

CHAPTER 7

DIRECTING

Meaning

In the ordinary sense, directing means giving instructions and guiding people in doing work. Directing refers to the process of instructing, guiding, counselling, motivating and leading people in the organization to achieve its objectives. Directing is a managerial process which takes place throughout the life of an organization.

The main characteristics of directing are:

1. *Directing initiate's action:* While other functions prepare a setting for action, directing initiates action in the organization.
2. *Directing takes place at every level of management:* Every manager, from top executive to supervisor performs the function of directing. The directing takes place wherever superior – subordinate relations exist.
3. *Directing is a continuous process:* Directing is a continuous activity. It takes place throughout the life of the organisation irrespective of people occupying managerial positions. the directing process continues because without direction the organisational activities cannot continue further.
4. *Directing flows from top to bottom:* Directing is first initiated at top level and flows to the bottom through organisational hierarchy. It means that every manager can direct his immediate subordinate and take instructions from his immediate boss.

Importance of Directing

1. **Directing initiate's action** – Directing helps to initiate action by people in the organisation towards attainment of desired objectives.
2. **Integrates employees' efforts** – Directing integrates employees efforts in the organisation in such a way that every individual effort contributes to the organizational performance.
3. **Means of motivation** – Directing guides employees to fully realise their potential and capabilities by motivating and providing effective leadership
4. **Facilitates changes in the organization** – Directing facilitates introduction of needed changes in the organisation. Helps to reduce such resistance and develop required cooperation in introducing changes in the organisation.
5. **Provides stability and balance in the organization** – Effective directing helps to bring stability and balance in the organisation since helps to achieve balance among various groups, activities and the departments.

Principles of Directing

Certain guiding principles of directing may help in directing process. These principles are briefly explained below:

1. **Maximum individual contribution:** This principle emphasises that directing techniques must help every individual in the organization to contribute to his maximum potential for achievement of organisational objectives. It should bring out untapped energies of employees for the efficiency of organisation. suitable monetary and non-monetary rewards can motivate an employee
2. **Harmony of objectives:** Very often, we find that individual objectives of employees and the organizational objectives as understood are conflicting to each other. But, good directing should provide harmony by convincing that employee rewards and work efficiency are complimentary to each other.
3. **Unity of Command:** This principle insists that a person in the organisation should receive instructions from one superior only. If instructions are received from more than one, it creates confusion, conflict and disorder in the organisation. Adherence to this principle ensures effective direction.

4. **Appropriateness of direction technique:** According to this principle, appropriate motivational and leadership technique should be used while directing the people based on subordinate needs, capabilities, attitudes and other situational variables.
5. **Managerial communication:** Directing should convey clear instructions to create total understanding to subordinates. Through proper feedback, the managers should ensure that subordinate understands his instructions clearly.
6. **Use of informal organisation:** A manager should realise that informal groups or organisations exist within every formal organisation. He should spot and make use of such organisations for effective directing.
7. **Leadership:** While directing the subordinates, managers should exercise good leadership as it can influence the subordinates positively without causing dissatisfaction among them.
8. **Follow through:** Mere giving of an order is not sufficient. Managers should follow it up by reviewing continuously whether orders are being implemented accordingly or any problems are being encountered. If necessary, suitable modifications should be made in the directions.

Elements of Direction

The process of directing involves guiding, coaching, instructing, motivating, leading the people in an organisation to achieve organizational objectives.

Activities related to directing may broadly be grouped into four categories which are the elements of directing. These are:

1. Supervision
2. Motivation
3. Leadership
4. Communication

Supervision

- ✚ In management, supervision means overseeing what is being done by subordinates and giving instructions to ensure optimum utilisation of resources and achievement of work targets.
- ✚ Supervision can be understood as the function to be performed by supervisor, a managerial position in the organization hierarchy at the operative level i.e., immediately above the worker
- ✚ The person who supervises the subordinates is called “Supervisor”. He is also known as Foreman, Overseer, Superintendent, Section officer etc.

Importance of Supervision

The importance of supervision can be understood from multiple roles performed by a supervisor - These are explained below:

1. **Supervisor maintains day-to-day contact and maintains friendly relations with workers** - A good supervisor acts as a guide, friend and philosopher to the workers.
2. **Supervisor acts as a link between workers and management** - He conveys management ideas to the workers on one hand and workers problems to the management on the other. This role played by supervisor helps to avoid misunderstandings and conflicts between management and workers/employees.
3. **Supervisor plays a key role in maintaining group unity among workers placed under his control** - He sorts out internal differences and maintains harmony among workers.

