



Topic : Managerial Communication Perspective in Textile Units

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Profile of Representative Textile Units

Inferences based on the general Profile.

There is no consistency in the decidable numerical growth of the sampled small scale textile units, only the decade of 1971-80 has shown a significant growth. Constitution-wise, 86% units are proprietary, 10% are weavers, cooperatives and just 4% are HUF partnerships. Most of the units specialize in the production of just one textile item, terry/Turkish towels (63%) and bedsheets (22%). At least one-fourth units have linkages with other textile related units, under a different ownership, for collaboration in production, marketing, finance and management. 14 of these linked units are located in Solapur City itself, 10 units in the nearby districts of Sangli and Kolhapur, and 2 Units in Solapur district.

16.1.2 Inferences based on Core Management Practices.

Majority(86%) of units being proprietary concerns, there is no question of holding partners or board of directors meetings for them. More than 87% units undertake regular core planning exercise for time-frames varying from weekly to yearly, wherein production, finance and marketing receive more or less similar attention. More than 55% units have reported variance between planned targets and actual performance. Again, only 38% units have reported above 80% capacity utilization, it is at 65-80% for 39% units and at 50-65% for 21% units. The reasons for capacity under-utilization, are financial difficulties, raw material shortages, fluctuating demand, skilled labour shortage and power shortage.

Excepting 3% largish professionally-managed units, in none of the remaining units, the functional departments of production, finance, marketing and personnel are headed by suitably qualified persons. Only in 84% units, all the departments are adequately staffed; while only in 71% units, the department heads have been delegated the authority to take spot decisions. In majority of the units, records are maintained up-to-date and statutory returns and reports are filed on time. Only 93% units prepare

annual budgets but only 83% of them monitor budgetary outlays and actual spending.

The overall picture that emerges about the core management practices of these units is that the family-ownership pattern, small size operations, low levels of technology and skills required, all these have imparted traditionally to their operations. Consequently, there is an absence of modern, futuristic attitude in their management skills. This is primarily reflected in their tepid approach to core management functions of planning, organizing, staffing, directing, coordinating, recording/reporting and budgeting. The tepidity of the core management functions, in turn, affects the functional management areas.

16.1.3 Inference based on Functional Management Practices.

These textiles units in Solapur city have adopted only such functional management practices that suit them to sustain the day-to-day functioning, from one week planning time-frames to the provision of bare minimum employee welfare facilities required under law. Evidently, there is an utter lack of proactive, future-oriented attitude in the owners of these units.

16.1.4 General Observations

From my first-hand observations, I can say that Solapur City's textile economy is burdened with five major problems:

- ✍ Powerlooms have become outdated or too old to handle newer fabrics;
- ✍ Labour has become moody-irregular attendance and non-punctuality are rampant;
- ✍ Prices of raw materials and other inputs are always unstable;
- ✍ Competition from other powerloom centres and modern textile-mills is rising;
- ✍ Tradition-bound mindset of textile unit owners.

16.2 Managerial Communication Perspective in Textile Units.

16.2.1 Efficiency of Organizational Communication Utilities.

For measuring the efficiency of a total of 39 organizational communication utilities, the owners/promoters of the sampled units were administered a six-point Likert-type opinion survey schedule (Wherein, 0 meant Does not exist, 1 meant Very bad, 2 meant Bad, 3 meant Barely Working, 4 meant Good, 5 meant Very Good.) . The responses rendered were processed on a computer. After working out a mean score for each statement, each mean score was converted into a percentile value, so as to obtain an easily comprehensible picture of the efficiency levels as perceived by the respondents for that particular communication utility.

On concluding this exercise, it was found that the owners/promoters of the sampled units have admitted that out of 18 downward communication utilities, only 6 utilities were rated at a 'fair' level. the remaining 12 were at 'poor' level, Out of 6 upward communication utilities, 1 was rated at 'poor' level, while remaining 5 were at 'fair' level. Out of 15 lateral/diagonal communication utilities, only 2 were rated at 'good' level, 8 at 'fair' level and the remaining 5 at 'poor' level. In the overall sense, upward and lateral/diagonal communication utilities efficiency levels are only 'fair' while that of the downward communication utilities' efficiency level 'poor'. The collective efficiency of the communication utilities is only 'fair'

Since majority of the nearly 10,000 small scale textile units in Solapur City are, more or less, are similar in size and turnover volume, this statistics generally represents the communication utilities scenario in the study universe.

