
MODULE - V

Elements of Directing, Coordination and Control

Elements of Directing, Coordination and Control

Module Description

The main goal of studying this module is to be able to understand the elements of directing, coordination and control.

By the end of this module, students will learn basics of directing, coordination, control and their nature, purpose and principle. They can know about the different types of direction, coordination and control.

Chapter 5.1

Elements of Directing

Chapter 5.2

Coordination and Control

Chapter Table of Contents

Chapter 5.1

Elements of Directing

Aim.....	163
Instructional Objectives.....	163
Learning Outcomes.....	163
5.1.1 Directing.....	164
(i) Meaning of Directing.....	164
(ii) Importance of Direction.....	164
5.1.2 Leadership.....	165
(i) Meaning of Leadership.....	165
(ii) Leadership Styles.....	166
Self-assessment Questions.....	181
5.1.3 Motivation.....	182
(i) Importance of Motivation.....	182
(ii) Theories of Motivation.....	183
5.1.4 Communication.....	186
(i) Meaning of Communication.....	186
(ii) Objectives of Communication.....	187
(iii) Types of Communication.....	188
Self-assessment Questions.....	190
Summary.....	1911
Terminal Questions.....	1922
Answer Keys.....	192
Activity.....	193
Bibliography.....	195
e-References.....	195
External Resources.....	195
Video Links.....	195



Aim

To equip the students with the elements of directing, leadership styles, motivation theories and different types of communication



Instructional Objectives

After completing this chapter, you should be able to:

- Define meaning and importance of directing
- Discuss leadership meaning and styles
- Analyse the importance of motivation and the different theories
- Discuss the types of communication, its meaning and importance



Learning Outcomes

At the end of this chapter, you are expected to:

- Write the meaning and definition of directing
- Recognise the leadership meaning and styles
- Discuss the importance and different theories of motivation
- Examine the different types of communication, its meaning and importance

5.1.1 Directing

Directing is a management function. It is the process by which the managers instruct and guide the performance of the employees to achieve the predetermined organisational goal. The three top aspects of direction are motivation, leadership and communication.

(i) Meaning of Directing

The direction is the process of instructing, guiding, counselling, motivating and leading the human resources to achieve the organisational objective. In the words of Hermann, “direction consists of the process and techniques utilising in issuing instruction and making certain that operations are carried out as planned.” The direction is not only about delivering orders to the subordinates but guiding and inspiring them to perform their task in an efficient and effective manner.

Important features of directing are:

- Directing is an important function of management initiating actions in the organisation.
- It is performed at every level of the Directorate. It because every manager in the organisation performs his duties both as both superior and subordinate.
- Direction as a management function is a continuous process. As manager gives orders to its subordinates, motivates them, lead them and guide them on an ongoing basis.
- Direction initiates at the top level in the organisation and gradually follows to the bottom.
- Direction performs dual objectives like on one hand it aims at getting things are done by the subordinates, on the contrary, it provides superiors opportunities for another important task.

(ii) Importance of Direction

Every action in the organisation is initiated through direction. The work of every individual is interrelated to their fellow members. Hence, integration of own efforts becomes a complex problem for study in management.

The importance of direction can be stated as below:

- **Initiations of Actions:** Through course the control gives instruction and motivates individuals in the organisation to function in the desired way. Thus meeting the organisational goal.
- **Integration of Employees Efforts:** Employees actions are interrelated in such a way that each employee performance is affected by the performance of others. Thus, there should be the integration of individual efforts to achieve the organisational objectives. It is possible through effective direction by the seniors to the subordinates.
- **Getting the maximum out of Individuals:** Employees in the organisation has a different level of knowledge, skills and ability. It can be utilised in an efficient manner through proper motivation, leadership and communication. Direction facilitates utilisation of these capabilities and also helps in increasing these skills.
- **Promoting changes in the Organisation:** The organisation is subject to change from time to time based on the variations in the external environment. To implement these changes, management should motivate individuals affected by the changes though proper direction.
- **Proving stability and balance in the Organisation:** Effective leadership, communication and motivation brings instability in the organisation. Hence, a balance can be maintained by different parts of the organisation.

5.1.2 Leadership

Leadership is the process of influencing the behaviour of others at work willingly and enthusiastically for achieving predetermined goals. Successful corporations actively seek out people with leadership potential and expose them to career experiences designed to develop that potential. With careful selection, nurturing and encouragement, dozens of people can play important leadership roles in business organisations.

(i) Meaning of Leadership

Leadership is the process of influencing and supporting others at work enthusiastically toward achieving organisational objectives. It can be defined as *“leadership is an influence relationship among leaders and followers who intend real changes and outcomes that reflect their shared purposes”*. It implies leadership involves impact, it occurs among people; those

people intentionally desire significant changes and the changes reflect objectives shared by leaders and followers.

The main features of leadership are as follows:

- Leadership is a continuous process of behaviour.
- There is leader-follower relationship.
- The leader tries to influence the behaviour of individual or group of people around him to achieve the common goals.
- Followers work willingly and enthusiastically to achieve these targets. Thus, there is no coercive force which includes the followers work.
- Leadership gives an experience of help to members to attain common goals. The leader feels the importance of individuals, gives them recognition and conveys them about the importance of activities performed by them.
- Leadership styles differ based on the situation.

Leadership plays a significant role in the success of the organisation.

The importance of leadership can be stated as follows:

- **Motivating the employees:** Motivation of employees is necessary to increase the organisational productivity.
- **Creating Confidence:** A good leader creates faith in the followers by directing them, giving them advice and getting through them success in the organisation.
- **Building Morale:** Morale is the attitude of employees towards the work and organisation. High morale leads to high productivity and organisation stability. Good leadership leads to increase employees morale. It increases employees productivity and security in the organisation.

(ii) Leadership Styles

Leadership styles are the pattern of behaviour which a leader adopts in influencing the conduct of his followers. A leader may be relationship oriented or task oriented. A

relationship-oriented leader establishes mutual trust and respect and listens to employees needs. A task-oriented leader is primarily motivated by mission accomplishment providing clear directions and sets performance standards.

Researchers have proposed different types of leadership styles. It may be based on the behavioural approach or the situational approach of leadership. Some of the critical theories or models prescribing leadership styles are as follows:

Based on behavioural approach:

- Power orientation
- Leadership as a continuum
- Likert's management system
- Employee production orientation
- Managerial grid
- Tri dimensional grid

Based on situation approach:

- Fiedler's contingency model
- Hersey Blanchard's situational model
- Path goal model

Brief discussion on the behavioural approach of leadership

Power orientation: Brief discussion on the behavioural approach to leadership:

Power orientation: This style of leadership is based on the degree of authority which leader uses in influencing the behaviour of the member. There are three leadership styles like autocratic leadership, participative leadership and free rein leadership.

- **Autocratic leadership:** It follows authoritarian, directive and monotheist style. Decision making power is primarily held by the leader himself. The entire situation of the employees is structured by the head and they perform according to the direction of the leader. Sometimes this kind of leadership may have an adverse impact as the followers are uninformed, insecure and afraid of the leader authority.

