

Introduction

Business activity increased globally by leaps and bounds. Everyone who is into business is not always successful and those who were on the top once, are finding it difficult to maintain the status quo. Many industrial and business houses, even those that are over a century old continue to be successful irrespective of the challenges in their business environment. They can ensure success and constantly achieved their aims through building teams, and leading and coordinating these teams effectively. In other words, they managed their business in a most effective and efficient manner. Their management skills and practices lead to their success. It is not just management alone, understanding the employees and human behavior at both personal, team and organizational levels make a difference.

Management refers to the action, disposition, or pattern of behaviors displayed by the managers in handling work responsibilities. It aims to enhance managers' capabilities for performing their roles, and refine the utilization of various communication patterns. While the

managers are the people who handle positions of authority in the organization as the head. Management is as old as man himself. It is the process of designing and maintaining an environment in which individuals, work together in groups, and accomplish their aims effectively and efficiently. It is method of carrying out one of the essential functions that is directing (leading) by which a cooperative group directs actions towards common goals. It involves techniques by which a distinct group of people (managers) coordinates activities of other people, their subordinate or employees (Rao, 2007).

It applies to every kind of organization, whether it is government, profit making or not profit making organizations. It pertains to management at all levels in the organization. People is one of the essential elements in the organization. People constitute the organization's human resources. Most organizations face dynamic and complex situations, which suggests that progress toward goals be continuously controlled, monitored and adjustments in their human resources are systematically made. Managers are the people who handle positions of authority in the organization as the head. They are responsible for the operation of the business. Whether the business is large or small, the manager is primarily responsible for managing all aspects of

operations. They typically care about customers and want to satisfy them. Satisfying the customers although important and desirable, is the only function that businessmen must investigate. They must keep the business moving in a direction that will benefit the customers and employees.

The manager is the key in shaping the company's culture. Managers have to communicate the core values, behaviors and expectations in their everyday work and interaction with peers, subordinates and heads. An effective manager recognizes his or her personality and how operational factors or daily tasks affect his or her relationship with others (Peterson & Deal, 2003). Commercial companies are part of a much larger global system. They are linked with their customers through influence that shapes almost all managerial decisions. Thus, is part of managing an organization. Management refers to the action, disposition or pattern of behaviors displayed by the managers in handling work responsibilities. It aims to enhance manager's capabilities for performing their roles, refine the utilization of various communication patterns. People who engage in business wish their company to be good, so improvement is a major function for the managers in the business firm. It is necessarily an ongoing activity because past successes are no guarantee of future ones.

Improvement has desired two main elements: the choice of desired directions and aims, and strategies for attaining them. The selection of directions can be made in several ways, including and considering philosophical values, exploring business goals and objectives. The direction finally chosen will depend on its relevance in terms of desired ends. Furthermore, it should also be based on its feasibility as determined by the exploration and analysis of the implemented strategies.

In this new normal era, managers find themselves leading the organization and employees across a rapidly shifting landscape toward new destinations. These experts are increasingly more diverse and challenged to deal with unpredictable problems, grapple with theoretical and emotional issues, and make decisions so new that the organizational consequences are unknown. Furthermore, managers must help the employees increase the meaning of often fragmented, overwhelming, and fast moving situations characteristic by this the new era. Given that so many of us are working from different places, the new work-from-home habit has presented management with several issues. Coordination with staff, email-based progress tracking, and online collaboration need a lot of effort and ongoing attention. Virtual meet-ups are becoming the new standard

for office communication, having moved online. Nevertheless, despite how challenging this change has been, everyone is adjusting to this method of doing things. At the end of the day, achieving our personal and professional objectives requires a lot of effort.