4. **Supervisor ensures performance of work according to the targets set** - He takes responsibility for task achievement and motivates his workers effectively.
5. **Supervisor provides good on-the-job training to the workers and employees** - A skilled and knowledgeable supervisor can build efficient team of workers.
6. **Supervisory leadership plays a key role in influencing the workers in the organisation** - A supervisor with good leadership qualities can build up high morale among workers.
7. **A good supervisor analyses the work performed and gives feedback to the workers** - He suggests ways and means of developing work skills.

Motivation

A manager may come across highly committed and hardworking staff or lazy, evasive and superficial workers. He or she may wonder what to do with workers not willing to work to their potential. Psychologists say it is motivation, which stimulates people to take up work voluntarily.

Motivation: Motivation means the process of making subordinates to act in a desired manner to achieve certain organisational goals.

While discussing about motivation, we need to understand three inter related terms — motive, motivation and motivators.

1. **Motive:** A motive is an inner state that energises, activates or moves and directs behaviour towards goals. Motives arise out of the needs of individuals. Realisation of a motive causes restlessness in the Individual which prompts some action to reduce such restlessness.
2. **Motivation:** Motivation is the process of stimulating people to action to accomplish desired goals. Motivation depends upon satisfying needs of people.
3. **Motivators:** Motivator is the technique used to motivate people in an organisation. Managers use diverse motivators like pay, bonus, promotion, recognition, praise, responsibility etc., in the organisation to influence people to contribute their best.

Features of Motivation:

1. **Internal feeling** - The urge, drives, desires, aspirations, striving or needs of human being, which are internal, influence human behaviour.
2. **Produces goal directed behaviour** - If the employee is interested in promotion, it helps to produce a behaviour to improve performance.
3. **Motivation can be either positive or negative** - Positive motivation provides positive rewards like increase in pay, promotion, recognition etc., Negative motivation uses negative means like punishment, stopping increments, threatening etc. This also may induce a person to act in the desired way.
4. **Motivation is a complex process** - as the individuals are heterogeneous in their expectations, perceptions and reactions. Any type of motivation may not have uniform effect on all the members.

Motivation Process: Motivation process is based on human needs. A simple model to explain motivation Process is presented below.

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 Behaviour Drives put him into a state of search behaviour to satisfy his need.
5. Satisfied Need Search behaviour ends in satisfied need.
6. Reduction of Tension Once the need is satisfied, he is relieved of tension.

Importance of Motivation

Motivation is considered important because it helps to identify and satisfy the needs of human resources in the organisation and thereby helps in improving their performance.

The importance of motivation can be pointed out by the following benefits:

1. **Motivation improves efficiency and performance level** – Motivation helps to improve performance levels of employees as well as the organisation. Since proper motivation satisfies the needs of employees, they in turn devote all their energies for optimum performance in their work.
2. **Helps to create positive attitude** – **Motivation** helps to change negative or indifferent attitudes of employee to positive attitudes so as to achieve organizational goals.
3. **Motivation reduces employee turnover** - Motivation helps to reduce employee turnover and thereby saves the cost of new recruitment and training.. If managers identify motivational needs of employees and provide suitable incentives, employees may not think of leaving the organisation.
4. **Motivation reduces absenteeism** –Motivation helps to reduce absenteeism in the organisation. Some important reasons for absenteeism are–bad working conditions, inadequate rewards, lack of recognition, poor relations with supervisors and colleagues etc. If motivation is adequately provided, work becomes a source of pleasure and workers attend to the work regularly.
5. **Motivation helps to accept changes** - Motivation helps managers to introduce changes smoothly without much resistance from people. If manager can convince employees that proposed changes will bring additional rewards to employees, they may readily accept the change.

Maslow's Need Hierarchy Theory of Motivation

Abraham Maslow, a well-known psychologist in a classic paper published in 1943, outlined the elements of an overall theory of motivation. His theory was based on human needs. He felt that within every human being, there exists a hierarchy of five needs.

These are:

1. **Basic Physiological Needs:** These needs are most basic in the hierarchy and corresponds to primary needs. Hunger, thirst, shelter, sleep and sex are some examples of these needs. In the organisational context, basic salary helps to satisfy these needs.
2. **Safety/Security Needs:** These needs provide security and protection from physical and emotional harm. Examples: job security, stability of income, Pension plans etc.,
3. **Affiliation/Belonging Needs:** These needs refer to affection, sense of belongingness, acceptance and friendship.
4. **Esteem Needs:** These include factors such as self-respect, Autonomy status, recognition and attention.
5. **Self-Actualisation Needs:** It is the highest level of need in the hierarchy. It refers to the drive to become what one is capable recruitment and training which involve additional investment of money, time and effort. Motivation helps to save such costs. It also helps to retain talented people in the organisation.

