8

STAFFING AND DIRECTING

In a small business unit, like a grocery shop, the owner may not need others to help him in running the shop, as he may himself be able to look after all the activities. But as the business grows in size, he may find it difficult to manage all the activities alone and may have to find suitable persons and employ them. Thus the growth of an organisation requires talented and hardworking people who are provided by the Staffing function of the management. Further, these people need to be guided, inspired, motivated towards the desired goals and this is ensured by the next function of management i.e. directing. In this lesson, you will learn in detail about the staffing and directing functions including the sources of recruitment, the process of selecting the employees with the importance of training and development and the various methods of their training along with the elements of directing.

LEARNING OUTCOMES

- explains the role of staffing in a business organisation to understand its distinguishing process;
- examines how human resource is recruited and selected; and
- describes the process adopted by human resource to direct and supervise manpower.

8.1 MEANING OF STAFFING

After the function of planning and organising, the next step is to fill up the job positions in the organisation structure and this is done through the managerial function of 'staffing'. **Staffing refers to employing and developing human resources for carrying out**

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the various managerial and non-managerial activities in an organisation. This involves determining the manpower requirement, and the methods of recruiting, selecting, training and developing the people. In other words, staffing is that part of the process of management which is **concerned with getting , utilising and maintaining a satisfactory and satisfied work force.** It is a continuous process because the organisation's need to retain and update its personnel is a never ending exercise. The managers have to keep a regular watch on the number and composition of the personnel needed by the organisation, because the requirement of manpower keeps on changing and expanding with the expansion and additions of new activities and departments. Another important aspect of staffing function is that it is an integral part of human resource management and, in its wider sense, also includes the activities of determining the remuneration of workers, appraising their performance, and deciding on their promotion, transfers, etc.

8.2 IMPORTANCE OF STAFFING

All of us know that organisations are made up of and function through people. For example, if you do not have good salesmen you cannot sell well even if your product is good. Similarly, you may have the best quality raw materials, machines etc. but the quality of the product is not assured unless you have good workers engaged in the production process. Staffing thus, as a function, is very important as it is through this process that we get right persons for the organisation and ensure that they stick with the organisation. The benefits of good staffing are as follows.

(a)   It helps in getting **right people** for the **right job** at the **right time.** The function of staffing enables the manager to find out as to how many workers are required and with what qualifications and experience.

(b)   Staffing contributes to **improved organisational productivity.** Through proper selection the organisation gets quality workers, and through proper training the performance levels of the workers can be further improved.

(c)   It helps in providing **job satisfaction** to the employees keeping their morale high. With proper training and development programmes, their efficiency improves and they feel assured of their career advancement.

(d)   Staffing **maintains harmony** in the organisation. Through proper staffing, individuals are not just recruited and selected but their performance is regularly appraised and promotions are made on merit. For all these, certain rules are made and are duly communicated to all concerned. This fosters harmony and peace in the organisation.

8.3 PROCESS OF STAFFING

The process of staffing starts with ascertaining the required number of various categories of employees for the organisation. This is known as manpower planning. It decides the kinds of staff and the number of staff required for the organisation. This is done through several methods like job analysis, workload analysis, etc. The next step in the staffing process is recruitment and selection i.e., finding out the available manpower from internal and external sources and appoint them. This is followed by their placement on the jobs and necessary introduction of the work environment and the rules of compensation, promotion, transfer etc. Thus, the various steps involved in the process of staffing are as follows;
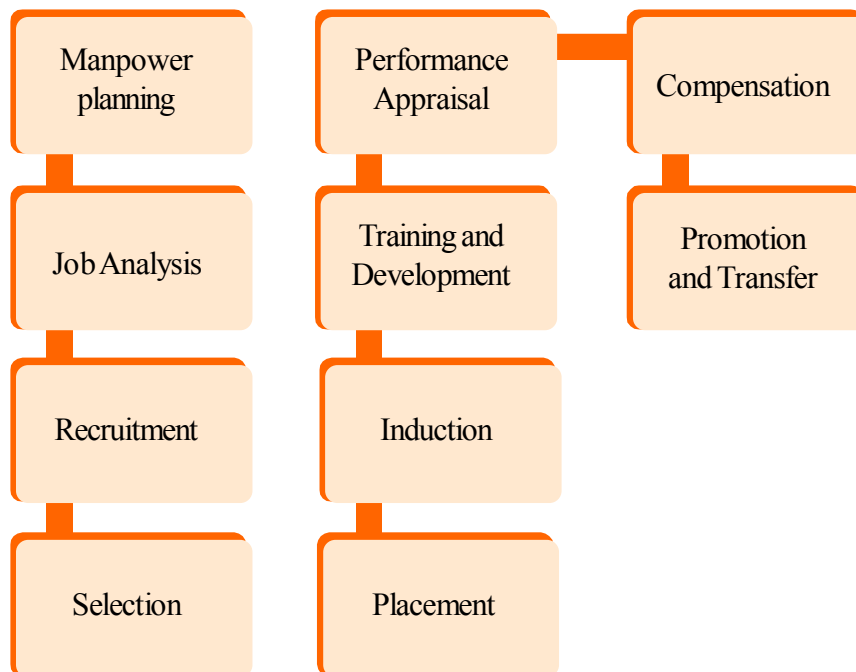
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Fig. 8.1 Steps in staffing proess

Let us now discuss these aspects briefly to gain more clarity

8.3.1 MANPOWER PLANNING

Manpower planning is a future oriented activity and **involves estimating the manpower requirement of an organisation.** While estimating the manpower requirement, the management generally keeps in mind the available infrastructure including the technology, production schedule, market fluctuation, demand forecasts, government's policies and so on. It tentatively decides the kind of staff (quality) as well as the number of staff (quantity) needed for the organisation. The focus of the manpower planning is to get the right number of qualified people at the right time.

8.3.2 JOB ANALYSIS

A job analysis is a **process of systematically collecting information relating to all the aspects of a job.** It is a task that compiles and analyses data relating to skills, abilities, knowledge, duties, responsibilities, relationships of a specific job. Job analysis helps in developing:

i.   Job description- statement of duties and responsibilities and tasks involved for each job.

ii.   Job specification- statement of the qualifications, skills and abilities required for performing the job.

INTEXT QUESTIONS 8.1

1.   Write true/false against each of the following:

   (a)   Staffing is just determining the number of people required in the organisation.

   (b)   Determining the size and categories of personnel required is called human resource planning.

   (c)   Staffing is a one-time process as people have to be appointed only once.

   (d)   Staffing includes human resources management.

   (e)   The management function which helps in getting the right persons for the organisation and ensuring that they stick to the organisation is called staffing.

2.   Match the following:

   (a)   Job analysis   (i)   Determining the size and categories of personnel required

   (b)   Job description   (ii) Determining the qualifications, skills and experience of the employees required for various categories of employees.

   (c)   Job Specification   (iii) Determining the abilities and skills required for performing the job.

   (d)   Human resource   (iv) Identification of the job in terms of duties and planning responsibilities

8.3.3 RECRUITMENT

Suppose you want to open a restaurant. After planning and organising you are aware of the various job positions that are required to be filled up. Let us say, you have assessed your requirement for a general manager, a chef, an accountant, and many other staff for home delivery of foods. Possibly, you have a list of persons interested in joining your restaurant. For example, your uncle has promised you to provide an experienced general manager. The manager of the bank from where you have taken loan has referred an accountant to you. One of the chief cooks of a reputed hotel has already approached/talked to you to join your restaurant as a chef. In addition to all these, you know that there is an office that can provide you people of your requirement by charging a fee, whenever you ask for it. You also know that an advertisement in the newspaper can help you in getting applications from many people. While engaging yourself into all these activities you are basically trying to make a pool of suitable/ interested applicants for the job. In other words, you are recruiting the staff for your business. The term recruitment is often used to signify employment. It is true that normally when we say we have recruited such and such person, it signifies that we have employed them. But as a part of staffing function, the term recruitment has limited scope. It just refers to one of the initial steps in employment of people i.e., searching for suitable candidates for the various job positions to be filled up from time to time in the organisation. **Thus, recruitment is the process of finding and attracting suitable applicants for employment.**

Sources of Recruitment

Having determined the qualifications and experience required for various jobs involved, one has to search for the suitable persons and receive their applications. For this purpose one has to have an idea as to where such persons are available. In other words, one must be aware of the sources of recruitment from where the suitable candidates can be hired. These sources can be internal and external.

