

CHAPTER-7 DIRECTING

MEANING AND DEFINITION

Directing is an important managerial function that initiates action. As a function of management, directing is concerned with instructing, guiding, supervising and inspiring the employees to achieve the predetermined objectives. Direction in this way is the heart of management in action. Direction is the function of all managers and is an ongoing activity. Direction is called management in action. Direction serves as link between planning and control.

‘Directing consists of the processes and techniques utilized in issuing instructions and making certain that operations are carried on as planned’ - **Theo Haimann**

‘Directing is telling people what to do and seeing that they do it in the best of their ability’ –
-Ernest Dale

FEATURES/ CHARACTERISTICS OF DIRECTING

1. It is a dynamic function
2. It initiates action. ie. Convert policies and decision to action
3. It is a continuous process
4. It is performed at all levels of management
5. It includes supervision, leadership, motivation and communication
6. Direction initiates at top level and flows downward through organizational hierarchy
7. Direction is concerned with human behavior.

IMPORTANCE OF DIRECTING

The importance of direction can be summarized as follows.

1. **Direction initiate action:-** directing consists of the life spark of an enterprise and set it into action. All activities of an organization initiated through direction. Directing function converts the plan into action.
2. **Direction initiate employee's efforts:-** Directing initiate the efforts of individuals and groups to achieve common objectives . This is possible by supervision, guidance and counseling.
3. **Direction is a means of motivation:-** Motivation is one of the elements of direction. It motivates employees to maximize their productivity.
4. **Stability and balance in the organization:-** It is directing which ensures stability of workforce influential leadership and effective motivation. Direction minimizes the conflicts and maintains balance between individual conflicts and organizational objectives
5. **Facilitate changes:-** A business operates in changing environment. Every time new situations develop, they need to be tackled. A proper direction will help to make the organization dynamic and responsive to new environments.

PRINCIPLES OF DIRECTING

Effective direction is an art which a manager can learn and perfect through practice. However, managers can follow the following principles while directing their subordinates.

1. **Maximum Individual contribution:** this principle states that directing techniques should be designed to ensure maximum individual contribution to achieve organizational objectives.
2. **Harmony of objectives:-** Group interest should not clash with individual interest in an organization. Managers should reconcile the personal goals of employees with the organizational goals
3. **Unity of command:-** A subordinate should get orders and instructions from one superior only. If instructions are received from more than one boss, it creates confusion, conflict and disorder in the organization. Therefore every subordinate should be asked to report to only one manager.
4. **Appropriate techniques:-** The manager should be correct direction technique to ensure efficiency of direction. The technique used should be suitable to the supervisor, the subordinates and the situation.
5. **Managerial Communication:-** Two way flow of communication is the most effective means of securing cooperation of the subordinates because it provides them an opportunity to express their feelings
6. **Use of Informal organization:-** Management should try to understand and make use of informal groups to strengthen formal or official relationships. This will improve the effectiveness of direction.
7. **Leadership:-** leadership is essential for effective direction. A manager should act as leaders so that they can influence the activities of their subordinates without dissatisfying them.
8. **Follow through:-** Mere giving an order is not sufficient. Manager should follow it up by reviewing continuously whether the orders being implemented or any problems are being encountered. If necessary, suitable modification should be made in the directions.

ELEMENTS OF DIRECTION

Direction has the following elements

- (1) Supervision (2) Motivation (3) leadership (4) Communication

SUPERVISION

The term Supervision is derived from two Latin words 'super' and 'vision'. 'Super' means 'over the above' and vision means 'looking over'. Thus in ordinary sense supervision means 'overseeing the activity'. In management, supervision means overseeing the subordinates at work. The person

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who supervises the operation is known as supervisor.. Supervisor also known as Foreman, Overseer, superintendent, Section officer etc.

IMPORTANCE OF SUPERVISION

Supervision helps to put plans into action toward the accomplishments of organizational goals. All the levels of management require proper and effective supervision on account of the following reasons.

