
UNIT-14 NATURE AND IMPORTANCE OF STAFFING

Structure

- 14.0 Objectives
- 14.1 Introduction
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- 14.3 Importance of Staffing
- 14.4 Functions of Staffing
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- 14.6 Staffing - As a part of Human Resource Management
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14.0 OBJECTIVES

After completing this module you will be able to know:

- The nature of staffing and how it is a function of all managers in an organisation.
- How staffing can be benefited to any organisation
- The manpower planning so that right people are available at the right time and at the right place.
- The factors which affect staffing.

14.1 INTRODUCTION

Staffing is the third function of management. Staffing includes recruitment, selection, training, development, promotion and compensation of personnel. It is the process of hiring and developing the required personnel to fill various positions in the organization. It involves estimating the number and type of personnel required, recruiting and developing them, maintaining and improving their competence and performance. Staffing may also be defined as the process of identifying, assessing, placing, developing and evaluating individuals at work.

Staffing, like all other managerial functions, is the duty which the apex management performs at all times. The term 'Staffing' relates to the recruitment, selection, development, training and compensation of the managerial personnel. It is the process of hiring and developing the required personnel to fill in various positions in the organization.

Definitions of staffing as given by various management thinkers are as follows:

Koontz and O'Donnell defines staffing as “The managerial function of staffing involves managing the organizational structure through proper and effective selection, appraisal and development of personnel to fill the roles designed into the structure.”

Theo Haimann defines staffing as “Staffing pertains to recruitment, selection, development and compensation of subordinate.

According to Mc Farland, “Staffing is the function by which managers build an organization through the recruitment, selection, and development of individuals as capable employees”.

Human resources are the most important resource of any organization. They supply talent, skills, knowledge, and experience to achieve the organization's objectives. Other resources of production remain useless without manpower. The results provided by other resources depend on the ability of humans to use them. So, human resource is very important. If an organization have enough manpower or right men on right job then achieving targets of organization becomes easy.

14.2 NATURE OF STAFFING

Staffing is an integral part of human resource management. It helps in procuring and placement of right persons on the right jobs. Staffing is the process of hiring eligible candidates in the organization or company for specific positions. In management, the meaning of staffing is an operation of recruiting the employees by evaluating their skills, knowledge and then offering them specific job roles accordingly. The nature of staffing has been discussed below:

- **Staffing relates to people:** Staffing is people centric i.e. it relates to people. Manpower is required in all types of organisations. It is concerned with all categories of personnel from top to bottom. Whether it is upper level or lower level human resource is necessary. Broadly an organisation requires blue collared employees i.e. those working on the machines , white collared workers i.e., clerical employees, Blue collar workers (i.e) Managerial and non-

managerial personnel and Professionals such as Chartered Accountant, Company Secretary, Lawyer, etc.

- **Staffing is a Pervasive:** Staffing is a basic function of management and is the responsibility of every manager. Every manager is continuously engaged in performing the staffing function of recruiting, selecting, training and appraisal of his subordinates. These activities are performed by the chief executive, departmental managers and foremen in relation to their subordinates. Thus, staffing is a pervasive function of management and is performed by the managers at all levels. Staffing is such an important function that in many enterprises, Personnel Department is created to perform these activities. But still managers at different levels are not relieved of the responsibility concerned with staffing. The Personnel Department provides assistance to the managers in performing their staffing function. Thus, every manager has to share the responsibility of staffing.
- **Human Skills:** Staffing relates to human resources. Every manager should use humanistic approach in providing guidance and training to subordinates. Human relations skills are also required in performance appraisal, transfer and promotion of subordinates. If the staffing function is performed properly, the human relations in the organisation will always be cordial.
- **Continuous Function:** Staffing is a continuous function. It is equally important in the established organisations and the new organisations. In a new organisation, managers are engaged in recruitment, selection and training etc. of personnel. In a running organisation, every manager guides and trains the workers, evaluating their performance, filling vacancies, promotions etc. on a continuous basis.

14.3 IMPORTANCE OF STAFFING

Human resources are the most important resources of any organisation. It is imperative for organisation that right kind of people are employed at right positions. They should be given adequate training and motivated continuously so that productivity gets increased and wastage is minimum. Effective performance of the staffing function is necessary to realize the following benefits:

- **Efficient Performance of Managerial Functions:** Staffing is the key to the efficient performance of other functions of management. If people are not competent, functions such as planning, organisation, directing and controlling can't be performed effectively.

- **Effective Use of Technology and Other Resources:** Men and material remain useless in absence of human resources. It is the human factor that makes use of these resources. They are instrumental in the effective utilisation of latest technology, capital, material, etc.
- **Development of Human Capital:** The management is required to determine the manpower requirements well in advance. Once employed, they also need to be imparted training for their development and career advancement and also to meet the requirements of the company in future.
- **Motivation of Human Resources:** The behavior of individuals is shaped by many factors such as education level, needs, socio-cultural factors, etc. that is why the human aspect of organisation has become very important. The workers can be motivated through financial and non-financial incentives.
- **Building Higher Morale:** Right type of climate should be created for the workers to contribute to the achievement of organisational objectives. By performing the staffing function effectively, management can show the significance it attaches to the personnel working in the enterprise. This will increase the morale of the employees

14.4 FUNCTIONS OF STAFFING

- The most important function of staffing is to obtain qualified personnel for different jobs position in the organization.
- In staffing, the right person is recruited for the right jobs, therefore it leads to maximum productivity and higher performance.
- It helps in promoting the optimum utilization of human resources through various aspects.
- Job satisfaction and morale of the workers increases through the recruitment of the right person.
- Staffing helps to ensure better utilization of human resources.
- It ensures the continuity and growth of the organization, through development managers.

14.5 FACTORS AFFECTING STAFFING

Staffing required an open system approach. It is a dynamic process and is affected by a variety of factors, both internal and external. Moreover staffing function is affected

by various elements of management process but at the same time it affects other elements also.

EXTERNAL FACTORS:

There are various external factors that affect the staffing process and organization has no control factors.

- **Nature of Competition of human resources:** In India there is a cut throat competition among organizations for hiring managerial talents both fresh and experienced computer professionals etc. Companies are making campus recruitments and students from reputed institutes like IIMs are being placed on very high packages. Companies are amending changes to retain their good employees and offering a good working environment and salaries.
- **Legal Factors:** There are various legal provisions which affect the staffing policies of an organization. Various acts which provide restrictions to free recruitment are Child Labour Act 1986, Employment Exchange (compulsory notification of vacancies) Act 1959 and Mines Act 1952. Also some provisions regarding compulsory employment of certain categories like OBC, SC/ST affects the staffing policies of an organization.
- **Socio Cultural Factors :** Various socio-culture factors affect the staffing process due to which certain jobs are to be given to certain categories of people like our culture prevent the women to be employed in manufacturing operations involving physical exertion.
- **External Influences:** There are various other elements which exert pressure on organization like political pressure to employ local people or pressure from business contacts.