Maslow's theory is based on the following assumptions:

1. People's behaviour is based on their needs. Satisfaction of such needs influences their behaviour.
2. People's needs are in hierarchical order, starting from basic needs to other higher level needs.
3. A satisfied need can no longer motivate a person; only next higher level need can motivate him.
4. A person moves to the next higher level of the hierarchy only when the lower need is satisfied

Financial and Non-Financial Incentives

In order to satisfy the needs and to motivate the employees, managers offer various incentives. Incentive means all measures which are used to motivate people to improve performance. These incentives may be broadly classified as financial and non-financial.

Financial Incentives: Financial incentives refer to incentives which are in direct monetary form or measurable in monetary term and serve to motivate people for better performance. These incentives may be provided on individual or group basis.

The financial incentives generally used in organisations are listed below:

1. **Pay and allowances:** For every employee, salary is the basic monetary incentive. It includes basic pay, dearness allowance and other allowances. Salary system consists of regular increments in the pay every year and enhancement of allowances from time-to-time. In some business organisations, pay hike and increments may be linked to performance.
2. **Productivity linked wage incentives:** Several wage incentive plans aim at linking payment of wages to increase in productivity at individual or group level.
3. **Bonus:** Bonus is an incentive offered over and above the wages/salary to the employees.
4. **Profit Sharing:** Profit sharing is meant to provide a share to employees in the profits of the organisation. This serves to motivate the employees to improve their performance and contribute to increase in profits.
5. **Co-partnership/ Stock option:** Under these incentive schemes, employees are offered company shares at a set price which is lower than market price. Sometimes, management may allot shares in line of various incentives payable in cash. The allotment of shares creates a feeling of ownership.
6. **Retirement Benefits:** Several retirement benefits such as provident fund, pension, and gratuity provide financial security to employees after their retirement. This acts as an incentive when they are in service in the organisation.
7. **Perquisites:** In many companies perquisites and fringe benefits are offered such as car allowance, housing, medical aid, and education to the children etc., over and above the salary. These measures help to provide motivation to the employees/managers.

Non-Financial Incentives: All the needs of individuals are not satisfied by money alone. Psychological, social and emotional factors also play an important role in providing motivation. Incentives which cannot be measured in terms of money are called non-monetary incentives. Non-financial incentives mainly focus on these needs. Sometimes, monetary aspect may be involved in non-financial incentives as well.

Some of the important non-financial incentives are discussed below:

1. **Status:** status means ranking of positions in the organisation. The authority, responsibility, rewards, recognition, perquisites and prestige of job indicate the status given to a person holding a managerial position. Psychological, social and esteem needs of an individual are satisfied by status given to their job.
2. **Organisational Climate:** Organisational climate indicates the characteristics which describe an organisation and distinguish one organisation from the other. These characteristics influence the behaviour of individuals in the organisation. Some of these characteristics are—individual autonomy, reward orientation, consideration to employees, risk-taking etc.
3. **Career Advancement Opportunity:** Managers should provide opportunity to employees to improve their skills and be promoted to the higher level jobs. Appropriate skill development programmes, and sound promotion policy will help employees to achieve promotions.
4. **Job Enrichment:** Job enrichment is concerned with designing jobs that include greater variety of work content, require higher level of knowledge and skill; give workers more autonomy and responsibility; and provide the opportunity for personal growth and a meaningful work experience. If jobs are enriched and made interesting, the job itself becomes a source of motivation to the individual.

5. **Employee Recognition programmes:** Most people have a need for evaluation of their work and due recognition. Recognition means acknowledgment with a show of appreciation. When such appreciation is given to the work performed by employees, they feel motivated to perform/work at higher level.

Some examples of employee recognition are:

1. Congratulating the employee for good performance.
 2. Displaying on the notice board or in the company newsletter about the achievement of employee.
 3. Installing award or certificate for best performance.
 4. Distributing mementos, complimentary like T-shirts in recognition of employee services.
 5. Rewarding an employee for giving valuable suggestions.
6. **Job security:** Employees want their job to be secure. They want certain stability about future income and work so that they do not feel worried on these aspects and work with greater zeal. However, there is one negative aspect of job security. When people feel that they are not likely to lose their jobs, they may become complacent.
7. **Employee participation:** It means involving employees in decision making of the issues related to them. In many companies, these programmes are in practice in the form of joint management committees, work committees, canteen committees etc.,
8. **Employee Empowerment:** Empowerment means giving more autonomy and powers to subordinates. Empowerment makes people feel that their jobs are important. This feeling contributes positively to the use of skills and talents in the job performance.

