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AN EVALUATION OF ORGANISATIONAL COMMUNICATION SYSTEM IN GPI LTD., KOLHAPUR, MAHARASHTRA

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ABSTRACT

Communication is the sum total of consciously or unconsciously transmitted feelings, attitudes and wishes. In the words of John Adair “Communication is essentially the ability of one person to make contact with another and to make himself or herself understood”. Communication experts tell that effective communication is the result of a common understanding between the communicator and the receiver. The communicator seeks to establish a commonness with receiver. Hence, communication is transmission of information and understanding through the use of common symbols. With the advancement of technology, changes have become a regular feature in any industrial organization. An effective communication system is an essential part of good labour management relations. Communication should not become a burden but a source of satisfaction. Communication in total means it is an attempt to effect a transfer between minds. It is the life blood of the effective organization.

KEYWORDS: effective communication , transmission of information , advancement of technology , industrial organization.

INTRODUCTION

Communication plays an important role in knowledge management; particularly in minimizing the “silos of knowledge” problem that undermines an organisation’s potential (S.Greengard 1998). The structure, extensiveness and scope of organizations are almost entirely determined by communication techniques (Bernard 1938). Managers in general, spend as much as 37.5 hours communicating per week. (Kelenomer & Snyer 1972). It has been observed that for the initial awareness “stage of receiving information, the mass media are most efficient than interpersonal relations, but the reverse is true for the stage of acceptance (Katz, Levin and Hamilton 1963). In large organized groups, the only source or the destination of many messages is distinct and known to the participants. Correctness of message is therefore, delayed. There more reliance has to be placed upon the written word. Written communication is more appropriate for recording and presenting technical details because ideas are easier to logically understand when written down than when communicated verbally (L.Porter and K. Roberts 1976). Traditionally, written communication has been slow to develop and transmit, but electronic mail and other computer mediated communication channels have significantly improved written communication efficiency.

While the above noted well known variables are important, there is a possibility of culture playing its own critical role in communication. For example, Bales (1953) suggested Monto Carlo technique for generation of input output matrices by postulation of proactive and reactive tendencies in formulation, a model of equilibrium in small groups. Such tendencies in are based on, in part, upon the wide spread custom in American culture that when one is



addressed, one usually responds. Rekha Agarwal (1974) reported that the flow of communication is restricted in Indian organizations because of larger status differentials. Chattopadhyaya (1974) observed that when communication is relevant it helps to improve motivation and organizational climate. Only Dayal (1974) has highlighted the importance of better communication for effectiveness of educational institutions.

The above noted facts suggested two situations; only few research attempts have been made in the Indian set up to study the effect of communication in general and organizations in particular. Some papers were of theoretical and few were research articles.

M/S Ghatage Patil Industries Ltd., was founded in 1960 by Mr.J.B.Patil and Mr.V.M.Ghatage as partnership firm with the machine shop of jobbing work. Over the past decades the company has grown to be one of the flagship companies in the field of automobiles industries.

In the present study, three types of structures have been considered namely, top level, middle level and lower level. The upward, downward, horizontal and inter departmental communication. An attempt was made to know the preferential mode of communication in different levels of the structure and make a communicated audit of GPI.

OBJECTIVES OF THE STUDY

- a.To study the different aspects of the communication with special emphasis on upward communication and downward communication.
- b.To study the barriers of communication in M/S. Ghatge Patil Industries Ltd.
- c.To evaluate the communication audit to understand in respect of honesty, encouragement, confidence and overall effectiveness.

HYPOTHESIS

- a.Upward communication differs between different levels of the organization structure
- b.Downward communication differs between different levels of the organization structure

DATA COLLECTION

The researcher studied the organization structure by conducting an interview with the management of the organization particularly with personnel manager and labour welfare officer. In the present study, three different types of structures have been considered namely, top level, middle level and lower level. The president, VP, AVP, Sr. Manager and Asst Managers constitutes top level. Middle level consists of supervisors, superintendent 1 and superintendent 2 and lower level of the organization on the other hand, consists of workers.

A set of questions prepared by keeping the objectives of present study. The organization structure was studied by the researcher by conducting an interview with the employees of the organization. A direct face to face interview was conducted to get the relevant information regarding the organizational communication of M/S. Ghatage Patil Industries Ltd. 79 samples were selected. The questionnaire was given in a five point Likert scale namely, always, usually, sometimes seldom and never etc.

DATA ANALYSIS AND INTERPRETATION

The Mean, Standard deviation and 't' test were tabulated to know the communication difference between different levels of organizational hierarchy. The mean difference was also tabulated to know the communication effectiveness between different levels of organizational hierarchy.

Table No. 1 The Mean, Standard Deviation and 't' values among three levels of structures and upward communication

Level of Employees	Mean	Standard Deviation	T Values
Top Level t ₁	4.15	0.86	t ₁ -t ₂ 1.22
Middle Level t ₂	4.01	1.09	t ₁ -t ₃ 4.38 *
Bottom Level t ₃	3.59	1.13	t ₃ -t ₂ 3.31 *

• =P<0.01

The above table denotes the relationship between different levels of structures and upward communication. t₁ is denoted by top level structure, t₂ is denoted by middle level structure and t₃ is denoted by lower level structure in the organizational hierarchy. The obtained t value is 1.22 which is not significant at top and middle level. The obtained t value between top and bottom level is 4.38, which is significant at .01 level of confidence. The obtained mean higher towards the top level indicating less amount of upward communication from the bottom level.

The hypothesis of the present study to be tested is "upward communication differs between different levels of the organization structure". The hypothesis is accepted on the ground that 't' score is significant between the top and bottom level as well as bottom and middle level on upward communication. The upward communication means the communication, which flows, from individuals in lower levels of the organizational structure to those in the higher levels. It is a feed back to the higher authorities by the lower levels. The proper upward communication leads to better understanding between different levels of organization structure and also it reflects better motivation, morale and job satisfaction.