1. **Liaison between workers and management:-** Supervisor is the link between workers and Management. It establishes effective and harmonious relationships between workers and management.
2. **Optimum use of resources:-** Supervisor directly controls utilization of resources. He ensures that each resource is utilized effectively and efficiently.
3. **Organisational Discipline:-** it is the supervisor who keep direct contact with the workers in the organization. Therefore he is responsible for maintaining discipline within the organization.
4. **Help in getting feedback:-** supervisor helps to continuously pass information to the workers about their performance. It is also guide them about the action required to taken so as to improve their performance.
5. **Facilitate Motivation:-** The supervisor creates enthusiasm and team spirit among the workers through financial and non-financial incentives such as appreciation and recognition of work.
6. **Overall growth and development:-** organizational growth and development are made possible by the supervisor by creating congenial work environment and ensuring that every worker contributes his best for the organization.
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

MOTIVATION

The word motivation is derived from the word '*motive*'. Motive means needs, wants, drives or impulses within an individual. Motivation is meant for influencing the human behavior for action.it is an inner feeling to satisfy the needs and wants of human being. In management, Motivation means stimulating people to action to accomplish desired and predetermined goals. It is nothing but an act of inducement.

'Motivation means a process of stimulating people to action to accomplish desired goals'

- William Scott

INTER RELATED TERMS

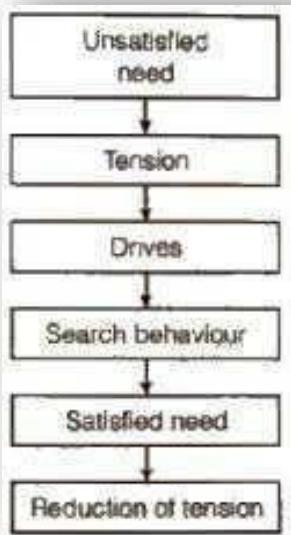
1. **Motive:-** A motive is an inner state, drive or impulse that energizes, activates and directs individuals to achieve certain goals. Eg. The need for food arises because of hunger.
2. **Motivation:-** Motivation is the process of stimulating people to accomplish desired goals. Motivation depends upon satisfying needs of people.
3. **Motivators:-** The technique used to motivate people in the organization is called motivator. eg. pay, bonus, promotion, recognition, praise etc.

FEATURES OF MOTIVATION

1. Motivation is the process of stimulating people to action
2. Motivation is the inner feeling which energises person to work done
3. Motivation is a psychological phenomenon and has direct influence a human taste and attitudes
4. Motivation is a continue and complex process as human wants are unlimited and different.
5. Motivation may be negative or positive. Positive motivation provides positive rewards like increase in pay, promotion , recognition etc. negative motivation provides negative means like punishment, demotion etc which may also induce a person to act in the desired way.

MOTIVATION PROCESS

Motivation process is based on human needs



An unsatisfied need of an individual creates tension which stimulates his drives. These drives create a search behaviour to satisfy such need . if such need is satisfied , the individual is relieved of tension.

For eg. Suppose a worker feels that his wage is low. He experienced a need for additional income. To satisfy this need, the worker decided to work harder to earn more pay and promotion. If his hard work results in pay raise the worker feel satisfied. This reduces his tension. Otherwise he may decide to quit the job.