Leadership

Leadership is the process of influencing the behaviour of people by making them strive voluntarily towards achievement of organisational goals. An individual possessing attributes of leadership is known as leader. Leadership indicates the ability of an individual to maintain good interpersonal relations with followers and motivate them to contribute for achieving organisational objectives.

Features of leadership

An examination of the above definition reveals the following important features of leadership:

- (a) **Influence others** – Leadership indicates ability of an individual to influence others.
- (b) **Change in the behaviour of others** – Leadership tries to bring change in the behaviour of others.
- (c) **Interpersonal relations** – Leadership indicates interpersonal relations between leaders and followers.
- (d) **Achievement of common goal** – Leadership is exercised to achieve common goals of the organisation.
- (e) **Leadership is a continuous process** - It is a continuous process of influencing behaviour of followers.

Importance of Leadership

- ✚ Leadership is a key factor in making any organisation successful. History reveals that, many times, difference between success and failure of an organisation is leadership.
- ✚ It is rightly mentioned by Stephen Covey, a famous management consultant, that managers are important but leaders are vital for lasting organizational success.
- ✚ A leader not only commits his followers to organisational goals but also pools needed resources, guides and motivates subordinates to reach the goals.

The importance of leadership can be discussed from the following benefits to the organisation:

1. **Influences the behaviour of people** – Leadership influences the behaviour of people and makes them to positively contribute their energies for the benefit of the organisation. Good leaders always produce goods results through their followers.

2. **A personal relation** – A leader maintains personal relations and helps followers in fulfilling their needs. He provides needed confidence, support and encouragement and thereby creates congenial work environment.
3. **Introduces changes in the organization** – Leader plays a key role in introducing required changes in the organisation. He persuades clarifies and inspires people to accept changes whole-heartedly. Thus, he overcomes the problem of resistance to change and introduces it with minimum discontentment.
4. **Handles conflicts effectively** – A leader handles conflicts effectively and does not allow adverse effects resulting from the conflicts. A good leader always allows his followers to ventilate their feelings and disagreement but persuades them by giving suitable clarifications.
5. **Provides training to subordinates** – Leader provides training to their subordinates. A good leader always builds up his successor and helps in smooth succession process.

Qualities of a Good Leader:

It assumes that leaders can be distinguished from non-leaders by certain unique traits possessed by them. The qualities of good leaders as identified by some researchers are shown in the box in previous page.

Some of these qualities are explained below:

1. **Physical features:** Physical features like height, weight, health, appearance determine the physical personality of an individual. It is believed that good physical features attract people. Health and endurance help a leader to work hard which inspires others to work with same tempo.
2. **Knowledge:** A good leader should have required knowledge and competence. Only such person can instruct subordinates correctly and influence them.
3. **Integrity:** A leader should possess high level of integrity and honesty. He should be a role model to others regarding the ethics and values.
4. **Initiative:** A leader should have courage and initiative. He should not wait for opportunities come to his way, rather he should grab the opportunity and use it to the advantage of organisation.
5. **Communication skills:** A leader should be a good communicator. He should have the capacity to clearly explain his ideas and make the people to understand his ideas. He should be not only good speaker but a good listener, teacher, counsellor and persuader.
6. **Motivation skills:** A leader should be an effective motivator. He should understand the needs of people and motivate them through satisfying their needs.
7. **Self Confidence:** A leader should have high level of self-confidence. He should not loose his confidence even in most difficult times. In fact, if the leader lacks self-confidence, he cannot provide confidence to his followers.
8. **Decisiveness:** Leader should be decisive in managing the work. Once he is convinced about a fact, he should be firm and should not change opinions frequently.
9. **Social skills:** A leader should be sociable and friendly with his colleagues and followers. He should understand people and maintain good human relations with them.

However, we should remember that all good leaders may not necessarily possess all the qualities of a good leader. In fact, it is not possible for any individual to have all the qualities. But understandings about these qualities help the managers to acquire them through training and conscious efforts.

Leadership Style

There are many theories of leadership behaviour and styles. The most popular classification of leadership styles is based on the use of authority.

