

CHAPTER – 7

Directing

- ❖ Directing is the process of instructing, motivating, guiding and leading people to work to the best of their capabilities in order to achieve predetermined goals and objectives. This function is performed by every manager at every level of organisation.

❖ Features of Directing

The main features of directing are given below:

- Initiates action:** Directing initiates the actual action or work in the organisation. While other functions of management (i.e., planning, organising and staffing) set the base for work in the organisation, it is directing that actually initiates the work.
- Continuous process:** It is a continuous process and flows throughout the life of an organisation. This is because a manager must not only issue instructions, but also continuously supervise and motivate the subordinates so that the tasks are carried out in a smooth manner.
- Downward flow:** This function flows downward—that is, from top to bottom. It begins from top executives of a firm and flows down along the organisational hierarchy.



- Pervasive process:** Directing takes place wherever there exists a superior-subordinate relationship. Thus, it is performed at all the levels of management. The top level managers direct the middle level managers, who in turn direct their subordinates.

❖ Importance of Directing

It is through directing that the operation of an organisation actually begins. As a function of management, directing is useful in many ways as discussed below:

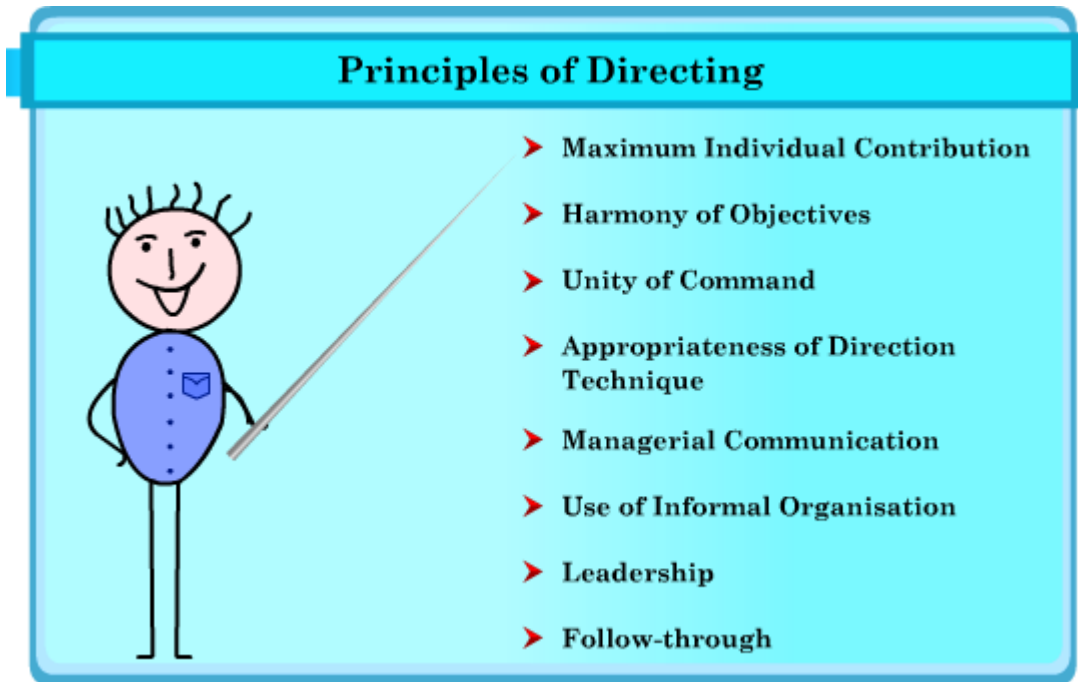


- i. **Achieving objectives:** The function of directing initiates the actual action in an organisation. An individual cannot start working without proper instructions and directions. Directing helps individuals to complete the assigned task properly and on time. In addition, directing in the form of supervision and motivation helps the employees to achieve their targets more efficiently.
- ii. **Integration of efforts:** Every organisation comprises of a number of employees who have different jobs assigned to them and work at different levels. It is only through directing that their individual efforts are integrated and channelised towards the common organisational goals.
- iii. **Employee development:** Proper directing guides employees in the right direction. Elements of directing such as motivation and leadership encourage the employees to work to the best of their capabilities.
- iv. **Facilitates changes:** It is human behaviour to resist changes. Employees must realise that adaptability with the changing environment helps in individual growth. Effective directing through proper motivation and communication helps in reducing the resistance of employees towards the changes that take place in the working environment. This eases the transition process for an organisation.
- v. **Stability:** Stability is crucial for long-term business survival. Every organisation comprises different individuals with different behavioural patterns and attitudes. At times, this may result in a clash or conflict between the individual goals and organisational goals, or even between the goals of two different individuals. Proper directing helps in not only maintaining stability and balance but also avoids such conflicts.

❖ Principles of Directing

Directing is a challenging and complex task where a manager has to deal with people from diverse backgrounds with different expectations. Principles of directing guide a manager to provide good and effective directions.