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- **Participative leadership:** Participation is defined as mental and emotional involvement of a person in a group situation which encourages him to contribute to group goals and share responsibility for them. This leadership style supports decentralisation in decision making process. It encourages consultation and participation of the followers or subordinates.
 - **Free rein:** Free rein or Laissez-faire technique means giving complete freedom to subordinates. Here the manager first determines policies, programmes and limitations for action and the entire process are then left over in the hands of the assistants. It tends to permit different units of the organisation to proceed in cross purposes and at times can lead to chaos in the organisation.

Leadership as a Continuum:

Leadership styles are exercised between two extremes, *i.e.*, authoritarian and free rein. The scale represents the range of leadership behaviour available to a manager. Each type of action represents the degree of authority used by a leader and the level of freedom which a subordinate enjoys in relationship to his superior. The left-hand side shows the style of control and the right-hand side indicates the release of power. It's hard to decide at which point a manager should adopt his behaviour. However, this can be determined through three particulars as follows:

- **Forces in a manager:** The qualities that a manager has, like his value system, leadership inclination, confidence in subordinates and his comfort level to handle uncertain situations.
- **Forces in subordinates:** The qualities possessed by the followers or the subordinates like their need for independence, readiness to assume responsibility for decision making, tolerance level in case of ambiguity, understanding the organisational goals, interest in problem-solving, knowledge and experience to deal with problems and ability to share experiences.
- **Forces in the situation:** These may be like, the type of organisation, group effectiveness, the problem itself and the time constraints.

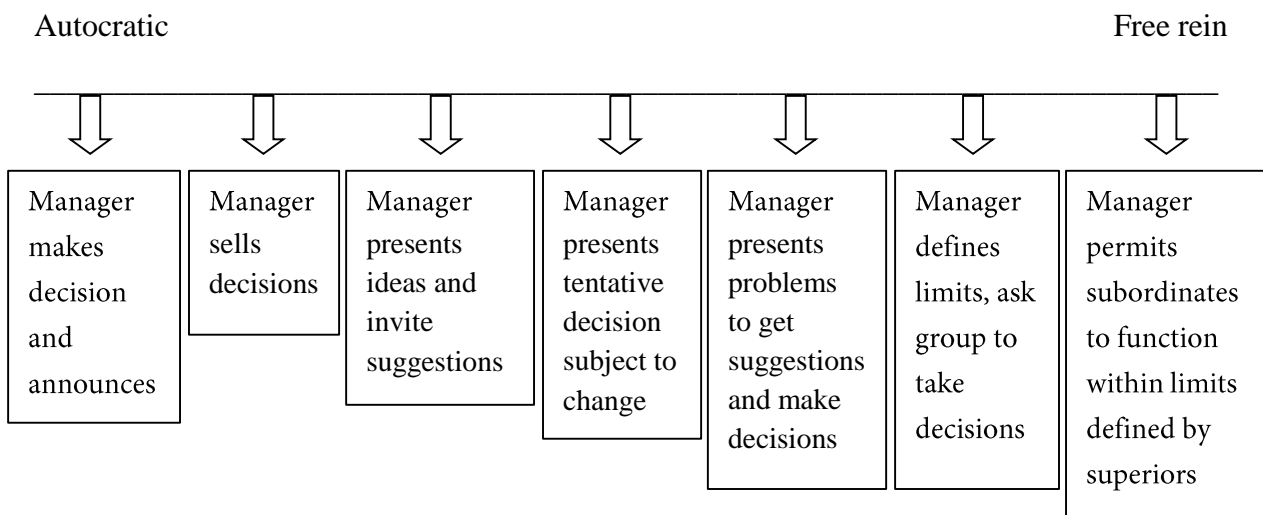


Figure 5.1.1: Continuum of leadership behaviour

Likert's Management System: Rensis Likert, studied at the University of Michigan, USA, the patterns and styles of managers to understand the leadership behaviour. He has come up with a continuum of four systems of management. Likert has taken seven variables of different management systems like leadership, motivation, communication, interaction influence, decision making process, goal setting and control process. Likert's four systems of management regarding leadership styles may be referred to as explorative autocratic (system 1), benevolent authoritarian (system 2), participative (system 3) and democratic (system 4). Likert has shown that high producing departments in several organisations studied are marked by system 4 (democratic). It depends on factors like the extent of management participation and the maintenance of the supportive relationship.

Employee Production Orientation: Leadership behaviours were studied by locating clusters of characteristics that seemed to be related to each other and various indicators of effectiveness. It was based on the study of the concepts of employee orientation and production orientation. An employee oriented leader establishes mutual trust and respect and listens to employees needs. A production-oriented leader is primarily motivated by task accomplishment providing clear directions and sets performance standards. At the same time, the leadership studies initiated by the Bureau of Research at Ohio State University attempted at identifying two dimensions of leader behaviour. These are the initiating structure and consideration.

Initiating structure describes the extent to which a leader is task oriented and directs subordinates work activities towards goal achievement. This type of leader behaviour

includes directing jobs, getting people to work hard, planning to prove specific schedules for work activities and to rule with an iron rod.

Consideration describes the extent to which a leader cares about the subordinates, respects their ideas feelings and establishes mutual trust.

Research shows that initiating structure and consideration are a separate dimension and not mutually exclusive. Thus, leadership behaviour can be plotted on two different axes.

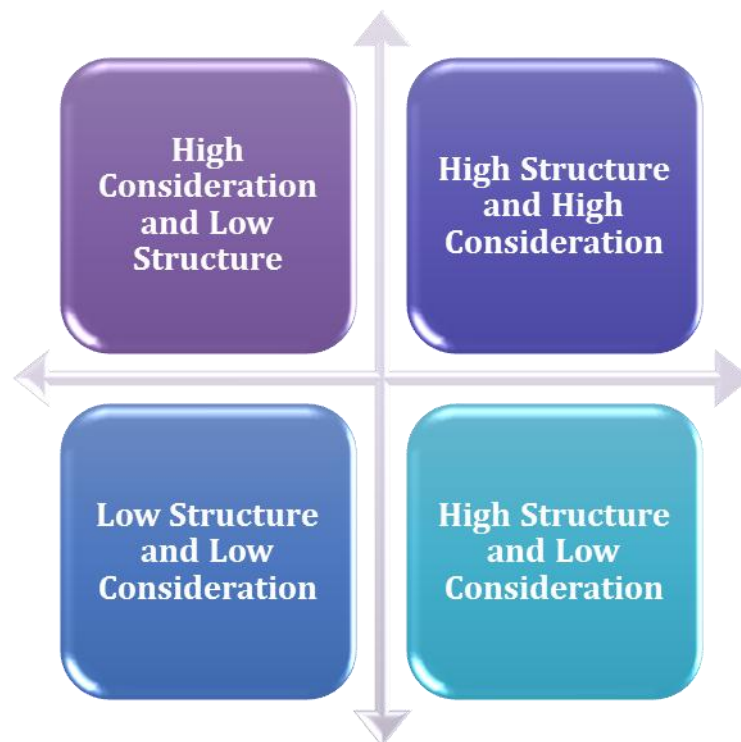


Figure 5.1.2: Four quadrants to plot Leadership behaviour

These four quadrants show various combinations of initiating structure and consideration. In each quadrant, there is a relative mixture of initiating structure and review and a manager can adopt any one style.