IMPORTANCE OF MOTIVATION

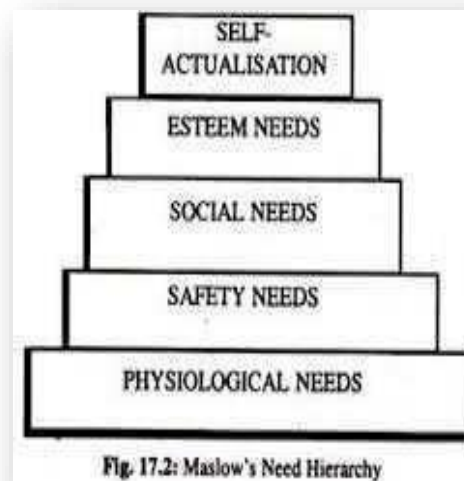
The success of an organization to great extent depends upon the motivation of its employees. Motivation is the core of management due to the following reasons

1. **Improves efficiency and performance:-** The performance of an employee largely depends on the ability and willingness to work hard. Motivation bridges the gap between the ability of worker and his willingness to work. Thus it results in increased productivity, reduced cost of production and improved efficiency.
2. **Achievement of organizational goals:-** Motivated employees will try to co-operate voluntarily with the management. This will contribute, their maximum towards the organizational goals.
3. **Better Industrial relations:-** Motivation creates a atmosphere of harmony and satisfaction. Motivated employees enjoy satisfaction and so there is a wider chance for healthy and cordial industrial relation.
4. **Reducing employees turnover and absenteeism:-** The rate of employees turnover and absenteeism will came down on account of the attractive motivational schemes.
5. **Organisational changes:-** Effective motivation helps to overcome resistance to change. Motivated employees think of positive side of new changes and will co-operative with the management.

MASLOW'S NEED HIERARCHY THEORY

Abraham .H. Maslow , an American Psychologist has developed a classification of human needs, which is known as hierarchy of needs. According to him, Human needs can be classified into five categories and can be arranged in the order of their priority. They are (1) **Physiological Need** (2) **Safety/ security Need**

(3) **Social need** (4) **Esteem and ego need** (5) **Need for self –realisation/ self actualisation**



1. **Physiological Needs:-** These are the basic need of an individual like need for food, clothing, shelter. In the organizational context, basic salary helps to satisfy these needs.
2. **Safety/ security needs:-** These needs consists of the need for protection from physical danger and for economic security. Eg:- physical security- protection against fire, accident
Economic security- job security, stability of income, pension, gratuity, insurance etc.
3. **Social need/ affiliation/Belongingness needs:-** These needs refers to affection, sense of belongingness, acceptance and friendship
4. **Esteem/ Status needs:-** these needs consists of self-respect, desire for personal worth and dignity , autonomy status, reputation, prestige, self-confidence and recognition. Etc.
5. **Self actualisationneeds :-** Self actualisation is the need of the higher order. It is found in a person whose first four needs have already been satisfied. These needs include growth, self- fulfillment and achievement of goals.

Assumptions of Maslow's theory

Maslow's theory based on the following assumptions

1. People's behaviour is based on their needs. Satisfaction of such need influences their behaviour.
2. People needs are an 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 next level of hierarchy only when the lower need is satisfied.

FINANCIAL AND NONFINANCIAL INCENTIVES

Management can influence the behaviour of workers by satisfying their needs. The facilities and objects given by the management to satisfy the needs of employees are called incentives. It is a means of motivation. There are the rewards based on performance.

Incentives are of two types.

- i. **Financial incentives** and
- ii. **Non-financial incentives.**

Financial/Monetary/Pecuniary Incentives

Monetary incentive is expressed in terms of money. They involve direct or indirect payment of rewards in terms of money. It is means to satisfy physiological and safety needs. Financial incentives are more powerful motivators for lower level employees. It establishes direct relationship between efforts and reward.

Type of financial incentives

1. **Pay and allowances:** salary is the monetary incentive . It include basic salary, Dearness allowances and other allowances .salary system consists of regular increments in the pay every year and enhance of allowances from time to time.
2. **Productivity linked wage incentives:-** Many organization design a wage incentive plan linked with productivity at individual or group level.
3. **Bonus:-** Bonus is a onetime reward given for high performance.
4. **Profit sharing:** - In this scheme, employees are given a share in the surplus profits of the firm. This motivates the employees to improve their performance for increased 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. They also participate in the management of the company.
6. **Retirement Benefits:** several retirement benefits such as provident fund, pension and gratuity provide financial security to the employees after their retirement. This acts an incentives when they are in service in the organization
7. **Perquisites:-** in many companies, various perquisites and fringe benefits are given to employees as financial incentives. These include housing, medical and vehicle allowance, education to children etc. which are offered over and above the salary. These benefits help to provide motivation to employees/ managers.

