

# Health Services Administration

HSA 171  
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# Administration Operation in Health Organization


1436/4/30




# Directing




# Learning Objectives

- ▶ Definition
  - ▶ Functions of Directing
  - ▶ Elements of Directing
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# Directing

- Direction is a function of management performed by top level management in order to achieve organizational goals. It is very important and necessary function of management.
  - Management has to undertake various activities like, guide people, inspire and lead them as well as supervision of their activity is required in order to achieve desired results.
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# Defenition

- ▶ Direction consists of the process and techniques utilized in issuing instructions and making certain the operations are carried as originally planned.
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# Functions of Directing

- ❖ It guides and helps the subordinates to complete the given task properly and as per schedule.
  - ❖ It provides the necessary motivation to subordinates to complete the work satisfactorily and strive to do them best.
  - ❖ It helps in maintaining discipline and rewarding those who do well.
  - ❖ Directing involves supervision, which is essential to make sure that work is performed according to the orders and instructions.
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# Directing involves


- ✓ Telling people what is to be done and explaining how to do it.
  - ✓ Issuing instructions and orders to subordinates.
  - ✓ Inspiring them to contribute towards the achievement of objectives.
  - ✓ Supervising their activities; and
  - ✓ Providing leadership and motivation.
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# Elements of Directing

- Supervision
  - Leadership
  - Motivation
  - Communication
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# Elements of Directing

- **Supervision-** implies overseeing the work of subordinates by their superiors. It is the act of watching & directing work & workers.
  - **Motivation-** means inspiring, stimulating or encouraging the sub-ordinates with passion to work. Positive, negative, monetary, non-monetary incentives may be used for this purpose.
  - **Leadership-** may be defined as a process by which manager guides and influences the work of subordinates in desired direction.
  - **Communications-** is the process of passing information, experience, opinion etc from one person to another.
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# Supervision

- ▶ Refers to day to day relationship between manager / **Superior** and his **Subordinate**.
- ▶ It should **NOT AIM** primarily at fault finding but at education and guidance.
- ▶ **Definition:**
- ▶ *It's a management activity which is carried out by **SUPERVISORS** to oversee the productivity and progress of employees who report directly to the supervisors.*
  - It's essentially an **Educational Process**.
  - Educate less qualified or less experienced by better qualified and better experienced ones.
  - Supervisors are the key people among managers at different levels. They are the link between the top and middle management and the workers

# Differences between Direction / Supervising

## Directing (Wide)

- It includes motivation, communication, supervision, training & leadership.

- Direction is generally at the top level.

- Generally, direction is related to supervision which is the intermediate link between the workers and management.

- Direction being at the top level, formulates policies and takes important decisions.

- Financial & non-financial incentives.

- Leads the efforts of medium and lower level executives.

## Supervising (Narrow)

- It is only one of the elements of direction.

- It is restricted to the lower level management.


- He has to deal, guide and lead workers directly under his commands.

- Supervision at lower level only for implementation.


- It cannot provide incentives but it can only recommend rewards in special cases.

- Efforts of employees under his commands.


# Communication

- ▶ helps employees to understand their role clearly and perform effectively.
  - ▶ It helps in achieving co-ordination and mutual understanding which in turn, leads to industrial harmony and increased productivity.
  - ▶ Communication improves managerial efficiency and ensures cooperation of the staff.
  - ▶ Effective communication helps in molding attitudes and building up employees' morale.
  - ▶ Communication is the means through which delegation and decentralization of authorities successfully accomplished in an organization.
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# Leadership

- ▶ leadership improves the performance of the employees.
  - ▶ Leaders can motivate the followers to work and thereby increase their performance level.
  - ▶ 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.
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# Motivation

- ▶ with proper motivation there can be maximum utilization of the factors of production like men, money, material etc.
  - ▶ if employees are motivated it will reduce employee turnover and absenteeism.
  - ▶ motivation fosters a sense of belongingness among the employees towards the organization and also improves their morale.
  - ▶ motivation helps in reducing the number of complaints and grievances.
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Highly motivated people  
perform better than  
unmotivated people.

**Yes**  
**YOU CAN**



# HOW CAN THE ORGANIZATION ENHANCE MOTIVATION?

## 1. **Providing Financial Rewards:**

- ▶ In most health services, the major part of the current budget is spent on salaries and staff benefits.
- ▶ Even though, most health staff feel unpaid.
- ▶ Better financial rewards can be allowed through:
  - Increasing other benefits (as: House Allowance)
  - Providing more supportive services (as: free travels, child care center,.....)
  - Creating opportunities for merit awards (as: training)

# HOW CAN THE ORGANIZATION ENHANCE MOTIVATION?

## 2. Meeting the Needs for Recognition and Status:

- ▶ Provision of status symbols; office size, furnishing, vehicle use, ..... etc.
- ▶ A leave for staff who have satisfactorily completed the hard work.
- ▶ Praise for good work and use words like “Thank you”, “You did a good job” ..... etc.
- ▶ Permission to attend training or conferences.

# HOW CAN THE ORGANIZATION ENHANCE MOTIVATION?

## **3. Encourage Team Work & Friendships:**

- ▶ Team learning during training.
  - ▶ Create work team within organizational units.
  - ▶ Reward group performance.
  - ▶ Encourage social activities.
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