Principles of Directing	Meaning
<i>Maximum Individual Contribution</i>	The manager should follow such directing techniques that encourage the workers to perform to the best of their capabilities and offer maximum contribution towards the organisational goals and objectives.
<i>Harmony of Objectives</i>	Directing should work towards providing harmony between the individual goals and organisational goals.
<i>Unity of Command</i>	An individual should receive commands and instructions from only one superior at a time. This would help in avoiding confusion, conflicts and disorder in the organisation.
<i>Appropriateness of Direction Technique</i>	Appropriate direction techniques should be selected while directing employees based on their individual needs and attitude.
<i>Managerial Communication</i>	The instructions and commands given by the superior must be clear and easily understandable by the subordinates. There must be a healthy and free flow of communication between the superior and the subordinates.
<i>Use of Informal</i>	The manager should strategically utilise the informal



Directing

<i>Organisation</i>	organisational structure for the betterment of the organisation as a whole.
<i>Leadership</i>	A manager must be able to influence the behaviour of employees and bring out the best in them. In addition, he must also be able to work effectively towards the satisfaction of individual goals of the employees. In this way, he should work towards converting the individual goals into organisational goals.
<i>Follow Through</i>	Merely passing instructions is not sufficient. The manager should continuously review the implementation of the instructions and ensure that commands are properly followed and implemented.

❖ **Elements of Directing**

There are basically four elements of directing, namely Supervision, Motivation, Leadership and Communication. Each of them has been discussed below.



❖ **Supervision**

- Supervision is the process of guiding and instructing the subordinates towards the achievement of desired goals and objectives of the organisation. A supervisor is a



person who lies immediately above the worker in the organisational hierarchy and directly oversees the activities of the subordinates.

➤ **Role of a Supervisor/Importance of Supervision**

- 1) A supervisor **acts as a link** between the managers and the workers. It is through the supervisor that the management communicates the ideas and policies to the workers and the workers communicate their problems and grievances to the management.
- 2) He is in direct contact with the employees and thereby guides and supports them. In this way, he helps in **maintaining harmony and unity** among the employees.
- 3) He ensures that the personnel **work efficiently** and as per the set targets.
- 4) He **provides the required knowledge and skills** to the workers.
- 5) A supervisor is constantly in touch with the employees and thereby acts as a **friend and guide** to them.
- 6) A supervisor is endowed with the required leadership skills that help in **boosting the morale** of the employees and **instills a feeling of belongingness** in them towards the organisation.
- 7) He properly analyses the performance of employees and provides them with regular **feedbacks and suggestions**. This helps in further improving their efficiency and capabilities.

➤ **Span of Supervision/Management and Factors Affecting it**

The span of supervision refers to the number of subordinates reporting to a manager.

The span of supervision that can be followed depends on the following factors:

- 1) **Competency of the supervisor:** Greater is the competency of the supervisor in terms of his leadership skills, communication skills, decision-making ability, self-confidence, etc., wider is the span of supervision that can be followed.
- 2) **Availability of time:** Lesser the time available for supervision, narrower is the span of supervision and vice versa.
- 3) **Nature of work:** In case the task to be performed is complex or is such that a direct contact is required between the manager and the subordinates, the span of supervision becomes narrow.
- 4) **The control system used:** If the control system used by the organisation is such that deviations in performance are easily detected, then the requirement of a close and



constant supervision is obviated. This implies that the performance of a large number of subordinates can be supervised simultaneously, thereby widening the span of supervision.

- 5) **Capability of subordinates:** In case the subordinates are competent and efficient, then a close supervision of their work is not required. In this case, supervision has a wider span.
- 6) **Extent of decentralisation:** Higher the extent of decentralisation followed in the organisation, wider is the span of supervision and vice versa.

❖ Motivation

Motivation refers to a process of inducing and stimulating an individual to act/ behave in a certain manner. That is, it refers to encouraging and urging the employees to perform to the best of their capabilities to achieve the desired organisational goals. Motivation varies as per the desires and expectations of the employees and can take various forms such as promotion, appraisal and recognition.

➤ Some Terms Related to Motivation

- **Motive:** Motive refers to the inner state of an individual that directs his behaviour towards a goal. It implies the realisation of energy that guides the actions of the individual.
- **Motivator:** Motivator refers to the technique used to motivate individuals in an organisation. It can be in the form of appreciation, promotion, rewards or recognition.

➤ Features of Motivation

- 1) **Is an inherent feeling:** Motivation is a feeling that is inherent to an employee. For instance, needs, desires, wants and ambitions are internal to individuals and directly influence their behaviour to work in a certain manner.
- 2) **Leads to goal-oriented behaviour:** Motivation influences the behaviour of the employees and induces them to work efficiently towards the achievement of the goals of the organisation.
- 3) **Can be both positive and negative:** Positive motivations can take the form of rewards, incentives or promotions. On the other hand, negative motivation can be in



the form of warning or demotion. The kind of motivations to be followed depends on the needs and attitudes of the employee.

- 4) **Is a complicated process:** Human behaviour is complex. An organisation comprises numerous individuals who have different desires, expectations and attitudes. This implies that motivation also varies from one individual to another, making the process highly complicated.
- 5) **Is a continuous process:** Human wants are unlimited and these wants change continuously. Accordingly, the function of motivation as performed by managers must also change continuously.