INTERNAL FACTORS:

- **Organisational Business Plan:** Organizational business plan directly affect the staffing function because it determines the type of personal that may be required in the future. On the basis of business plan growing organization may need more staff in the future and declining organization will have to cut down its staff and stagnating organization will work for retaining its staff. Staffing strategies may be different for these organizations.
- **Size of the Organisation:** Small organization cannot have same staffing practices which a large organization may have; it may not be able to attract highly talented staff. Even if it tries to do so it may increase the staffing cost.

- **Organisational Image:** organization image also affects the staffing practices. Organizational image depends upon facilities to staff for training and development promotional policies, working conditions and compensation incentives etc. if all these factors are positive then organization will attract more candidates.
- **Past Practices:** Past practices relating to staffing adopted by an organisation have their impact on the future practices. Generally organisations adopt practices as per their assumption and if there is a need for change. Therefore there should be consistency in this practice over a period of time.

14.6 STAFFING - AS A PART OF HUMAN RESOURCE MANAGEMENT

Human Resource, 'the people working in the organisation' is the most important asset for an organisation. It is the competence and performance of human resource, which helps an organisation to achieve its goals. To ensure that the positions in the organisational structure remain filled with qualified people, staffing as a function of management recruits, selects, trains and motivates people working in the organisation.

In organisations with a small number of employees, it is possible for a manager to perform all functions related to staffing single-handed. However, with the increase in scale of operations, number of employees increase, making it difficult for a manager to manage all the aspects of human relations.

Therefore, to manage people effectively organisations with large number of employees create a separate department called Human Resource Department. This department like any other department of the organisation, is managed by people with expertise in each function of staffing.

The Human Resource Department evolved as a result of changes in the business environment. Industrial Revolution and the introduction of the factory system led to employment of thousands of people under one roof. It required management to assign the responsibility of hiring people which included recruitment, selection and placement of personnel. The rapid advancement in technology further necessitated the need to train employees so that they acquired relevant skills.

The human relations approach recognized that the most important instrument of success in an organisation is its human resource. The increase in scope of work changed the role of personnel officer. The personnel officer became personnel manager and was finally replaced with a human resource manager. The, personnel working in the Human Resource Department perform specialized activities and duties, which may include:

- Recruitment of qualified people.
- Preparing job descriptions, developing compensation and incentive plans.
- Training and development of employees for efficient performance and career growth.
- Maintaining labour relations and union management relations.
- Handling grievances and complaints.
- Providing for social security and welfare of employees.
- Defending the company in lawsuits and avoiding legal complications.

14.7 LET US SUM UP

Staffing may be defined as the process of hiring and developing the required personnel to fill in various positions in the organization. It involves estimating the number and type of personnel required, recruiting, selecting, training and developing them, and appraising their performance. Staffing provides human resources to the organization which are the most important resources of any organisation. Men and material remain useless in absence of human resources. It is imperative that organisation that right kind of people are employed at right positions .If people are not competent, functions such as planning, organisation, directing and controlling can't be performed effectively and an organisation will not be able to achieve its goals.

14.8 KEYWORDS

- **Staff:** All the people employed by a particular organization.
- **Compensation:** Something, typically money, awarded to someone in recognition of loss, suffering, or injury.
- **Pervasive:** Pervasive is most often used of things we don't really want spreading throughout all parts of something.
- **Stagnate:** To stay the same and not grow or develop.
- **Human Capital:** The skills, knowledge, and experience possessed by an individual or population, viewed in terms of their value or cost to an organization or country.

14.9 FURTHER READINGS

- H. Koontz, H. Weihrich, and Ramachandra Aryasri A., “Principles of Management”, 1st Edition, Tata McGraw -Hill Publishing Company Ltd., 2006.

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- Durbin, “Essentials of Management” 7th Edition, Cengage Learning India Pvt. Ltd.

14.10 TERMINAL QUESTIONS

- Q 1:** What do you mean by staffing? How is it important to organisation? Discuss how every manager is responsible for staffing.
- Q 2:** What are the factors which affect the process of staffing?
- Q 3:** Discuss about various functions of staffing.
- Q 4:** How staffing can be considered as a part of human resource planning?

UNIT-15 PROCESS OF STAFFING

Structure

- 15.0 Objectives
- 15.1 Introduction
- 15.2 Recruitment
 - 15.2.1 Characteristics of Recruitment
 - 15.2.2 Sources of Recruitment
- 15.3 Selection
- 15.4 Placement
- 15.5 Training & Development
- 15.6 Performance Appraisal
 - 15.6.1 past Oriented Methods
 - 15.6.2 Future Oriented Methods
- 15.7 Let's Sum Up
- 15.8 Key Words
- 15.9 Further Readings
- 15.10 Terminal Questions

15.0 OBJECTIVES

After completing this unit you will be able to understand:

- The Process of Staffing
- The issues related to job analysis and the uses for which it is undertaken.
- The nature of recruitment and selection and steps involved in these.
- The methods of training and development.
- The concept of performance appraisal and its relevance for managers.

15.1 INTRODUCTION

It is a truth that human resource is one of the greatest for every organization because in any organization all other resources like- money, material, machine etc. can be utilized effectively and efficiently by the positive efforts of human resource. Therefore it is very important that each and every person should get the right position in the organization

so as to get the right job, according to their ability, talent, aptitude, and specializations so that it will help the organization to achieve the pre-set goals in the proper way by the 100% contribution of manpower.

Manpower Planning: Manpower planning is finding out the number and quality of people required to fill various positions in the enterprise. It also involves evaluating the manpower already in the organization and to develop the requisite talents among those selected for promotion advancement.

15.2 RECRUITMENT

Recruitment is the process concerned with the identification of sources from where the personnel can be employed and motivating them to offer themselves for employment. It aims at attracting prospective employees to apply for various job positions in the organization. When more people apply for a position, organization gets a wider choice from which an appropriate candidate could be selected. Recruitment brings together the job providers and job seekers.

15.2.1 Characteristics of Recruitment: -

Recruitment has the following characteristics-

- Recruitment is the first step of staffing
- It involves attracting and motivating job seekers to apply for the job positions in an organization.
- It is a continuous process.
- It is a positive process.
- It fulfils both present and future needs.
- It helps organizations maintain the database of job applicants who can be approached later when required.