Table No.2 The Mean, Standard Deviation and 't' values among three levels of structures and downward communication

Level of Employees	Mean	Standard Deviation	T Values
Top Level t ₁	4.18	0.93	t ₁ -t ₂ 1.14
Middle Level t ₂	4.06	1.15	t ₁ -t ₃ 4.82 *
Bottom Level t ₃	3.38	0.95	t ₃ -t ₂ 4.63 *

• =P<0.01

The above table indicates the organizational structures and downward communication. The obtained 't' value between top and middle level is 1.14 which is not significant. The 't' score between top and bottom level is 4.82 and bottom and middle level 4.63, significant at 0.01 level. It means that there is a difference between top and bottom level and bottom and middle level on downward communication. Downward communication means, it flows from individuals in higher levels of organization structure to those in lower levels. The most common type is job instructions and related information from supervisors and subordinates.

The mean value of top is higher than middle and bottom level, compared to bottom level mean value is higher in middle level. Among the top level structure, the flow of downward communication is more prominent as compared to other two levels, since the means value of top structure is more than other two levels.

Table No.3 The Mean, Standard Deviation and 't' values among three levels of structures and Inter departmental communication

Level of Employees	Mean	Standard Deviation	T Values
Top Level t ₁	3.65	1.26	t ₁ -t ₂ 2.23 *
Middle Level t ₂	4.00	1.11	t ₁ -t ₃ 1.24
Bottom Level t ₃	3.85	1.19	t ₃ -t ₂ 1.06

• =P<0.05

On interdepartmental communication t score indicates 2.23, which is significant at 0.05 levels between top and middle level employees. It indicates that the difference of communication occurs between top and

middle level employees with special reference to inter department. Inter departmental communication is the flow of communication from a person of one department to the other person of different department, irrespective of levels of organization hierarchy.

The hypothesis of the present study is "communication pattern difference between department and organization structure. The hypothesis is accepted on the ground that t score is significant between top and middle level employees.

Table No.4 The Mean and Standard Deviation on communication among different departments

Departments	Mean	Standard Deviation
Maintenance and Tool Room	3.65	1.13
Pattern Shop	4.20	1.07
Foundry	3.91	1.10
Production	3.93	1.31
Core Shop	4.00	1.17
Establishment	4.22	0.97
General Administration	4.00	1.41
Accounts MIS	3.91	1.34
Marketing	3.47	1.25
QC	3.33	1.22
Store and Purchase	4.80	0.74
Corporate	3.70	0.92
Personnel	3.95	0.48

The store and purchase department is in the first position of interdepartmental communication. Inter departmental communication means the flow of communication from one person from one department to other person from other department. The obtained mean score is 4.80, it is the best when compared with other departments, it means that inter departmental communication is very smooth in store and purchase department. Establishment department ranked in second place, it is better than that of pattern shop and core shop. The obtained mean score of establishment department is 4.22. Pattern shop and core shop occurred in third and fourth place. Inter departmental communication are good in each and every department. On listening, all departments have received more than the standard norms.

Table No.5 The Mean, Standard Deviation and t score among three levels of structure and communication Barriers

Level of Employees	Mean	Standard Deviation	T Values
Top Level t_1	3.81	1.29	t_1-t_2 0.43
Middle Level t_2	3.88	1.27	t_1-t_3 0.97
Bottom Level t_3	3.64	1.08	t_3-t_2 1.80*

The t score points out between top and middle level is 0.43 and Top and Lower level is 0.97 are not significant. The t score between bottom and middle level is 1.80 is significant at 0.10 level of confidence between bottom and middle level differs each other. It indicates that communication barriers are more projected at Middle level, since the mean value of middle level is 3.88

Table No. 6 Is related to Management aspect of the communication system,

Aspects	More than the standard Mean (2.50)	Less than the standard Mean (2.50)
Authority	4.03	
Free suggestions	3.53	
Oral Communication	3.48	
Group Discussion		2.34
Organisational Structure	3.34	
Daily Production Report	3.50	
Effectiveness of Production Report	2.62	
Training		1.00
Use of computers		1.00
Productivity	2.79	

The above table is related to the mean score of communication audit. Authority ranked first place. The obtained mean value is 4.03 that indicate that authority affects the free communication. Authority represents the extent to which decision making processes are prescribed and where formal power resides. Higher level departments set or approve goals and detailed budget for lower level departments. Group discussion, training and use of computers are received less than standard norms.

THEORETICAL AND PRACTICAL IMPLICATIONS

The upward communication differs between top level and bottom level similarly between bottom and middle level. The obtained score between top and bottom and bottom and middle are significant at 0.01 level of significance that indicated that there is a difference between top and bottom level and bottom level and middle level on down ward communication. The Mean value of the top is higher than the other level it indicated that among the top level the flow of communication is more prominent. The pattern of inter departmental communication influences between different levels of the structure.

The communication barrier differs between bottom and middle level. The communication barriers are projected more towards middle level employees as compared to the bottom level employees. The other aspect of the study related to different management aspects of communication system, authority has ranked first, free suggestions, daily production report ranked second and third.

Upward communication allows for information flow from subordinate to superior and this two helps the manager in learning. This study reveals that the bottom level employees have more problems in communicating with their superiors. It is always better to encourage upward communication to boost morale of the employees. On the top level, downward communication is much more smoother as compared to other two levels. An effective downward communication can help in improving organizational performance. In the present study, the communication barrier has been studied from the point of view of languages, status blocks, semantic blocks and the organizational blocks.

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