

UNIT-4

DIRECTING – MEANING:

Directing is the process in which a superior provides instructions, guidance and counselling to its subordinate so as to motivate and lead them for the successful achievement of objectives.

CHARACTERISTICS OF DIRECTING:

Initiates action:

Directing initiates action through instructions supervision and motivation to achieve goals.

All pervasive:

Directing takes place in every organization, and at every level of management.

Continuous process:

Directing is a continuous process and takes place throughout the life of an organization.

Flows downward:

Directing flows downward from superior to subordinate.

IMPORTANCE OF DIRECTING:

Initiates action:

Directing helps to initiate action towards attainment of desired objective.

Integrates efforts:

It integrates individual efforts as group effort to achieve organizational objectives.

Provide leadership and motivation:

Directing motivates and provides effective leadership to employees to realise their full potential.

Brings changes:

Directing introduces changes in the organization through proper communication, motivation and leadership.

Maintain stability:

Balance and stability in the organization could be maintained through effective directing.

PRINCIPLES OF DIRECTING:

Maximum individual contribution: Through effective directing a manager must help the employee to realise his full potential, and contribute maximum towards the achievement of organizational goals.

Harmony of objectives: Through effective directing, managers must provide harmony between employee's individual objectives and organizational objectives.

Unity of command: Employees must get instructions and direction from one superior for effective directing.

Appropriateness of direction technique: A manager must choose different direction tools according to the situation for effective direction.

Managerial communication: Communication should be in accordance with subordinate need for effective direction.

Use of informal organization: For effective direction managers should use informal organization for building cordial relationships with subordinates.

Leadership: A manager must possess good leadership qualities to influence subordinates.

Follow through: Manager must review employee's performance for effective directing.

ELEMENTS OF DIRECTION:

These are grouped into four categories:

-  Supervision
-  Motivation
-  Leadership
-  Communication

SUPERVISION: Supervision involves overseeing and guiding the efforts of human and other resources with an objective to accomplish the desired objectives. It means overseeing what is being done by subordinates and giving instruction to ensure optimum utilisation of resources and achievement of work targets.

Importance of Supervision

- ✓ Supervisor maintains friendly relationships with workers.
- ✓ Connects management plans and ideas to workers and represents workers grievances and problems to management.
- ✓ Helps to maintain unity amongst workers.
- ✓ By giving instructions and motivating workers helps in achievement of targets.
- ✓ Provides training to the workers and builds them as an efficient and skilled team of workers.
- ✓ Helps in bringing out untapped energies of employees and builds up high morale.
- ✓ Suggests ways and means to develop new skills.

MOTIVATION: A stimulator used by managers to make people act in a desired way to achieve organizational goals. The Related terms in motivation are:

Motive: It is the inner state of an individual which directs his behaviour towards a goal.

Motivation: It is the process of stimulating people into action.

Motivators: These are the techniques used for motivating people.

FEATURES OF MOTIVATION:

Motivation is an internal feeling: It is the urge or desire to satisfy needs or wants which influences human behaviour.

Motivation produces goal-directed behaviour: All actions are directed to achieve specific goals.

Motivation may be positive or negative: Positive motivators are like high salaries that influence constructively while negative motivators are like punishments that inculcates fear in the employees.

Motivation is a complex process: It involves dealing with people of different types and expectations.

MOTIVATION PROCESS:



- a. Unsatisfied Want:** The motivation process begins with an individual's unsatisfied need.
- b. Tension:** As the desire goes unsatisfied, frustration builds up in the individual's mind.
- c. Motives/Drives:** Frustration motivates the individual to seek out alternatives to meet his needs.
- d. Search Behaviour:** He selects one of several options and begins acting in accordance with it.
- e. Satisfied Needs:** After a period of time, he evaluates whether or not his need has been met.
- f. Reduced Tension:** Once the need is met, the individual's frustration and tension are relieved.

IMPORTANCE OF MOTIVATION:

Improves Performance: It satisfies employee's needs resulting in higher level of performance contributing towards organizational goals.

Develops a positive attitude: Motivation techniques eliminate negativity and create a desire to realize maximum potential.

Reduces employee turnover: A satisfied employee prefers to remain loyal to the organization leading to a lesser number of people quitting the organization.

Reduces absenteeism: Motivation helps to make the workplace a source of pleasure and provides the workers with a pleasant experience resulting in increased level of commitment from employees towards work.

Brings change smoothly: A motivated staff accepts changes with much lesser resistance.

ORGANIZATIONAL CULTURE:

It refers to the shared values, beliefs, norms, and practices that shape the behaviour of individuals within an organization. It defines how employees interact, make decisions, and work toward common goals. A strong organizational culture aligns with the organization's mission and can significantly influence its success.