15.2.2 Sources of Recruitment:

Normally an organisation can fill up its vacancies either through promotions of people available in organisation or through the selection of people from outside. Thus there can be two sources of supply of manpower such as internal sources and external sources. Vacancies through internal sources can be filled up either through promotion or transfer. Thus the recruiters focus their attention to outside sources. The following are the outside sources utilized for different positions.

- **Advertisements:** It is the most effective means to search for potential candidates. Employment advertisements in the journals, newspapers, bulletins etc are quite common in our country.

- **Employment Agencies:** An employment agency is a firm hired by a company to help with its staffing needs. The organisation get information about the prospective candidate through employment agencies. In our country two types of employment agencies are operating such as public employment agencies and private employment agencies
- **On Campus Recruitment:** Now a day's most of the organisations conduct a preliminary search of prospective employees by conducting interviews at the campuses of various institutes. This source can be useful for selecting people to the post of management trainees, technical supervisors, scientists etc.
- **Deputation:** Many organisations take people on deputation from other organisations. At the initial development of public sector organisations, these source is quite common in filling managerial vacancies. People working in one organisation can be deputed to another organisation belonging to the same industrial house.
- **Employee Recommendation:** Employee's recommendation can be a source of potential applicants as the present employees have the knowledge about the individuals who may be their friends, relatives or acquaintances.
- **Labour Unions:** In many organisations, the labour unions are used as a source of man power supply. Many union leaders who are cooperative and constructive towards the organisation can be promoted to supervisory level. Sometimes the union can also recommend some people to be hired by the organisation in terms of goodwill and cooperation.
- **Gate Hiring:** The concept of gate hiring is to select people who approach on their own for employment in the organisation. This happens mostly in the case of unskilled as semi-skilled workers. This method is quite resourceful when a large number of people may be required by the organisation.

15.3 SELECTION

The next step in staffing is selection. According to Dale Yoder, "Selection is the process in which candidates by employment are divided into two classes those who are to be offered employment and those who are not." Selection means selecting the candidates by various acts from the application forms invited through recruitment.

Selection Procedure:

Selection of workers is regarded as a policy matter. Every enterprise has its own policy for selection the following procedure is adopted generally:

- **Receiving and screening the applications:** After receiving applications, they are screened. Those applicants who fulfill the minimum criteria are shortlisted. Other applications are rejected.
- **Preliminary Interview:** After this, applicants are called for a preliminary interview. By this interview the appearance, attitudes, and behavior of the candidate can be known easily and the interviewer can decide whether the applicant is fit for the job or not on a preliminary basis. Preliminary interviews are often called a courtesy interview as well.
- **Selection Tests:** Candidates who qualify the preliminary interviews are called for tests. Tests are conducted for testing the knowledge, personal behavior, efficiency of work and interest. There are various types of tests conducted depending upon the jobs and the company.
 - Generally, the following types of tests are conducted.
 - i. Aptitude test
 - ii. Interest Test
 - iii. Intelligence Test
 - iv. Graphology test
 - v. Psychometric Tests
 - vi. Personality Tests
 - vii. Ability Tests etc.
- **Employment Interview:** Those who qualify the selection tests are called for employment interview. This interview is formal and in-depth interview. It provides quiet deep knowledge about the candidate's suitability and helps in finding out the physical appearance and mental alertness of the candidate. They are considered to be an excellent selection device.

Interviews may be of various kinds these are

- One-to-One Interview
- Panel Interview
- Sequential Interviews
- Structured Interview
- Unstructured interviews
- Stress interview
- Behavioural Interviews etc.

- **Checking References on Investigation of Previous History:** Applicants are generally asked to give names of at least two persons to whom the firm may make a reference to verify the information provided by the candidates. Reference checks can be made through formal letters or telephonic conversations.
- **Selection Decision:** After obtaining all the information, the most critical step is the selection decision. The final decision has to be made out of applicants who have passed preliminary interviews, tests, final interviews and reference checks. The views of line managers are considered generally because it is the line manager who is responsible for the performance of the new employee.
- **Physical Examination:** After the selection decision is made, the candidate is required to undergo a physical fitness test. A job offer depends upon the candidate passing the physical examination test.
- **Job Offer:** Job offer is made to those applicants who have crossed all the previous hurdles. The offer is made by sending the appointment letter which specifies the post, salary and terms of employment.
- **Placement:** This the final selection process. The candidate who accepts the job offer is placed on the job.

15.4 ORIENTATION

Orientation means to introduce the employee to the co-workers and the work environment. He is given information such as working hours, place of work, names of the immediate and other officers etc. so that the new employee become familiar to the working environment. The employee and manager also discuss and reinforce the performance expectations that were initially discussed during the interview process. Generally the information given during the orientation programme include-

- Organizational & Departmental goals
- Organizational Structure
- Organizational and Employee's layout
- General rules and regulations etc.

The main aim of conducting Orientation is to build up confidence, morale and trust of the employee in the new organization.

Training:

Training is an instrument of developing the employees. Technical and managerial skills are needed by the employees for performing the jobs assigned and training improves these skills. Training is required to be given to new employees as well as existing employees. Training methods and the duration for which training is to be given is decided by the management according to the objectives of the training, the number of persons to be trained, budget available and level of trainees in organizational hierarchy. Training leads to overall personal development. The major outcome of training is learning.

According to Flippo: *“Training is an act of increasing the knowledge and skill of an employee for doing a particular job.”*

Development:

Development is opportunities created to help employees grow. It is futuristic in nature as it aims at imparting skills for taking higher responsibilities in the future. Development is not related to imparting primary skills but it provides the knowledge and attitudes, which will be helpful to employees in fulfilling their future obligations. Development of an employee depends a lot on his willingness and motivation since no one can be forced to learn anything. Training and development are components of the same system.

The major difference between training and development is that while training focuses on the current employee needs but development is concerned with preparing employees for future responsibilities. Generally off the job methods are used for development of employees. Development is a planned systematic process of learning and is designed to induce behavioral change in individuals by enhancing their mental abilities and qualities inherent in them.