NON FINANCIAL/NON MONETARY INCENTIVES

Non-monetary incentives cannot express in terms of money. Such incentives are intangible in nature and intended to increases status, recognition, team spirits, job security etc. It helps in satisfying higher level needs such as esteem needs and self-realization needs.

Type of Non-monetary incentives

1. **Status:-** status means ranking position in the organization. The authority, recognition, pay and perquisites, rewards etc. indicate the status of a person. In the organization. Status fulfills psychological, social and esteem needs of an individual.
2. **Recognition:-** encouragement of an employee in the form of praise in public is recognition. This recognition helps in improving attributes of employees and motivates them perform better.
3. **Job Enrichment:-** job enrichment is a process of making a job more important and challenging.it provides employee for maximum development and helps them to reach up to the point of self- realization.

4. **Career Advancement opportunity:** most of the employees want to grow in their career. An organization can motivate its employees by providing them opportunities for in service training and promotion.
5. **Job security:-** Employee want their job to secure. They want stability about future income and work. By providing job security, an organization can motivate the worker.
6. **Employee participation:-**Participation means physical and mental involvement of subordinates in managerial activities especially decision making. It enhances their willingness to work and thereby increases the overall efficiency of the organization.
7. **Employee empowerment:-** empowerment means giving more autonomy and power to subordinates. Empowerment makes people feels that their jobs are important .this feeling will have a positive effect.

DIFFERENCES BETWEEN MONETARY AND NON MONETARY INCENTIVES

MONETARY INCENTIVES	NON MONETARY INCENTIVES
1. It is paid in terms of money	1. No payment of money
2. It consists of wages, bonus etc.	2. It consists of promotion, greater allowances , authority, recognition etc
3. It is visible and measurable	3. It is not visible and measurable.
4. It helps in satisfying low level needs	4. It helps in satisfying higher level needs
5. It is more effective in motivate low level personnel.	5. It is effective in motivate high level personnel.

LEADERSHIP

Leadership is one of the most important elements of direction. Managers at all levels are expected to be leaders of their subordinates. Leadership is the ability of a leader to influence the performance and behavior of his subordinates. It is the ability to build up confidence and zeal among the people. A leader may or may not be a manager. But a manager must be a leader.

MEANING AND DEFINITIONS

Leadership is the ability of a manager to induce subordinates to work with confidence and zeal'

- Koontz and O' Donnell

"A leader is one who guides and directs other people and gives their efforts, direction and purpose'

- Louis .A. Allen

Thus leadership is the process of influencing the activities of individual or group for achieving the goals of the business. An individual possessing the attribute of leadership is known as leader.

FEATURES OF LEADERSHIP

1. Leadership indicates ability of an individual to influence others
2. Leadership tries to bring change in the behavior of others
3. It indicates interpersonal relation between leaders and followers
4. It is exercised to achieve common goals of the organization
5. It is a continuous process
6. Leadership is situational

IMPORTANCE OF LEADERSHIP

Leadership is an important factor for an organization success. History reveals that, many times, difference between success and failure of an organization is leadership. Importance of leadership is as follows:-

1. **It improves motivation and morale:-** a good leader improves the motivation and morale of employees through the exercise of his dynamic leadership.
2. **Creating confidence:-** A good leader creates confidence in his subordinates by giving them sound advice and directing them in good performance.
3. **Unifying efforts of individuals:-** Leadership directs and unifies the efforts of individuals or a group for the accomplishment of organizational goals.
4. **Providing co –operation:-** A good leader can handle the conflict among the workers smoothly. This will promote co-operation.
5. **Provide training to subordinates:-** A good leader can provide training to his subordinates. He always builds up his successor and helps in smooth succession process.

