

Nature and Process of Directing

INTRODUCTION

Management is the art of getting things done by others. The art of getting things done by others is called direction in managerial language. Direction is considered to be the most important function of management. In this activity, managers provide proper guidance to their subordinates, establish effective coordination among their activities and motive them to contribute towards the attainment of the objectives of the enterprise.

MEANING & DEFINITION

- Out of all 5 functions in a management, **Directing plays a major role.**
- **DIRECTING** is said to be a process in which the managers **instruct, guide and oversee** the performance of the workers to achieve predetermined goals.
- In simple words, it can be described as providing guidance to workers in doing work.
- Planning, Organizing and Staffing have got no importance if direction function does not take place.
- Directing consists of process or technique by which **instruction can be issued and operations can be carried out** as originally planned.
- Therefore, Directing is the function of guiding, **inspiring**, overseeing and instructing **people towards accomplishment of organizational goals.**

DEFINITION OF DIRECTION

A few definitions by some of the prominent writers on the subject are given below:

(1) “A good definition of direction is the executive function of guiding and observing subordinates”.

Koontz and O-Donnell

(2) “The heart of administration is the directing function which involves determining scope, giving orders and instructions and providing dynamic leadership”.

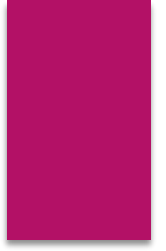
Marshall E. Dimock

(3) “Direction is telling a people what to do and seeing that they do it to the best of their ability”.

Ernest Dale

Thus, direction means the guidance of the activities of subordinates and to control the performance so that they may contribute to the attainment of the predetermined objectives of an enterprise.

NATURE OF DIRECTION



Following are included in the characteristics of direction:

1- An Important Function of Management

All the functions and achievements of management are depending on proper direction. If proper guidance is not provided to the employees in an enterprise, it cannot be successful in achieving its objects.

2- Continuity

Direction is a continuous process because it is required at every stage of management. It goes with the work. Where the work is in progress, the direction continues.

3- To Order

Higher officer order their subordinates to do their jobs, and the subordinates have to work according to these orders.



4- To Coordinate

The success of direction lies in the coordinated efforts of the employees of the enterprise.

5- To Supervise

The managers issuing the orders have to supervise whether the works are being performed in accordance with the order issued or not. They have to ensure that all the activities should go as per original plan.

6- To Guide

Guidance of subordinates is the most important element of direction. Subordinates are guided by their senior officers so that they may discharge their duties properly.

7- Performed at Levels of Management

Direction is the function which is performed at all levels of management. Every superior officer is required to provide guidance and direction to his subordinates.

ELEMENTS OF DIRECTING

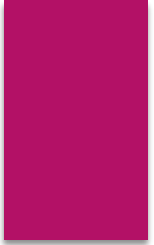
- **Supervision:** It refers to monitor the progress of routine work of one's subordinates and guiding them properly. Supervision is an important element of the directing function of management. Supervision has an important feature that face-to-face contact between the supervisor and his subordinate is a must.
- **Communication:** It refers to an art of transferring facts, ideas, feeling, etc. from one person to another and making him understand them. A manager has to continuously tell his subordinates about what to do, how to do, and when to do various things. Communication by developing mutual understanding inculcates a sense of cooperation which builds an environment of coordination in the organization.
- **Leadership:** It refers to influence others in a manner to do what the leader wants them to do. Leadership plays an important role in directing. Only through this quality, a manager can inculcate trust and zeal among his subordinates.
- **Motivation:** It refers to that process which excites people to work for attainment of the desired objective. Among the various factors of production, it is only the human factor which is dynamic and provides mobility to other physical resources.

CHARACTERISTICS OF DIRECTING

- **Pervasive Function** - Directing is required at all levels of organization. Every manager provides guidance and inspiration to his subordinates.
- **Continuous Activity** - Direction is a continuous activity as it continuous throughout the life of organization.
- **Human Factor** - Directing function is related to subordinates and therefore it is related to human factor. Since human factor is complex and behavior is unpredictable, direction function becomes important.
- **Creative Activity** - Direction function helps in converting plans into performance. Without this function, people become inactive and physical resources are meaningless.
- **Executive Function** - Direction function is carried out by all managers and executives at all levels throughout the working of an enterprise, a subordinate receives instructions from his superior only.
- **Delegate Function** - Direction is supposed to be a function dealing with human beings. Human behavior is unpredictable by nature and conditioning the people's behavior towards the goals of the enterprise is what the executive does in this function. Therefore, it is termed as having delicacy in it to tackle human behavior.

IMPORTANCE OF DIRECTING

- Direction function is said to be the **heart of management process** and therefore, is the central point around which accomplishment of goals take place.
- **It Initiates Actions** - Direction is the function which is the starting point of the work performance of subordinates. It is from this function the action takes place, subordinates understand their jobs and do according to the instructions laid. Whatever are plans laid, can be implemented only once the actual work starts. It is there that direction becomes beneficial.
- **It Ingrates Efforts** - Through direction, the superiors are able to guide, inspire and instruct the subordinates to work. For this, efforts of every individual towards accomplishment of goals are required. It is through direction the efforts of every department can be related and integrated with others. This can be done through persuasive leadership and effective communication. Integration of efforts bring effectiveness and stability in a concern.
- **Means of Motivation** - Direction function helps in achievement of goals. A manager makes use of the element of motivation here to improve the performances of subordinates. This can be done by providing incentives or compensation, whether monetary or non - monetary, which serves as a “Morale booster” to the subordinates Motivation is also helpful for the subordinates to give the best of their abilities which ultimately helps in growth.