Importance of training and development:

- Reduction in learning time
- Better performance
- Reduced supervision
- Increases Morale of the employees
- Facilitates organizational stability and flexibility
- Develops employees' skills, talent & competency
- Decreased working accidents

- Better use of organizational resources by reducing wastages
- Increase in production and productivity

Training Methods:

- **On the job training :** On-the-job training, also known as OJT, is a hands-on method of teaching the skills, knowledge, and competencies needed for employees to perform a specific job within the workplace. Employees learn in an environment where they will need to practice the knowledge and skills obtained during training
- **Demonstration:** In this method of training the trainer describes and displays something when he trains. Demonstration will be more effective in the case of teaching technical operations. It can be combined with lectures and group discussion so as to avoid any ambiguity.
- **Job Instruction training:** Job instruction training (JIT) is a systematic, fast, and effective method for teaching your workers to do the job correctly and safely. This method of training workers through a simple breakdown of steps is easy to understand and complete
- **Vestibule Training :** The Vestibule Training is one of the methods of training, where the technical staff, especially those who deal with the tools and machinery, are given the job education training in the workplace other than the main production plant. In other words, the Vestibule training is called, “ **near the job training** ”
- **Apprenticeship:** The Apprenticeship Training program is the combination of on-the-job training and classroom training, wherein the workers earn while learning the skills required for performing the specialized job.
- **Sensitivity Training:** Sensitivity training is a form of training with the goal of making people more aware of their own goals as well as their prejudices, and more sensitive to others and to the dynamics of group interaction.
- **Job Rotation:** Job rotation teaches current employees how to do various jobs over time. The employee will rotate around to different jobs within the organization, performing various different tasks unrelated to his original job. Cookie uses job rotation for tasks that require a specific skill set
- **Simulation Training:** As the name suggests, simulation training is the creation of a true-to-life learning environment that mirrors real-life work and scenarios. Trainees can put real knowledge and skills into practice not just by reading books on theory or listening to lectures, but through physical, hands-on activity.

15.6 PERFORMANCE APPRAISAL

Performance appraisal means judging an employee's performance in a job. It is also called as merit rating. Performance appraisal is one of the oldest and most accepted universal principles of management. It refers to all the procedures used to evaluate the personalities, contributions and potential of employees. It also serves as a guide by formulating a suitable training and development program to improve the quality of performance. The immediate superior appraises the performance of the individuals with respect to his job performance and his potential for development.

Objectives of performance appraisal:

- To help a manager to decide the increase in pay on grounds of merits.
- To find out the training needs.
- To nominate employees for training programs.
- To motivate the employees to do better in his or her present job.
- To contribute to the growth and development of an employee.
- To identify employees for deputation to other organizations
- To help in creating a desirable work culture in the organization.

Appraisal Methods: Performance appraisal systems may be subjective or objective: In a subjective performance appraisal system, there is no specific criteria defined for appraisal and the appraiser appraises the employee on the basis of his or her observations only. Under objective performance appraisal system, both the criteria for evaluation and the method of measurement are specific.

Broadly all methods of appraisals can be divided into two categories.

- **Past Oriented Methods**
- **Future Oriented Methods**

15.6.1 Past Oriented Methods:

Rating Scales: Under this method scales are developed ranging from excellent to poor for job related performance criteria such as dependability, initiative, output, attendance, attitude, etc. The total numerical scores of each employee is computed and conclusions are derived.

Checklist: Under this method, checklist of questions on traits of employee is prepared. The answer has to be given in yes or no only. Based on responses of these statements, evaluation is done.

Forced Choice Method: Under this method, the rater is forced to make a choice out of the set of two or three statements. There are many such set of questions. He indicates which statement is true or false. Assessment is done by HR department

Behaviorally Anchored Rating Scales: Here, several statements of effective and ineffective behaviors are established.. They are said to be behaviorally anchored. The rater tells, which behavior describes the employee performance. And thus employees get evaluated on the basis of points scored.

Field Review Method: under this, appraisal is done by someone from a department different from that of the employees own department usually from HR department. However, under this method, the major drawback is that outsider is generally not familiar with employees work environment and thus, Observation of actual behavior is not possible.

15.6.2 Future Oriented Methods

Management by Objectives: Under this method, the performance is rated against the achievement of objectives stated by the management. Process of MBO is as follows:

- Establish desired outcomes for each subordinate
- Setting the standard of performance
- Comparison of actual goals with those attained by the employee
- Establish new goals and new strategies for goals not achieved previously.

Psychological Appraisals: These appraisals assess employees' potential for future performance rather than the past one. It is based on characteristics affecting his performance such as emotions, intellect, and motivation. An employee may be evaluated by in-depth interviews, psychological tests, and discussion with supervisors and by reviewing other evaluations. However the quality of this appraisal method depend upon the skills of appraiser.

Assessment Centers: Assessment center is a central location where managers may come together and participate in job related exercises which are evaluated by trained appraisers. It is more focused on observation of behaviors. Assesses are required to participate in activities which require the same traits as those required for successful performance of actual job such as work groups, computer simulations, role playing, etc. The characteristics assessed in assessment centre can be assertiveness, persuasive ability, communicating ability, planning and organizational ability, self-confidence,

resistance to stress, energy level, decision making, sensitivity, administrative ability, creativity and alertness etc.

360-Degree Feedback: Under this technique, appraisal is done on the basis of performance data taken from almost all stakeholders like immediate supervisors, team members, customers, peers and self. It provides feedback of employee from multiple sources. 360-degree appraisals are useful to measure interpersonal skills, customer satisfaction and team building skills. However when feedback is taken from multiple sources, it can be frightening for an employee. It may make them do what others want not what he is supposed to do. Multiple raters also may not provide balanced and objective feedback

15.7 LET US SUM UP

The staffing process is a systematic attempt to implement the human resource plan by recruiting, evaluating and selecting qualified candidates for the job-positions in the organization. Thus, like planning and organization, staffing is also an important function of management.

Selection is the process of choosing the most suitable person for the job positions in the organization. The selected employee is placed on the job and made familiar with the work environment. After that employees need to be trained and developed to enhance their skills and for taking higher responsibilities in the future. Training is required to be given to new employees as well as existing employees. After that, the performance of the employees is evaluated.

Performance appraisal is the judgment of an employee's performance on the job. It is also called as merit rating. Subordinates performance is evaluated by his immediate superior. Staffing provides human resources to the organization which are the most important resources of any organisation.

Men and material remain useless in absence of human resources. It is imperative that organisation that right kind of people are employed at right positions .If people are not competent, functions such as planning, organisation, directing and controlling can't be performed effectively and an organisation will not be able to achieve its goals.

15.8 KEYWORDS

- **Orientation:** A person's basic attitude, beliefs, or feelings in relation to a particular subject or issue.