Every organization, whether at home or at work, works to accomplish both short-term and long-term goals. Ways to determine whether the roles, responsibilities, deliverables, and deadlines are well defined must be arranged. The management philosophy of French industrialist Henri Fayol is applicable in this situation. The idea identifies planning, organizing, staffing, directing, and controlling as the five management functions. Each of these tasks is essential to helping firms operate successfully and efficiently. For now, Luther Gulick, the successor of Fayol, further defined the management functions into seven. These are planning, organizing, staffing, directing, coordinating, reporting, and budgeting or POSDCORB. However, experts have questioned Gulick's 7 tasks of management as an oversimplification of the managing process. Therefore, management still tends to embrace Fayol's managerial tasks more frequently nowadays.

Reflection

a. Directing the Team

Monitoring the performance of the team is an important part of directing. To stay on top of things in this stage, the manager must maintain an open line of contact and obtain frequent updates. Giving and receiving feedback to solve any issue areas and enhance performance is a fantastic approach to do this. At this point, manager needs to step up as a leader, handle disagreement, and inspire staff's initiative. Because manager must take into account various work styles, personalities, and skill sets, managing a team is not easy. The management functions emphasize the critical abilities that every manager requires in order to monitor, plan, and interact with their staff. As a successful manager, one must have the correct perspective to know who he is dealing with and how to best utilize their skills for the benefit of the firm as a whole.

In directing the employees, the manager must work hard to increase each employee's degree of dedication and self-assurance as well as that of the whole organization. To direct the employees effectively managers are on the lookout for talent. Technical, functional, problem-solving, decision-making, interpersonal, and collaborative abilities are among the traits they have to seek in their employees. To get there,

the manager must motivate their colleagues to take the risks necessary for advancement and progress. Additionally, by changing their roles and tasks, employees are being challenged. Encourage them to leave their comfort zone and into the learning zone, but not to the point that they experience dread. Change and learning become challenging when employees remain in their comfort zones. However, the organization will reach the danger zone if they venture too far beyond its comfort zone (Robbins, 2009).

To a great extent, the quality of the effectiveness of leaders to be able to respond to workforce diversity and pressures as they continuously work to improve the company, is enormously important. The call is for leaders with political savvy, a moral compass, who understand the social, economic and human demands, the governmental and community agenda, as well as the professional expectations and responsibilities of the work. A manager is the one responsible to promote the success of the operations of the organization by ensuring that the management of the organization's means and resources are utilized safely, efficiently and effectively to achieve the goals of the organization. As far as competencies of the managers are concerned, there is no doubt that they can accomplish their duties. However, the organization places primary

importance on the managers' abilities to develop interpersonal skills (such as collaboration, and communication), technical skills (such as observing, assessing and evaluating), conceptual skills so that they can conceptualize plans and implement strategies that can best work with employees and the customers.

Lewis (2004) believed that the evaluation of the managers' performance should be based on the context of administrative skills which managers should prove that they are capable of performing their jobs effectively. Their conceptual, technical, interpersonal skills played a big role. Conceptual skills are directly associated with management. To conceptualize, a manager needs both a store of information and a basis on which to channel that information. A manager possesses conceptual skills if he/she has developed the ability to apply information and concepts at the organization as a whole and to understand how the various parts of the school relate and affect each other, which requires diagnosis and analysis. Managers need to have strong conceptual skills, if they are to be effective. These competencies will enable them to process a tremendous amount of information about the internal and external environment as well as to assess its implication to the organization's operations. In short, conceptual skills enable

the managers to analyze complex situations and respond directly to these challenges confronting the business. Managers must also have the technical skills in order to succeed in the area of management. These skills are related to methods or techniques of getting a job done. A manager is called on to perform many tasks that call for highly developed technical skills. A central job of the manager is to take the lead in establishing and maintaining an effective organization for carrying out the functions for which the institution exists. This involves establishing appropriate structural arrangements for the functions to be performed and providing adequate incentives to elicit the necessary contributions from members of the organization for the accomplishment of the organization's tasks.