QUALITIES OF A GOOD LEADER.

Effectiveness of leadership very much depends on the qualities of the leader. A leader should possess the following qualities.

1. **Physical features:-** The physical personality of an individual depends his physical features like height, weight, appearance etc. A leader should possess some of these qualities to attract people.
2. **Knowledge:-** A good leader should have required knowledge and competence
3. **Integrity:-** A leader should possess high level of integrity and honesty. He should be a role model to others.
4. **Initiative and creative ability:-** A good leader should have courage and initiative

5. **Communication skills:-** A leader should be able to communicate his ideas with his followers. A leader should be not only a good speaker but a good listener, teacher and counsellor.
6. **Motivation skills:-** A leader should be an effective motivator. He should understand the needs of the people and motivate them through satisfying their needs.
7. **Self-confidence:-** A good leader should have confidence in his ability to lead others.
8. **Emotional stability:-** The leader should have a cool temperament and emotional balance.
9. **Objectivity:-** A leader should have an objective outlook free from bias and prejudice.
10. **Social skills:-** A leader should be sociable and freely with his colleagues and followers.
11. **Empathy:** Empathy means the ability to look of things from others point of views. Empathy will help the leader to understand the preferences and feelings of subordinates.

LEADERSHIP STYLE

Leadership style is the behavior pattern of a leader as perceived by people around him. Depending on the use of authority, there are three basic styles of leadership

1. Autocratic 2 . Democratic 3. Laissez Faire

1. **Autocratic or Authoritarian leader:-** A autocratic leader gives orders and expects his subordinates to obey those orders. Such leaders are dictators. This type of leader hold complete powers and responsibilities with him and take all decisions as his own. They do not entertain any suggestions or initiatives from subordinates. This is “ I ” style and communication is ‘one way’. Quick decision is also facilitated.
2. **Democratic or participative Leader:-** Here the leader participates subordinates in decision making. Participation and Decentralization can be seen here with sufficient two way communication. This type of leader can win the cooperation of the group and motivate them effectively and positively.
3. **Laissez Faire or Free rein leader:-** Here the leader delegates complete authority to subordinates. Subordinates are free to decide plan and control their own actions. Leader does not interfere into the activities of sub ordinates and acts as umpire or consultant of the group. It is the “ You “ style. Leadership.

COMMUNICATION

The communication has derived from the Latin word ‘communis ‘which means common. Hence communication means sharing of ideas in common. Communication plays the same role in an organization as the nervous system of the human body. Communication is the wheels or vehicles of the organization. Good managers are good communication and poor managers are poor communication. **DEFINITION**

‘Communication is an exchange of facts, ideas, opinions or emotions by two or more persons’ -

‘Communication is the process of passing information and understanding from one person to another’
-Keith Davis

‘Communication is the process by which people create and share information with one another in order to reach common understanding’ - **Rogers**

CHARACTERISTICS OF COMMUNICATION

1. It involves at least two persons, a sender and a receiver.
2. A message is a must in communication. It is the subject matter of communication.
3. Communication is a two way process .ie. A information and understanding.
4. It may be formal or informal
5. It flows up and down and from side to side.

PROCESS / ELEMENTS OF COMMUNICATION

Communication has been defined as a process. This process involves elements like source, encoding, media/channel, decoding, noise and feedback.