➤ Motivation Process



The following points explain the process of motivation:

- 1) **Unsatisfied want:** First, there arises an unsatisfied need of an individual.
- 2) **Frustration:** As the want remains unsatisfied, frustration builds up in the mind of the individual.
- 3) **Drives:** The unsatisfied want along with the frustration drives the individual to look out for alternatives to satisfy his need.

- 4) **Behaviour:** Among the various alternatives, he chooses one that closely fulfils his want and starts behaving according to it.
- 5) **Satisfaction:** After following a particular alternative for some time, he assesses if his need is satisfied.
- 6) **Reduced frustration:** Once the need is satisfied, the frustration and tension of the individual finally get reduced.

➤ Importance of Motivation

Motivation is crucial in increasing individual efficiency and as a result organisational efficiency. The following points justify the importance of motivation:

- i. **Improves performance:** Motivation works towards identifying and fulfilling the needs and desires of the employees. Therefore, it encourages them to work to the best of their capabilities and improve their performance.
- ii. **Develops a positive attitude:** Proper motivation in the form of appreciation, rewards, etc., helps in changing the negative attitude of employees to a positive one so that they work efficiently towards the achievement of organisational objectives.
- iii. **Reduces employee turnover:** If the motivation techniques followed succeed in satisfying the needs of the employees, they would have less urge of leaving the organisation. In this way, motivation helps to retain people in the organisation.
- iv. **Creates a healthy work environment:** Motivation helps in creating a conducive and healthy work environment. Motivated employees view work as a source of joy and therefore increase their presence at workplace.
- v. **Facilitates changes:** By convincing employees regarding the proposed changes and encouraging them to willingly accept the change, motivation facilitates changes in the organisation in a smooth manner.

❖ Maslow's Need Hierarchy Theory of Motivation

Abraham Maslow's Need Hierarchy Theory of Motivation helps in understanding the phenomenon of motivation through the concept of human needs. According to Maslow, within each individual there exists a set of five needs that can be arranged in a hierarchy, the knowledge of which helps the manager in understanding the behaviour of employees and thereby choose an appropriate motivation technique.



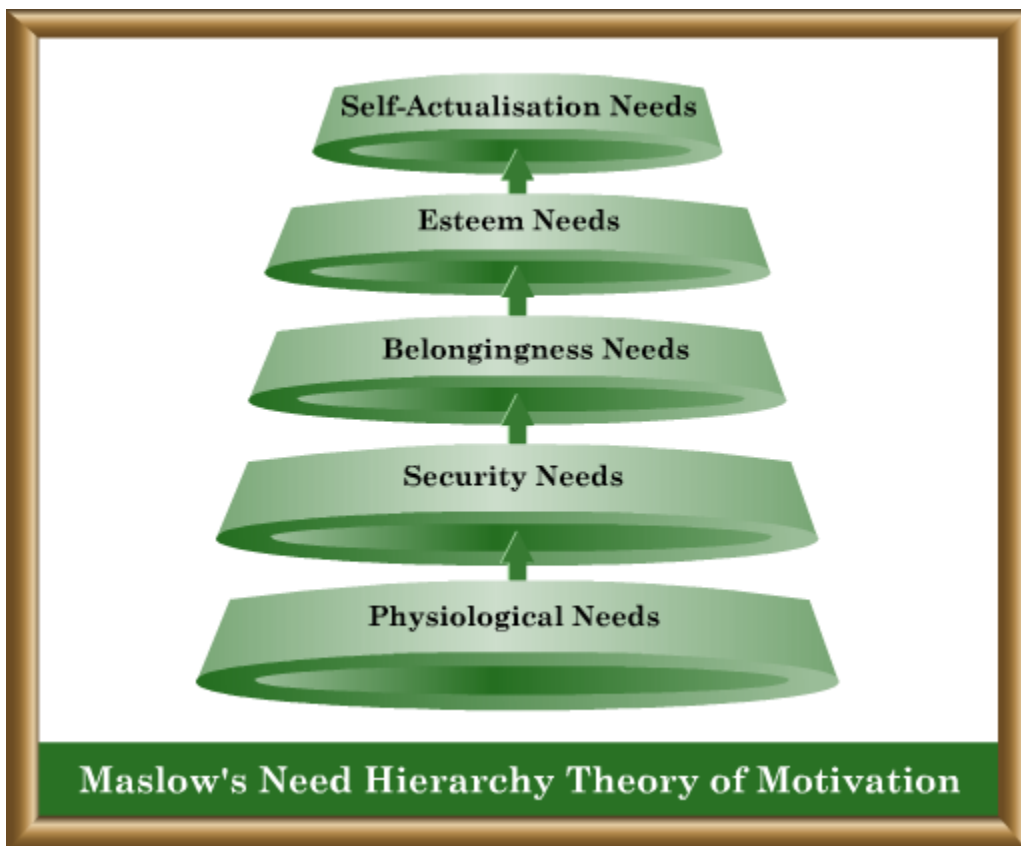
Assumptions

Maslow's theory is based on the following assumptions:

- i) People's needs influence their behaviour.
- ii) Needs of individuals can be arranged in a hierarchical order.
- iii) An individual can move to a higher level need only when the need at lower level in the hierarchy is satisfied.
- iv) Once a need is satisfied, an individual can be motivated only through the satisfaction of the next higher level need.