- **Appraisal:** A formal assessment, typically in an interview, of the performance of an employee over a particular period.
- **Psychometric Test: Psychometric** tests are often used as part of the recruitment process and are a way for employers to assess your intelligence, skills and personality.
- **Graphology:** It is the analysis of the physical characteristics and patterns of handwriting claiming to be able to identify the writer, indicating the psychological state at the time of writing, or evaluating personality characteristics.

15.9 FURTHER READINGS

- H. Koontz, H. Weihrich, and Ramachandra Aryasri A., “Principles of Management”, 1st Edition, Tata McGraw -Hill Publishing Company Ltd., 2006.
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- Durbin, “Essentials of Management” 7th Edition, Cengage Learning India Pvt. Ltd.

15.10 TERMINAL QUESTIONS

- Q1** Point out the source of manpower requirement. What source will you prefer to recruit managerial personnel and Why?
- Q2** Define recruitment and selection. What is the difference between recruitment and selection?
- Q3** What is the need of training and development in an organisation? How will you differentiate between training and development?
- Q4** What are the different techniques of training?
- Q5** How will you identify training needs of an employee? What are the major areas in which employees need training?
- Q 6** What do you mean by Performance appraisal? Discuss its need and importance in an organisation.

UNIT-16 NATURE, IMPORTANCE AND PRINCIPLES OF DIRECTION

Structure

- 16.0 Objectives
- 16.1 Introduction
- 16.2 Nature of Direction
- 16.3 Importance of Direction
- 16.4 Principles of Direction
- 16.5 Techniques of Direction
- 16.6 Direction vs. Supervision
- 16.7 Models of Directing
- 16.8 Let's Sum Up
- 16.9 Further Readings
- 16.10 Key Words
- 16.11 Terminal Questions

16.0 OBJECTIVES

After completing this module you will be able to understand:

- The basic issues involved in directing as an element of management process
- The role of a director plays in the managerial effectiveness.
- The Nature and Principles of directing
- The importance of direction in an organisation

16.1 INTRODUCTION

Directing is the fifth function of management. It is the heart of management process. Directing refers to instructing, guiding and overseeing the performance of the workers to achieve the predetermined goals. Directing helps to create an appropriate work environment that facilitates efficient discharge of duties. It is Directing that initiates action. Other functions create preconditions only. Directing is related to dealing with human elements and is concerned with directing human efforts towards achieving organizational goals. The quality of direction determines the Satisfactory or unsatisfactory performance of the organization.

Directing initiates action and it is from here actual work starts. Direction is said to be consisting of human factors. In simple words, it can be described as providing guidance to workers is doing work. In the field of management, direction is said to be all those activities which are designed to encourage the subordinates to work effectively and efficiently. According to Human, “Directing consists of process or technique by which instruction can be issued and operations can be carried out as originally planned” Therefore, Directing is the function of guiding, inspiring, overseeing and instructing people towards accomplishment of organizational goals.

Definition:

According to Haimann: “Directing consists of the process and techniques utilized in issuing instructions and making certain that operations are carried on as originally planned.”

According to Koontz and O'Donnell: “Direction is the interpersonal aspect of managing by which subordinates are led to understand and contribute effectively to the attainment of enterprise objectives”

According to Urwick and Brech: “Directing is the guidance, inspection and the leadership of those men and women that constitute the real course of responsibility of management.”

According to G. R. Terry “Directing means moving to action and supplying simulative power to a group of persons”. According to Dale, “Direction is telling people what to do and seeing that they do it to the best of their ability”.

According to Marshall, “Directing involves determining the course, giving orders and instructions and providing dynamic leadership”.

Direction ensures that subordinates do their work. As per the expectation of management in order to achieve the goals. It also develops interpersonal relations in a group.

16.2 NATURE OF DIRECTION

Nature of Directing can be briefly explained as follows:

- **Pervasive Function:** - Directing is required at every level in an organization. Every manager provides guidance and inspiration to his subordinates. It is to be performed from top level to lower level in the organization.

- **Executive Function:** Directing is an executive function. The guidance and instructions are given by all managers and executive at all levels throughout the working of an organization. A subordinate always gets instructions from his superiors.
- **Human Factor:** - Directing function is related with human beings. It relates to guiding and inspiring subordinates. And since human behavior is complex and unpredictable, Direction function becomes all the more important.
- **Continuous Activity:** - Directing is a continuous activity as it continues throughout the life of an organization. The managers have to give direction to his subordinates, guide and motivate them continuously so that the desired goals can be achieved.
- **Creative Activity:** - Directing function helps in converting plans into performance. A manager needs to have a creative and innovative thinking so that he can guide and motivate his subordinates in such a way, that it leads to realization of organization objectives. Without directing, employees become inactive
- **Flow from Top to Bottom Level:** - Directing functions includes providing instructions to the subordinates. Directing flows from top to bottom. It starts with top level management and ends with subordinates at the lower level.
- **Facilitates Coordination:** - Directing brings harmony among employees and balance between all the activities of an organization. A good system of communication between the superior and his subordinates helps to improve coordination. Upwards communication helps a manager to understand the subordinate's feelings.
- **Dual Objective:** - Direction helps to achieve the dual objectives of an organization. On the one hand it aims at getting things done by subordinates and on the other hand, it provides an opportunity to the managers to prove their leadership qualities.
- **Psychological Factor:** -Directing function is directly related to an individual working in the organization. Directing function deals with human behavior which varies from individual to individual and is unpredictable. Leader has to take care of feelings, emotions, etc. while giving direction to the subordinates. The manager has to take care that the feelings and emotions of any employee do not get hurt.

16.3 IMPORTANCE OF DIRECTION

Direction is described as the heart of the management process. It is the life spark of an organization which sets the organizational machine into motion. Direction function is important because of the following reasons:

- **Direction initiates action:** Management through direction motivates individuals in the organization to function in the desired way to achieve organizational objectives. In the absence of direction no one can understand what he is supposed to do and whether he is doing it in the right way or not.
- **Integration of objectives:** Direction helps in integration of personal goals with the organizational goals. Employees are made to know as how the achievement of organizational goals will help in fulfilling their personal goals as well. Thus Employees feel motivated to achieve their personal goals through achieving organizational goals.
- **Direction facilitates changes in the organization:** Changes in the work system are disliked by the employees and they always resist it. Any changes in the business environment may necessitate changes in the organization as well. Resistance to change can be avoided through proper direction. In order to accept and implement these changes management has to motivate the employees affected by these changes, which is the essential part of direction.

For example, a company wants to introduce computerization, employees will hesitate to accept it as they may lose their jobs since they don't know how to handle the computers. Here leadership plays an important role. Leaders can communicate employees that they will be given training to use computers and also there will be no loss of jobs.