Managerial Grid: Blake and Mouton of the University of Texas proposed two-dimensional leadership theories called the leadership grid or managerial grid. Researchers rated leaders on a scale of one to nine according to two criteria, *i.e.*, the concern for people and the concern for production. The scores for each criterion is plotted on a grid with an axis corresponding to each interest. Managerial grid identifies five leadership styles based upon two factors found in organisations.

Team management (9,9) often considered the most effective method and is recommended because organisation members work together to accomplish tasks. Country club management (1,9) occurs when the primary emphasis is given to people rather than to work outputs. Authority compliance management (9,1) happens when efficiency in operations is the dominant orientation. Middle of the road management (5,5) reflects a moderate amount of concern for both people and production. Impoverished Management (1,1) means the absence of a leadership philosophy; leaders exert little effort towards interpersonal relationships or work accomplishment.

High concern for people

1,9	Country Club Management Attention to needs of people for satisfying relationships leads to a comfortable, friendly organisation atmosphere and work tempo	9,9	Team Management Work accomplishment is from committed people, interdependence through a common stake in organisation purpose leads to relationships of trust and respect
5.5		Middle of the Road Management Adequate organisational performance is possible through balancing the necessity to get out work with maintain morale of people at a satisfactory level	
1,1	Impoverished management Management Exertion of minimum effort to get required work done is appropriate to sustain organisation membership	9,1	Authority Compliance Efficiency in operations results from arranging conditions of work in such a way that human elements interfere to a minimum degree

Low concern for people

Figure 5.1.3: The leadership /management grid

Tridimensional Grid: Reddin conceptualised a three-dimensional network. The three-dimensional axes represent task orientation (TO), relationship orientation(RO) and effectiveness. A relationship-oriented leader establishes mutual trust and respect and listens to employees needs. A task-oriented leader is primarily motivated by task accomplishment providing clear directions and sets performance standards. Effectiveness is defined as the extent to which a manager is successful in his position. When the style of a leader is appropriate to a given situation, it is termed as effective and when it is inappropriate to a particular situation, then it is termed as ineffective. Thus, the difference between efficient and inefficient styles is the appropriateness of the behaviour to the environment in which it is used.

Relationship orientation	High	Related	Integrated
	Low	Separated	Dedicated
		Low	High

Figure 5.1.4: Task and relationship orientation

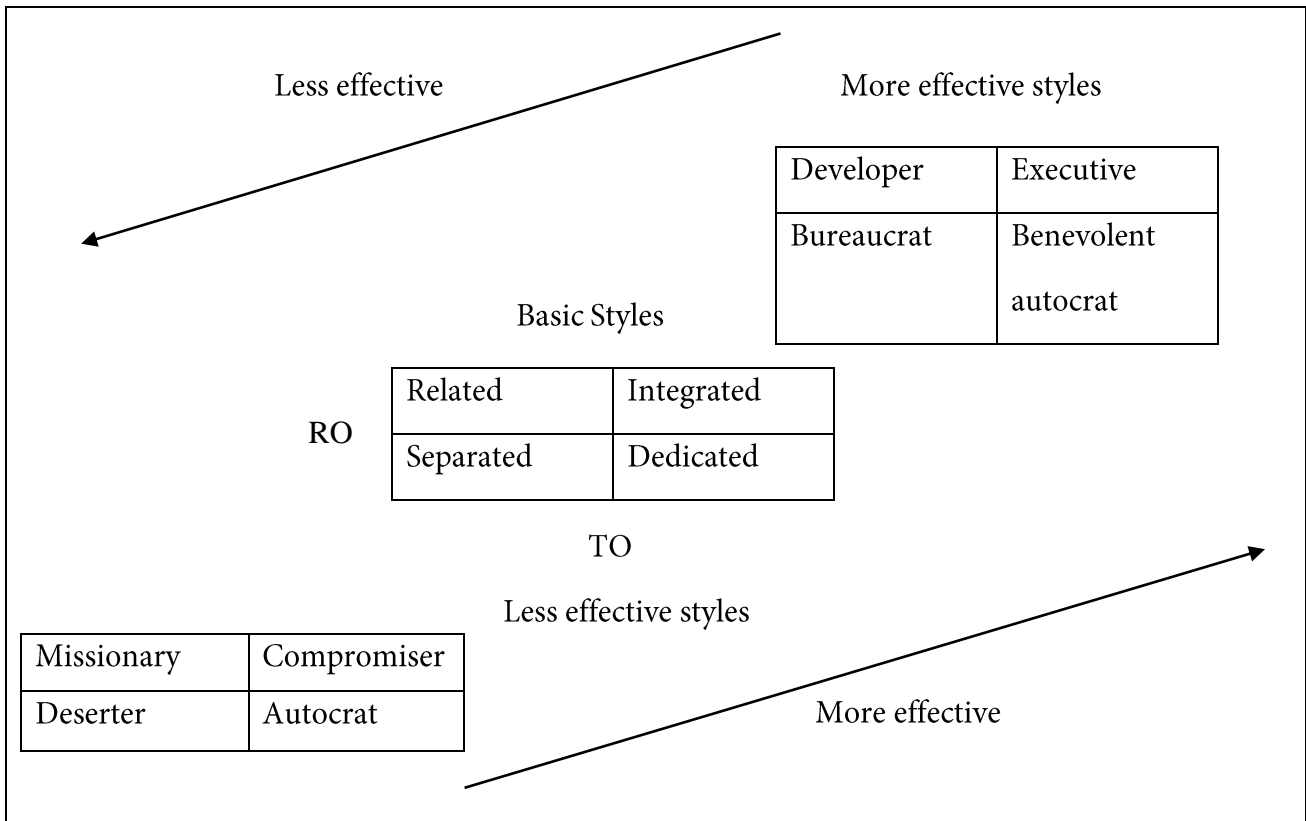


Figure 5.1.5: Tridimensional Grid

In figure 5.1.4, the four styles represent four basic types of behaviour. The separated manager is concerned with correcting the deviations. He enforces rules and policies. Related manager accepts others as they are and seeks cooperation by setting examples. The dedicated manager is production oriented. He is dominating and works with authority. The unified manager gets himself and his people involved in the organisation. There are two-way communication and reliable identification and emphasis on teamwork. Any of the styles can be effective based on the situation. Each one style has less effective as well as more effective equivalent as shown in the figure 5.1.5. Thus, the four basic methods result in eight styles. These eight styles result from eight possible combinations of task orientation, relationship orientation and effectiveness as shown in the figure. 5.1.6

Basic style	Less effective style	More effective style
Integrated	Compromiser	Executive
Dedicated	Autocrat	Benevolent autocrat
Related	Missionary	Developer
Separated	Deserter	Bureaucrat

Table 5.1.1: More and Less effective styles

According to Table 5.1.1, following are ineffective styles:

- **Deserter:** Low task and weak people orientation and is completely alienated from organisational life, avoids involvement does not want to take responsibility and has a little commitment, believes in minimal output and works to rule.
- **Missionary:** This kind of leader is interested in harmony, easy going, avoids conflicts and doesn't take the initiative. His objective is to keep his colleagues, subordinates and superiors happy.
- **Autocrat:** He is concerned with only the immediate jobs and has no concerns for others. He follows centralised decision making and believes in suppressing and demands obedience from the subordinates or followers.
- **Compromiser:** Leader uses an immense task and relationship orientation in a situation that may not require a high concentration in either, is a poor decision maker and avoids decisions, is weak and yielding, allows various pressures in the situation to influence him too much.