The establishment of appropriate structural arrangements involves essentially three key responsibilities: allocating staff personnel to accomplish departmental goals, providing time and space to utilizing materials, equipment and facilities to attain organizational goals. Another significant managerial skill is the interpersonal competence of managers. It contributes to an individual's ability to work effectively as a group member. Human skills are the most difficult to deal with as they pervade in all aspects of performance. Thus, effective management inspires

balancing may be conflicting activities and responsibilities - through the myriad of functions performed by managers, they create, nurture, and sustain successful and healthy teaching and learning environments for employees as well as customers.

b. Challenges in Directing a Team

Many challenges await the manager. The first, centers on clarifying and articulating the values and principles that will guide one as an authorized person of the organization. The organization's challenge is for the managers to determine work priorities. Finally, managers as an authorized person are challenged to promote change and at the same time pursue and celebrate the successes of the employees. While employees need to strengthen their capabilities and skills, the most important challenge is to develop their competence as representatives of the organization. In responding to this challenge, managers are at the forefront in organization's developments.

Whether the organization is small or big, the process of change is a key to understanding the implementation of policies and innovation. Initiation normally involves conceptualization, awareness and commitment. Implementation includes development, experimentation,

adaptation and refinement. Finally, institutionalization involves refocusing, continuation, rationalization and consolidation. The managers are expected improve their utilization of the various patterns of communication to help overcome the barriers of communication in organizational changes.

c. Communicating the Team

Communication is the primary area of focus for understanding human interactions and for learning methods, of changing one's own behavior and influencing that of others. It is one area in which individuals can make great strides in improving their own effectiveness. This process is also considered as the lifeblood of every school organization. Communication occupies a central place in organizations because the structure, extensiveness and scope of an organization are almost entirely determined by communication techniques. The managers of today's business organization have a multifaceted job which includes setting objectives, organizing tasks, reviewing results, motivating employees and a lot more. These duties cannot be completed nor implemented without adequate communication. Thus, the centrality of communication to the over-all job of the manager cannot be ignored.

Communication is interlinked with most of the processes that take place in whatever type of organization, such as planning, organizing, staffing, directing, coordinating and reporting. The purpose of organizational communication is to provide the means for transmitting information essential to goal achievement. Much of this communication flow is carried in four distinct directions: downward, upward, horizontal, and grapevine.

Downward Communication. This is the flow of information from heads to subordinates. Such flow is deemed necessary to provide job instructions, information on organizational policies, performance feedback, organization's goals and about changes faced by the institution. Hierarchical systems of large organizations tend to use downward communication, in which people at higher levels transmit information to people at lower levels. The communication can take place among different groups of sender and receivers including, department heads, supervisors and to subordinates. Downward communication is necessary to help clarify the organization's goals, provides a sense of mission, assist in indoctrinating new employees into the system, inform employees about organizational changes impacting the company, provide subordinates with data

concerning their performance, describing procedures and so on.

According to Zalabak (2003) downward communication in any organization usually encompasses the communication of new strategies, and provides information about specific targets and expected behaviors. It gives direction for lower levels of the organization.

It is utilized to direct employees on how to do a specific task and how the job relates to other organizational activities. It aids to clearly transmit the messages defining the organization's policies, rules, regulating and structural arrangements. This type of communication is a way to bring the messages of appraisal on how well individuals and departments are doing their jobs. Through the use of these type of communication the messages that are designed to activate employees to adopt the company's mission and cultural values and to participate in special sessions or committees can be obtained.

Downward communication occurs easily, but it is frequently deficient. One problem is that subordinates select from among the various directives transmitted from above those most in keeping with their perceptions of their boss's character, motivation and personality. Another problem is that not enough time and effort are devoted to learning

whether messages sent from above have been received and understood. The third problem is that those that at the top of the hierarchy may shut off this channel at times and on certain subjects, that is, withhold information on a need to know basis and finally, downward communication tends to dominate in mechanistic organizations as opposed to organic systems, which are characterized by more open and multidimensional flows of information. Downward Communication is the flow of formal communication where messages and information are transmitted from people at the higher levels to people in the lower levels.