Depending on the use of authority, there are three basic styles of leadership:

(i) Autocratic (ii) Democratic, and (iii) Laissez-faire

1. Autocratic or Authoritarian leader

- ✚ An autocratic leader gives orders and expects his subordinates to obey those orders.
- ✚ Communication is only one-way with the subordinate only acting to the command given by the manager.
- ✚ This leader is dogmatic i.e., does not change or wish to be contradicted.
- ✚ His following is based on the assumption that reward or punishment both can be given depending upon the result.
- ✚ This leadership style is effective in getting productivity in many situations like in a factory where the supervisor is responsible for production on time and has to ensure labour productivity.
- ✚ Quick decision-making is also facilitated.
- ✚ they may listen to everyone's opinion, consider subordinates ideas and concerns but the decision will be their own.

2. Democratic or Participative leader

- ✚ 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 is more common now-a-days, as leaders recognise that people perform best if they have set their own objectives.
- ✚ They also need to respect the other's opinion and support subordinates to perform their duties and accomplish organisational objectives.
- ✚ They exercise more control by using forces within the group.

3. Laissez faire or Free-rein leader

- ✚ Such a leader does not believe in the use of power unless it is absolutely essential.
- ✚ The followers are given a high degree of independence to formulate their own objectives and ways to achieve them.
- ✚ The group members work on their own tasks resolving issues themselves.
- ✚ The manager is there only to support them and supply them the required information to complete the task assigned.
- ✚ At the same time, the subordinate assumes responsibility for the work to be performed.

Depending upon the situation a leader may choose to exercise a combination of these styles when required. Even a laissez faire leader would have certain rules to be followed while doing work and a democratic leader may have to take his own decision in an emergency situation.

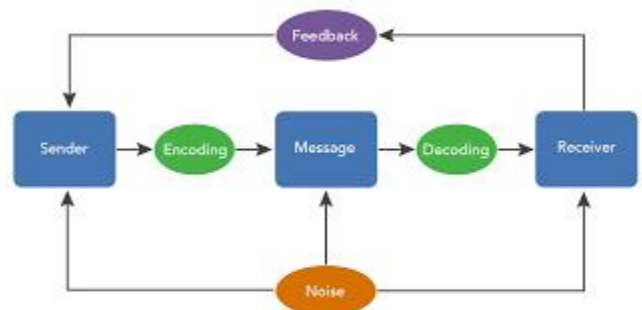
Communication

Directing abilities of a manager mainly depend upon his communication skills. That is why organisation always emphasises on improving communication skills of managers as well as employees. The word communication has been derived from the Latin word 'communis' which means 'common' which consequently implies common understanding.

Communication is defined as an exchange of ideas, facts, opinions and emotions from one person to another to create mutual understanding.

Elements of Communication Process

1. **Sender:** Sender means person who conveys his thoughts or ideas to the receiver. The sender represents source of communication.
2. **Message:** It is the content of ideas, feelings, suggestions,



- order etc., intended to be communicated.
3. **Encoding:** It is the process of converting the message into communication symbols such as words, pictures, gestures etc.,
 4. **Media:** It is the path through which encoded message is transmitted to receiver. The channel may be in written form, face to face, phone call, Internet etc.,
 5. **Decoding:** It is the process of converting encoded symbols of the sender.
 6. **Receiver:** The person who receives communication of the sender.
 7. **Feedback:** It includes all those actions of receiver indicating that he has received and understood message of sender.
 8. **Noise:** Noise means some obstruction or hindrance to communication. This hindrance may be caused to sender, message or receiver. Some examples of noise are:
 - (a) Ambiguous symbols that lead to faulty encoding.
 - (b) A poor telephone connection.
 - (c) An inattentive receiver.
 - (d) Faulty decoding (attaching wrong meanings to message).
 - (e) Prejudices obstructing the poor understanding of message.
 - (f) Gestures and postures that may distort the message.