The four similar effective styles are as follows:

1. **Bureaucrat:** He likes to stick to the organisational rules and regulations, is impersonal and less task and relationship oriented, produces only a few ideas and does not take the initiative.
2. **Developer:** This type of leader tries to display implicit trust in people, relies on high relationship orientation and less task orientation, believes in commitment to work, openness, freedom to act, self-expression and development of subordinates.
3. **Benevolent Autocrat:** This type of leader is a directive in nature and knows what he wants and get his work done without resentment. He is a formidable task and fewer people oriented. He tries to motivate his subordinates or followers through economic motivation.
4. **Executive:** He has an immense task and high relationship orientation in a situation where such behaviour is appropriate. He emphasises teamwork and the task are regarded as interdependent. The style acts as a powerful motivational instrument in the organisation.

Leadership style based on situation

This leadership model talks about the basic contention that the appropriateness of leadership styles depends on their matching with the situational requirement. Fiedler identified the situational variables and their relationship with the appropriateness of leadership styles. It consists of three elements like the leadership styles, situation variables and their interrelationship.

He identified leadership styles on two dimensions like relationship oriented and task oriented. A relationship-oriented leader is concerned with people establishing mutual trust and respect and listens to employees needs. A task-oriented leader is primarily motivated by mission accomplishment through setting performance standards. Fiedler used two types of scores to measure the style adopted by a leader; scores on least preferred co-worker (LPC) and scores on assumed similarity (AS) between opposites. Rating on least preferred co-worker was based on an individual liking or disliking of working with other people in the group and measured on 16 bipolar adjectives. *For example*, pleasant unpleasant, friendly unfriendly, accepting rejecting and so on. Rating on assumed similarity was based on the degree to which leader perceived group members to be like him.

Situational Variables: Fiedler's model presents the leadership situation regarding three key elements that can be either favourable or unfavourable to a leader. These key elements are a power position, task structure and head member relation. Position power is the extent to which the leader has formal authority over subordinates. Power position is high when the leader has the power to plan and direct the work of subordinates, evaluate it and reward and punish them. Task structure refers to the extent to which task performed by the group are defined, involves specific procedures and have clear, explicit goals. Routine well-defined tasks such as those of assembly line workers have a high degree of structure. In the case of leader-member relation, it refers to group atmosphere and members attitudes towards and acceptance of leader. Subordinates trust, respect and have confidence in the leader. All these situational variables taken together may define the situation to be favourable or unfavourable.

Leader member relations	Good				Poor			
Task structure	High		Low		High		Low	
Position power	Strong	Weak	Strong	Weak	Strong	Weak	Strong	Weak

Cells 1 2 3 4 5 6 7 8

Very favourable ←————→ Very unfavourable

Figure 5.1.6: Favourableness/Unfavourableness of situation

A very supportive situation (cell1) where leader-member relations are good, the task is highly structured and the leader has enormous position power to influence his subordinates. In the case of (cell 8) where leader-member relations are poor, the task is highly unstructured and leader's power position is weak. The degree of favorableness /unfavorableness varies between these two extremes.

Inter relationship (Relation between styles and situation): Effectiveness of leadership style depends on the situation. It can be best understood through the Fiedler's model of leadership.

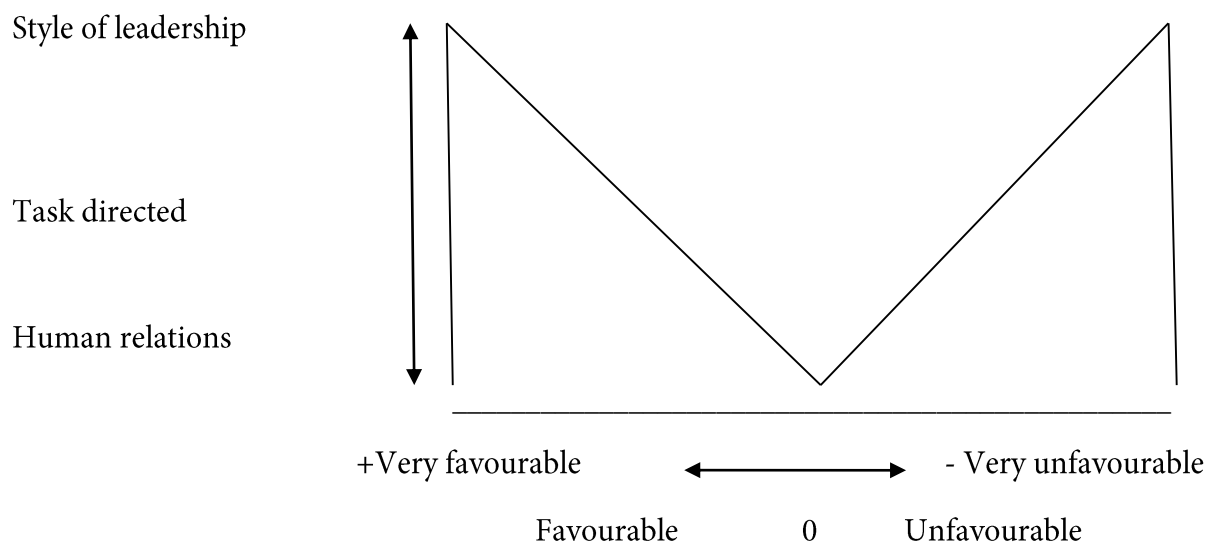


Figure 5.1.7: Fiedler model of leadership

Task directed and human relations oriented styles tend to be effective in different situations. Task led leadership style is better in group situations that are extreme in favourableness. While human relationship oriented, leadership is good in group situations that are moderate in favourableness. Thus, in Fiedler's model of leadership a leader should know whether he or

she has a relationship or task oriented style. The leader should diagnose the situation and determine whether leader-member relations, task structure and position power are favourable or unfavourable.

Hersey and Blanchard’s Situational Theory: This approach focuses on the characteristics of followers as the most important element of the situation and consequently of determining effective leader behaviour. Hershey and Blanchard’s theory states that subordinates vary in readiness because of little ability or training or insecurity. There is a need for a different leadership style for those who have high readiness level and have excellent knowledge, skills, confidence and willingness to work. The leader has to match his leadership style according to the needs of maturity of subordinates which moves on stage and has a cycle. This theory is also known as life cycle theory of leadership. Hence, there are two primary considerations in this model, *i.e.*, leadership styles and maturity of subordinates.