Harris (2002) has identified three (3) ways for managers to improve downward communication. It was declared that:

(1) *organization should adopt communication training programs for all administrative personnel.* In this way managers could benefit greatly from learning better ways of communicating as well as developing more effective listening skills;

(2) *managers should get out of their offices and talk to employees on the “firing line.”* This is known as Management by Wandering Around (MBWA). It allows managers to become more aware of the needs of their subordinates; and

(3) *managers should conduct regular supervisory – subordinate discussions.* Such participative interactions will help managers identify, analyze and solve problems collaboratively with subordinates.

Upward Communication. This communication pattern flows from the subordinate to the head. This pattern is necessary to monitor the effectiveness of decisions, provide information, maintain associate morale and ensure that jobs are being done properly. It follows the hierarchical chart and transmits information from lower to higher levels in the organization. Upward communication is necessary to provide administrators with feedback on downward communication, monitor decision effectiveness, gauge organizational climate, deal with problem areas quickly, and provide needed information to managers. Harris (2002) discussed that for several reasons, upward communication is difficult to achieve. It is usually subject to filtering and distortion because subordinates do not want their superiors to learn anything that may be potentially damaging to subordinates' careers. This tendency is likely to increase when subordinates do not trust their superiors. Furthermore, highly cohesive groups tend to withhold information from superiors that might be detrimental to the group as a whole.

Modaff (2003) recommended four practices to improve upward communication and can be simplified as follows:

(1) *Meeting with Employees*. These meetings attempt to probe job problems, needs and administrative practices that help and hinder subordinate job performance. These meetings provide feedback to managers and encourage subordinates to submit their ideas. As a consequence, subordinates feel a sense of personal worth and importance because managers listen to them. By opening channels upward, managers help the flow of acceptance of communication downward. At the same time, it improves subordinates' attitudes and turnover declines;

(2) *Open Door Policy*. It is a statement that encourages subordinates to walk in and talk to managers. The goal of this process is to facilitate upward communication. It has a merit but is often difficult to implement because psychological barriers often exist between superiors and subordinates. Some subordinates, do not want to be identified as having a problem or lacking information. A more effective open door procedure is for the managers to get out of their offices and observe first-hand what is happening in the organization;

(3) *Employee Letters*. This is a direct and personal method that provides and coordinates with the opportunity for the employees to present their ideas to managers. To increase the effectiveness of this procedure, submissions can be anonymous, all submissions must be answered and replies must be delivered without delay.

(4) *Participation in Social Groups*. This method provides excellent opportunities for unplanned upward communication. Information at these activities is shared informally between subordinates and superiors. Examples include picnics, golf outings, parties and others. The major barrier to such activities is lack of attendance, that is, those who need to share information the most may not attend the activities. Although upward communication is not the primary goal of these activities, it is certainly an important by product. Upward Communication is the formal flow of formal communication from lower to higher levels in the organization. However, upward communication is difficult to implement because it is subject to filtering and distortion, thus it is one of the least frequently used form of communication.

Horizontal Communication. It takes place between employees at the same hierarchical levels. This type of

communication is frequently overlooked in the design of most organizations. Integration and coordination between departments in an organization are facilitated by horizontal communication. At the upper levels of a company, the manager will coordinate his efforts in arriving at an integrated strategic plan for the department. This horizontal communication is frequently achieved through cross functional committees' meetings, groups and others that tie together horizontally. Besides providing task coordination, horizontal communication furnishes emotional and social support among peers. In effect, it serves as a socialization process for the organization. The more interdependent the various functions in the organization, the greater the need to formalize horizontal communication (Lunenburg, 2004).

There were three categories of horizontal communication namely:

(1) *Intradepartmental Problem Solving*. These messages take place among members of the same department and concern task accomplishment.

(2) *Intradepartmental Coordination*. These messages facilitate the accomplishment of joint projects or tasks.