Importance of Communication

1. **Effectiveness of a manager :** depends significantly on his ability to communicate effectively with his superiors, subordinates and external agencies such as bankers, suppliers, union and government. Communication serves as the lubricant fostering for the smooth operations of the management process.
2. **Acts as basis of coordination:** Communication acts as basis of coordination. among departments, activities and persons in the organisation. Its explains about organisational goals, the mode of achievement and inter relationships between different individuals etc.
3. **Helps in smooth working of an enterprise:** Communication makes possible for the smooth and unrestricted working of the Communication is basic to an organisation's existence right from its birth through its continuing life. When communication stops, organized activity ceases to exist.
4. **Acts as basis of decision making:** Communication provides needed information for decision making. In its absence, it may not be possible for the managers to take any meaningful decision. Only on the basis of communication of relevant information one can take right decision.
5. **Increases managerial efficiency:** The management conveys the goals and targets, issues instructions, allocates jobs and responsibilities and looks after the performance of subordinates. Communication is involved in all these aspects. Thus, communication lubricates the entire organisation and keeps the organisation at work with efficiency.
6. **Promotes cooperation and industrial peace:** Efficient operation is the aim of all prudent management. The two way communication promotes cooperation and mutual understanding between the management and workers.
7. **Establishes effective leadership:** Communication is the basis of leadership. Effective communication helps to influence subordinates. While influencing people, leader should possess good communication skills.
8. **Boosts morale and provides motivation:** An efficient system of communication enables management to motivate, influence and satisfy the subordinates. It assists the workers in their adjustment with the physical and social aspect of work. Communication helps to boost morale of employees and managers.

Types of Communication

1. **Oral Communication** – Exchange of information with the help of spoken words is called oral communication. E.g. face to face interaction, telephone, mechanical devices like signals, intercom, mobile phone etc.
2. **Written Communication** – Exchange of information through written words in the form of letters, memos, circulars, reports, instruction cards, manuals, magazines, books etc. It moves generally downward and acts as record for future reference.

Communication taking place within an organisation may be broadly classified as formal and informal communication.

Formal Communication

- ✚ Communication through the official chain of command is called formal communication.
- ✚ Thus, formal communication flows through the scalar chain of authority.
- ✚ This communication may take place between a superior and subordinate, a subordinate and superior or among same cadre employees or managers.
- ✚ The communications may be oral or written but generally recorded and filed in the office.

Formal communication may be further classified as – Vertical and Horizontal.

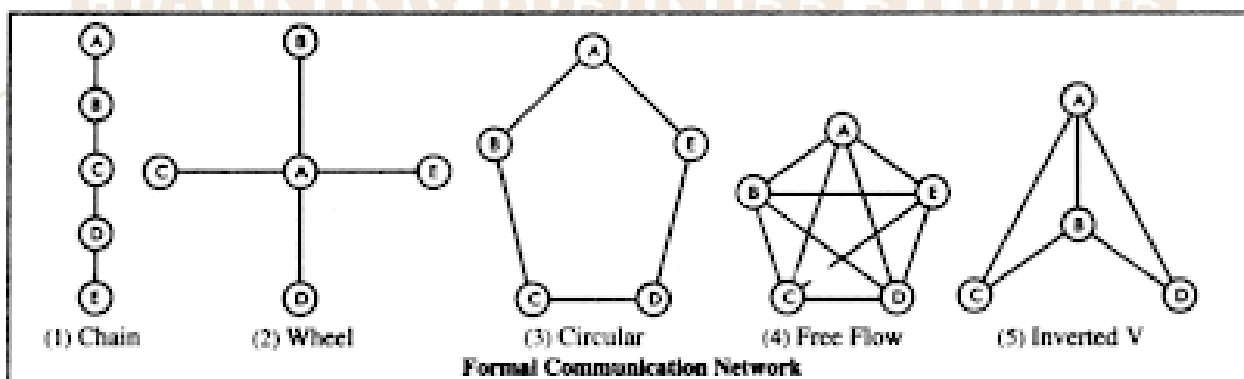
1. Vertical Communication – Communication flows vertically, i.e., upward or downward.

- **Upward Communication** – It refers to flow of communication from lower level to higher level. It consists of information relating to subordinates' work performance, opinion, suggestions, complaints etc.
- **Downward Communication** - It refers to flow of communication from higher level to lower level. There are many ways in which a superior can communicate with his subordinates like Notices, Circulars, Memos, Reports, and Meetings etc.

2. **Horizontal Communication** – communication of information among the persons of the same level and status is known as horizontal communication. Flow of information from the Purchase Manager to the Production manager is an example for horizontal communication.

The pattern through which communication flows within the organisation is generally indicated through communication network. Different types of communication networks may operate in formal organisation.

Some of the popular communication networks are:-



1. **Single chain**: This network exists between a supervisor and his subordinates. Since many levels exist in an organisation structure, communication flows from every superior to his subordinate through single chain.
2. **Wheel**: In wheel network, all subordinates under one superior communicate through him only as he acts as a hub of the wheel. The subordinates are not allowed to talk among themselves.

3. **Circular:** In circular network, the communication moves in a circle. Each person can communicate with his adjoining two persons. In this network, communication flow is slow.
4. **Free flow:** In this network, each person can communicate with others freely. The flow of communication is fast in this network.
5. **Inverted V:** In this network, a subordinate is allowed to communicate with his immediate superior as well as his superior's superior. However, in later case, only prescribed communication takes place.