1. **Sender:-** Communicator or sender is the person who conveys the message. The sender represents source of communication.
2. **Message or Idea:-** The subject matter of communication is known as the message. It may be an opinion, order, appeal, views, suggestions etc.
3. **Encoding:-** It is the processing of converting the message into communication symbols.
4. **Media/ channel:-**It is the path through encoded messages is transmitted to receiver. The channel may be written form, face to face, phone call, internet etc.
5. **Recording:-** It is the process of converting encoded symbols of the sender.
6. **Receiver:-** the person who receives communication of the sender.
7. **Feedback:-** The receiver sends his response to the sender of the message. This response is known as feedback. When feedback is received by the sender the communication process is complete.
8. **Noise:-** It includes some obstruction or hindrances to communication.
eg : Ambiguous symbols that leads to faulty encoding , Poor telephone connection, An Inattentive receiver, faulty decoding etc.

IMPORTANACE OF COMMUNICATION:-

Communication is one of the important functions of management. No organization can survive and grow without an effective system of communication. Most of the managers spend 90 percent of their working time in communicating with others. Communication is the foundation of group activity.

Communication is the cement that makes organization. The importance of communication can be judged from the following

1. **Basis for decision making and planning:-** Communication is necessary for decision making and planning. The quality of managerial decisions depends on the quality of communication.
2. **Possibility of smooth working:-** An effective communication system serves as a lubricant, forecasting the smooth and efficient functioning of the enterprise.
3. **Facilitate coordination:-** Effective communication system facilitate coordination of activities at various levels of the enterprise.
4. **Increased managerial efficiency:-** Communication helps the managers in performing their duties quickly and systematically and also facilities in increasing their effectiveness.
5. **Promote industrial peace:-** Communication helps to develop understanding between the superiors and the subordinates. .It promotes industrial peace.
6. **Establish effective leadership:-** Communication is the basis of leadership. Effective communication helps to influence subordinates.
7. **Boosts morale and provide motivation:-** Motivation and morale of employees largely depends upon the effectiveness of communication system. Communication helps to motivate the workers for accomplishing the organizational goals.
8. **Facilitate control:-** Communication helps to control by transmitting information about the performance of the subordinates to the manager.

FORMAL AND INFORMAL COMMUNICATION

Formal communication is one which takes place in the formal organization structure. It travels through official channels and strictly follows the principle of scalar chain. Formal communication is generally in the form of letters, notes, memos, circulars, reports etc. Formal communication may be oral or written.

Formal communication may be further classified into two (1). Vertical (2). Horizontal

- I. **VERTICAL COMMUNICATION:-** Vertical communication flows vertically. ie. Upwards or downwards through formal channels.
 - A. **Upward communication:-** upward communication refers to flow of communication from a lower level to higher level in the organization. Upward communication provides valuable feedback to managers. eg:- Application for grant of leave, submission of progress report, request for grant etc.
 - B. **Downward communication:-** Down ward communication refers to flow of communication from higher level to lower level. It involves transmission of messages

from superiors to subordinates at different levels of the organization. Eg:- sending notice to employees to attend a meeting, ordering subordinates to complete an assigned works.

- II. **HORIZONTAL /LATERAL COMMUNICATION:-** It is the communication between persons in the same level or positions. It is also known as parallel communication or sideward communication or lateral communication. Eg: communication between production manager and finance manager

Finance Manager

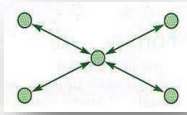
Production Manager

Personnel manager

COMMUNICATION NETWORK:

Communication network is the pattern of contact by the members in the organization. The speed, smoothness and accuracy of communication are depending upon the network followed in the organization. Generally five levels of networks are seen in organization. They are

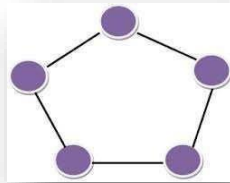
- A. **Wheel Pattern:-** In the wheel pattern , communication flows from one central person who generally the group leader. It is the most centralized pattern of communication network.



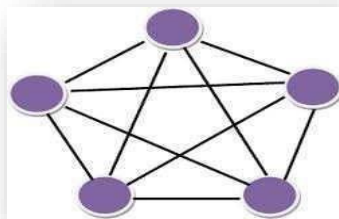
- B. **Chain Pattern:-** Chain pattern strictly follows scalar chain of authority. Here the persons at the end of chain can communicate with only one person but others can communicate with two each.