(3) *Change Initiative and Improvements*. These messages are designed to share information among teams and departments that can help the organization change, grow and improve. Horizontal Communication refers to the formal and informal flow of data and information between employees at the same hierarchical levels.

Grapevine. This is the communication pattern that involves spontaneous interaction between two or more people outside the formal organizational structure. The informal system frequently emerges as an important source of data for managers. Leaders must recognize it and be sensitive to communication that travels through informal channels. When the shortcomings of the three types of organizational communication become apparent, employees build their own channels of communication and this is called grapevine. It exists in all large organizations regardless of communication flow. This type of communication flow does not appear on any organizational chart, but it carries much of the communication in the organization. Grapevine co-exists with the management's formal communication system. Grapevine refers to all informal communication including instructional information that are transmitted verbally between employees and people in the community.

Communication patterns are the models of communication flow that represent established connections through which the managers and employees can send and receive information.

The Role of the Managers

The role of a manager is essential and one of the most important aspects of all is the directing functions of management. Katz (2003) divided management roles into three major areas; the first is the technical role. Specifically, technical roles assumed by managers deal with specialized knowledge, procedures, and techniques to accomplish the task. It involves the understanding of and proficiency in the performance of specific tasks. Generally, a technical role includes mastery of the methods, techniques and facilities involved in specific functions such a finance, research and others. Furthermore, the role calls for specialized knowledge, analytical ability and the competent use of techniques to solve problems in a specific description.

The second managerial role is the conceptual role. This refers to the administrator's responsibility which emphasizes on knowledge and technical skills. It involves developing and using ideas as well as concepts to solve complex problems. It is the cognitive role which sets the organization

as a whole and the relationship among its parts. Conceptual role involves the educational leader's thinking, information processing and planning activities. In short, it is the capacity of the leader to "think strategically" to take the broad long term view.

The third type of managerial role is the interpersonal relations. This role normally deals with human relations and people management skills, good motivating and morale building activities. This role of a manager focuses on his ability to understand feelings and attitudes of others and to establish cooperative work relationship. It is the manager's function to work with and through other people and to work effectively as a group member. This is normally demonstrated by the way a manager relates to other people, including ability to motivate, facilitate, coordinate, lead and resolve conflicts. A manager who assumes such role tends to allow subordinates to express themselves without fear of ridicule and improve participation. On the other hand, managers have to communicate to the employees the totality of company's activities. Communication, the lifeblood of every organization, is a process that links the individual, the group and the organization. To be sure, communication indicates inputs to the organization, from the environment and outputs from the organization to the environment.

Communication occupies a central place in organizations and almost entirely determined by communication techniques. As Katz and Kahn (2003) put it, communication is “*the essence of organizations.*”

The managers of today’s commercial companies have a multifaceted job, which includes setting objectives, organizing tasks, motivating employees, reviewing results, and making decisions. They also plan, organize, staff, direct, coordinate and review. Tasks cannot be accomplished, objectives cannot be met and decisions cannot be implemented without adequate communication.

The centrality of communication to the overall job of the managers is evident when we consider how much time managers spend communicating in the organizations. The results of two separate studies of executives across a spectrum of organizational types and administrative levels indicate that administrators spend 80% of their time in interpersonal communication. Hence, they need a clear understanding of the process of communication (Lunenburg, 2004).

Conclusion

Business organization’s practice is a blending of knowledge, preparation, ethics, culture and new vision. There is not one

perspective or approach that will provide a complete explanation for managerial functions in the business industry. Suffice to say, the challenge now is for the managers to find ways to integrate the various perspectives, values, and approaches so as to improve the outcomes of business organizations. To function as manager one must be aware of his roles and must put into practice one of the managerial functions which is directing with an abundant amount of preparation since he is dealing with diversity of workforce. A manager must have limitless knowledge in many aspects of running an organization or a business and in directing the subordinates the manager must be equipped with the appropriate communication patterns to avoid conflict with the employees.

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