CHARACTERISTICS OF ORGANIZATIONAL CULTURE:

1. **Values and Beliefs:** These are the core principles that guide an organization. They define what is important, such as innovation, customer service, teamwork, or ethical practices.
2. **Norms and Behaviour:** These are the unwritten rules and expectations about how employees should behave. It includes the dress code, work ethic, communication style, and approach to problem-solving.
3. **Leadership Style:** The way leaders manage and interact with employees greatly influences the culture. Leadership can be authoritarian, participative, or transformational, each shaping the organizational environment differently.
4. **Symbols and Rituals:** Symbols such as logos, office design, and company language, as well as rituals like meetings, awards, and celebrations, contribute to reinforcing the culture.
5. **Communication Patterns:** The flow of information, whether formal or informal, hierarchical or open, plays a critical role in shaping culture. Open communication fosters trust and transparency, while closed communication can lead to mistrust.
6. **Decision-Making Process:** Whether decision-making is centralized or decentralized reflects the level of empowerment employees have. A collaborative culture encourages shared decision-making, whereas a hierarchical culture may rely on top-down decisions.
7. **Work Environment:** The physical and psychological environment, including how employees relate to one another, impacts culture. A positive work environment fosters employee well-being and productivity.

8. **Adaptability:** Organizations with a flexible culture can quickly respond to changes in the external environment, market demands, or technological advancements. An adaptable culture promotes innovation and growth.
9. **Employee Engagement:** A culture that values and empowers employees can increase engagement, loyalty, and productivity. Conversely, a toxic culture may lead to dissatisfaction and high turnover.
10. **Customer Orientation:** In customer-centric cultures, there is a strong focus on providing value and quality service to customers, which often leads to enhanced brand reputation and customer loyalty.

Understanding and nurturing a positive organizational culture can lead to improved performance, better teamwork, and long-term success.

Elements of Organizational Culture

Organizational culture is made up of various elements that help define the organization's internal environment and behaviours. These elements are interconnected and shape the day-to-day functioning of the organization.

Key Elements of Organizational Culture

1. **Core Values:** These are the foundational beliefs and guiding principles that shape an organization's identity and decisions. They reflect what the organization stands for and what is considered important.
2. **Vision and Mission:** The vision describes the long-term aspirations of the organization, while the mission outlines its purpose and primary goals. Together, they provide direction and influence the culture.
3. **Practices and Norms:** These are the standard ways of doing things within the organization. They include policies, procedures, and common practices that guide behaviour and decision-making.
4. **Symbols and Artefacts:** Physical symbols such as logos, office design, dress codes, and company slogans represent the culture. Artefacts also include company traditions and the way the workspace is organized.
5. **Language and Communication:** The specific language, jargon, and communication styles used within an organization reflect its culture. Open,

transparent communication fosters trust, while rigid, hierarchical communication may create barriers.

6. **Leadership and Management Style:** Leaders play a critical role in shaping and reinforcing the culture. Their approach to managing employees, making decisions, and setting expectations reflects the broader cultural norms.
7. **Rituals and Ceremonies:** Regular events such as meetings, celebrations, and recognition programs reinforce cultural values and create a sense of belonging among employees.
8. **Stories and Myths:** The narratives that circulate within the organization—whether about its history, founders, or past successes and failures—help instill cultural values and give meaning to the organization's identity.
9. **Organizational Structure:** Whether the organization is hierarchical or flat influences how decisions are made, how authority is distributed, and how employees relate to each other.
10. **Ethical Standards:** The ethical guidelines and standards of conduct established by the organization influence behaviours and the overall moral climate. \

TYPES OF ORGANIZATIONAL CULTURE:

Different organizations adopt various types of culture depending on their values, goals, and leadership styles. According to **Robert E. Quinn and Kim Cameron's Competing Values Framework (CVF)**, organizational cultures generally fall into four broad types:

1. Clan Culture (Collaborative Culture)

- **Focus:** Internal focus and flexibility.
- **Characteristics:** Family-like atmosphere, teamwork, collaboration, and employee involvement. Organizations with clan culture value loyalty, open communication, and consensus.
- **Leadership Style:** Leaders are mentors and facilitators who prioritize employee development and cohesion.
- **Examples:** Many start-ups and family-run businesses.

2. Adhocracy Culture (Creative Culture)

- **Focus:** External focus and flexibility.

- **Characteristics:** Innovation, risk-taking, and adaptability. Adhocracy cultures encourage employees to think outside the box, experiment with new ideas, and embrace change.
- **Leadership Style:** Leaders are visionary and entrepreneurial, encouraging innovation and creativity.
- **Examples:** Technology companies, R&D firms.

3. Market Culture (Competitive Culture)

- **Focus:** External focus and stability/control.
- **Characteristics:** Results-oriented, driven by competition, and focused on achieving targets. Success is often measured by market share, profitability, and goal attainment.
- **Leadership Style:** Leaders are tough and demanding, focused on performance and results.
- **Examples:** Large corporations and sales-driven organizations.