(A) **Internal Sources :** In any business, existing employees expect that they will have chances of promotion and will be considered for higher positions before outsiders are considered. The internal sources of recruitment include transfers and promotions.

   (i)   Transfer means shifting of an employee from one job to another without changing the responsibilities and salary and;

   (ii)   Promotion involves shifting or transferring employees to a higher job.

Note

The advantage of internal recruitment is that:

1. It is easier for managers to fill vacancies as they are conversant with the abilities and skills of their subordinates and have records of their performances.

2. Employees also feel happy as their work performance is recognised by the management through promotion.

However, there is one major drawback of recruitment through internal sources i.e., the organisation is deprived of the benefit of inducting fresh blood into its system.

(B) External Sources : All vacancies cannot be filled up from within the organisation. Existing employees may lack the required skill, initiative and qualifications needed for the jobs involved. Hence, managers have to recruit some persons from outside the organisation. Not only that the external recruitment provides a wide choice from among a large number of external candidates from which employees may be recruited. The workers and office employees at the lower level are often recruited from outside the organisation. The various external sources of recruitment are as follows :

(i) Media Advertisements: You must have seen advertisements in newspapers about vacancies in organisations. The advertisement contains details about the job, its nature, the qualification required to do the job, how to apply, etc. This is a very popular medium of advertising. The job advertisements are also given in magazines, specialised employment magazines like Employment News, Rozgar Samachar, etc.

(ii) Employment Exchanges : In India, employment exchanges have been set up by the government for bringing together job-seekers and employers who are looking for employees. Those who are in search of employment get themselves registered with the local Employment Exchanges which keep a record of all such persons in detail who require help in finding jobs. The employer informs about the vacancies to the nearest Employment Exchange. The Employment Exchange, in turn, identifies the names of the qualified employment seekers already registered with it, and forwards their details to the employer for consideration.

(iii) Educational Institutions: Now-a-days, companies/big organisations maintain a close liaison with the universities, vocational institutes and management institutes for recruitment of their staff. As and when the need arises, the companies send one or more of their senior executives to the institutions of repute imparting such professional/technical education to

students. These executives take the interview of the interested candidates and select the suitable candidates as per their requirement. This process is popularly known as campus interview.

(iv) **Unsolicited Application:** Those looking for jobs often apply on their own initiative. They assume that certain vacancies are likely to arise, and apply without references to any job advertisement. Managers keep a record of such applications and contact the suitable candidates when they need them.

(v) **Recruitment at the Factory gate:** This is found mainly in case of factory workers to be recruited on daily wages. Such workers gather in the morning at the factory gate to serve as casual workers. Very often existing regular employees go on leave, and their vacancies are filled up by recruitment at the factory gate. These casual workers having served in the factory for some time and may be considered for regular employment at a later stage.

(vi) **Referrals:** Quite often the management gets references about interested workers from different sources like workers unions, previous employees, existing employees, clients of the organisation etc. These sources are important because their recommendations are made by people who are associated with the organisation and are fully conversant with its requirements.

(vii) **Placement Agencies:** In urban areas, a number of private organisations have started functioning as employment agencies. These agencies register
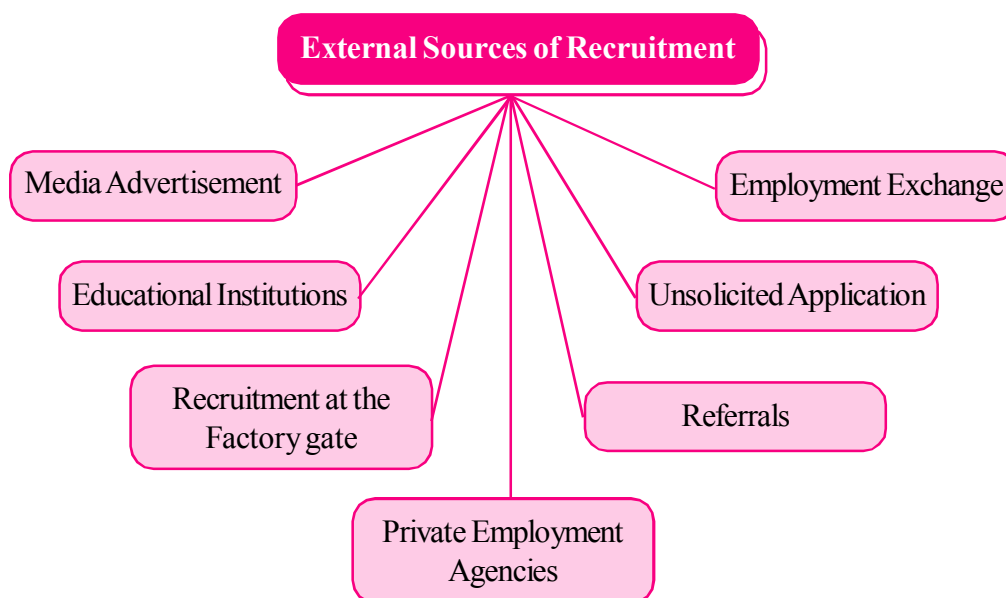
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Fig.: 8.2 External Sources of Recruitment

with them the names of the individuals who are seeking employment and try to arrange job interviews for such candidates. Companies often get in touch with such agencies to provide them the details of suitable candidates for various jobs.

8.3.3.1 RECENT TRENDS IN RECRUITMENT

(i) **E-Recruitment:** Websites are the modern sources of recruitment where the job vacancies are advertised through worldwide web (www). This has an advantage of reducing the cost per candidate, saves time, is convenient and a faster way, for example naukri.com, job search.com, monster.com etc.

(ii) **Outsourcing:** Recruitment Process Outsourcing is "a form of business process outsourcing (BPO)" where an employer transfers all or part of its recruitment processes to an external service provider.

(iii) **Internships:** These provide employment to fresh graduates especially in technical areas to work as summer interns and later on they may be offered regular jobs on completion of their internship training.

(iv) **Walk-in-interview:** Under this method the employer can insert a 'Walk in' or 'Talk in' advertisement in a leading newspaper or online . Those who walk in (i.e come personally) or talk in (i.e contact over phone) are further asked to give their details for the job vacancy. This serves as a good source of recruitment when the vacancies arise all of a sudden and need to be filled up immediately.

INTEXT QUESTIONS 8.2

1. Which one of the following is an internal source of recruitment?

    (a) Media advertising

    (b) Promotion

    (c) Campus interview

    (d) Reference

2. 'Reference' in recruitment refers to:

    (a) Using influence to get the job.

    (b) Referring to the newspaper to find a vacancy.

    (c) Recommendations from different sources.

    (d) Asking for an inter-departmental transfer of an employee.

3.   Identify the method of recruitment in which the companies recruit candidates directly from professional or technical institutions.

    (a)   Employment exchanges

    (b)   Factory gate.

    (c)   Media advertising.

    (d)   Campus interview

8.3.4 SELECTION

When an adequate number of application/names of interested candidates have been collected through the recruitment exercise, the selection process starts. **Selection refers to the process of choosing the most suitable person from among the list of interested candidates.** It involves going through the qualification and experience of all candidates and matching them with the expectation for the job so as to decide on the most suitable ones for the job. The entire process goes through a number of steps which may be called as selection procedure. These steps are as follows:

Let us discuss all the steps in brief.