Theory

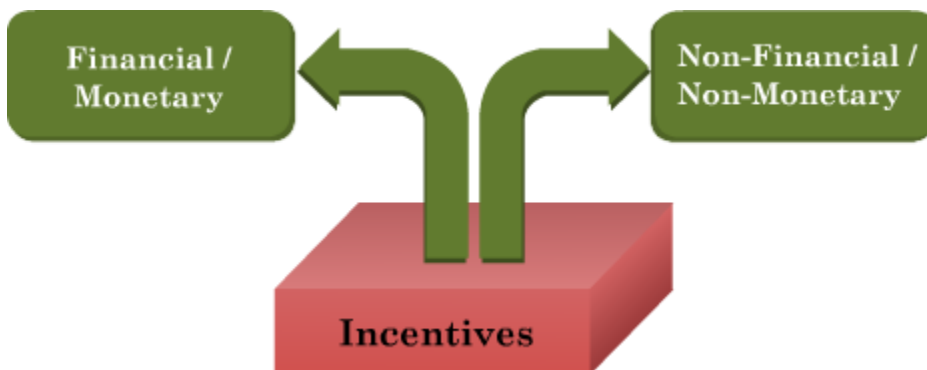
According to Maslow, the needs of an individual can be arranged in the following hierarchy:



<i>Need</i>	<i>Meaning</i>	<i>Examples Pertaining to Individual Needs</i>	<i>Examples Pertaining to Organisational Needs</i>
<i>Physiological Needs</i>	Essential requirements for sustenance of life	Food, clothing, shelter	Certain basic salary
<i>Security Needs</i>	Physical and economic security and well- being	Constant and stable income	Job, security, pension
<i>Belongingness Needs</i>	Social needs	Affection, friendship	Acceptance and companionship of colleagues
<i>Esteem Needs</i>	Includes such elements as respect, dignity, recognition	Status and recognition in the society	Respect and acknowledgment in the peer group.
<i>Self-Actualisation Needs</i>	Achieving what one aims or aspires	Achieving self-fulfillment	Growth, work satisfaction

❖ Incentives

Incentives refer to the various measures that are used by organisations to motivate employees and boost their performance.



➤ Financial Incentives

These are direct monetary incentives that are offered to the employees to motivate or reward them for better performance. The following are some of the financial incentives used in an organisation:



<i>Financial Incentive</i>	<i>Meaning</i>
<i>Salary and Allowance</i>	Basic salary and allowance provided to employees along with regular periodic raise
<i>Performance-based Incentive</i>	Monetary reward for good performance
<i>Bonus</i>	Additional reward over and above the salary such as gifts, festival bonus, etc.
<i>Stock Option</i>	Offering the employees shares of the company at a price lower than the market price
<i>Profit Sharing</i>	Sharing a portion of the profit with the employees
<i>Retirement Benefits</i>	Offering retirement benefits to employees such as pensions, gratuity, provident fund, etc.
<i>Fringe Benefits</i>	Offering additional advantages such as housing allowance, medical allowance, etc.

➤ ***Non-Financial Incentives***

These are those incentives that focus on non-monetary needs of employees such as the social and psychological needs. The following are some of the non-financial incentives used in an organisation:

<i>Non-Financial Incentive</i>	<i>Meaning</i>
<i>Position</i>	Rise in status in terms of power, authority, responsibility, etc.
<i>Organisational Characteristics</i>	Refers to characteristics such as employee freedom, recognition of performance, incentives and rewards that influence the behaviour of the employees.
<i>Work Enrichment</i>	Endowing the employee with a challenging work and greater responsibility that requires higher knowledge and skill.
<i>Career Opportunities</i>	Offering career and growth opportunities to the employees
<i>Job Security</i>	Ensuring a certain degree of security to the employee regarding his association with the organisation.
<i>Involvement</i>	Allowing participation of employees in policy and decision-making matters.

❖ Leadership

Leadership implies influencing the behaviour of the employees in such a manner that they willingly work towards achieving the objectives of the organisation. Good leadership brings out the capabilities and talents of the workers.

➤ Features of Leadership

- It is the ability of an individual to influence the behaviour of others.
- It shows the interpersonal relationship between the leader and other individuals who follow him/her.
- It is exercised to move towards the organisational goals in a better manner
- It is a continuous process

➤ Styles of Leadership

The following table summarises the different styles of leadership:

<i>Leadership Style</i>	<i>Features</i>	<i>Suitability</i>
<i>Authoritative Leadership</i>	<ul style="list-style-type: none">• Here, the leader exercises complete control over the subordinates.• He takes all the decisions independently without consulting subordinates.• He just gives orders and instructions to the subordinates and expects them to follow the instructions as it is.	<ul style="list-style-type: none">• Where there is little time for discussion in the decision-making process.• Where leader is solely the most knowledgeable and educated individual in the group.
<i>Democratic Leadership</i>	<ul style="list-style-type: none">• Leader takes decisions in consultation with the subordinates.• The subordinates are also encouraged to participate in the decision-making process and give their inputs and suggestions.• Although subordinates actively participate in the decision-making process, the final decision rests with the leader.	<ul style="list-style-type: none">• Where the leader is willing to involve the subordinates in the decision-making process.• Where subordinates have also accepted the goals of the organisation.• Where job satisfaction and independence of the employees is one of the important objectives of the organisation.
<i>Laissez-Faire Leadership</i>	<ul style="list-style-type: none">• Involves complete decentralisation of the authority to the subordinates• Subordinates are provided maximum freedom and are encouraged to take decisions independently.	<ul style="list-style-type: none">• Where the subordinates are adequately educated and knowledgeable• Where subordinates have the required confidence to carry out tasks independently



➤ Importance of Leadership

Leadership is an essential function of management and its importance cannot be understated. The following points justify the importance of leadership in the success of an organisation:

- i. **Positive contribution:** Leaders motivate their followers and influence their behaviour such that the followers positively contribute towards the goals and objectives of the organisation.
- ii. **Cordial environment:** A leader maintains a good relationship with his followers and supports them whenever needed. He motivates them to work in coordination and provides with the required confidence and encouragement. This results in a cordial and harmonious working environment.
- iii. **Introduce changes:** It has generally been observed that when new policies or changes are introduced in any organisation, people tend to resist such changes. In this regard, a leader can play an important role. He can persuade and clarify the discontentment of his employees and encourage them to willingly accept the changes.
- iv. **Handles conflicts:** A good leader always handles conflicts effectively and ensures that this does not hamper working efficiency.
- v. **Training and succession:** A leader always provides the relevant training to his followers. By doing so he aims at developing his successors.

➤ Difference between Managers and Leaders

<i>Basis of Difference</i>	<i>Manager</i>	<i>Leader</i>
<i>Existence</i>	Can exist only in a formal organisation.	Can exist in both formal and informal organisations.
<i>Objective</i>	Focuses on influencing the behaviour of employees towards achievement of the goals of the organisation.	Focuses towards the satisfaction of the individual and group goals of his followers.
<i>Power and Authority</i>	Holds formal authority and can exercise power.	Does not command formal authority and power.
<i>Interrelationship</i>	A manager can be a leader as well.	A leader cannot be a manager.
<i>Functional Spread</i>	The functions of the manager are widespread and include planning, organising, staffing and directing	Functions of a leader are limited to directing.



➤ *Qualities of a Good Leader*

- 1) **Physical attributes:** People with good physical features such as height, good appearance, etc. are attractive and are often looked up to. A healthy and active person can himself work hard and efficiently, thereby inducing his subordinates to work and perform better.
- 2) **Honesty:** A good leader should maintain a high degree of honesty and sincerity. He should be an idol for others in terms of values such as honesty, integrity and values.
- 3) **Intelligence:** A leader must have a good presence of mind and knowledge. In addition, he should be competent enough to effectively examine and solve the problems based on logic and facts.
- 4) **Inspiration:** He should be a source of inspiration and motivation to others in terms of work, performance and values. He must be able to develop willingness among the subordinates to work to the best of their capabilities.
- 5) **Confidence:** A leader should be high in confidence, even in difficult situations. A leader can boost the confidence of his subordinates only when he is confident about himself.
- 6) **Responsibility:** A leader should command responsibility for the work and tasks of his group. He should hold the responsibility of being answerable for the mistakes of his subordinates. As a mark of encouragement, he must also share the credit of success with his subordinates.
- 7) **Effective communication skills:** A leader should be able to express his ideas and instructions clearly to the subordinates. Moreover, as a leader forms a link between the higher authorities and the subordinates, he should be able to effectively communicate the problems and suggestions of the subordinates to the seniors.
- 8) **Ability to take decisions:** A leader should be able to take appropriate decisions based on logic, facts and figures. Moreover, he should be confident enough to hold on to his decisions and not get confused.
- 9) **Social behaviour:** He should maintain a friendly and cordial behaviour with his subordinates, while maintaining good social relations with them.
- 10) **Dynamic:** A leader must be dynamic and outgoing. He must be able to take up new initiatives and break the old paradigms for the overall benefit of the organisation.



Note: Although the above mentioned qualities are necessary for being a good leader, the mere presence of these qualities does not ensure successful leadership. In fact, no single individual can possess all the qualities. However, a conscious effort must be made by the managers to acquire them.

❖ Communication

Communication refers to the process wherein people exchange ideas, feelings, facts, etc., among themselves. It forms the basis of management and fosters coordination among various departments and individuals in the organisation.

