Direction (Directing)

Directing refers to a process or technique of instructing, guiding, inspiring, ~~cons~~ counselling, overseeing and leading people towards the accomplishment of organizational goals. It is a continuous managerial process that goes on throughout the life of the organization. Main characteristic of directing are as follows:

1. **Initiates Action**: A directing function is performed by the managers along with the planning, staffing, organizing and controlling in order to discharge their duties in the organization. While other functions prepare a platform for action, directing initiates action.

2. **Pervasive Function**: Directing takes place at every level of the organization. ~~Wherever~~ Wherever there is superior-subordinate relationship, directing exists as every manager provides guidance and inspiration to his subordinates.

3. Continuous Activity : It is a continuous function throughout the life of the organization irrespective of the change in the mangers or employees.

4. Descending Order of Hierarchy : Directing flows from a top level of management to the bottom level. Every manager exercise this function on his immediate Subordinate.

5. ~~Sti~~ Human Factor : Since all employees are different and behave differently in different situation it becomes important for the managers to tackle the situations appropriately. Thus directing is a significant function that gets the work done by the employees and increases the growth of the organization.

Principles of Directing

1. Maximum Individual Contribution : One of the main principles of directing is the contribution of individuals. Management should adopt such directing policies that motivate the employees to contribute their maximum potential for the attainment of organizational goals.

2. Harmony of Objectives : Sometimes there is a conflict between the organizational objectives and individuals objectives. For example, the organization wants profits to increase and to retain its major share, whereas, the employee may perceive that they should get a major share as a bonus as they have worked really hard for it.

3. Unity of command : This principle states that a subordinate should receive instructions from one superior at a time. If he receives instructions from more than one ~~sp~~ superiors at the same time, it will create confusion, conflict and disorder in the organization and also he will not be able to work properly.

4. Appropriate Direction Technique : Among the principles of directing this one states that appropriate direction technique should be used to supervise, lead, communicate, and motivate the employees based on their needs, capabilities, attitude and other situational variables.

5. Managerial Communication : According to this principle, it should be seen that the instructions are clearly conveyed to the employees and it should be ensured that they have understood the same meaning as was intended to be communicated.

6. Use of Informal Organization : Within every formal organization, there exists an informal group as organization. The manager should identify those groups and use them to communicate information. There should be a free flow of information among seniors and the subordinates as an effective exchange of information are really important for the growth of an organization.

7. Leadership: Managers should possess a good leadership quality to influence the subordinates and make them work according to their wish. It is one of the important principle of directing.

8. Follow Through: As per this principle, managers are required to monitor the extent to which the policies, procedures and instructions are followed by the subordinates. If there is any problem in implementation, then the suitable modification can be made.

Communication

Communication is the transfer of information from a sender to receiver, with the information being understood by the receiver. This defination forms the basis for the communication process model. This model focuses on the sender, the transmission and the receiver of the message. It also draws attention to "noise", which interferes with good communication and feedback.

Communication is essential for the internal functioning of enterprise because it integrates the managerial functions. Especially communication is needed:

1. to establish the goals of an enterprise.
2. to develop plans for their achievement.
3. to organize human and other resources in the most effective and efficient way.
4. to select, develop and appraise the members of the organization.

5. to lead, direct, motivate and create a climate in which people want to contribute.
6. to control performance

Not only that communication facilitates the mangerial function but also that communication relates an enterprise to its external environment. It is through information exchange that managers become aware of the needs of customers, and availability of suppliers, the claims of stockholders, the regulations of government and concerns of the community.

Forms of communication

1. Written communication.
2. Oral communication.
3. Non Verbal communication.

Written communication: A french manager stated that something has no reality unless it is written down. Written communication has the advantage of providing records, references and legal defenses. A message can be carefully prepared and then directed to a large audience through mass mailing. Written communication can also promote uniformity in policy and procedure and can reduce costs in some cases.

The disadvantages are that written messages may create mountains of paper, may be poorly expressed by ineffective writers and may provide

no immediate feedback. Consequently it may take a long time to know whether a message has been received and properly understood.