(a)   Screening or Applications: After receiving the applications from the candidates through recruitment process, the same must be examined to decide which ones deserve to be considered and followed up. Normally, the candidates are asked to apply in their own handwriting on a plain paper. Sometimes the job advertisement mentions the particulars to be given in the application. In many cases the candidates are required to apply in the prescribed form of the company, containing particulars of name, address, nationality, religion, mother tongue, date and place of birth, marital status, education and training, employment history, references etc. Screening exercise involves checking the contents of the applications so as to ascertain whether or not the minimum eligibility conditions in respect of age, experience, qualifications and skills are fulfilled by the candidates.

(b)   Holding Selections Tests: After screening the applications, eligible candidates are asked to appear for selection tests. These tests are made to discover and measure the skill and abilities of the candidates in terms of the requirements of the job. For instance, if the job of a typist requires a minimum typing speed of 40 words per minute, a test is given to see whether the candidates applying for the job have the required typing speed. Passing the test by a candidate does not mean that he will be employed. It implies that all those who have passed the test are qualified for further processing and those who have failed are not to be

considered. The nature of test depends upon the nature of the job involved. For clerical jobs, for example, an intelligence and aptitude test may be arranged which may include test of general knowledge, test of quantitative problems, and test of reasoning power and vocabulary. For industrial workers and technical hands, performance tests may be organised. Similarly, candidates for an auto mechanic job may be asked to replace a piston. This is known as Skill or Trade test. For supervisory and managerial jobs, tests are given to find out the candidate's personality, decision-making abilities, etc.

(c) **Conducting Selection Interview:** Interview is the most important part of the selection procedure. It serves as a means of checking the information given in the application form and making an overall assessment of the candidate's suitability for the job. In the interview, the candidate has a face-to-face interaction with the employer or representatives of the employer, where they try to judge the ability of the candidates. They also get an opportunity to go into the details of the candidate's background which helps a lot in assessing the candidate's suitability.

(d) **Checking of References:** In addition to the requisite educational qualification, skill and experience, it is expected that the candidates who are to be considered for employment must have other qualities like balanced temperament, honesty, loyalty, etc. These qualities cannot be judged on the basis of any test. Therefore, information is obtained and verified from the heads of educational institutions where the candidates have studied, or from the persons whose names are given by the candidates as referee, or from their previous employers. For certain jobs, like the job of a cashier or a security guard, reliability is a very important job requirement. Therefore, references are required to be contacted to ensure that persons can be relied upon. In case of experienced employees their previous employers can also be contacted for this purpose.

(e) **Medical Examination:** Candidates finally selected for the job are asked to undergo medical examination to see whether the selected candidates are physically fit for the job or not. A proper medical examination ensures higher standard of health of the employees and their physical fitness which, in turn, reduces the labour turnover, absenteeism and accidents. The medical examination would also reveal whether the candidate suffers from any illness which can be cured e.g., poor eyesight etc. Medical test is essential for certain types of jobs as in the case of police and army, where physical fitness is very important. For certain categories of jobs like the job of driver, proper eyesight is very much essential.

(f) **Issue of Appointment Letter:** Candidates finally selected are offered to join the organisation for which a formal appointment letter is issued containing the nature of the job, the remuneration, pay scale, and other terms and conditions relating to employment. Usually a reasonable time is given to the candidates to join the organization.

> *Probation period: In most of the organisations the candidates are not initially appointed on permanent basis because it is considered better to try them out for a few months on the job itself. This period of service is known as the period of probation.*

Note

Though a number of steps in the selection procedure have been listed, all the steps need not be followed in all cases. For example, for employing casual workers on daily wages, simply an interview by a company's officer is sufficient. Whereas, for the job of a typist or clerk, screening of applications, holding tests and interview will be essential. Similarly, for the job of a cashier, checking of references may also be needed.

Difference between recruitment and selection

S.No.	BASIS	RECRUITMENT	SELECTION
1.	**Meaning**	Recruitment is the process of finding and attracting suitable applicants for employment.	Selection is the process of choosing the most suitable person from among the list of interested candidates
2.	**Objective**	The objective is to encourage large number of potential candidates to apply for the job.	The objective of selection is to reject the unsuitable candidates.
3.	**Nature**	It is a positive function as it attracts candidates to the organisation.	It is a negative function as it rejects candidates at every step.
4.	**Process**	It is a simple process.	It is a complicated process as it involves a number of steps.

8.3.5 PLACEMENT

If the selected candidate decides to join the organisation, he/she has to report to the concerned authority and formally join the organisation by giving his consent in writing. Then he/she is placed to perform a specific job. Thus, **placement refers to determination and assignment of job to the selected candidate.** It involves

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occupying the position or post for which the candidate has been selected. It includes the initial assignment of the new employee and transfer and promotion of the existing employees. It also serves a useful purpose on many occasions like selection of employees for training, promotion, increments etc.

8.3.6 INDUCTION

Induction is the process of introducing new employees to the organisation. The new employees should know under whom and with whom he/she is to work, get acquainted and adjusted to the work environment, get a general idea about the rules and regulations, working conditions etc. of the organization. Usually the immediate supervisor of the new employee introduces him to his work environment. A proper induction programme is likely to reduce his anxiety on how to cope with the work and how to become part of the organisation and helps in development of a favourable attitude towards the organisation and the job.

 INTEXT QUESTIONS 8.3

1. Arrange the following as the right steps in recruitment and selection:

   (a) The process of choosing the most suitable person from among a list of interested candidates. [ ]

   (b) Letter issued to the selected candidate. [ ]

   (c) Tests organised for industrial/technical workers. [ ]

   (d) Face to face interaction of the candidate with the employer or his representatives. [ ]

   (e) The examination which the candidates finally selected for the job are asked to undergo. [ ]

   (f) The period of service for which the candidates are not appointed on a permanent basis but tried for a few months on the job. [ ]

   (g) The process of familiarising the new employees with the job. [ ]

2. Fill in the blanks with the words 'selection' or 'recruitment'.

   (a) _____ is the process of attracting applicants for the job while _____ starts only after applications have been received.

   (b) _____ helps the managers to attract good candidates

while _____ requires making the right choice.

(c) _____ is made through different steps in the procedure adopted.

8.3.7 TRAINING AND DEVELOPMENT

Helping the employees to improve their knowledge and skill so as to be able to perform their tasks more efficiently is known as training. It is an organised activity for increasing the knowledge and skills of people for a specific purpose. The term 'development' refers to the process of not only building up the skill and abilities for a specific purpose but also the overall competence of employees to undertake more difficult and challenging tasks. It is generally used with reference to the training of managers and executives. **Training is an act of increasing the knowledge and technical skills of an employee for doing a particular job efficiently. Development refers to the learning opportunities designed to help employees to grow.** It involves growth of an individual in all areas. Development helps the workforce to improve technical skills, problem-solving skills and decision-making skills. Training is necessary for new employees as well as the existing employees for improving their performance at work. For new employees, training is necessary to help them get acquainted with the method of operations and skill requirements of the job. For existing employees, training at periodical intervals is helpful for learning better ways of doing the work, and also as and when they have to undertake new jobs. It also helps them in promotion and improves their attitudes and confidence levels.

Difference between Training and Development

S.No.	BASIS	TRAINING	DEVELOPMENT
1.	**Nature**	Training is concerned with teaching technical skills only	Development is concerned in teaching technical, human and conceptual skill
2.	**Suitability**	It is suitable for technical staff.	It is suitable for managerial staff.
3.	**Time Duration**	It is a short term process.	It is a long term process.
4.	**Orientation**	Training is job-oriented.	Development is career-oriented.
5.	**Scope of learning**	It teaches technical skills and is meant for non-managerial personnel.	It teaches concepts and human skills and is meant for managerial personnel.