➤ *Elements of the Communication Process*

- i. **Sender:** Refers to the person who initiates the process of communication and sends his thoughts or views to the receiver.
- ii. **Message:** It is the content or the matter that contains the ideas or suggestions to be communicated.
- iii. **Encoding:** It is the process of converting the message to be sent into symbols that are generally used in communication. This involves developing words, gestures, pictures, etc., that form the message.
- iv. **Media:** It is the path used for transmitting the encoded message. These can be in the form of e-mail, SMS, internet chatting through Facebook, etc.
- v. **Decoding:** Refers to the process of converting the encoded symbols that are used in the message.
- vi. **Receiver:** Receiver is the person who is at the end side of the communication and receives the messages from the sender.
- vii. **Feedback:** Feedback refers to the actions performed by the receiver to deliver the fact that he/she has received and understood the message of the sender.
- viii. **Noise:** Refers to the obstruction or hindrance in the communication process (either on the part of the sender, the receiver or in the message). It can be in the form of a poor telephone connection, inattentive receiver, ambiguous symbols, etc.



➤ **Importance of Communication**

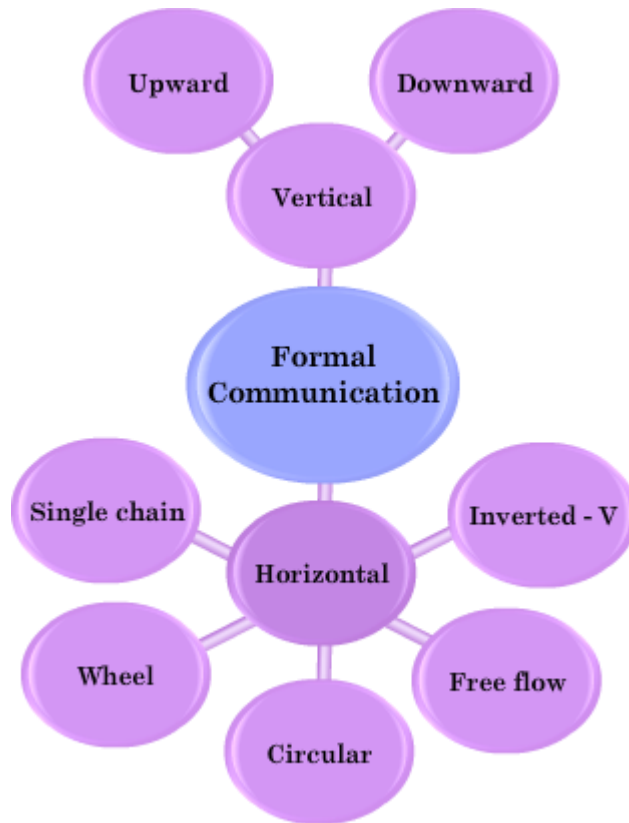
Communication occupies an important place in an organisation. Without communication, the different functions of management cannot be carried out. The following points highlight the importance of communication:

- 1) ***Helps in achieving coordination***: Good communication is highly essential to coordinate the activities of various departments and individuals in the organisation. It is only through good communication that the goals and objectives of the organisation can be explained and clarified to the employees. Such interaction promotes coordination and integration of activities towards the common organisational goals.
- 2) ***Enables smooth functioning***: Effective and continuous communication ensures that various tasks are carried out in a smooth manner without any hindrances and interruptions. Communication is the essence to carry out various activities in an organisation. Without proper communication, the organisation would not be able to continue operations in a smooth manner.
- 3) ***Base for decision making***: Through communication, managers get the vital information that is required for proper decision making.
- 4) ***Improves managerial efficiency***: Communication is required for effectively performing the various functions of management. For instance, it is only through proper communication that the manager can instruct and order his subordinates and supervise their work.
- 5) ***Promotes cooperation***: Effective and healthy communication helps in maintaining cooperation and understanding among the employees. It also helps in maintaining a cordial working environment. This helps in smooth and efficient progress of work in the organisation.
- 6) ***Encourages leadership***: Leadership cannot be exercised without good communication. A leader can influence others effectively only through good and impactful communication.



❖ Formal Communication

Formal communication refers to the process where the messages, facts, information, etc. are exchanged through the officially designed channels of communication. The following diagram summarises formal communication:



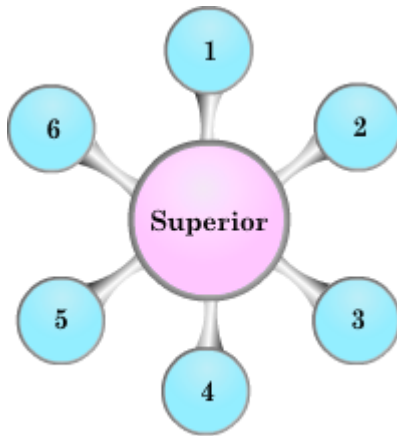
- i. **Vertical communication:** In this process, the communication flows either upwards or downwards (within the same department/division) in the organisational hierarchy.
 - **Upward flow:** Here, the communication flows from the subordinate to the immediate superior. For example, seeking approval for leave, submitting work report, etc.
 - **Downward flow:** Here, the communication flows from the superior to his subordinate. For example, instructing the subordinates and providing feedback to the subordinates.
- ii. **Horizontal communication:** In this process, the communication flows across departments or divisions. The following are the various types of horizontal communication:
 - **Single chain:** Here, the communication link between the supervisor and the subordinate is extended to all levels of management. That is, an individual can

communicate with his subordinate, who in turn can communicate with his subordinate and so on. In this way, the communication takes place through a single link chain.