- **Direction provides stability and balance to the organization:** Direction through effective motivation communication and leadership provides stability to the organization and helps in maintaining balance between different departments in the organization. Hence the organization can function efficiently and effectively over a long period of time. For example, a Sales Manager is of the opinion that the price of a product be reduced so that more orders can be generated whereas, General Manager does not hold the same opinion.. In such a situation, directing function may try to balance both the opinions by instructing and guiding say, the Sales Manager to find out other ways of increasing sales.

Thus direction stands out as an important function of management. It has also been observed that there is a high correlation between direction and work performance

16.4 PRINCIPLES OF DIRECTION

- **Principle of Harmony of objectives:** Direction should bring harmony between the individual and organizational objectives. Directing is regarded as essential in personnel management as it helps all the members to satisfy their personal goals through organizational goals.
- **Principle of efficiency:** Direction should bring efficiency to the operations. Leaders should try to motivate subordinates to increase performance & attain objectives at minimum cost by avoiding wastages.
- **Principle of unity of command:** Command must come from only one executive or one superior. Workers must come to know from only one executive as to what to achieve & how to achieve. If there is no unity of command there will be duplication of work leading to confusion and chaos.
- **Principle of direct supervision:** The superior should directly supervise his subordinates. It boosts the morale of the subordinates. This also makes the atmosphere trustworthy in the organization.
- **Principle of communication:** A good system of communication between executives & subordinates ensures success. Effective communication serves as an instrument of direction, supervision & advice. Leader should maintain an effective system of communication within the organization. It also helps clear misunderstandings.
- **Principle of leadership:** Good leadership ensures cooperation, coordination & confidence in the workforce. Direction should provide leadership for guiding employees in their work and also timely solution to the problems faced by them

16.5 TECHNIQUES OF DIRECTION

- **Orders and instruction:** Through orders and instructions, a superior manager directs his subordinates what work they should do; how they should do; and when they should do. Thus through orders and instructions a manager conveys the nature of work processes and procedures adopted and timing of job performance.
- **Follow up orders and instruction:** The superior has to monitor whether the subordinates have carried out orders and instructions properly. If not he tries to find

out the reason for that. In some cases he may withdraw some of the orders and instructions which are contradictory.

- **Standard practices and procedures:** Besides giving specific orders and instructions, superior may rely on various standardized organisational practices and procedures for getting things done. This can be applied in the case of routine work which is performed under set procedures in an organisation.
- **Behavioural Patterns:** The manager can also provide direction to his subordinates by adopting a particular behavioural pattern like autocratic, participative or free rein. In each pattern the type of order given is different. What behavioral pattern the superior is going to adapt depends on the understanding of human nature and building the behavioural pattern to match that.

16.6 DIRECTION VS SUPERVISION

BASIS	DIRECTION	SUPERVISION
INTRODUCTION	Process of guiding, ordering and influencing others to achieve goals.	Act of monitoring and observing the performance of others
NATURE	Goal-oriented	Task-oriented
SCOPE	Broader	Limited
DECISION MAKING POWER	Yes	No
LEVEL OF MANAGEMENT	Top Level	Middle And Lower Level
FACE TO FACE CONTACT	Not compulsory	Compulsory

16.7 MODELS OF DIRECTING

- **Consultative Direction:**

Under this technique, superior, though vested with powers to take decision independently, does not take decision without consulting with his subordinates. The superior wins the cooperation of all the subordinates by taking their inputs into his decisions. Thus subordinates feel committed and motivated to carry out such decisions made out of their viewpoints.

- **Free-Rein Direction:**

Under this technique, subordinates are empowered to take decisions independently. The superior limits himself to issuing guidelines. The execution of the entire task is left to subordinates. The subordinates are held accountable for the results. This type of direction can be practiced only when subordinates are highly educated, experienced, capable and competent. It is self-direction by subordinates.

- **Autocratic Direction:**

Superior commands the subordinates to accomplish a set of goals. He does not take into his decision-making the views, opinions and suggestions of subordinates. The superior gives a clear direction and precise orders to his subordinates.

- **Behavioural Direction :**

This model is developed on the basis of assumptions about the people and the vision of the management. Since these assumptions varies to a great extent, these results in development of different organisational behavior model.

- **Supportive Direction :**

The supportive model of the organisational behavior depends on the managerial leadership rather than use of power or money. The aim of the manager is to support the employees in their achievement of results. The primary focus is the participation and involvement of the employees in managerial decision making process.

- **Custodial Direction :**

In this model, the managerial orientation is towards the use of money to pay for employee benefits. The model depends on the economic resources of the organisation and its ability to pay for the benefits. While the employees hope to obtain security at the same time, they become highly dependent on the organisation.

16.8 LET US SUM UP

Directing is the fourth function of management. Other functions of management create preconditions. Direction makes use of these preconditions for achievement of

objectives. Directing consists of human factors. Direction refers to the process of issuing orders and instructions to subordinates to achieve goals within prescribed frame of time. It integrates the individual goals with organizational goals. Supervision is the act or function of overseeing something or somebody. A person who performs supervision is a "supervisor", but does not always have the formal title of supervisor

16.9 FURTHER READINGS

- H. Koontz, H. Weihrich, and Ramachandra Aryasri A., "Principles of Management", 1st Edition, Tata McGraw -Hill Publishing Company Ltd., 2006.
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16.10 KEY WORDS

- **Pervasive:** Spreading widely throughout an area or a group of people.
- **Consultative:** Intended to give professional advice or recommendations.
- **Autocratic:** Relating to a ruler who has absolute power. Taking no account of other people's wishes or opinions
- **Bureaucratic :** Relating to a system of government in which most of the important decisions are made by state officials rather than by elected representatives
- **Free-Rein:** It means to give a person freedom to act on his own authority.

16.11 TERMINAL QUESTIONS

- Q1: Discuss the importance of directing in the management process.
- Q2: Discuss the principles of effective directing
- Q3: Compare Direction and Supervision. How can supervision be made more effective.
- Q 4: Explain the different models of human behavior relevant for directing.
- Q 5: What are the techniques of directing?

UNIT-17 ELEMENTS OF DIRECTION

Structure

- 17.0 Objectives
- 17.1 Introduction
- 17.2 Elements of Direction
- 17.3 Motivation
 - 17.3.1 Nature of Motivation
 - 17.3.2 Components of Motivation
 - 17.3.3 Types of Motivation
- 17.4 Supervision
- 17.5 Leadership
 - 17.5.1 Importance of Leadership
 - 17.5.2 Theories of Leadership
- 17.6 Let's Sum up
- 17.7 Key Words
- 17.8 Further Readings
- 17.9 Terminal Questions

17.0 OBJECTIVES

After studying this unit you will be able to know

- Various elements of direction
- The concept of motivation and the way it affects human behaviour and performance.
- The concept of leadership for influencing others to work enthusiastically
- To understand the process and mechanism of communication in organisational context.