Leadership styles may be classified into four categories, based on a combination of relationship (concern for people) and task (concern for production) behaviour. The appropriate style depends upon the readiness level of followers.

Relationship behaviour	High	High relationship and low task	High relationship and high task
	Low	Low relationship and low task	Low relationship and high task
		Low	High
Task behaviour			

Figure 5.1.8: Leadership behaviour (styles)

Subordinate’s Maturity in this model is used in the context of ability and willingness of the people for directing their behaviour. Ability refers to the knowledge and skills of the individual to perform a task. Willingness refers to the psychological maturity dealing with the confidence and commitment of the individual. When both components of maturity- ability and willingness are combined, we get four combinations:

- Low ability and low willingness – Low Maturity
- Low ability and high willingness – Low to moderate maturity
- High ability and low willingness – Moderate to high maturity
- High ability and high willingness – High maturity

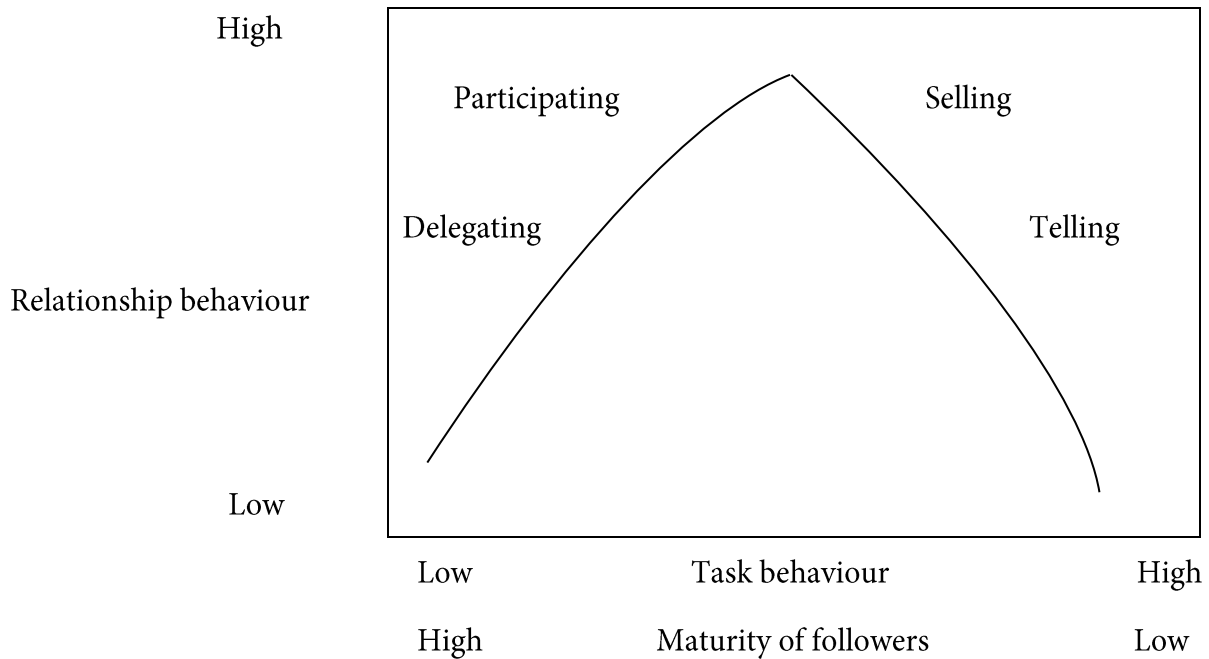


Figure 5.1.9: Hersey Blanchard's model of situational leadership styles

Combining leadership styles and maturity, *i.e.*, the leadership style which is appropriate for a given level of maturity we arrive at a given level of maturity. There are four leadership styles each being appropriate to a particular degree of maturity. The four leadership styles are telling, selling, participating and delegating.

- **Telling:** Here the subordinates have a low maturity, *i.e.*, neither have they had the ability, nor they are willing to do, they require telling leadership styles. It emphasises directive behaviour and involves high task behaviour and deep relationship behaviour.
- **Selling:** This is applicable for subordinates with average maturity who have high willingness but lack ability. Assistants require both supportive and directive behaviour which is marked by high task and high relationship behaviour.
- **Participating:** Subordinates with moderate to high maturity who have the ability to do but lack willingness require large external motivating force. Participative leadership style with little task behaviour and high relationship behaviour is more appropriate.
- **Delegating:** Subordinates with great maturity, *i.e.*, they have both ability and willingness to work, hardly require any leadership support. The most appropriate leadership style in such a situation is delegating which involves little task behaviour and deep relationship behaviour.

Hersey Blanchard's situational theory of leadership can be summarised as the telling style works best for followers who demonstrate very low levels of readiness to take responsibility for their task behaviour. The selling and participative methods are useful for members of moderate to high availability and delegating style is appropriate for employees with very high readiness.

Path Goal Theory: The leader responsibility is to increase the low motivation to attain personal and organisational goals. The leader can increase the follower motivation by two ways. Clarifying the leader path to the rewards that are available or increasing the rewards that the follower values and desires. Path clarification means that the manager works with the member to help them identify and learn the behaviours that will lead to successful task accomplishment and organisational rewards. Increasing rewards mean that the leader talks with the subordinates to learn which rewards are important to them. It may be the intrinsic rewards from the work itself or extrinsic rewards such as raises or promotions. Leader job is to increase personal payoffs to subordinates for goal attainment and to make the paths to these payoffs transparent.