Importance of Training and Development :

Training and Development is beneficial for both the organisation and the employees as it not only increases an employee's productivity and facilitates growth, but also leads the organisation towards success.

Benefits of training for organisations:

1.   Less wastage, as a trained worker takes less time in learning and doing a job.

2.   Better employee performance leading to higher profits.

3.   Better utilisation of men, machines and materials.

4.   Develops positive attitude in the mind of workers and motivates the workforce to take on new ventures.

5.   Reduce labour turnover and absenteeism.

6.   Reduced accidents as workers are trained in handling machines and aware of better safety mechanisms.

7.   Trained workers will adopt fast to the environmental changes compared to untrained workers.

Benefits of Training to the Employee:

1.   Improved skills acquired from training bring better career options for workers.

2.   Better performance by the workers help him to earn more.

3.   Increased job capacity to adopt to new methods and technologies.

4.   Trained worker will have better awareness of handling problems and they will be capable of dealing with complex jobs.

5.   Increased job satisfaction increases the moral of the workforce.

Methods of Training:

There are different methods of giving training to the employees which can be divided into two broad categories

(1)   On-the-Job methods,   (2)   Off-the-Job methods.

1.   **On-the-Job Methods :** In these methods, the employees learn about their jobs while doing the work duly assisted by their supervisors or seniors. These methods encourage self-learning through practice. Job instruction or coaching, and job rotation, learning while working as an assistant to a senior, under study positions, temporary promotions are some of the common methods of on-the-job training

2.   **Off-the-Job Methods:** These methods involve training employees away from the work place so that experts may conduct the training and employees are free from the immediate pressure of completing the jobs at hand. Lectures with demonstration, conferences, case discussions, video shows and films are some of the common methods used as off-the-job training methods. Then, there is another off-the-job method of training called vestibule training. The vestibule training refers to the training in specially designed workshops in which an attempt is made to duplicate as closely as possible the actual conditions of the work place. In such workshops a large number of employees can be trained.

INTEXT QUESTIONS 8.4

1.   Identify the learning opportunity designed to improve skills and abilities of employees.

   a) training   b) development   c) recruitment   d) selection

2.   Some learning opportunity in X Ltd. helps in the growth of individuals in all respects. Identify it.

   a) training   b) development   c) selection   d) recruitment

8.3.8 PERFORMANCE APPRAISAL

People differ in their abilities and talents and it is necessary for the management to know these differences so that they can be rewarded appropriately. Performance appraisal means judging the performance of employees. **Performance appraisal means evaluating an employee's current and/or past performance as against certain pre-determined standards.** Specifically, it means judging the relative abilities of employees at work in a systematic manner. This enables managers to identify employees who are performing the assigned work satisfactorily, and those who are not able to do so, and why. To be fair, performance appraisal needs to be carried out using the same methods and keeping in view uniform standards of work. The yardstick placed may be the desired quantity of output, the quality of work done, minimisation of wastage of materials caused in the process of work etc.

8.3.9 COMPENSATION

Compensation is one of the most important factors influencing relations between management and the workers. No organisation can attract and retain qualified employees without offering them a fair compensation. **The term 'compensation' refers to a wide range of financial and non financial rewards to the employees**

for services rendered to the organisation. It includes wages, salaries, allowances and other benefits which an employer pays to his employees in consideration for their services. Compensation may be divided into two categories:

(a) Base/primary compensation.

(b) Supplementary compensation

Base or primary compensation is a fixed amount paid every month to an employee. It includes wages, salary and allowances paid to an employee irrespective of his performance.

Supplementary compensation refers to the compensation paid to the employees to motivate them to work more efficiently. It is also known as incentive compensation. The incentives may be monetary or non-monetary. The monetary incentives include bonus, commission on sales, or profit sharing plans. The non-monetary incentives, on the other hand, include cordial relations with the supervisor, assignment of challenging jobs, recognition etc. Such incentives help the employees to sustain interest in the job and motivate them to work hard.

8.3.10 PROMOTION AND TRANSFER

When an employee is assigned a job involving greater responsibilities, more pay, higher status and prestige than his/her present job, it is known as promotion. **Thus, promotion refers to the advancement of an employee to a higher level or position.** The main purpose of promotion is to make fuller use of the abilities of a person and also increase his job satisfaction. The basis of promotion may be seniority in service or merit, that is, superior abilities of the employees, or it may be seniority and merit, that is, merits being the same, one who is senior, is considered for promotion. When the performance of an employee is not satisfactory and it cannot be improved, he may be assigned a job of lower rank carrying lower status and pay. This is known as 'demotion'.

Transfer refers to a type of job change where an employee is assigned a different job of the same rank and pay, or when an employee is assigned a similar job in another unit of the firm. Thus, transfer does not usually involve any increase in pay or a superior status. It may be done simply to enable the employee to gain wider experience, or to give him greater job satisfaction, or to balance the requirements of staff in different units.

INTEXT QUESTIONS 8.5

1. Rewrite the following sentences, if found incorrect.

   (a) Training is necessary only for the new employees.

   ....

   (b) Promotion makes an employee eligible for training.

   ....

   (c) Off the job methods encourage self-learning through practice.

   ....

   (d) Training of employees away from the place of work is called 'on the job' training methods.

   ....

   (e) Transfer refers to a type of job change with higher pay.

   ....

Note

8.4 MEANING OF DIRECTING

While managing an enterprise, managers have to get things done through people. In order to be able to do so, they have to undertake many activities, like guide the people who work under them, inspire and lead them to achieve common objectives. An office manager, for instance, has to supervise the activities of his subordinates, i.e., typists, office assistants, dispatchers, accounts clerks, etc. He has to issue instructions to them and describe and illustrate the work and related activities. He has to tell them what to do, and how to do it. The office manager can plan, organise and appoint people, but he cannot get things done, unless he assigns specific duties to his subordinates and motivates them to perform well. All these activities of a manager constitute the directing function. Thus, directing is concerned with instructing, guiding, supervising and inspiring people in the organisation to achieve its objectives. It is the process of telling people what to do and ensuring that they do it in the best possible manner. Directing function involves the following:

- **Issuing instructions** and orders to subordinates to carryout their assignments as scheduled;

- **Supervising** the activities of employees;

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- **Inspiring** them to meet the mangers' expectations and contribute towards the achievement of organisational objectives; and

- Providing **leadership**. Managers plan and take decisions.

Directing function is said to be the heart of management as all other functions of planning, organising, staffing cannot be performed until directing takes place.

Thus, directing is 'management in action'. It is through the exercise of this function that managers get things done through people.

8.5 IMPORTANCE OF DIRECTING

Plans remain mere plans unless they are put into action. In the absence of direction, subordinates will have no idea as to what to do. They will probably not be inspired to complete the job satisfactorily. Implementation of plans is, thus, largely the concern of directing function. As a function of management, directing is useful in many ways.:

o   It guides and helps the subordinates to complete the given task properly and as per schedule.

o   It provides the necessary motivation to subordinates to complete the work satisfactorily and strive to do them best.

o   It helps in maintaining discipline and rewarding those who do well.

o   Directing involves supervision, which is essential to make sure that work is performed according to the orders and instructions

     It helps to integrate the various activities and also the individual goals with organisational goals.

o   Directing involves leadership that essentially helps in creating appropriate work environment and build up team spirit.

INTEXT QUESTIONS 8.6

1.   Define the term 'Directing'.

2.   Complete the following incomplete words by taking clues from the statements given for each. Every blank represents one letter only.

      (a)   D __ __ E __ T __ __ G

      (b)   __ E A __ __ R __ __ I P

      (c)   M __ T __ V __ __ I O __

(d)   S U __ __R __ __ S __ O __

Clues:

(a)   It guides and helps the subordinates to complete the given task properly and as per schedule.