17.1 INTRODUCTION

Directing is one of the most important functions of management. Without the direction provided to the employees, the workforce would be clueless about which path to follow. Let us understand the concept of direction and the elements of directing. It is said to be a process in which the managers instruct, guide and oversee the performance of the workers to achieve predetermined goals. Directing is said to be the heart of

management process. Planning, organizing, staffing have got no importance if direction function does not take place.

17.2 ELEMENTS OF DIRECTION

There are various elements involved in direction are as follows-

- **Issuing Orders and Instructions to Subordinates**

The first and foremost element of direction is to issue orders and instructions which are considered an essential step in the process of directing subordinates. An order is a fundamental tool for getting things done. Therefore, the orders and instructions reflect managerial decisions and initiate action on the part of subordinates. Orders may be general or specific, formal or informal, written or oral.

Thus an order should serve the following characteristics:

- The order should be clear and complete.
- It should be reasonable and attainable.
- The order must be in tune with the various other objectives of the organization and also for the interests of the subordinates.
- All order should follow the chain of command.
- Face-to-face suggestions are preferable to long- distance orders.

- **Supervision in an overall manner**

It refers to monitor the progress of routine work of one's subordinates and guiding them properly. Supervision is an important element of the directing function of management. Supervision has an important feature which includes face-to-face interaction between the supervisor and his subordinates. It involves direct personal contact with subordinates. Supervision converts plans into action. Thus supervision is considered as an essential step in the process of directing.

- **Motivating Subordinates**

The term motivation can be referred to as that process which excites people to work for the attainment of the desired objective. Among the various factors of production, it is only the human factor which is dynamic and provides mobility to other physical resources. Thus, in an overall sense, it becomes essential so as to motivate the human resources so as to keep the employees dynamic, aware and eager to perform their duty.

B

- **Providing Leadership**

The term Leadership defines as to influence others in such a manner as to guide them to do what the leader wants them to do. Leadership plays an important role in directing. Only through this leadership skill, a manager can develop trust and zeal among his subordinates. Therefore it leads to guide and provide overall counselling to subordinates in the best way for achieving their objectives and also for the organization.

- **Communicating with Subordinates**

It refers to an act of transferring facts, ideas, feelings, etc. from one person to another and making him understand them. A manager has to continuously t guides and also at the same time, monitors his subordinates about what to do, how to do, and when to do various things.

Also, it is very essential to know their reactions. To do all this it becomes essential to develop effective telecommunication facilities. Therefore, the essential feature is to communicate with itself can be called by developing mutual understanding inculcates a sense of cooperation which builds an environment of coordination in the organization.

- **Maintaining discipline and Rewarding Effective People**

By maintaining an atmosphere of discipline and trust in the organization, the manager can easily give directions. So that the work done by his employees is in most efficient and effective manner.

17.3 MOTIVATION

Motivation refers to inspiring a person to use the best of his ability for achievement of specified objectives. Motivation is one of the important elements of directing. Issuance of proper instructions or orders does not necessarily ensure that they will be properly carried out. It requires manager to inspire or induce the employees to act and get the expected result. This is called motivation. It may be in the form of financial incentives such as bonus, commission etc. or, non-financial incentives such as appreciation, growth etc. It may also be positive or negative motivation. Motivation is directed towards goals and prompt people to act. Motivation aims at creating an environment which will develop the personnel of an organization.

17.3.1 Nature of Motivation

Motivation is a psychological phenomenon which generates within an individual. A person feels the lack of certain needs, to satisfy which he feels working more. The need satisfying ego motivates a person to do better than he normally does.

- Motivation is an inner feeling which energizes a person to work more.
- The emotions or desires of a person prompt him for doing a particular work.
- There are unsatisfied needs of a person which disturb his equilibrium.
- A person moves to fulfill his unsatisfied needs by conditioning his energies.
- There are dormant energies in a person which are activated by channelizing them into actions.

17.3.2 Components of Motivation

Anyone who has ever had a goal (like wanting to lose 20 pounds or run a marathon) probably immediately realizes that simply having the desire to accomplish something is not enough. Achieving such a goal requires the ability to persist through obstacles and endurance to keep going in spite of difficulties.

There are three major components of motivation: activation, persistence, and intensity.²

1. Activation involves the decision to initiate a behavior, such as enrolling in a psychology class.
2. Persistence is the continued effort toward a goal even though obstacles may exist. An example of persistence would be taking more psychology courses in order to earn a degree although it requires a significant investment of time, energy, and resources.
3. Intensity can be seen in the concentration and vigor that goes into pursuing a goal.³ For example, one student might coast by without much effort, while another student will study regularly, participate in discussions, and take advantage of research opportunities outside of class. The first student lacks intensity, while the second pursues his educational goals with greater intensity.

17.3.3 Types of motivation: -

- **Motivation may be positive or negative:** - Positive motivation is the process which influences the employee through rewards. e.g. Bonus, promotion, permanent settlement, increase in working condition, etc. Negative motivation is based on fear of an undesirable outcome . Fear is a powerful motivator when it relates to survival or in case of employee's income.
- **Motivation may be financial or non-financial:** - Financial motivations are those which are associated with money. It includes wages, salaries, bonus and retirement benefits. Non-financial motivations are not associated with monetary rewards. It includes ego satisfaction, participation in the process of decision

making, providing good working conditions and providing more responsibility to them.

- **Primary & secondary motivation:** - Primary motivation relates to satisfying basic human needs & secondary motivation relates to social needs & esteem needs and self-actualization needs.

Role of Motivation in employees Performance

Motivated employees are the need of any organization for our changing workplace. Motivated employees are more productive so they always help organization to survive in every field. For an effective managers it must understand what type of motivates employees within the context of performing in the role. Motivating employees is most complex for example research suggested that as employees income increase money become less of a motivate also as employees get older exciting work become more of a motivator.

17.4 SUPERVISION

The process of ensuring that employees have performed the work as per instructions given to them is known as supervision. Supervisors clarify all instructions and guide employees to work as a team in cooperation with others. Supervisors solve most of the routine job-related problems of subordinates. Supervisor, thus, performs the following functions:

- Clarifies orders and instructions issued to subordinates and ensures that they understand and follow them.
- Ensures that subordinates have the required facilities to perform their jobs
- Keeps a watch and guides the activities of subordinates in performing their jobs
- Coordinates the work of different subordinates
- Detects errors and omissions and ensures their rectification.