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- **It Provides Stability** - Stability and balance in concern becomes very important for long term survival in the market. This can be brought upon by the managers with the help of four tools or elements of direction function - judicious blend of persuasive leadership, effective communication, strict supervision and efficient motivation. Stability is very important since that is an index of growth of an enterprise. Therefore a manager can use of all the four traits in him so that performance standards can be maintained.
 - **Coping up with the changes** - It is a human behaviour that human beings show resistance to change. Adaptability with changing environment helps in sustaining planned growth and becoming a market leader. It is directing function which is of use to meet with changes in environment, both internal as external. Effective communication helps in coping up with the changes. It is the role of manager here to communicate the nature and contents of changes very clearly to the subordinates. This helps in clarifications, easy adaptations and smooth running of an enterprise.
 - **Efficient Utilization of Resources** - Direction finance helps in clarifying the role of every subordinate towards his work. The resources can be utilized properly only when less of wastages, duplication of efforts, overlapping of performances, etc. doesn't take place. Through direction, the role of subordinates become clear as manager makes use of his supervisory, the guidance, the instructions and motivation skill to inspire the subordinates. This helps in maximum possible utilization of resources of men, machine, materials and money which helps in reducing costs and increasing profits.

Motivation

Definition and Meaning of Motivation

- ‘Motivation’ is the process of inspiring people in order to intensify their desire and willingness for executing their duties effectively and for co-operating to achieve the common objectives of an enterprise.
- In other words, it means to induce, instigate, incite or prompt someone to a particular course of action for getting the results expected from him.

MOTIVATION

DUBIN “Motivation refers to the complex of forces starting and keeping a person at work in an organisation . To put it generally, motivation starts and maintains an activity along a prescribed line. Motivation is something that moves the person to action and continues him in the course of action already initiated.”

Koontz and O'Donnell “ Motivation is a general term applying to the entire class of drives, desires, needs, wishes and similar forces.”

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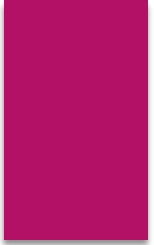
THEORIES OF MOTIVATION

- Maslow's hierarchy of needs
- Herzberg's motivator-hygiene theory
- McGregors' X and Y theory
- Ouchis' Z theory

MASLOW 'S THEORY OF MOTIVATION

- We each have a hierarchy of needs that ranges from "lower" to "higher." As lower needs are fulfilled there is a tendency for other, higher needs to emerge.”
- Maslow’s theory maintains that a person does not feel a higher need until the needs of the current level have been satisfied.



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- Physiological Motivation: Provide ample breaks for lunch , pay salaries that allow workers to buy life's essentials.
 - Safety Needs: Provide a working environment which is safe, relative job security, and freedom from threats.
 - Social Needs: Generate a feeling of acceptance, belonging by reinforcing team dynamics.
 - Esteem Motivators: Recognize achievements, assign important projects, and provide status to make employees feel valued and appreciated.
 - Self-Actualization: Offer challenging and meaningful work assignments which enable innovation, creativity, and progress according to long-term goals.

LIMITATIONS AND CRITICISM

- Maslow's hierarchy makes sense but little evidence supports its strict hierarchy. Research has challenged the order imposed by Maslow's pyramid. As an example, in some cultures, social needs are regarded higher than any others.
- Little evidence suggests that people satisfy exclusively one motivating need at a time.

HERZBERG'S MOTIVATION - HYGIENE THEORY

- Frederick Herzberg performed studies to determine which factors in an employee's work environment caused satisfaction or dissatisfaction. He published his findings in the 1959 book *The Motivation to Work*.

**TABLE 12.1 HERZBERG'S TWO-FACTOR THEORY
OF MOTIVATION**

Hygiene Factors / Dissatisfiers	Motivators / Satisfiers
1. Company policy and administration	1. Achievement
2. Supervision	2. Recognition
3. Relationship with Supervisor	3. Work itself
4. Work conditions	4. Responsibility
5. Salary	5. Advancement
6. Relationship with peers,	6. Growth
7. Personal life	
8. Relationship with subordinates	
9. Status	
10. Security	

APPLYING IN BUSINESS MANAGEMENT

- According to Herzberg: The job should have sufficient challenge to utilize the full ability of the employee.
- Employees who demonstrate increasing levels of ability should be given increasing levels of responsibility.
- If a job cannot be designed to use an employee's full abilities, then the firm should consider automating the task or replacing the employee with one who has a lower level of skill. If a person cannot be fully utilized, then there will be a motivation problem

LIMITATIONS AND CRITICISM

- Critics consider Herzberg's two factor theory to be simplistic - what motivates me may be a dissatisfier for someone else.
- Its for individuals, not as a homogeneous group with one set of wants and needs.
- Some factors may be within your control, some may not.



McGregor X - Y Theories



Theory X	Theory Y
<ul style="list-style-type: none">* people need close supervision* will avoid work when possible* will avoid responsibility* that they desire only money* people must be pushed to perform	<ul style="list-style-type: none">* people want independence in work* people seek responsibility* people are motivated by self-fulfilment* people naturally want to work* people will drive themselves to perform

Ouchi's Z Theory

- William Ouchi developed Theory Z after making a comparative study of Japanese and American management practices. Theory Z is an integrated model of motivation. Theory Z suggests that large complex organisations are human systems, and their effectiveness depends on the quality of humanism used. A type Z organisation has three major features—trust, subtlety and intimacy.

The distinguishing features of Theory Z are as follows:

- 1. Mutual Trust
- 2. Strong Bond between Organisation and Employees
- 3. Employee Involvement
- 4. Integrated Organisation
- 5. Coordination

Theory Z suffers from the following limitations:

- It merely provides job security and may fail to develop loyalty among employees.
- Participation of employees in the decision-making process is very difficult.
- Theory Z suggests organisation without any structure.
- The theory may not be applicable in different cultures.