(b)   It helps in creating appropriate work environment and build up team spirit.

(c)   It makes sure that work is performed according to the orders and instructions.

(d)   It ensures that work is done according to orders and instructions.

8.6 ELEMENTSOF DIRECTING

Communication, Supervision, Motivation and Leadershipare the four essential elements of directing. In the subsequent sections we shall discuss about the nature and significance of each of these components.

8.6.1 COMMUNICATION

Communication is a basic organisational function, which refers to the process by which a person (known as sender) transmits information or messages to another person (known as receiver). It is the process of exchange of ideas, opinions, facts, views and information. The purpose of communication in organisations is to convey orders, instructions, or information so as to bring desired changes in the performance and or the attitude of employees. In an organisation, supervisors transmit information to subordinates. Proper communication results in clarity and securing the cooperation of subordinates. Faulty communication may create problems due to misunderstanding between the superior and subordinates. The subordinates must correctly understand the message conveyed to them.

Elements of Communication Process: Communication is a continuous and a two way process.
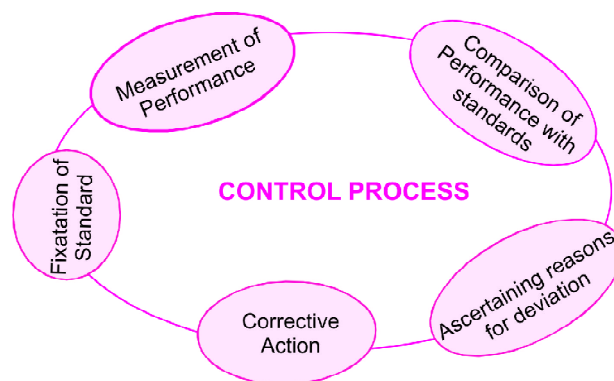

Fig.: 8.3 Control Process

- There are two parties, one is known as the sender and the other is known as receiver;

- There is a message sent by the sender to the receiver; and

- The receiver receives the message and understands it and gives a feedback of the same.

Importance of Communication

Communication in organisations is so important that it is said to be the lifeblood of the organisation. Success of direction largely depends on how effectively the manager can communicate with his subordinates. Proper communication in organisations at all levels and between all levels can improve both the quantity and quality of output. Some of the benefits of communication are as follows:

o   Communication helps employees to understand their role clearly and perform effectively.

o   It helps in achieving co-ordination and mutual understanding which in turn, leads to industrial harmony and increased productivity.

o   Communication improves managerial efficiency and ensures cooperation of the staff.

o   Effective communication helps in moulding attitudes and building up employees' morale.

o   Communication is the means through which delegation and decentralisation of authority is successfully accomplished in an organisation.

Types of Communication

In an organisation communication can take place from a supervisor to the subordinate, from subordinate to the supervisor and also between two supervisors at the same level. Communication can be done orally or in writing or even through gestures. Communication may be made through formal or informal channels. Thus, the various types of communication are as follows.

On the basis of channel used	On the basis of direction	On the basis of mode used
→Formal	→Upward	→(i) verbal - (a) oral, (b) written
→Informal	→Downward	→(ii) Non-verbal (gestures)
	→Horizontal	
	→Diagonal	

Let us now discuss these briefly.

(a) **Formal and Informal Communication:** The path through which information flows is called channel of communication. In every organisation we have both formal and informal channels. **The paths of communication which are based on relationship established formally by management are the formal channels.** For example, the General Manager communicates a decision to the production manager who may then issue orders or instructions to the foremen. It may also be like a worker applying to his supervisor for a loan from the GPF account. He forwards it to the Manager Accounts who finally sends it to the General Manager (Finance) for approval.

Communication, which takes place on the basis of informal or social relations among staff, is called informal communication. For example, any sharing of information between a production supervisor and an accountant, as they happen to be friends or so. Mostly informal channels are used due to friendly interaction of members of an organisation. In fact, it may be purely personal or related to organisational matters.

(b) **Upward, Downward, Horizontal and Diagonal Communication** : On the basis of the flow or direction of communication in organisations, communication can be classified as upward, downward, horizontal or diagonal.

When employees make any request, appeal, report, suggest or communicate ideas to the superior, the flow of communication is **upward** i.e., from bottom to top. For instance, when a typist drops a suggestion in the suggestion box, or a foreman reports breakdown of machinery to the factory manager, the flow of communication is upward.

When communication is made from superiors down the hierarchy it is called a **downward** communication. For instance, when superiors issue orders and instructions to subordinates, it is known as downward communication. When the General Manager orders supervisors to work overtime, the flow of communication is downward i.e., from top to bottom. Similarly, communication of work assignments, notices, requests for performance, etc. through bulletin boards, memos, reports, speeches, meetings, etc, are all forms of downward communication.

Communication can also be amongst members at the same level in the organisation. For instance, production manager may communicate the production plan to the sales manager. This is known as **horizontal** flow of communication.

Note

Here, the communication is among people of the same rank and status. Such communication facilitates coordination of activities that are interdependent.

When communication is made between people who are neither in the same department nor at the same level of organisational hierarchy, it is called **diagonal** communication. For example, cost accountant may request for reports from sales representatives, not the sales manager, for the purpose of distribution cost analysis. This type of communication takes place under special circumstances.

(c) **Verbal and Non-verbal Communication** On the basis of the mode used, communication may be verbal or non-verbal. While communicating, managers may talk to their subordinates either face to face or on telephone or they may send letters, issue notices, or memos. These are all **verbal communication.** Thus, the verbal modes of communication may be oral and written. Face to face communication, as in interviews, meetings and seminars, are examples of oral communication. Issuing orders and instructions on telephone or through an intercommunication system is also oral communication. The written modes of communication include letters, circulars, notices and memos. Sometimes verbal communication is supported by non-verbal communication such as facial expressions and body gestures. For example - wave of hand, a smile or a frown etc. This is also termed as gestural communication.

Barriers to Effective Communication

Barrier means the hindrance that adversely affects communication. These barriers have been discussed under the following categories:

A. **Semantic Barriers**

These barriers take place when the sender and the receiver of the message interpret the words, sentences, symbols etc. differently.

1. **Symbols with Different Meanings:** A word may have different meanings. For example minute (time and small).

2. **Badly Expressed Message:** Same times the manager may use wrong words. The manager may omit needed words unintentionally.

3. **Faulty Translation:** A manager receives information from his superior and transfers it to his subordinates. A manager translates it for all the employees according to their levels of understanding. If the receiver of information makes a faulty translation, it can be a barrier in the communication.

4. **Unclarified Assumptions:** Sometimes a sender takes it for granted that the receiver knows same basic things. So the sender may communicate only about the major subject matter. This may be a barrier in effective communication.

B. Psychological Barriers

Psychological barriers appear because of the state of mind of the receiver or the sender.

1. **Lack of Attention:** When the receiver is engaged in some important work he does not listen to the message attentively. This lack of attention will be a barrier to effective communication.

2. **Loss by Transmission and Poor Retention:** When communication passes through various levels, successive transmissions of the message may result in loss of information.

3. **Premature Evaluation:** Sometimes the receiver of information makes a judgment before listening to the entire message. This is a hindrance in the exchange of information.

4. **Distrust:** If the receiver and sender of information do not trust each other, they cannot understand each other's message in its original sense.

C. Organisational Barriers

Some organisational or physical barriers put difficulties in smooth communication. These are:

1. **Rules and Regulations:** Rigid rules may lead to red tapism, delay in action and delay in movement of information.

2. **Status:** Sometimes managers in the higher rank may not pass on all information to the managers of lower ranks.

