

6. DIRECTING

Directing is concerned with telling subordinates what to do and seeing that they do it as best they can. It includes assigning tasks and duties, explaining procedures, issuing orders, providing on-the-job instructions, monitoring performance, and correcting deviations.

Directing must have two dimensions, namely a) magnitude and b) aim or direction.

The directing function includes the following:

- i) Supervising
- ii) Guiding
- iii) Leading
- iv) Motivating, and
- v) Communicating

i) Supervision

The aim of supervision is to ensure that sub-ordinates work efficiently to accomplish the tasks assigned to them. Directing and supervising are similar in the sense that both seek to motivate the subordinate staff and provide leadership so that the predetermined goals are effectively accomplished. However, only the lowest level managers are designated as supervisors. One reason for this is that while all other levels of management have sub-ordinates who are managers themselves, the supervisory staff deals with workers who are engaged in basic operations.

Qualities of a Good Supervisor

1. Knowledge about the organization
2. Technical competency
3. Ability to instruct and explain
4. Ability to listen to others to information, to solve problems, to share experiences etc.
5. Ability to secure co-operation
6. Ability for orderly thinking
7. Ability to judge people
8. Patience
9. Ability to improve worker's morale
10. Ability to enforce discipline
11. Ability to delegate the work among his sub-ordinate

ii) Guiding

This refers to a specialized task of leading the sub-ordinates to accomplish the result by overcoming the hurdles. Direction and purpose are very important for a manager to guide his sub-ordinate.

iii) Leadership

The following definitions refer to different aspects of leadership.

Chester Barnard: Leadership is the ability of a superior to influence the behaviour of his subordinates and persuade them to follow a particular course of action.

Allen: Leader is one who guides and directs other people. He must give effective direction and purpose.

George R. Terry: Leadership is the activity of influencing people to strive willingly for mutual objectives.

Robert C. Appleby: Leadership is a means of direction, is the ability of management to induce sub-ordinates work towards group ideas with confidence and keenness.

The following are the primary functions of a leader. He acts as:

- 1) Executive, 2) Planner, 3) Policy maker, 4) Expert, 5) External group representative, 6) Controller of internal relations, 7) Conveyor of rewards and punishments and 8) Arbitrator and mediator.

Types of Leaders

- 1. Autocratic** wants to run show all by himself.
- 2. Laissez Faire** or Free rein leader permits his followers to do whatever they want to do.
- 3. Democratic** leadership is based on the assumption that the leader derives his power by consent of the followers. Participation, consultation and agreement of the group members are important features of democratic leadership.
- 4. Expert or Functional** leader does not have any formal authority. He stands out because of his special qualifications for the job handled by him, which is also the main reason why followers look up to him for guidance and control.
- 5. Institutional** leader is one who wields power over his followers due to the position or office occupied by him in the organizational hierarchy.

Qualities of Leadership

According to Henry Fayol, the qualities that a leader must possess are:

- i) health and physical fitness
- ii) mental vigour and energy
- iii) courage to accept responsibility
- iv) steady, persistent, thoughtful determination
- v) sound general education, and
- vi) management ability embracing foresight and the art of handling men
- vii) sense of judgment
- viii) understanding or empathy
- ix) motivation
- x) communicating skill

Exercising Leadership

Effective leadership involves democratic directing rather than autocratic commanding. Leadership depends upon the interpersonal influence possessed by the leader. In order to exercise effective leadership, the leader should create a good working environment that contributes materially for the motivation of better work performance. The leader should be skilful in communicating his order down the chain of command, using formal and informal channels.

Once the sub-ordinates are chosen, the leader should try to build effective supervisory relationship with them. The following factors are significant in doing this.

- i) Attitude towards sub-ordinates
- ii) Choice of sub-ordinates
- iii) Training given to them
- iv) Opportunities for their job satisfaction
- v) Rewards for work well done.
- vi) Motivation

Motivation

Variation in individual effort and performance is attributable to the extent to which a person feels motivated to expend mental and physical effort to accomplish the given task.

Motivation refers to goal-directed behaviour. It means what a person will choose to do when several alternatives are available to him. It also refers to the strength of his behaviour after he has exercised the choice, and the persistence with which he will engage in such behaviour.

Characteristics of Motivation

1. A Psychological Concept

Even workers with extraordinary abilities will not be able to perform as desired until they are effectively (psychologically) motivated.

2. Motivation is Total, not Piecemeal

Workers cannot be motivated in piece meal or parts.

3. Motivation is Determined by Human Needs

Once a particular need is satisfied for good, he may lose interest in the activity that provides him satisfaction of the said need. In such a case, he will have to be provided awareness of satisfaction of his other needs so that he continues to be inclined to pursue the said activity.

4. Motivation may be financial or non-financial

Financial rewards: They include salary or wage increase, overtime and holiday payments, bonus, payment made under profit sharing plans, fringe benefits like amenities and facilities at concession rates.

Non-financial rewards: Free conveyance facility to residential areas and place of work, free lunch, provision of own secretary, servants at home, furnished rent free accommodation.

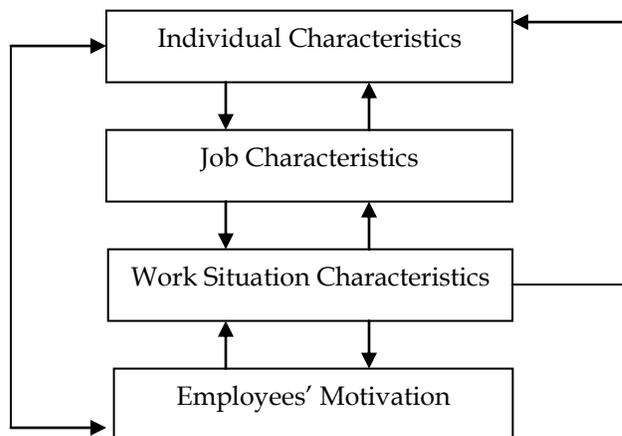


Fig. 6.1 Characteristics of Motivation

5. **Motivation is a constant process:** Human needs are infinite. No sooner a person has satisfied one need than he seeks to satisfy another.

6. **Motivation** is the result of interactions among three groups of factors, namely, i) influences operating within the individual ii) influences operating with the organization and iii) influences operating in the external environment.

V) COMMUNICATING

Communication means sharing ideas in common. It means a verbal or written message, an exchange of information, a system of communicating, and a process by which meanings are exchanged between individuals through a common system of symbols. It also means a technique for expressing ideas effectively.

Nature of Communication

1. It takes Who to Complete Communication

Communication is a two-way traffic. There should be a sender and receiver of a message communicated.

2. Message to be understood in the Same Sense

If the receiver does not understand it, the communication will not be complete.

3. Message to have Substance

The transmitted message should give out ideas, information or facts which should be of interest to the receiver.

4. Communication may be Oral, Written or Gesture

5. Communication may be formal or informal

Formal communication follows the formal channels provided in the organization structure. E.g., Sales manager will communicate with the deputy sales manager.

Informal communication is through personal contacts and it is faster in communicating messages than the formal channels.

Elements of Communication Process

- 1) A communicator who sends message
- 2) Message or information to be communicated
- 3) Encoding i.e., putting the message in suitable words
- 4) Transmission
- 5) Receiver or respondent or audience
- 6) Decoding (understanding the message exactly as it has been sent)
- 7) Response i.e., reaction of the respondent by way of reply, action or use of message

Types of Communication

On the basis of relationship between the parties concerned, communication may be a) formal and b) informal

On the basis of its flow of direction, communication may be a) oral, b) written & c) gesture