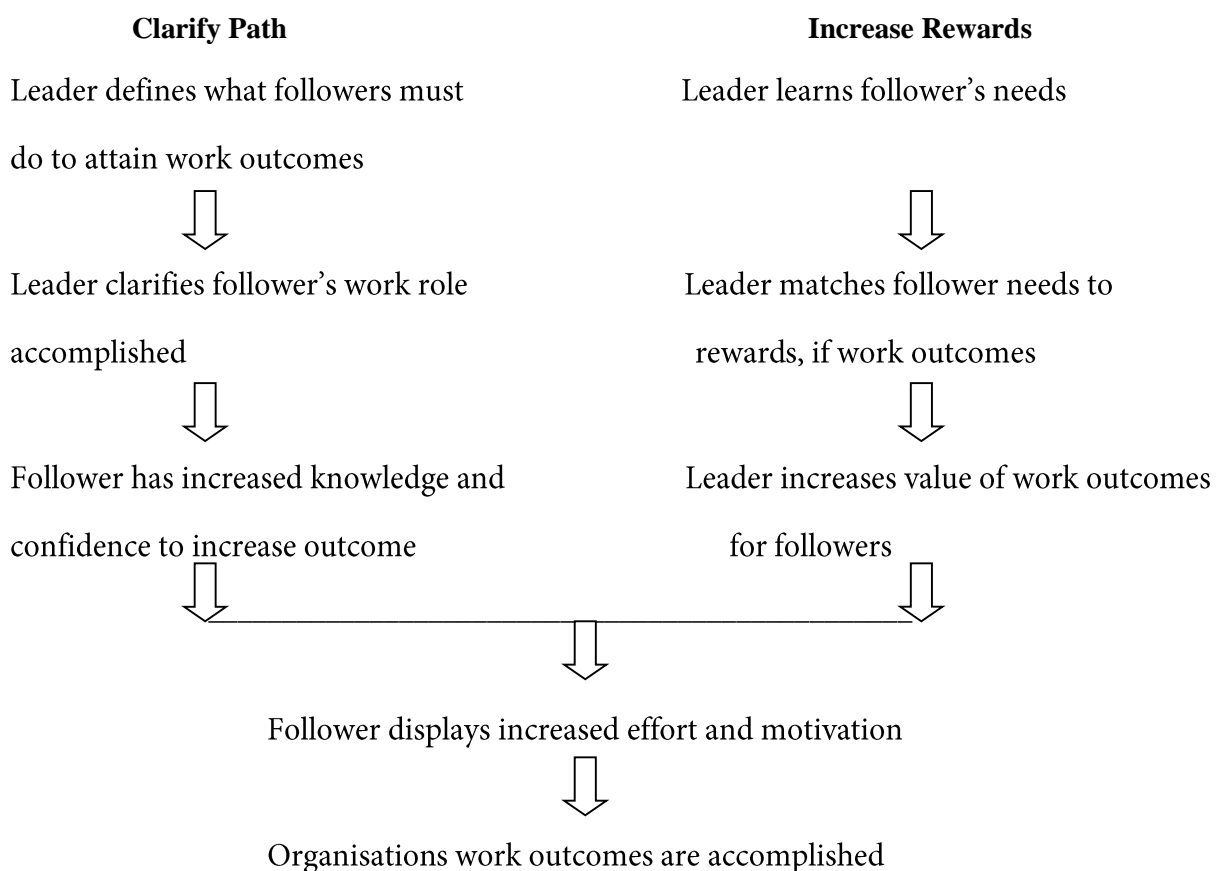


Figure 5.1.10: Leader roles in the path goal model

This type is called a contingency theory because it consists of three sets of contingencies, *i.e.*, leader style, followers and situation and the rewards to meet the follower's needs.

- Leader style can be supportive, directive, participative or achievement oriented. Supportive leadership shows concern for subordinate's well-being and personal needs. Directive leadership tells subordinates exactly what they are supposed to do. Achievement-oriented leadership sets clear and challenging goals for the subordinates. Participative leadership consults with subordinates regarding decision making.
- Situational Contingencies are of two types, *i.e.*, the personal characteristics of group members and the work environment. Personal characteristics of followers include factors as ability skills, needs and motivation. Work environment contingencies include the degree of task structure, the nature of the formal authority system and the workgroup itself.
- Rewards in path-goal theory can be of two types, *i.e.*, clarify the path to rewards for followers and the other is to increase the number of prizes to enhance satisfaction and job performance.

In path-goal theory, the four types of leader behaviour and the ideas for fitting them to situational contingencies helps leaders to motivate subordinates.



Self-assessment Questions

- 1) _____ is the process of instructing, guiding, counselling, motivating and leading the human resources to achieve the organisational objective.
 - a) Leadership
 - b) Directing
 - c) Coordinating
 - d) Controlling

- 2) Management should _____ the employees to cope with the changes in the external environment.
 - a) Motivate
 - b) Coordinate
 - c) Instruct
 - d) Order

- 3) Managerial grid has been developed by:
 - a) Blake and Mouton
 - b) W. J. Reddin
 - c) Rensis Likert
 - d) Elton Mayo

- 4) In management grid, which numbers do represent team approach?
 - a) 1,9
 - b) 9,9
 - c) 5,5
 - d) 9,1

- 5) If subordinates motivation level is high then Hersey Blanchard's model advocates which model of leadership?
 - a) Telling
 - b) Selling
 - c) Participating
 - d) Delegating

5.1.3 Motivation

Motivation is one of the most important factors affecting human behaviour and performance. Motivation is derived from the Latin word 'movere' which means to move. "Motivation refers to the forces either internal or external to a person that arouse enthusiasm and persistence to pursue a certain course of action". It can also be defined as "motivation is the process that accounts for the degree of readiness of an individual to achieve the desired goal".

Characteristics of motivation can be understood by the nature of motivation relevant to human behaviour in the organisation. Motivation is based on individual's motives which are internal to the individual. Motivation channelizes need satisfaction by activating the latent needs. It influences human behaviour to attain the organisational goal. Motivation is related to satisfaction which is a consequence of rewards and punishments associated with past experiences. Motivation is a continuous process. In motivation complexity arises because of the nature of needs and the different types of behaviour required to satisfy those needs.

(i) Importance of Motivation

The importance of motivation can be stated as follows:

- Motivation leads the human resources of the organisation into action. The knowledge, skills and ability of the employees can be used optimally through motivation. It increases employee's willingness to work.
- Motivation improves the efficiency of the employees. The gap between the ability and willingness to work can be filled through motivating the employees.
- Motivation leads to increase the organisational efficiency and attain the organisational goal in the long run. Through motivation, the coordination and cooperation among employees increase. If the employees are goal oriented, then they act purposefully.
- Motivation leads to employee satisfaction. Employees can be motivated by monetary and non-monetary reward based on their performance.
- If employees are motivated, then there is less attrition in the organisation. It leads to stability in the workforce. If employees have a feeling of participation in the management, they remain loyal to the organisation.

Motivation is an internal feeling which can be understood by managers as they deal with the employees. Needs wants and desires serve as the driving force to action. The manager can frame motivation plans according to the situation and requirement of the employees. Motivation is important for the individual as well as business.

The importance of motivation to individuals is like; it leads to job satisfaction & personal development of the employees. The importance of motivation to business is like; motivated employees make a strong team by increasing their creativity and adaptability. It leads to an optimistic and challenging attitude at the work place.

(ii) Theories of Motivation

There are few critical theories of motivation which serve as the foundation practised by managers.

Maslow's Hierarchy of Needs Theory: Abraham Maslow came with the theory of motivation known as the "hierarchy of needs theory". Maslow was a psychologist and proposed that every person has a hierarchy of five needs.

- **Physiological needs:** This is considered to be the primary need of a human being. Example: food, clothing, shelter, sex and other physical requirements.
- **Safety needs:** The next level of need is the safety need. A person needs for security and protection from physical and emotional harm, as well as assurance that physical needs will continue to be met.
- **Social needs:** This comes after the fulfilment of safety need. A person needs for affection, belongingness, acceptance and friendship.
- **Esteem needs:** An individual's needs for internal esteem factors such as self-respect, autonomy and achievement and external esteem factors such as status recognition and attention.
- **Self-actualization needs:** An individual's needs for growth, achieving one's potential and self-fulfillment.

According to Maslow individual moves from one level to the next level of need hierarchy only after the fulfilment of the previous need.