3. **Organisational Policies:** Organisational policies determine the relationship among all the persons working in the organisation. For example in centralized organisation, all important information is retained at the level of top officers only.

4. **Complexity in Organisational Structure:** In an organisation where there are number of managerial levels (complex structure), there will be delay in communication. Information gets distorted before it reaches the receiver.

Note

D.   Personal Barriers

1.   **Fear of Challenge of Authority :** Superiors try to conceal information if they fear losing their authority over the subordinates.

2.   **Lack of Confidence in Subordinates :** Top level officers do not have confidence in the competence of their subordinates. So they may not pay any attention to their advice.

3.   **Unwillingness to Communicate:** Subordinates may not be willing to communicate with their superiors if they believe that it may adversely affect their interests.

4.   **Lack of Proper Incentive :** The lack of incentive to the subordinates can be the reason why their suggestions are not given any importance.

How to Overcome the Barriers

Most of the barriers can be removed and the communication can be made more meaningful and effective if the following points are considered by the manager:

1.   **Consult Others before Communicating:** If the subordinates are allowed to participate in the development of the message to be communicated, they will accept it and will have a commitment to implement it. Therefore, it is better to involve others in developing the message.

2.   **Communicate Caccording to the Needs of the Receiver :** The sender of the message should know the level of understanding of the receiver. The content, language and tone of the message should be adjusted to suit the education and intelligence of the receiver.

3.   **Clarify the Idea before Communicating:** The message to be conveyed should be analysed in depth by the communicator. The communicator should be clear about the message to be transmitted and try to pass the message in simple words.

4.   **Good Listener:** Managers should attend and listen patiently to the employees. This helps the employees to communicate freely with the managers.

5.   **Proper Feedback:** Communication is complete only when the message is understood by the receiver. The communicator can ensure the success of communication by asking questions about the message conveyed. The receiver should be encouraged to respond to the message. Thus communication becomes a two-way process.

6. **Follow up Communication:** Managers should review and follow-up instructions given to subordinates. This follow-up will help in removing misunderstanding of instructions, if any.

7. **Use of Informal Channels:** A manager must make use of the grapevine to support the formal channels of communication.

Note

INTEXT QUESTIONS 8.7

1. Name the parties involved in the process of communication.

2. Classify the following into various types of communication on the basis of channel, direction and mode of communication.

   (a) The General Manager seeking explanation from a supervisor for poor performance in his department.

   (b) The supervisor sending an explanation to the General Manager stating the performance of his department.

   (c) The sales assistants discussing with his friend regarding customers' behaviour.

   (d) A typist informs his fellow typist during the lunch-break about the rude behaviour of her supervisor.

   (e) A boss frowning up his subordinate for a job done wrongly.

8.6.2 SUPERVISION

After the employees have been instructed regarding what they have to do and how to do, it is the duty of the manager to see that they perform the work as per instructions. This is known as supervision. Managers play the role of supervisors and ensure that the work is done as per the instructions and the plans. Supervisors clarify all instructions and guide employees to work as a team in co-operation with others. Supervisors solve most of the routine job-related problems of subordinates.

A Supervisor, thus, performs the following functions:

o clarifies orders and instructions issued to subordinates and ensures that they understand and follow these fully;

o ensures that subordinates have the required facilities to perform their jobs;

o keeps a watch and guides the activities of subordinates in performing their jobs;

o   broadens the horizon of his subordinates by making them aware of the wider aspects of their day-to-day work;

o   coordinates the work of different subordinates under him; and

o   detects errors and omissions and ensures their rectification.

Functions of a Supervisor

A supervisor works at the lowest level of management. Like all other managers he performs the functions of planning, organising, directing and controlling with respect to his subordinates and department. A major part of his time is devoted in directing and controlling the activities of his subordinates. He also coordinates the activities of his subordinates by integrating the same with the activities of other departments of the enterprise. Besides, he performs certain special functions which have been described below:

1.   **Link between top Management and Workers:** A supervisor works as a link between managers working at higher levels and workers. He conveys the decision of the higher level managers to the workers and also communicates the performance of the workers to the higher level management through different performance reports. He also communicates the grievances, feelings, demands etc. of the workers to the higher level management.

2.   **Creating Ideal Atmosphere :** Being an important link between the operations and the management a supervisor is expected to create an ideal atmosphere for work in the organisation by correctly communicating the ideas, wishes and decisions of the higher level management to the workers.

3.   **Guiding the Workers :** For obtaining best results the supervisor assigns jobs to the workers keeping in mind their ability and aptitude for work. He makes them available the necessary tools and equipments, raw materials etc. for proper execution of the jobs. He also guides the worker properly to ensure that the job is done with perfection and accuracy.

4.   **Quality Output :** A supervisor has to ensure quality output through constant watch on the performance of workers. He ensures that the performance of the worker takes place as per the plans. This results into steady flow of output.

5.   **Feedback:** A supervisor keeps on watching the performance of his subordinates and identifies their strengths and weaknesses. He gives the feedback about this to the workers with the objective to further improve their performance in the future.

6. **Suggest Training Programmes:** A supervisor identifies the areas in which the workers require training and accordingly suggests training programmes that should be organised for them.

INTEXT QUESTIONS 8.8

1. List any four activities that your friend is expected to do as a supervisor of a publishing house.

2. Answer the following questions.

   (a) Who puts plans of the management into action?

   (b) Who clarifies the instructions and guides employees in their work?

   (c) At which levels is the importance of supervision most felt ?

   (d) Who provides the necessary linkage between management and workers?

3. Give any three functions performed by Supervisor.

8.6.3 MOTIVATION

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 results. This is called motivation. It is a force that inspires a person at work to intensify his willingness to use the best of his capability for achievement of specified objectives. It may be in the form of incentives like financial (such as bonus, commission etc.) or, non-financial (such as appreciation, growth etc.), or it could be positive or negative.

Importance of Motivation

While performing a job, two things are required. The ability to work and the willingness to work. Without willingness to work, ability to work cannot produce results. The importance of motivation lies in converting this ability to work into willingness to work. Performance depends on ability as well as willingness; and willingness depends on motivation. Thus, motivation is a key element in directing people to do the job. Some of the other benefits or importance of motivation are:

o   With proper motivation there can be **maximum utilisation of the factors of production** like men, money, materials etc.;

o   If employees are motivated it will **reduce employee turnover and absenteeism;**

Note

o   Motivation **fosters a sense of belongingness** among the employees towards the organisation and also improves their morale;

o   Motivation helps in reducing the number of complaints and grievances. The wastage and accident rate also come down, and

o   With proper motivational techniques, management can attract competent and best skilled employees.

How to Motivate

After learning about the importance of motivation in directing, you must be wondering as to what is normally done to motivate the employees. Actually, there is no hard and fast rule of motivating individuals in a specified way. Not all individuals are motivated in the same way. It varies from individual to individual. However, on the basis of a lot of research done in the field of motivation, the following must be kept in mind while motivating. Each employee has some needs of his own that he wants to fulfill. While directing, it is essential to ensure that any of the unfulfilled needs of the individual is being taken care of.

Here, we must understand what is a need. A need is a feeling of lack of something and every person tries to take care of that feeling by satisfying/fulfilling what he lacks. For example, when you are hungry, you eat food to satisfy the lack of food. So here hunger is your need. The needs of the individual differ from person to person.

Maslow's Hierarchy of Needs

According to Maslow, an individual has many needs and their order can be determined. If a person satisfies his first need, then he thinks about his next need. After satisfying the second need, he tries to satisfy the third need and so on. So needs are the motivators. Maslow has given hierarchy of needs in the following ways:

1. **Physiological needs :** These needs include need for food, shelter and clothing.

2. **Safety and security needs :** Once physiological needs are fulfilled then the people start thinking about their safety. Safety needs include need for physical safety and economic safety. Physical safety means safety from accidents, disease etc. Economic safety refers to safety of livelihood.