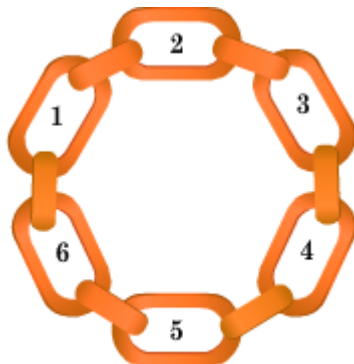
Single Chain

- **Wheel:** Here, all the subordinates reporting to a superior are allowed to communicate only through the superior. That is, the subordinates are not allowed to talk among themselves. Rather the information flows only through the superior.



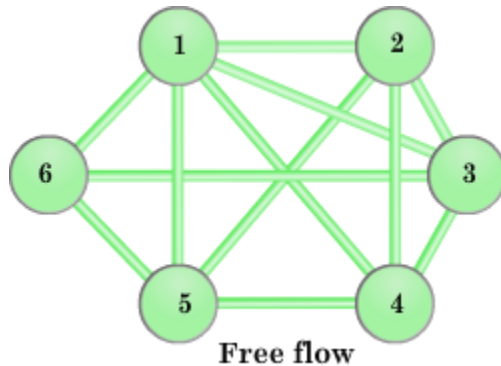
Wheel

- **Circular:** In such a network, the communication flows in a circular chain among the members in a group. That is, each individual can communicate only with the adjoining two persons in the group. None of them is allowed to break the circular chain.

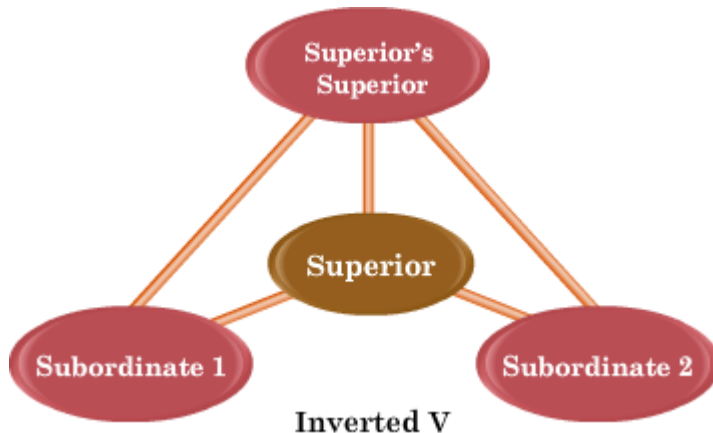


Circular

- **Free flow:** Here, the communication flows freely and any person can talk to anyone in the organisation. That is, there are no barriers or definite channels for communication.



- **Inverted- V:** In such kind of network, the subordinates are allowed to communicate with their immediate superiors as well as with their superior's superior, thus making this network an inverted V.



➤ **Advantages of formal communication**

- 1) Information flows systematically and in a proper order.
- 2) The original source that initiates the communication can easily be located.
- 3) When the communication flows following formal networks, the proof of communication is automatically maintained.
- 4) Such communication helps in improving control over tasks and activities.

➤ **Disadvantages of formal communication**

- 1) As the information flows only through scalar chains, it may lead to unnecessary delay in the flow of information.

❖ **Informal /Grapevine Communication**

Informal communication is communication that flows without following the formal defined path. Herein, a piece of information flows in all directions and spreads throughout without paying any heed to the level or authority. The following are the types of the grapevine communication network.

- 1) **Single strand network:** In this network, the information spreads from one person to other in a sequence. That is, one person communicates to another person who in turn communicates to some other person and so on.
- 2) **Gossip network:** In gossip network, one person shares the information with many other people. In this way, the information spreads among a large number of people.
- 3) **Probability network:** Here, an individual shares the information randomly with other people. That is, the person is indifferent about who he shares the information with.
- 4) **Cluster network:** In this kind of network, the information is first shared between two individuals who trust each other. One of them then passes the information to some other person who in turn shares it with another and in this way the information spreads.

➤ **Advantages of informal communication**

- 1) The information flows faster.
- 2) The employees develop interpersonal and social relations among themselves, which in turn induces a feeling of belongingness towards the organisation.
- 3) Sometimes, it helps in divulging the true response of employees on certain matters such as a policy change.

➤ **Disadvantages of informal communication**

- 1) It can take the form of gossip or rumours and thereby result in spread of false information.
- 2) Through informal communication, the confidential information may also get leaked.
- 3) Here, it is difficult to identify the original source of communication.
- 4) No proof of communication can be maintained in such a system



Directing

❖ Difference between Formal Communication and Informal Communication.

<i>Basis of Difference</i>	<i>Formal Communication</i>	<i>Informal Communication</i>
<i>Meaning</i>	Refers to the communication that flows through the officially designed channels of communication.	Refers to the communication that flows without following the formal defined path.
<i>Arises from</i>	Arises from the defined authority and hierarchy in the organisation.	Arises out of social interactions among the employees.
<i>Nature of Relationships</i>	Establishes formal and impersonal relationships between the subordinates and the superiors.	Establishes informal and personal relationships among the employees.
<i>Speed of Flow of Information</i>	Information flows slowly as it has to pass through formal communication channels.	Information flows quickly as no formal channels are followed.
<i>Nature</i>	Rigid and cannot be changed.	More flexible and dynamic.
<i>Maintenance of Record</i>	Are recorded for future purposes.	No records are maintained.