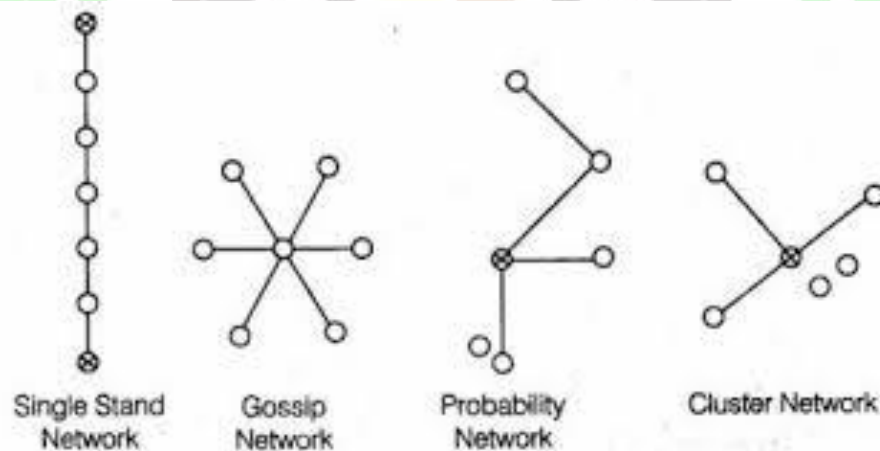
Informal Communication

- ✚ Communication that takes place without following the formal lines of communication is said to be informal communication.
- ✚ It spreads throughout the organisation with its branches going out in all directions in utter disregard to the levels of authority. It spreads rapidly and sometimes gets distorted.
- ✚ The informal communication arises out of needs of employees to exchange their views, which cannot be done through formal channels.
- ✚ It is very difficult to detect the source of such communication in case of rumours.
- ✚ People's behaviour is affected by rumours and informal discussions and sometimes may hamper work environment.
- ✚ An intelligent manager should make use of positive aspects of informal channels and minimize negative aspects of this channel of communication.

Grapevine Network

- ✚ The network or pathway of informal communication is called grapevine.
- ✚ The origin and direction of flow of information cannot be easily traced.
- ✚ Grapevine is structure less and it grows towards all direction.
- ✚ Grapevine channels is helpful as they carry information rapidly

Informal Communication Network



1. **Single strand /line** – each person communicates to the other by keeping a strict sequence.
2. **Gossip** – each person communicates with all others on non-selective basis.
3. **Probability** – individual communicates with other individual on a random basis.
4. **Cluster** – here the individual passes information to only those persons in whom he has trust.

Barriers to Communication

These barriers may prevent a communication or filter part of it or carry incorrect meaning due to which misunderstandings may be created. The barriers to communication in the organisations can be broadly grouped as:

1. Semantic barriers,
2. Psychological barriers,

3. Organisational barriers, and
4. Personal barriers.

Semantic barriers: The term semantic is used to describe things that deal with the meanings of words and sentences. Semantic barriers are concerned with problems and obstructions in the process of encoding and decoding of message into words or impressions. Such barriers result on account of use of wrong words, faulty translations, different interpretations etc.

These are discussed below:

1. **Badly expressed message:** Sometimes intended meaning may not be conveyed by a manager to his subordinates. These badly expressed messages may be an account of inadequate vocabulary, usage of wrong words, omission of needed words etc.
2. **Symbols with different meanings:** A word may have several meanings. Receiver has to perceive one such meaning for the word used by communicator. For example, consider these three sentences where the word 'value' is used:
 - (a) What is the value of this ring?
 - (b) I value our friendship.
 - (c) What is the value of learning computer skills?You will find that the 'value' gives different meaning in different contexts. Wrong perception leads to communication problems.
3. **Faulty translations:** Sometimes the communications originally drafted in one language (e.g., English) need to be translated to the language understandable to workers (e.g., Hindi). If the translator is not proficient with both the languages, mistakes may creep in causing different meanings to the communication.
4. **Unclear assumptions:** Some communications may have certain assumptions which are subject to different interpretations. For example, a boss may instruct his subordinate, "Take care of our guest". Boss may mean that subordinate should take care of transport, food, accommodation of the guest until he leaves the place. The subordinate may interpret that guest should be taken to hotel with care. Actually, the guest suffers due to these unclear assumptions.
5. **Technical jargon:** It is usually found that specialists use technical jargon while explaining to persons who are not specialists in the concerned field. Therefore, they may not understand the actual meaning of many such words.
6. **Body language and gesture decoding:** Every movement of body communicates some meaning. The body movement and gestures of communicator matters so much in conveying the message. If there is no match between what is said and what is expressed in body movements, communications may be wrongly perceived.