- C. **Circle pattern:-** This pattern permits each person in the group to communicate with two in the group.



- D. **Free Flow/ All Channel group :-** In this network, each person communicate with others freely. The flow of communication is fast in this network. Every member participate equally.



- E. **Inverted V** :In this network, a subordinate is allowed to communicate with his immediate superior as well as his superiors superior.

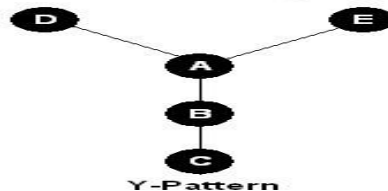
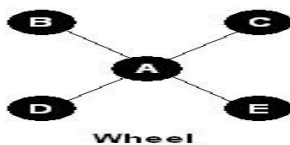
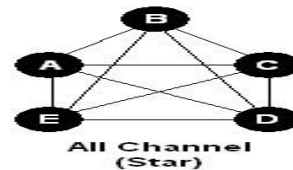
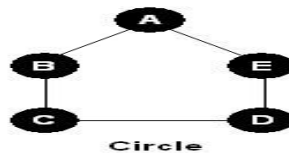
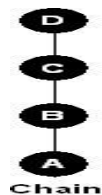
INFORMAL COMMUNICATION

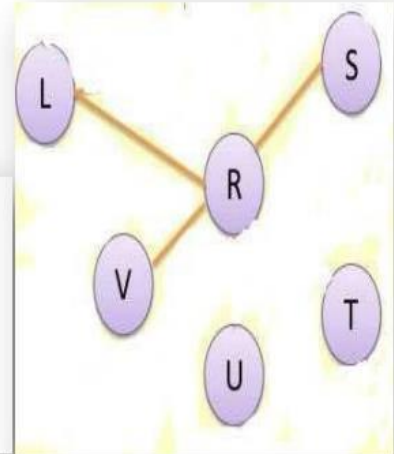
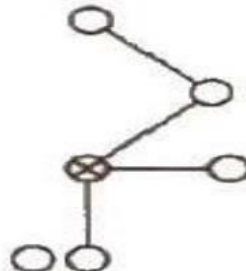
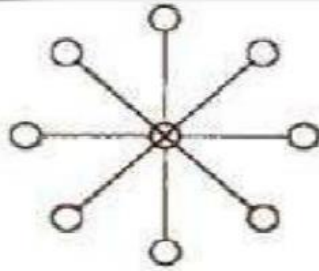
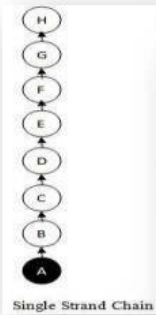
Informal communication refers to that communication which takes place outside the official channels of communication. It does not follow any line of authority or scalar chain. This communication is based on personal relationship.

The network of informal communication is known as 'grapevine'. It is so called because the origin and direction of communication cannot be easily traced out. Grape vine is structure less and it grows towards all directions.

GRAPEVINE NETWORK

Grapevine communication may follow different types of network. Some of these networks are





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cluster

In Single strand network each person communicates to the other by keeping strict sequence. In gossip style, each person communicates with all others on selective basis. When individual communicates with other individual on a random basis, it is called probability network. In the cluster method, the individual passes the information to only those persons in whom he was trust. Of all these the cluster network is the most popular one in the organization.

BARRIERS OF COMMUNICATION

It is very essential for the management to maintain an efficient flow of communication in all directions. But in practice perfect communication is rarely achieved. There are certain factors which may disrupt the flow of communication. Such factors are barriers of communication

The barriers of communication in the organization can be broadly grouped as: semantic barriers, Psychological barriers, Organisational barriers and personal barriers. They are briefly discussed below.