❖ Communication Barriers

Communication barriers refer to the hindrances or breakdowns in the effective flow of communication. Such barriers can be classified in four categories as shown below:



❖ Organisational Barriers

These are those barriers in the communication that are related to the structure, hierarchical relationships, rules and policies of the organisation. The following are some of the organisational barriers:

- 1) **Policy of the organisation:** If the organisation's policy (such as following a centralised organisational structure) does not support free flow of communication, then it hampers the flow of communication. For instance, in a centralised organisational structure, free flow of communication is restricted.
- 2) **Rules and regulations:** Rigid rules and regulations hamper effective communication. Such rules as following strict channels of communication (through scalar chain) make the communication process cumbersome and lead to delays in the flow of information.
- 3) **Difference in status:** In an organisation, there exists a difference in the status of the superior and the subordinate in terms of their job profile and the level of authority. Such a difference may sometime create psychological barriers between them and restrict free flow of communication.
- 4) **Complex structure of organisation:** A complex organisation structure characterised by a large number of managerial levels acts as a barrier for effective communication. This is because in such an organisation, the information flows through numerous levels and thereby, in the process gets filtered or delayed.
- 5) **Absence of organisational facilities:** A free and effective flow of communication requires the presence of certain organisational facilities such as social gatherings, complaint box, etc. The absence of such facilities hinders the flow of information.

❖ Semantic Barriers

Semantic barriers of communication relate to the barriers pertaining to the use or understanding of language. Such barriers in communication arise out of ambiguity or difficulty in understanding of words and sentences. The following are some of the causes of semantic barriers:

- 1) **Inappropriate vocabulary:** Sometimes due to poor vocabulary or wrong use of words by the communicator, the information may not be clearly expressed.



- 2) **Use of words that have multiple meanings:** Sometimes, a word may have more than one meaning; or two or more words may have the same pronunciation (such as idle and idol). In such cases, the correct interpretation of the word remains ambiguous.
- 3) **Lack of proficiency:** In certain cases, the proficiency of a language differs among the workers and the managers. In such cases, a translation of the information into another language may be required to make it understandable to the workers. However, in the process of translation some of the words or sentences may get misinterpreted. For example, in a translation of an instruction from English to Hindi, the meaning of certain words might change.
- 4) **Use of technical vocabulary:** At times, while giving out instructions the senior or specialist uses technical vocabulary that might be difficult for the subordinates to understand. This results in poor communication.
- 5) **Inappropriate body language:** The body language or body movements of the communicator are also equally important in conveying the information. Sometimes it may happen that the body language may not match with what the communicator actually wants to communicate. In such cases, the information may be misunderstood.

❖ Psychological Barriers

Sometimes psychological factor such as frustration, anger, fright may also obstruct effective communication. The following are some of the psychological barriers in communication:

- 1) **Preconceived notions:** Sometimes, due to preconceived notions regarding a conversation, an individual might derive conclusions even before the information is completed.
- 2) **Lack of attention:** At times the individual is preoccupied with something else and therefore remains inattentive. As a result, he is not able to effectively grasp the information provided to him.
- 3) **Poor retention:** When communication passes through multiple stages, there may occur loss of information in the process. Moreover, in cases where the information is communicated orally, it might happen that the recipient may not be able to retain the information.
- 4) **Lack of trust:** In case where the communicator and the recipient do not trust each other, the message may not be perceived in the original sense by either of the two.



❖ Personal Barriers

There are certain personal factors related to the sender or the receiver that act as a hurdle in communication. The following are some of the personal barriers of communication:

- 1) ***Fear***: At times, due to difference in status and authority, the subordinates fear their superior and often hesitate to communicate freely with them. In such cases, the communication is suppressed.
- 2) ***Low confidence on subordinates by the superior***: When the superior does not have confidence on the subordinates, he is unwilling to involve them in discussions and other matters. This leads to a communication gap between the two.
- 3) ***Lack of incentive***: Lack of incentives (such as appreciation, praise, etc.) discourages the initiative to communicate.

❖ Measures to Overcome Barriers in Communication

The following are some of the measures that can be adopted to overcome the various barriers in communication:

- 1) The communication should take place as per the understanding level and capabilities of the receiver. That is, it must be ensured that the receiver is clearly able to understand the information.
- 2) The language, tone and content of the information should be appropriately chosen so that it is easily understood and does not harm anybody's sentiments.
- 3) Appropriate feedback regarding the communication must be taken from the receiver by encouraging him to respond during the conversation.
- 4) It must be ensured that the information is complete in all respect and nothing is left ambiguous.
- 5) The core idea of communication must be clear between the sender and the receiver. That is, it is important that accurate information is conveyed with regards to what the communication is all about.
- 6) The sender of the information should also be a patient listener. He should be open to communication from the other end (receiver) as well.