16.2.1 Managerial Communication Roles.

A manager generally plays three types of communication roles interpersonal role, informational role and decisional role. In his interpersonal communication role, he acts as the figurehead and leader of his unit within the organization, interacting with other managers, employees, customers and suppliers. In his informational communication role, the manager seeks information from other managers, employees and outsiders. In his decisional communication role, the manager implements new projects, handles disturbances and allocates resources to his unit's or department's members. Some of the decisions that he makes are reached in private, but even these are based on the information that has been communicated to him. He, in turn, has to communicate these decisions to others.

For measuring the effectiveness of these

managerial communication roles, 2 each managerial/supervisory level employees of the sampled units were administered a five-point Likert-type opinion survey schedule (wherein 1 meant Strongly Disagree to 5 meaning Strongly Agree). The schedule comprised a total of 45 Statements regarding the three communication roles and barriers to intra-organizational communications. The broad conclusions emerging on interpreting this data may be summarized as:

✍ As perceived by their subordinates, the managers in the sampled small scale textile units have secured an 'excellent' rating on 9 dimensions of their interpersonal role in communication and 'good' rating on 3 dimensions; thereby securing an overall 'good' rating for their interpersonal role in communication.

✍ Again, these managers have secured a 'superb' rating on 2 dimensions of their **informational role** in communication and 'excellent' rating on 6 dimensions; thereby securing an overall 'excellent' rating to their informational role in communication.

✍ Lastly, these managers have secured 'superb' rating on 1 dimension of their **decisional role** in communication and 'excellent' rating on 9 dimensions ; thereby securing an overall 'excellent' rating to their decisional role in communication.

The collective average rating for these three roles is 'excellent' . it is thus obvious that the managers in these textile units are most effective in their decisional role in communication, somewhat less effective in their informational role and lastly, even less effective in their interpersonal role. This is really commendable in spite of the only fair level efficiency of the intra-organizational communication utilities in their units.

✍ Since the average rating for the communication barriers is 'very poor' (43.6%), it may be observed that nearly half the intra-organizational communication effort in these small scale textile units is slowed down because of the communication barriers.

Taken together, these observations lead to the conclusion that the small scale textile units in Solapur City fare rather miserably on the intra organizational communication effort, but their managers are doing an excellent work in spite of these handicaps.

Further, since efficient organizational communication (including managerial communication) is the basic requisite

for the efficient functioning of any organization, it is imperative that these units should pay much more careful attention to this aspect of the organizational life.

17. Major Suggestions.

17.1 Suggestions for Improving the Situation of Small Scale Textile Units.

The problems facing the textile industry in Solapur City are too many, which have been adequately elaborated upon and remedies suggested thereon in the main Thesis. Broadly, these suggestions relate to the setting up of an Entrepreneurship Training and Development Centre for the benefit of owners/promoters of small scale textile units, setting up of a Textile-manufacture Training Institute for textile workers, introducing short-term courses in textile export management, textile factory administration and management, setting up of a research and development centre exclusively for terry/Turkish towels, setting up a textile library of international and national reference books and periodicals, setting up a textile export house, relaxation of the stringent terms of the Central Government's 'Textile Technological Upgradation Fund', and formulation of a separate national policy for powerloom textile industry, in view of the challenges emerging out of the globalization scenario.

17.2 Suggestions relating to Managerial Communication in Small Scale Textile Units.

Since my work had dealt with the problems and prospects of the small scale textile units in Solapur City against the Managerial Communication's perspectives, the following suggestions may be offered for improvements in this respect.

17.2.1 Downward Communication.

The overall quality of the downward managerial communication in these small scale textile units is rather poor. Many of these units have failed to provide such routine things as departmental name-boards, display of standing orders and wall-clocks at strategic points, not because there is a lack of will, but because of the ignorance of the inherent usefulness of these. It would be in the best interest of these units

17.2.2 Upward Communication

When upward managerial communication channels are blocked or are malfunctioning, the alienation syndrome does not take long to take root among the workers, Especially, the 'open-door policy' of the owners/managers and a functional grievance redressal procedure would go a long way in building up employee morale and motivation, without bringing undue strain on the employee welfare facilities being provided.

17.2.3 Lateral/Diagonal Communication

Lateral/diagonal communication network, operating in both formal and informal modes, is the main information nerve system of an organization. If the informal mode is permitted to override the formal mode, warped information permeates the organization and results in less transparency in the interpersonal relations of the employees. The small scale textile units in Solapur city have utterly neglected this aspect of intra-organizational communication. This units need to forthwith initiate corrective measures in this behalf.