Oral communication: A great deal of information is communicated orally. Oral communication can occur in a face to face meeting of two people or in a manager's presentation to a large audience, it can be formal or informal, and it can be planned or accidental.

The principal advantage of oral communication is that it makes possible speedy exchange of information with immediate feedback. People can ask questions and clarify points. In a face to face interaction, the effect can be noted. Furthermore, a meeting with the superior give the subordinate a feeling of importance.

Non Verbal communication: People communicate in many different ways. What a person says can be reinforced by nonverbal communication, such as facial expression and body gestures. Non verbal communication is expected to support the verbal, but it does not always do so. Clearly nonverbal communication may support or contradict verbal communication, giving rise to the saying that actions often speak louder than words.

Importance of communication in an Organization.

Effective communication is significant for managers in the organization so as to perform the basic functions of management, i.e planning, organizing leading and controlling. Communication helps managers to perform their jobs and responsibilities. Communication serves as a foundation for planning. The importance of communication in an organization can be summarized as follows:-

1. Communication promotes motivation by informing and clarifying the employees about the task to be done, the manner they are performing the task and how to improve their performance if it is not up to the mark.

2. Communication is a source of information to the organizational members for decision making process as it helps identifying and assessing alternative course of action.

3. Communication also plays a crucial role in altering individual's attitudes i.e a well informed individual will have better attitude than a less informed individual. Organizational magazines, journals, meetings and various other forms of oral and written communication help in moulding employees attitudes.

4. Communication also helps in socializing. In today's life the only presence of another individual fosters communication. It is also said that one cannot survive without communication.

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5. Communication also assists in controlling process. It helps controlling organizational member's behaviour in various ways. There are various levels of hierachy and certain principles and guidelines that employees must follow in an organization. They must comply with organizational policies, perform their job roles efficiently and communicate any work problem and grievance to their superiors. Thus, communication helps in controlling function of management.

Motivation

Human motives are based on needs, whether consciously or subconsciously felt. Some are primary needs, such as the physiological need for water, air, food, sleep and shelter. Other needs may be regarded as secondary such as self-esteem, status, affiliation with others, affection, giving, accomplishment and self assertion. Naturally, these needs vary in intensity and over time between individuals.

Motivation is a general term applying to the entire class of drives, desires, needs, wishes and similar forces. To say that managers motivate their subordinates is to say that they do things which they hope will satisfy these drives and desires and induce the subordinates to act in a desired manner.

Importance of motivation in an organization.

Motivation is an important part of managing that inspires subordinates/employees to maintain and/

or improve their efficiencies.

1. Improves performance level: Motivated employees have the ability and willingness to work and improve their performance level by obtaining relevant education and training. For example, a highly educated employee with experience of working abroad is employed because this employee has new learning form his/her experiences to share, implement and improve performance levels of themselves and her/his colleagues.

2. Indifferent attitudes can be changed: Motivated employees attempt to change indifferent ~~or negative~~ negative attitudes of employees by engaging in supporting conversations without resorting and complaining comment, speaking up with a dismissive employee and addressing an employee's inability to work in a team situation. Motivated employees could also privately discuss negative attitudes, recognise HR policies and procedures and involve HR, to make them ~~listed~~ listen their problems and support them.

3. Productive Use of resources: Motivation enables people to convert physical and financial resources into useful products. It helps management to get the best out of human aswell as non human resources.

4. Increased efficiency and output: Motivation enables people to work enthusiastically. Motivation bridges the gap between the ability to work and the willingness to perform wholeheartedly and thereby, increases the overall efficiency and output. This ultimately, helps in reducing the cost of operations.

5. Achievement of goals: Motivation causes goal-directed behaviour. It helps people to move in a desired direction and earn rewards.

6. Development of friendly relationships: Rewards, promotional opportunities, challenging work etc. are the inducements organisations offer to obtain good results from people. Employees love to work for companies that respect employees contributions. Their morale would be high. This helps in developing cordial relations between management and workers.

7. Stability in work force: Attractive motivation schemes satisfy the need of employes. As a result, their commitment to organizational work increases. Employees do their tasks loyally and enthusiastically. They are not tempted to leave the organization. This means reduced employee turnover.

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