3. **Social needs :** Man is a social animal. He wants to live in the society honourably. Therefore, he wants friends and relatives with whom he can share his joys and sorrows. Social needs include need for love, affection, friendship etc.

4. **Esteem needs :** These are the needs for respect and recognition. Esteem needs are also known as Ego needs.

5. **Self actualisation needs:** Self actualisation needs are concerned with becoming what a person is capable of becoming. These needs include need for growth, self fulfillment etc.
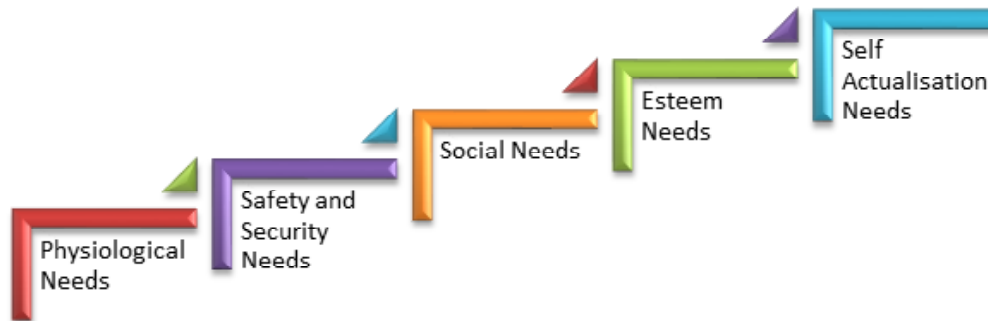

Fig.: 8.4 Maslow's Hierarchy of Needs

Financial and Non- financial incentives: Incentives are the positive motivational influences that help the persons to improve their performance. They can be financial (monetary) incentives and non-financial (non monetary) incentives .

Financial incentives can be in the following forms:

1. **Pay and allowances :** Salary is the basic monetary incentive of every employee. Salary includes basic pay, dearness allowance etc.

2. **Bonus :** Bonus means the payment to employees in addition to their regular remuneration. Bonus is provided in the form of cash, free trips to resorts or foreign countries etc.

3. **Commission :** In sales department, sales persons get commission on the basis of their sales.

4. **Retirement benefit :** Every employee is concerned about his future after retirement. Some retirement benefits are Provident fund, Pension, Gratuity etc.

5. **Perquisites :** Rent free accommodation, car allowance, facility of a servant etc. are called as perquisites.

Non-financial Incentives can include the following:

1. **Career Advancement Opportunity:** Appropriate skill development programmes will encourage employees to show improved performance.

2. **Status:** Status means the rank of a person in an organisation. The rank is linked with authority, responsibility and other extra benefits. Everybody has a wish to be in high rank. Therefore, an employee can be motivated by placing him at a higher rank.

3. **Employee Recognition Programmes :** Every employee wants to be considered
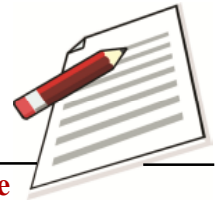
Note

as an important part of the organisation. Work of an organisation should be distributed in such a way that every employee feels that his work is yield and he is capable to do that work. This motivates the worker and he works hard and in a responsible manner

4. **Employee Participation:** It means involving employee in decision making especially when decisions are related to workers.

INTEXT QUESTIONS 8.9

1. Mention any five benefits the management will get if the employees are properly motivated.

2. Match the expressions in Column (I) with those in Column (II):

Column (I)	Column (II)
(a) Employee's needs for food, clothing and shelter	(i) Self-actualisation need
(b) The desire for protection against accident sickness and other future uncertainties	(ii) Ego needs
(c) The need for belonging and acceptance by fellow workers	(iii) Physiological needs
(d) People's desire to be considered important	(iv) Safety and security needs
(e) Employees wish to realise their ambition fully	(v) Social needs

3. Complete the paragraph given below by selecting the appropriate words given here.

(Physiological, Security, Appreciation, Food, Friends, Recognition)

Govinda is without a job and without a source of income. He is without food. He is starving. In such circumstances, he wants nothing but some (a) _____. His other (b) _____ needs are air, water and sleep. Govinda is fortunate and finds a job. He gets his bread, but his work is dangerous and the job is temporary. He now seeks (c) _____. His management is sympathetic and assures him of permanent employment. But he is not happy for he feels lonely. Now he begins to look around for (d) _____. Even if surrounded by loving friends, he is unhappy from within. He now requires some measure of self-confidence and

self-respect. He wants to assure himself that he can do difficult jobs and work independently. He now seeks (e) _____ and (f) _____ without which he feels uneasy. He now has much self-confidence and self-respect.

8.6.4 LEADERSHIP

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 goals. 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 to the fellow workers the benefits of working with the new machines and moulds them to accept the management's decision. Now she is said to be the leader as she is able to influence a group of workers who followed him. In practice, the managers have to guide and lead their subordinates towards the achievement of goals, and so, to be effective, a manager has to be a good leader. Leadership is the process, which influences the people and inspires them to willingly accomplish the organisational objectives. The main purpose of managerial leadership is to get willing cooperation of the workgroup to achieve the goals.

Importance of Leadership

The objectives of any organisation can only be fulfilled if its employees are working towards accomplishment of such objectives. To make people work in the desired manner, proper instructions and guidance are necessary. And this direction process becomes effective when the persons who give such direction have leadership qualities. Thus leadership is important as it provides the following benefits:

● Leadership influences the behavior of people and thus makes them contribute towards the benefit of the organisation.

● 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.

Leadership Qualities

In order to be successful, a leader must possess certain qualities.

Note

1. A good leader should be professionally competent, intelligent, analytical and he/ she should have a sense of fair play, including honesty, sincerity, integrity, and sense of responsibility.

2. He must possess initiative, perseverance, be diligent and realistic in his outlook.

3. He must also be able to communicate with his subordinates effectively. Human relation skills area must for any leader.

4. To get things done, managers have to influence their subordinates and seek their voluntary co-operation. If their leadership is not based on suitable behaviour or style, they will not be successful.

INTEXT QUESTIONS 8.10

1. List atleast five important qualities of a good leader.

2. Following are certain statements about a good leader. Rectify if any statement is found to be wrong.

    (a) He is empathetic and listens to others.

    (b) He is competent thus, does everything alone.

    (c) He has to be very good looking else people will not like him.

    (d) He likes to generate team spirit and works with the people as a team.

3. Choose the correct option

    (a) Need for food can be included under which class for need?

        (i) Physiological needs   (ii) Safety needs

        (iii) Social needs   (iv) Ego needs

    (b) Ram, a worker in a MNC wants promotion in his job. Which need he wants to satisfy?

        (i) Physiological needs   (ii) Safety needs

        (iii) Self actualisation   (iv) Ego needs

    (c) Balan is working in 'Reliance Company Ltd.' The company gave him and his family a free ticket to a resort in Thailand. State which of the following incentive is used by the company to motivate its worker.

(i)   Financial incentive   (ii)   Non-financial incentive

(iii)   Semantic incentive   (iv)   None of the above

(d)   'Maruti Sazuki' started training programme for all its officers. Identify the incentive through which the company tries to motivate the workers.