1. **Semantic Barriers:-** In semantic barriers, we mean the problems and obstructions in the process of encoding and decoding a message into words or impressions. Words and symbols used to communicate may mean different things to different persons. People interpret the same messages in different ways depending upon their attitude, experience and education etc.. Normally such barriers results on account of use of wrong words, badly expressed messages, faulty transactions, different interpretations, symbols with different meanings, technical jargon unclarified assumptions etc.
2. **Psychological Barriers:-** Emotional or psychological; factors acts as barriers to communicators. For eg. A worried person cannot communicate properly and on angry receiver

cannot understand the real meaning of message. The state of mind of both sender and receiver of communication reflects in the effective communication. Some of the psychological barriers are:-

- a. **Premature Evaluation**:- Some people have the tendency to form a judgment before listening to entire message. This leads to misunderstanding and acts as a barrier to communication.
- b. **Lack of attention**:- When the receiver does not pay complete attention to the message the communication becomes ineffective. Inattention may take place due to tension, depression etc.
- c. **Lack of transmission and poor retention**:- When oral communication passes through various levels successive transmissions of the message results in loss of information or inaccurate information. Moreover people cannot retain the information for long time due to inattention.
- d. **Distrust**:- Distrust between communicator and receiver acts as a barrier. If the parties do not believe each other, they cannot understand each other's message in its original sense.

3. **Organisational barriers**:- The factors related to organization structure, authority relationships, rules and regulations may sometimes act as barriers to effective communication. Some of these barriers are:-

- a. **Organisational policy**:- If the policy is not supportive to free flow of communication hamper effectiveness of communication.
- b. **Rules and regulations**:- Strict rules and regulations may be a hurdle to effective communication.
- c. **Status**:- A status conscious manager may not allow his subordinates to express their feelings freely.
- d. **Complexity in Organisation structure**:- In an organization, where there are a number of managerial levels, communication gets delayed and distorted.
- e. **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.

4. **Personal Barriers**:- Personal aspects of both the sender and the receiver may hinder effective communication. Some of the personal barriers are:-

- a. **Fear of challenges to authority**:- If the superior realizes that a particular communication may adversely affect his authority, he may not convey that communication.
- b. **Lack of confidence of superior on his subordinates**:- Some superiors will never take into confidence the subordinates. They are reluctant to seek their advice or opinion.
- c. **Unwillingness to communicate**:- People at lower level do not feel free to talk to superiors. They may feel that it may adversely affect their interest.
- d. **Lack of proper incentives**:- If there is no motivation or incentive for communications, subordinates may not take initiative to communicate.

IMPROVING COMMUNICATION EFFECTIVENESS.

We cannot expect barrier free communication in all organisations. Its degree may vary from organization to organization. We should adopt certain measures to overcome the barriers and to improve the communication process. Some of the measures are indicated below.

1. **Clarity:-** Clarity of thoughts is the first essential of good communication. The message must be perfectly clear and free from all ambiguity. The language used should be simple and precise.
2. **Communicate according to the needs of receiver:-** Manager should adjust his communication according to the education and understanding levels of subordinates.
3. **Consults others before communicating:-** Before sending a message, it is better to consult others in developing a plan for communication. Subordinate participation and involvement is good in this direction.
4. **Be aware of languages, tones and contents of message:-** Languages, tone and content of the message are important aspects of effective communication. The
 5. **Convey things of help and value to listeners :** - The interest and needs of receiver should be given prime importance through the message.. In such a case, certainly evokes response from the receiver.
 6. **Ensure proper feedback:-** The receiver of communication must be encouraged to respond to communication.
 7. **Communicate for present as well as future :-** Communication should not only serve the purpose of present aspects but also aim at future goals of the enterprise.
 8. **Follow up communication:** - There should be regular follow up and review of instructions given to subordinates.
 9. **Be a good Listener:-** Manager should be a good listener. Patient listening solves half of the problems

language used should be clear and understandable to the receiver.