4. Hierarchy Culture (Control Culture)

- **Focus:** Internal focus and stability/control.
- **Characteristics:** Structured and formalized work environment. Hierarchy cultures emphasize efficiency, consistency, and formal rules. Processes and procedures are strictly followed to ensure control.
- **Leadership Style:** Leaders are coordinators and organizers who focus on maintaining order and efficiency.
- **Examples:** Government agencies, banks, and large manufacturing firms.

MANAGING CULTURAL DIVERSITY

Managing cultural diversity involves creating an inclusive workplace where individuals from various backgrounds, ethnicities, cultures, and perspectives can collaborate effectively. In today's globalized world, diverse workforces are common, and managing this diversity well can lead to increased innovation, creativity, and performance.

IMPORTANCE OF MANAGING CULTURAL DIVERSITY

1. **Enhanced Innovation and Creativity:** A diverse team brings different ideas, perspectives, and problem-solving approaches, which can foster innovation and creative solutions to complex problems.
2. **Improved Decision-Making:** Diverse teams benefit from a broader range of viewpoints, leading to more well-rounded decisions that account for various perspectives.
3. **Competitive Advantage:** Companies with diverse workforces can better understand and serve a diverse customer base, expanding their market reach.
4. **Increased Employee Satisfaction:** Inclusivity and respect for different cultures contribute to higher employee morale, engagement, and retention.
5. **Legal and Ethical Responsibility:** Many countries have regulations to promote diversity and prevent discrimination. Managing cultural diversity aligns with these legal obligations and fosters an ethical workplace.

BENEFITS OF MANAGING CULTURAL DIVERSITY

1. **Increased Innovation:** A diversity of thoughts and experiences leads to more creative solutions and innovations, as different perspectives lead to unique approaches.
2. **Global Competitiveness:** Organizations with culturally diverse teams can better understand and serve global markets and customer bases, giving them an edge in international business.
3. **Better Employee Retention:** Inclusivity leads to higher job satisfaction, resulting in reduced turnover rates and better employee loyalty.
4. **Improved Problem-Solving:** Teams with diverse members can address challenges more effectively by integrating varied perspectives and skills into the decision-making process.
5. **Enhanced Reputation:** Companies known for valuing and managing diversity attract top talent and build strong brand loyalty, as both customers and employees appreciate inclusive environments.

CHALLENGES IN MANAGING CULTURAL DIVERSITY

1. **Communication Barriers:** Language differences and variations in communication styles (e.g., direct vs. indirect communication) can lead to misunderstandings or conflicts.
2. **Resistance to Change:** Employees may resist diversity initiatives due to unconscious bias, stereotypes, or a preference for familiar work environments.
3. **Cultural Misunderstandings:** Different cultural norms related to behaviour, dress, or working hours can create friction if not managed appropriately.
4. **Managing Multicultural Teams:** Global teams often face difficulties in aligning working practices, expectations, and time zones, requiring strong leadership and flexibility.
5. **Integration:** Ensuring that diverse individuals feel included and valued within the organization can be challenging. This includes balancing diversity with organizational cohesiveness.

STRATEGIES FOR MANAGING CULTURAL DIVERSITY:

1. **Promote Inclusive Leadership:** Leaders should be role models in valuing and promoting diversity. They need to demonstrate inclusivity in their decision-making, communication, and behaviour. Leadership training on cultural competence is essential.
2. **Implement Diversity Training Programs:** Conduct regular diversity and cultural awareness training to educate employees about different cultures, biases, and inclusive behaviours. Training can address unconscious bias and promote better understanding.
3. **Foster Open Communication:** Encourage transparent and open communication across the organization. Create channels where employees can express concerns or suggestions related to cultural issues without fear of judgment or retaliation.
4. **Embrace Flexibility:** Accommodate different cultural needs, such as religious holidays, dietary restrictions, and work-life balance preferences. Offering flexible working hours, remote work, and allowing cultural celebrations promotes inclusivity.

5. **Culturally Sensitive Policies:** Develop policies that account for cultural differences, including anti-discrimination policies, dress codes, holiday observances, and gender norms. Ensure that organizational policies reflect respect for diverse backgrounds.
6. **Diverse Hiring Practices:** Strive to have a diverse workforce by promoting unbiased recruitment processes. Ensure job descriptions are inclusive, and avoid hiring biases by standardizing interview processes.
7. **Mentorship and Support Networks:** Create mentorship programs that support employees from underrepresented groups. Establish employee resource groups (ERGs) or affinity groups where employees from similar backgrounds can connect and find support.
8. **Recognize and Celebrate Diversity:** Celebrate cultural diversity by acknowledging different cultural events and traditions within the organization. This can include hosting events during cultural holidays or featuring stories of diverse employees in company newsletters.
9. **Team Building across Cultures:** Facilitate activities that bring employees from diverse backgrounds together, promoting teamwork and breaking down cultural barriers. Cross-cultural team-building exercises can enhance trust and cooperation.
10. **Measure and Track Progress:** Use metrics to track the effectiveness of diversity initiatives. Surveys, feedback mechanisms, and diversity audits can help assess how well the organization is managing cultural diversity and identify areas for improvement.