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 the psychological barriers are:

1. **Premature evaluation:** Sometimes people evaluate the meaning of message before the sender completes his message. Such premature evaluation may be due to pre-conceived notions or prejudices against the communication.
2. **Lack of attention:** The pre-occupied mind of receiver and the resultant non-listening of message acts as a major psychological barrier. For instance, an employee explains about his problems to the boss who is pre-occupied with an important file before him. The boss does not grasp the message and the employee is disappointed.
3. **Loss by transmission and poor retention:** When communication passes through various levels, successive transmissions of the message results in loss of, or transmission of inaccurate information. This is more so in case of

oral communication. Poor retention is another problem. Usually people cannot retain the information for a long time if they are inattentive or not interested.

4. **Distrust:** Distrust between communicator and communicate acts as a barrier. If the parties do not believe each other, they cannot understand each other's message in its original sense.

Organisational barriers: The factors related to organisation structure, authority relationships, rules and regulations may, sometimes, act as barriers to effective communication and are called organisational barriers.

Some of these barriers are:

1. **Organisational policy:** If the organisational policy, explicit or implicit, is not supportive to free flow of communication, it may hamper effectiveness of communications. For example, in an organisation with highly centralised pattern, people may not be encouraged to have free communication.
2. **Rules and regulations:** Rigid rules and cumbersome procedures may be a hurdle to communication. Similarly, communications through prescribed channel may result in delays.
3. **Status:** Status of superior may create psychological distance between him and his subordinates. A status conscious manager also may not allow his subordinates to express their feelings freely.
4. **Complexity in organization structure:** In an organisation where there are number of managerial levels, communication gets delayed and distorted as number of filtering points are more.
5. **Organisational facilities:** Facilities like frequent meetings, suggestion box, complaint box, social and cultural gathering, transparency in operations etc., will encourage free flow of communication. Lack of these facilities may create communication problems.

Personal barriers: These are personal factors of both sender and receiver which may exert influence on effective communication.

Some of the personal barriers of superiors and subordinates are mentioned below:

1. **Fear of challenge to authority:** If a superior perceives that a particular communication may adversely affect his authority, he or she may withhold or suppress such communication.
2. **Lack of confidence of superior on his subordinates:** If superiors do not have confidence on the competency of their subordinates, they may not seek their advice or opinions.
3. **Unwillingness to communicate:** Sometimes, subordinates may not be prepared to communicate with their superiors, if they perceive that it may adversely affect their interests.
4. **Lack of proper incentives:** If there is no motivation or incentive for communication, subordinates may not take initiative to communicate. For example, if there is no reward or appreciation the subordinates may not be willing to offer useful suggestions.

Improving Communication Effectiveness

Measures to overcome the barriers and improve communication effectiveness are :-

1. **Clarify the ideas before communication:** The problem to be communicated to subordinates should be clear in all its perspective to the executive himself. The entire problem should be studied in depth, analysed and stated in such a manner that is clearly conveyed to subordinates.

2. **Communicate according to the needs of receiver:** Manager should adjust his communication according to the education and understanding levels of subordinates.
3. **Consult others before communicating:** Before communicating involve others in developing a plan for communication. Participation and involvement of subordinates may help to gain ready acceptance and willing cooperation of subordinates.
4. **Be aware of languages, tone and content of message:** The contents of the message, tone, language used, manner in which the message is to be communicated should be understandable and should not offend the sentiments of listeners. The message should be stimulating to evoke response from the listeners.
5. **Convey things of help and value to listeners:** While conveying message to others, it is better to know the interests and needs of the people with whom you are communicating. If the message relates directly or indirectly to such interests and needs it certainly evokes response from communicatee.
6. **Ensure proper feedback:** The communicator may ensure the success of communication by asking questions regarding the message conveyed to the receiver
7. **Communicate for present as well as future:** Generally, communication is needed to meet the existing commitments to maintain consistency, the communication should aim at future goals of the enterprise also.
8. **Follow up communications:** There should be regular follow up and review on the instructions given to subordinates. Such follow up measures help in removing hurdles if any in implementing the instructions.
9. **Be a good listener:** Manager should be a good listener. Patient and attentive listening solves half of the problems. Manager should also give indications of their interest in listening to their subordinates.

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