of superior on his subordinates</u>:- May not seek their advice or opinion.

iii). <u>Unwillingness to communicate</u> :- Subordinates may not be prepared to communicate with superiors which may adversely effect their interest.

iv). <u>Lack of proper incentives</u> :- No reward or appreciation fora good suggestion, the subordinates may not be willing to offer useful suggestions.

- **<u>Organisational Barriers</u>:-**

i). <u>Policy</u> :- Not supportive to free flow of communication, hamper effectiveness.

ii). <u>Rules & Regulations</u>:- Rigid rules & cumbersome procedures.

iii). <u>Status</u>:- Psychological distance between superior and subordinate may not allowed to express their feelings freely.

iv). <u>Complexity in organisation structure</u>:- Where there are number of managerial levels, it get delayed and disorted as filtering points are more.

v). <u>Organisational facalities</u>:- Frequent Meetings, suggestion box, complaint box, social and cultural gathering will encourage free flow of communication.

IMPROVING COMMUNICATION EFFECTIVENESS

i). **Clarifying the ideas before communication**:- The entire problem should be studied in depth, analysed and stated in such a manner that is clearly conveyed to subordinates.

ii). **Communicates according to the needs of receiver**:- Manager should adjust his communication according to the education & understanding level of subordinates.

iii). **Consult others before communicating**:- Participation & involvement of subordinates may help to gain ready acceptance & willing cooperation of subordinates.

iv). **Be aware of languages, tone & content of message**:- Should be understandable, not offended sentiments of listners stimulate to evoke response from the listeners.

v). Convey things of helps & value to listeners:- Know the interest & needs of people with whom you are communicating.

vi). Ensure proper feedback:- Asking questions regarding the message conveyed, Receiver should be encouraged to respond to communication.

vii). Communicate for present as well as future:- To meet the existing commitments to maintain consistency, should aim at future goals of the enterprise.

viii). Follow up communication:- Removes hurdles if any in implementing the instructions.

ix). Follow up communication:- Patient & attentive listening solves half of the problems.