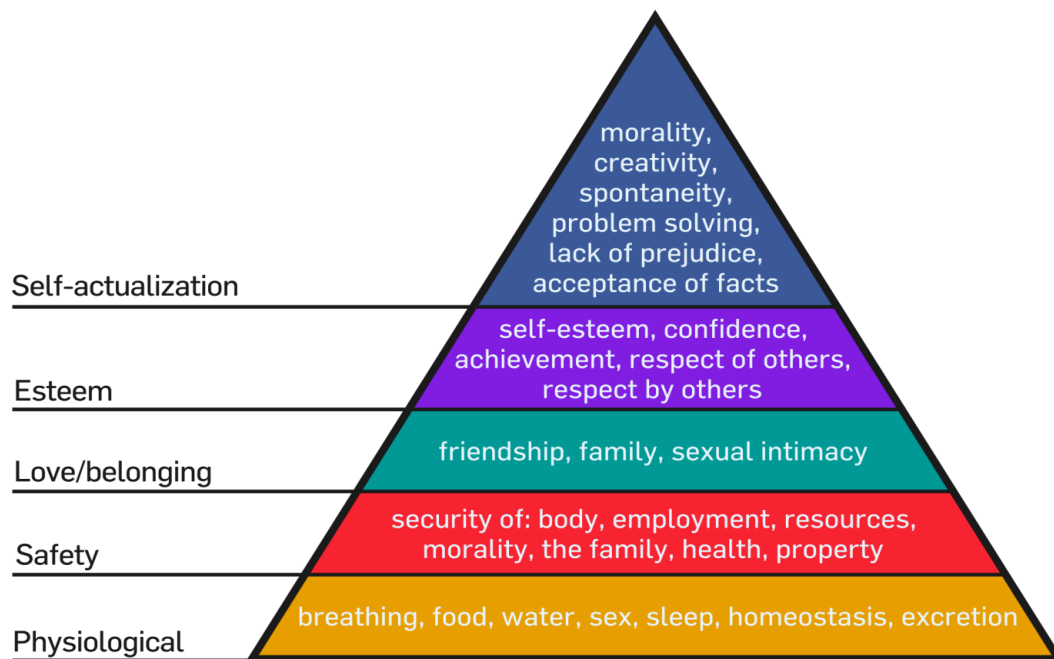


Figure: 5.1.11: Hierarchy of Needs

Herzberg's Two Factor Theory: Frederick Herzberg came up with the two-factor theory, also known as motivation and hygiene theory. According to this theory, there are two categories of needs substantially independent of each other affecting behaviour in different ways. Intrinsic factors (motivators) are set of job conditions that operate primarily to build strong motivation and high job satisfaction, increasing individual output. Extrinsic factors (hygiene factors) are those set of employment conditions that operate primarily to dissatisfy employees when conditions are absent. However, their presence does not motivate them in a strong way. Herzberg suggested ten hygiene factors like; supervision, company policy, relationship with supervisor, working conditions, salary, relationship with peers, personal life, relationship with subordinates, status and security. Whereas there are six motivation factors like; achievement, recognition, work itself, responsibility, advancement and growth. Individuals are classified into two groups – motivation seekers and maintenance seekers. The motivation seekers are people who are primarily motivated by the satisfiers such as advancement, achievement and other factors associated with the work itself. On the other hand, the maintenance seekers tend to be more concerned with factors surrounding the job such as supervision, working conditions, pay, etc.

Motivators	Hygiene Factors
Achievement	Supervision
Recognition	Common policy
Work Itself	Relationship with supervisor
Responsibility	Working conditions
Advancement	Salary
Growth	Relationship with peers
	Personal life
	Relationship with subordinates
	Status
	Security
Extremely satisfied	Extremely dissatisfied

Table 5.1.2: Herzberg's Two Factor Theory

McGregor's Theory X and Theory Y: Douglas McGregor, an American social psychologist, came up with the concept of theory X and theory Y. In the year 1960, he published his book "The Human side of Enterprise", which talks about the behaviour of individuals at work. McGregor's Theory X and Theory Y has become a fundamental principle for the development of the real management styles and techniques. This theory has become the basis for the study of organisational development and improving organisational culture.

Theory X (Authoritarian Management Style)

The tendency of the average human being is to dislike work and to avoid it if they can.

The assumptions of theory X can be stated as:

- If the average person is to work hard, then they need to be controlled and threatened by their superior.
- They dislike responsibility and prefer to be directed.
- These assumptions gave rise to two schools of thought, one with tough management style and the other with soft management style.
- Both these management styles depict two extreme ends. It cannot be accepted because human being needs a much higher level of motivation to fulfil himself.
- Theory X managers are very strict in their approach and do not give the employees liberty in decision making at the work space.

Theory Y (Participative Management Style)

The assumptions of theory Y can be stated as:

- The physical and mental effort exerted by the employees at the work place is as natural as their effort on doing their personal things.
- External control and threat of punishment are not required among educated workers, as they are committed to their service objectives through self-direction and self-control.
- If there is job satisfaction, then there will be a commitment to the organisation.
- Commitment to attain the organisational objective is a function to the reward associated with the achievement. It may not be necessarily monetary. It may be in the form of satisfaction of ego and self-actualisation needs.
- Generally, people learn under favourable conditions and implement it in their work based out of their responsibility and commitment to the organisation.
- The capacity to exercise a relatively high degree of imagination and creativity in solving organisational problems is distributed in the population.
- It has been observed that the intellectual potentialities of a person are partially utilised.

The assumptions of theory Y suggest a new approach to the management thought process. It emphasises on the cooperation among management and employees. The main aim is to get maximum return with less supervision and control.

5.1.4 Communication

Communication is derived from the Latin word *commūnicāre*, meaning "to share". It is the activity of conveying information through the exchange of thoughts, messages, or information, as by speech, visuals, signals, written, or behaviour.

(i) Meaning of Communication

Communication is the transfer and understanding of the meaning from the sender to the receiver. Communication can also be defined as the process through which two or more persons exchange ideas and understanding among themselves. Communication encompasses both interpersonal communication (communication between two or more people) and

organisational communication (all the patterns, networks and systems of communication within an organisation).

The importance of communication is like:

- Express our thoughts, our ideas, our feelings, our views
- Connect with others
- Share information
- Consult and advice
- Learn and Train
- Share values
- Sell goods and services
- Network with people with common interests
- Check understanding between the employees
- To deal with customers effectively
- To solve issues both with employees and customers

(ii) Objectives of Communication

The goals of communication are as follows:

- **Human Relations:** The role of communication is to promote human relations. Without communication, there can be no mutual understanding in human relation.
- **Persuasion:** Through communication we can influence and persuade people. Speech is the easiest method of persuasion.
- **Information:** In the new information order of the world, information transformation is the process of getting things done. In complex business organisations, the effective decision depends upon collection, storage and supply of information. As information sharing is a continuous process in the organisation.
- **Understanding:** The primary cause of conflict in the interpersonal situation is a lack of mutual understanding. One of the most important managerial function is to bridge the communication gap.