Though supervision is required at all levels of management, it is of great importance at the operational level i.e., at the level of first line supervisor. Managers at this level devote maximum time in supervising the work of subordinates. Though the top or middle level managers also supervise the work of their subordinate managers, but it is the first line supervisors who are in direct and constant touch with operatives i.e., workers in the factory and clerical staff in the office. Thus, they are directly responsible for getting the work done through most of the employees in an organisation.

17.5 LEADERSHIP

Leadership is the process of influencing the behaviour of others to work towards achieving the predetermined goals. While motivation is the process through which employees are made to contribute voluntarily to work, leadership is the ability to persuade and motivate others to work in a desired way for achieving the goal. Thus, a person who is able to influence others and make them follow his instructions is called a leader.

For example, in an organisation the management decides to install some new machines to which the workers are resisting. However, one of the workers takes the initiative, explains the fellow workers the benefits of working with the new machines and moulds them to accept the management's decision, he is said to be a leader as he is able to influence a group of workers. In practice, the managers have to guide and lead their subordinates towards the achievement of goals, so, an effective manager should have leadership qualities as well. An effective leader is able to integrate the individual goals with the organisational goals. The main purpose of managerial leadership is to get willing cooperation of the workgroup to attain the goals.

Leadership is essential in the functioning of any organisation and its importance and benefits are varied. Some of these are: Leadership improves the performance of the employees. Leaders can motivate the followers to work and hence enhance their performance. With continuous support and guidance, leaders are able to build confidence among the followers, thereby increasing speed and accuracy and decreasing wastage. With friendly and cooperative efforts the leader is able to build employees' morale which in turn contribute to higher productivity.

17.5.1 Importance of Leadership

Leadership is an important function of management which helps to maximize efficiency and to achieve organizational goals. The following points justify the importance of leadership in a concern.

1. **Initiates action-** Leader is a person who starts the work by communicating the policies and plans to the subordinates from where the work actually starts.
2. **Motivation-** A leader proves to be playing an incentive role in the concern's working. He motivates the employees with economic and non-economic rewards and thereby gets the work from the subordinates.

3. **Providing guidance-** A leader has to not only supervise but also play a guiding role for the subordinates. Guidance here means instructing the subordinates the way they have to perform their work effectively and efficiently.
4. **Creating confidence-** Confidence is an important factor which can be achieved through expressing the work efforts to the subordinates, explaining them clearly their role and giving them guidelines to achieve the goals effectively. It is also important to hear the employees with regards to their complaints and problems.
5. **Building morale-** Morale denotes willing cooperation of the employees towards their work and getting them into confidence and winning their trust. A leader can be a morale booster by achieving full cooperation so that they perform with best of their abilities as they work to achieve goals.
6. **Builds work environment-** Management is getting things done from people. An efficient work environment helps in sound and stable growth. Therefore, human relations should be kept in mind by a leader. He should have personal contacts with employees and should listen to their problems and solve them. He should treat employees on humanitarian terms.
7. **Co-ordination-** Coordination can be achieved through reconciling personal interests with organizational goals. This synchronization can be achieved through proper and effective coordination which should be primary motive of a leader.

17.5.2 Theories of Leadership

- **"Great Man" Theories**

According to this point of view, great leaders are simply born with the necessary internal characteristics such as charisma, confidence, intelligence, and social skills that make them natural-born leaders.

- **Trait Theories**

Trait theories assume that people inherit certain qualities and traits that make them better suited to leadership. Trait theories often identify particular personality or behavioral characteristics shared by leaders. For example, traits like extroversion, self-confidence, and courage are all traits that could potentially be linked to great leaders.

- **Contingency Theories**

Contingency theories of leadership focus on particular variables related to the environment that might determine which particular style of leadership is best suited for the situation. According to this theory, no leadership style is best in all situations.

- **Situational Theories**

Situational theories propose that leaders choose the best course of action based upon situational variables. Different styles of leadership may be more appropriate for certain types of decision-making. For example, in a situation where the leader is the most knowledgeable and experienced member of a group, an authoritarian style might be most appropriate.

- **Behavioral Theories**

Behavioral theories of leadership are based upon the belief that great leaders are made, not born. According to this theory, people can *learn* to become leaders through teaching and observation.

- **Participative Theories**

Participative leadership theories suggest that the ideal leadership style is one that takes the input of others into account. These leaders encourage participation and contributions from group members and help group members feel more relevant and committed to the decision-making process. In participative theories, however, the leader retains the right to allow the input of others.

- **Management Theories**

Management theories, also known as transactional theories, focus on the role of supervision, organization and group performance. These theories base leadership on a system of rewards and punishments. Managerial theories are often used in business; when employees are successful, they are rewarded; when they fail, they are reprimanded or punished.

- **Relationship Theories**

Relationship theories, also known as transformational theories, focus upon the connections formed between leaders and followers. Transformational leaders motivate and inspire people by helping group members. These leaders are focused on the performance of group members, but also want each person to fulfill his or her potential. Leaders with this style often have high ethical and moral standards.

17.6 LET US SUM UP

Direction is defined as the path that something takes, the path that must be taken to reach a specific place, the way in which something is starting to develop or the way you are facing. The four elements of Direction are Supervision, Motivation, Leadership & Communication. Managers make use of these elements to direct employees. Directing initiates action. It is from directing that actual work starts. Directing is a

continuous activity and is required at all levels. Every manager guides and inspires his subordinates. Without direction, goals cannot be achieved.

17.7 KEYWORDS

- **Contingency** : A future event or circumstance which is possible but cannot be predicted with certainty.
- **Traits** : A distinguishing quality or characteristic, typically one belonging to a person.
- **Motive** : A reason for doing something.
- **Elements** : An essential or characteristic part of something abstract.
- **Direction** : Direction is defined as the path that something takes, the path that must be taken to reach a specific place, the way in which something is starting to develop or the way you are facing.

17.8 FURTHER READINGS

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- Durbin, “Essentials of Management” 7th Edition, Cengage Learning India Pvt. Ltd.

17.9 TERMINAL QUESTIONS

- Q1:** What are the elements of Direction?
- Q2:** What are the leadership qualities that you would look for in a manager? Discuss in detail about the theories of leadership.
- Q3:** What do you mean by Supervision? How it is different from Direction?
- Q4:** What is the concept of motivation? What is the role of motivation in employee’s performance?