(i)   Financial incentive   (ii)   Non-financial incentive

(iii)   Semantic incentive   (iv)   None of the above

(e)   A notice circulated in English was poorly translated in Tamil. Name the type of barrier relating to this :

(i)   Semantic barrier   (ii)   Psychological barrier

(iii)   Organisational barrier   (iv)   Personal barrier

TERMINAL EXERCISE

Very Short Answer Questions

1.   What is meant by manpower planning?

2.   Distinguish between job description and job specification.

3.   What is meant by 'Inducation'

4.   List any four sources of external recruitment.

5.   State the meaning of selection.

6.   What is meant by Promotion?

7.   Name the term used for equipping the workers with the required skill to perform the job.

8.   What is meant by directing? Name its different elements.

9.   Who is a leader? List any four qualities of a good leader.

10.   What is meant by financial incentive? Give any two examples each of financial and non-financial incentives.

Short Answer Questions

1.   Define the term 'Recruitment'. State the various advantages of internal recruitment.

2.   What is meant by development? Differentiate between training and development.

3.   Training is beneficial to the organisation'. Comment.

4.   Explain in brief the importance of directing.

5.   State the different types of communication on the basis of direction.

6.   Explain the functions of a supervisor.

7.   Describe the importance of motivation.

8.   Distinguish between selection and recruitment.

9.   What are semantic barriers to communication?

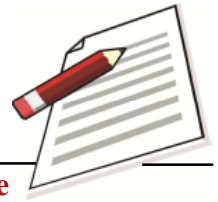10.   Explain in brief any three types of financial incentives.

Long Answer Questions

1.   Explain the role of Employment Exchange as source of external recruitment.

2.   Briefly describe the various steps involved in the selection process.

3.   Distinguish between selection and recruitment.

4.   What is meant by training? Explain the different methods of training.

5.   Describe the essential elements of the managerial function of directing.

6.   What is communication? Explain how communication is an important element of directing function of management.

7.   What is meant by the term supervision in management? Explain briefly the functions of a supervisor.

8.   Explain the term leadership and state the qualities of a good leader.

9.   "Leadership is considered as the most important element of the directing function of management". In the light of this statement, explain the importance of leadership.

10.   What are the functions of a supervisor? Explain briefly.

11.   Discuss in detail Maslow's need hierarchy theory of motivation.

12.   What is meant by 'Monetary Incentives'? State any five types of monetary incentives. Which contribute to the performance of employees?

13.   Explain briefly non-financial incentives used to motivate employees of a company.

14.   There are some barriers in communication which are concerned with organisational structure and rules and regulations. State any three such barriers.

15.   There are some barriers in communication which are concerned with the state of mind of both the sender and the receiver. State any four such barriers.

ANSWERS TO INTEXT QUESTIONS

Note

8.1 1.   (a) False.   (b) True.   (c) False.

(d) False.   (e) True.

2.   (a) (ii);   (b) (iv); (c) (iii); (d) (i).

8.2 1. (b);   2 (c);   3 (d)

8.3 1.   (a) Selection;   (b) Appointment letter; (c) Performance tests;

(d) Interview;   (e) Medical examination; (f) Period of probation;

(g) Induction/orientation.

2.   (a) Recruitment; selection

(b) recruitment; selection

(c) selection

8.4 1. (a)   2. (b)

8.5 1.(a) Training is necessary for new employees as well as existing employees.

(b)   Training makes an employee eligible for promotion.

(c)   On the job methods encourage self-learning through practice.

(d)   Methods of training of employees away from the place of work are called off-the-job training methods.

2.   Transfer refers to a type of job change with same rank

8.6 2.   (a) DIRECTING   (b) LEADERSHIP

(c) MOTIVATION   (d) SUPERVISION

8.7 1.   (a) Sender   (b) Receiver

2.   (a) Formal, Downward, Verbal

(b) Formal, Upward, Verbal

(c) Informal, Horizontal, Verbal

(d) Informal, Horizontal, Verbal

(e) Informal, Downward, Non-verbal

8.8 1.   (a) Clarify orders and instructions issued to subordinates.

(b) Ensure required facilities for the subordinates.

Note

(c) Keeps a watch and guides the activities of subordinates.

(d) Coordinate the work of different subordinates under him.

2.   (a) Supervisor

(b) Supervisor

(c) Operational Level

(e) Supervisor

3.   (a) Guiding the workers

(b) Provides feedback

(c) Suggest Training Programmes.

8.9   1.   (a) Maximum utilisation of factors of production

(b) Employee turnover and absenteeism will reduce

(c) Develop the sense of belongingness

(d) Less complaint and grievances

(e) Attract competent and quality staff

2.   (a) - (iii)

(b) - (iv)

(c)- (v)

(d) - (ii)

(e) - (i)

3.   (a) Food

(b) Physiological

(c) Security

(d) love & affection

(e) Appreciation

(f) Recognition

8.10 1. (a) Competent

(b) Intelligent

(c) Integrity

(d) Initiative

(e) Perseverance

2. (a) Correct

(b) He is competent but cannot do things alone

(c) Need not necessarily be good looking

(d) Correct

3. (i) a   (ii) d   (iii) a   (iv) b   (v) a

DO AND LEARN

Find out various factories operating in your neighbourhood. Visit one of these in the morning when it opens and talk to the workers who assemble outside and waiting to work there on daily wages. Which method of recruitment is it? Ask them if they have any chance of being absorbed in the same factory after some time?

ROLE PLAY

1. Sita saw a small boy of 7-8 years Rohan post the floods in West Bengal. She found him alone shivering in the rain. Out of affection she went and enquired about the whereabouts of his family members. Rohan told her that he has lost his family members in the floods. She took him to her house and gave food to eat and looked after his needs. She asked him to stay at her place.

    Identify the two needs of Rohan satisfied by her.

    Choose a role for yourself and continue the role play by incorporating Maslow's need Hierarchy.

2. Aman Saxena has graduated from one of the good colleges and is looking for a job. He asks his uncle, who runs a placement agency, to get assistance from him.

    Aman : Good Morning Uncle! Here I am. You told me that you will help me to find a job after I complete my graduation.

Module - 2

Note

Uncle	:	Yes, sure. I will register your name in my agency.
Aman	:	How does that help?
Uncle	:	There are many companies who get in touch with us. We register names of job seekers and arrange for interviews for such candidates as per their qualifications.
Aman	:	So, is that enough? Do I need to do anything else?
Uncle	:	Yes, there are various other options also which can help you to find a suitable job.

(Choose one of the above roles for you and let one of your friends play the other role. Continue the conversation and explore various ways of recruitment.)

WHAT HAVE YOU LEARNT

- **4. Selection**
  - (a) Screening Applications
  - (b) Holding Tests
  - (c) Selection Interview
  - (d) Checking of References
  - (e) Medical Examination
  - (f) Issue of Appointment Letter

- **3. Recruitment**
  - Internal
  - External
    - Media Advertisements
    - Employment Exchanges
    - Educational Institutions
    - Unsolicited Application
    - Recruitment at the Factory gate
    - Referrals
    - Placement Agencies
  - Recent trends
    - E-Recruitment
    - Outsourcing
    - Walk-in-interview
    - Internships
  - 2. Job Analysis
  - 1. Manpower Planning

- **PROCESS**
  - 5. Placement
  - 6. Induction
  - 7. Training and Development
    - On-the-Job
    - Off-the-Job
  - 8. Performance Appraisal
  - 9. Compensation
    - Base/Primary
    - Supplementary
  - 10. Promotion and Transfer

- **STAFFING**
  - MEANING
  - IMPORTANCE

- **STAFFING AND DIRECTING**
  - **DIRECTING**
    - MEANING
    - IMPORTANCE
    - ELEMENTS
      - SUPERVISION
      - LEADERSHIP
      - MOTIVATION
        - Maslow's Hierarchy of Needs
          - 1. Physiological Needs
          - 2. Safety and Security Needs
          - 3. Social Needs
          - 4. Esteem Needs
          - 5. Self Actualisation Needs
      - COMMUNICATION
        - Elements
          - Sender
          - Receiver
          - Message
          - Feedback
        - Types
          - Formal and Informal
          - Upward, Downward, Horizontal and Diagonal
          - Verbal and Non-verbal
        - Barriers
          - Semantic Barriers
          - Personal Barriers
          - Organisational Barriers
          - Psychological Barriers