-
- **Discourage Miscommunication:** The objective of communication is to avoid distortions in the communication process. Communication is used to discourage the spread of misinformation, rumours, gossip and release of emotional tensions of the workers.
 - **Suggestions and Complaints:** Another objective is to encourage ideas, suggestions from subordinates for an improvement in the product, work conditions, cost involved or for the avoidance of the waste or raw material.
 - **Free exchange:** The two-way communication model ensures the free sharing of information and ideas which give an opportunity for the employees in understanding and information, ideas and feedback.
 - **Develops the organisational culture:** Motivation, Cooperation and job satisfaction are more essential to achieving organisational objective. The purpose of communication is to foster an attitude which is necessary for motivation, cooperation and job satisfaction.

(iii) Types of Communication

Communication is basically of two types, *i.e.*, one-way communication and two-way communication.

One-way communication

If the flow of information from the sender to the receiver is one-way, the communication is dominated by the sender's knowledge and the information is poured out towards the receiver. This model does not consider feedback and interaction with the sender. A familiar example of this model is the lecture method used in a classroom, where the teacher stands at the front of the class and lectures on a subject without any interaction or activities. Unless mechanisms are put in place to get feedback from the audience, many mass media communication methods are one-way.



Figure: 5.1.12: One Way Communication

Two-way communication

Two-way communication is a process by which two people or groups can communicate with each other in a reciprocal way. This means that one person or group expresses an idea, which is received and understood by the other person or group. The receiver processes what has been said and returns with a message that is then received by the initial speaker, allowing both sides in this process to communicate and understand each other.

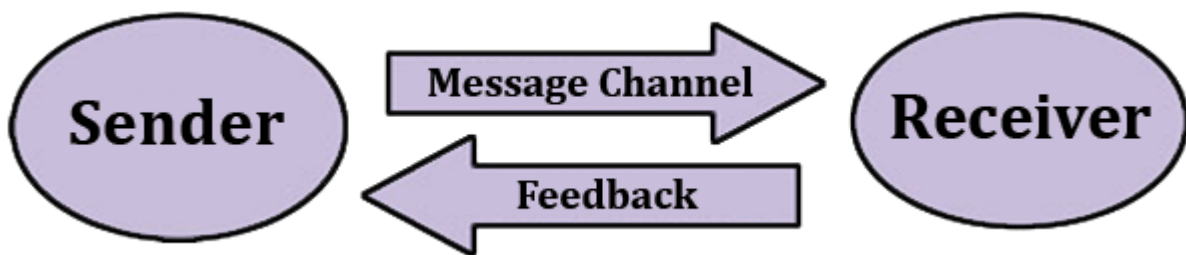


Figure: 5.1.13: Two Way Communication



Self-assessment Questions

- 6) We can fill the gap between the ability and willingness to work with the employees through.
- a) Direction
 - b) Coordination
 - c) Motivation
 - d) Cooperation
- 7) McGregor's Theory Y talks about which management style?
- a) Authoritative
 - b) Participative
 - c) Communicative
 - d) Declarative
- 8) Communication is the transfer of ideas from the,
- a) Sender to receiver
 - b) Messenger to sender
 - c) Sender to messenger
 - d) Receiver to messenger
- 9) In organisations, information sharing is a _____ process.
- a) Intermediate
 - b) Temporary
 - c) Continuous
 - d) Long term
- 10) Process by which two people or groups can communicate with each other in a reciprocal way is known as;
- a) One way communication
 - b) Two-way communication
 - c) Three-way communication
 - d) Four-way communication



Summary

- Directing is the process by which the managers instruct and guide the performance of the employees to achieve the pre-determined an organisational goal.
- Leadership is the process of influencing the behaviour of others at work willingly and enthusiastically for achieving predetermined goals.
- Leadership styles are the pattern of behaviour which a leader adopts in changing the behaviour of his followers.
- Likert, studied the patterns and styles of managers to understand the leadership behaviour.
- Blake and Mouton proposed two-dimensional leadership theory called the leadership grid or managerial grid.
- Fiedler identified the situational variables and their relationship with the appropriateness of leadership styles.
- Hershey and Blanchard's theory states that subordinates vary in readiness, because of little ability or training or insecurity.
- According to path-goal theory, the leader can increase the follower motivation by two ways. Clarifying the leader path to the rewards that are available or increasing the rewards that the follower values and desires.
- Motivation refers to the forces either internal or external to a person that arouse enthusiasm and persistence to pursue a certain course of action". It can also be defined as "motivation is the process that accounts for the degree of readiness of an individual to achieve the desired goal.
- Communication encompasses both interpersonal communication (communication between two or more people) and organisational communication (all the patterns, networks and systems of communication within an organisation).



Terminal Questions

1. Discuss the different types of leadership.
2. Discuss the importance of motivation.
3. What are the different types of communication?



Answer Keys

Self-assessment Questions	
Question No.	Answer
1	b
2	a
3	a
4	b
5	d
6	c
7	b
8	a
9	c
10	b



Activity

Activity Type: Offline

Duration: 30 Minutes

Description:

Job Motivators (Intrinsic) and Maintenance (Extrinsic) Factors: Here are twelve job factors that contribute to job satisfaction. Rate each according to how important it is to you, based on a 5 point scale, with 1 as not important and 5 as very important.

Question Number	Motivators(Intrinsic Factors)	Score
1	An interesting job I am doing	
2	Getting praise and other recognition and appreciation for the work that I do	
3	The opportunity for advancement	
4	Job responsibility that gives freedom to do things	
5	The opportunity to learn new things	
6	A job I can do well and succeed	
	Total	

Question Number	Maintenance(Extrinsic Factors)	Score
1	A boss who treats everyone the same regardless of the circumstances	
2	A job that is routine without much change from day to day	
3	A nice title regardless of pay	
4	Good working conditions	
5	An emphasis on following the rules, regulations, procedures and policies	
6	Job security, a career with one company	
	Total	

You are required to:

1. Rate the factors according to the importance on a 5 point scale (1 being the lowest and 5 being the highest). The closer to 30 each score is, the more important it is for you. Try to find out whether motivating factors or mechanistic factors are important to you?

Bibliography



e-References

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- Mikoluk, K. (2016). *Types of Communication: Verbal, Non-verbal and Written*. *Udemy Blog*. Retrieved 9 July 2016, from <https://blog.udemy.com/types-of-communication/>



External Resources

- Koontz, H. & O'Donnell, C. (1972). *Management: A Book of Readings (3rd ed.)*. New Delhi: McGraw-Hill.
- Prasad, M. L. (2007). *Principles and Practice of Management (7th ed.)*. New Delhi: Sultan Chand and Sons.
- Ramachandra, K. & Sivadurappa, D. (2010). *Business Management (2nd ed.)*. New Delhi: Himalaya Publishing House



Video Links

Topic	Link
Types of Leadership Styles	https://www.youtube.com/watch?v=-GoPgcTs1iI
Motivation Theories – Maslow, Herzberg & Taylor	https://www.youtube.com/watch?v=xI3R5qXHVZY
What is communication & Types of communication	https://www.youtube.com/watch?v=BZYeaCMHvS8
5 Types of Communication	https://www.youtube.com/watch?v=KbMxj5yj5No



Notes:

