

Subject: B.A. Social Welfare Administration

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Script

In the Luther Gillick's POSDCoRB, 'D' stands for Direction. It is an important managerial function of guiding, motivating, leading and supervising the subordinates to accomplish the objectives of the organization. Direction means communicating with the subordinates, motivating them, providing them guidance and facilitating them to perform their jobs effectively. It also includes providing leadership to the subordinates and motivating them to contribute to the best of their capability for achieving desired objectives. Direction helps in mobilising and synthesizing human resources and efforts to accomplish the goals of the organisation.

1. Definition and meaning

Ernest Dale has defined 'Direction' as "telling people what to do and seeing that they do it to the best of their ability. It includes making assignment, corresponding procedures, seeing that mistakes are corrected, providing on-the-job instruction and, of course, issuing orders".

It consists of all the activities which a manager undertakes to influence and facilitate subordinates to adhere to the desired performance and achieve the specified results. It is an ongoing or continuous process. It consists of

- i) issuing orders that are clear, complete and as per the capabilities of subordinates;
- ii) providing training, if required;
- iii) instructing subordinates to carry out their assignments in the stipulated time
- iv) boosting morale and motivating subordinates; and
- v) maintaining discipline and rewarding excellent performances.

2. Relevance of Direction

It is indeed very crucial component of administration. It helps in ensuring that objectives are realized in time. It ensures effective and efficient management of human and material resources. It is an integral component of the entire process of management and administration of services and interventions. The role of direction in the management function is very vital. It includes communication, leadership, motivation, supervision, mentoring, guidance, so that subordinates do their tasks to the best of their capability for the achievement of organisational objectives.

In the absence of direction, subordinates may not be able to perceive the modalities of their jobs and in turn organisational goals. Direction provides links among all the managerial functions. Effective direction function results in efficient integration of individual goals with organisational goals.

3. Features of Direction

Direction converts plans into performance. It is a dynamic and continuing function, right from the start to the end of the project. In an organisation planning, organising and staffing are taken as preparatory functions whereas directing is a continuous process for monitoring, guiding and controlling the project activities. It is a connecting link among all the managerial functions as it helps in coordinating all these activities for the achievement of organisational objectives. Directing people, indeed, is a complex task. It is rather an art.

Further, direction exists at every level of the organisation – from head of the institution to the functionaries at lowest level. It is related to management of human behaviour and influences work culture. It deals with needs and aspirations, challenges and expectations of the subordinates and super-ordinates. Effective direction requires proper synthesis of all the elements of directing – communication, motivation, leadership and supervision to achieve the organisational goals.

4. Elements of Direction

The directing function of management consists of four elements – supervision, motivation, leadership and communication. Let us discuss them briefly.

4.1. Supervision

As an important element of the directing function, supervision comprises of instructing, guiding and inspiring human beings towards better performance. Supervision means observation whether the intended benefits are being translated into action or not. Supervision is overseeing of the performance of employee/worker in order to ensure that proper procedures and standards of performance are observed qualitatively and quantitatively to achieve the objectives of the activity. It also includes helping subordinates to resolve their work problems.

Supervision is broadly typified into two parts: substantive supervision (related to actual work done) and technical supervision (concerned with methods by which the work is done).

Hasley (1953) has given ingredients of supervision as -

1. Selecting the right person for each job
2. Motivating the employee to learn necessary skills required in doing the job
3. Rating performance
4. Amending errors whenever required
5. Praising and appreciating efforts whenever needed
6. Helping persons do their work skillfully, accurately, intelligently, enthusiastically and completely.

6.2. Motivation

Likert has called motivation as 'the core of management'. Motivated employees contribute towards the achievement of organisational goals. Higher motivation leads to job satisfaction of the workers which reduces absenteeism, turnover and labour unrest. Motivation is an effective instrument in the hands of the management for inspiring the work force. Motivating subordinates or to create the will to work among them is the prime task of every manager.

6.3. Leadership

Leadership is an important part of the directing function of management. The quality of leadership provided by a supervisor goes a long way in determining the performance of subordinates. Effective leadership can harmonise individual needs of employees with organisation goals. It provides vision and enthusiasm to work for the desired goals. It enables supervisors to extract best possible performance among employees in their work effort. Effective leadership is inspiring, sustains the spirit of cooperation and team work.

6.4. Communication

Communication is the crux of directing function of management. Communication forms the base of all elements of directing – leading, motivating, giving instructions, guidance, mentoring, appreciating, persuading, facilitating, networking, evaluating, resolving conflicts, counseling, and so on. No manager can be successful without communicating effectively with his/her superiors, peers, subordinates and outsiders. Managers should have the ability to identify differential use of informal and formal means and channels of communication and should be able to use them judiciously.

7. Functions of Supervision

Supervisors perform most of the basic functions of management, namely, planning organising, directing and control. It involves the managerial task of observing the subordinates at work to ensure that they are working according to organisational objectives and keeping the time schedule. Thus, supervision has following dimensions..

1.1. Administrative

Supervisors are expected to a) specify work schedules and conditions (b) assign responsibilities to employees based on their skills and talents (c) issue necessary instructions (d) ensure satisfactory working conditions; (e) regulate performance of employees and (f) take remedial action whenever necessary.

1.2. Teaching

Supervisors should be able to impart necessary skills and knowledge among employees related to their work responsibilities so as to ensure optimum performance.

1.3. Helping

Facilitating and helping the employees do their required job efficiently is an important task of supervisors.

1.4. Linking

Coordinating and collaborating, networking and liaising among various units of work system are required for satisfactory completion of work.

1.5. Evaluation

Supervisors are expected to oversee and evaluate the work and take necessary measures in case there are deviations.

1.6. Control

Control is an aspect associated closely with supervision. It means 'conformity to plans'. It involves verification whether everything occurs in conformity with the plan adopted, the instructions issued and principles established. It covers pointing out weakness or errors and rectifying them as well as preventing their recurrences. Ingredients of control are: establish of control standards; measurement of performance; comparison between performance and standards; determining reasons for deviation and correction of deviations.

2. Principles of Direction

Following are the salient principles of Direction as a component of administration:

2.1. Effective communication

Communication forms the crux of administration. Systematic flow of communication between the super-ordinate and sub-ordinate and among colleagues forms the crux of directing. Communication has to be two-way, especially in the contemporary form of development administration. Any misunderstanding can be removed through effective communication.

2.2. Effective Leadership

Leadership styles that are democratic and participatory win over the confidence of subordinates and enhance amicable work culture. This, in turn, makes directing easier and effective. On the contrary, autocratic leadership style creates anxiety and fear among employees, thereby reducing job satisfaction.

2.3. Unity of command

A subordinate should receive instructions and orders from one super-ordinate only. Also, accountability should be towards one superior only. Receiving command from two bosses, may lead to conflict, confusion and chaos.

2.4. Harmony of goals

Maintaining a fine balance between the employees' personal goals and organisational goals is necessary for maintaining high morale and motivation among the staff. If an employee is assured that his/her genuine interests are protected, then efficiency in performance increases. Also,

directing includes assigning particular tasks to individual employees so that there is no conflict in work profile.

2.5. Direct supervision

2.6. Direct supervision by the boss and his direct advice to the subordinates adds to the efficacy and quality of work.

2.7. Effective motivation techniques

As a part of directing function, a manager/administrator should develop effective strategies to motivate employees. Undoubtedly, motivation leads to higher job satisfaction and higher productivity. In welfare/development administration, motivation is all the more important as functionaries deal with human emotions, problems and challenges. Boosting their morale fills in renewed and vigorous efforts. It also increases loyalty among subordinates which is crucial for effective direction.

2.8. Feedback

Developing a mechanism for providing continuous feedback is a must for managers, as it helps in improving the process and techniques of directing. It is vital for creating a work culture where subordinates can share their problems and challenges freely with their boss/superior, which in turn, improves quality of service delivery.

3. Qualities of an effective supervisor

A supervisor must possess certain qualities to be able to discharge his/her responsibilities well. Prominent among them are as follows:

- A supervisor must have a strong **technical knowledge** and skill base related to areas of operation he/she is dealing with. It helps in commanding respect from the subordinates. It also includes knowledge of organisational policies, rules and regulations and familiarity with the probable factors (intra-agency and outside) that can influence work assigned.
- Supervisor must also possess **managerial abilities** so as to get the work done from employees and ensure optimum success of the tasks at hand. He/she should also have the ability to act in accordance with position and authority.
- Apt **decision-making** ability using participatory approach, timely action to combat deviations, **innovation, creativity** and other abilities that help a supervisor in discharging his/her supervisory duties effectively.
- A supervisor should be able to make the best **use of resources** at his/her disposal - men, materials, machine and space.
- To be effective, a supervisor must have ability to develop **amicable relations**, dexterity in **handling conflict situation** in a calm, composed manner. He/she should be tactful and emotionally controlled.

Negation has also delineated qualities of an effective supervisor as – ability to satisfy employee's desire for recognition; to keep them informed; to help them make decisions independently; avoid over-optimism; assure proper interpretation and execution of orders; to accept the probability of being unpopular with at least a few subordinates, expect and give loyalty; no discrimination; no favouritism and to abolish useless regulations.

4. Conclusion

Direction is one of the important tasks have to be performed by an administrator in a Social welfare organization. It is a set of tasks which aimed to guide and supervise the manpower in a systematic way. The process of directions needs a number of skills and capabilities. The person who directs needs to incorporate the principles of unity and harmony.

