

## CHAPTER III

### METHODOLOGY

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#### INTRODUCTION

Organisational structure is a formal, physical arrangement of the activities and people, and inter-relationship among them. People, resources, techniques, and information are structured to achieve the common unified purpose. Structure is concerned with the ways and means in which the functions of the organisation are divided, differentiated and integrated to produce the whole that is more than sum of its components. It takes the pyramidal form, the span of decision making authority as pyramid widens towards the bottom.

In short, organisational structure is an official relationship between two persons.

In the present study, three different types of structures have been considered namely, top level, middle level and lower level.

The top level is constituted by the Mills General Manager (MGM), Assistant Mills General Manager (Commercial), Assistant Mills General Manager (Works), Senior Personnel Manager, Chief Medical Officer, Industrial Relations Manager, Production Manager, etc.

The middle level management consists of Assistant Production Manager, Material Maintenance Manager, Development Officer, Research and Development Manager, Electronic Data Processing Manager, Training Officer, etc.

The lower level of the organisation on the other hand, consists of Junior Spinning Masters, Senior Assistant Spinning Masters, Assistant Spinning Masters, Departmental Assistants, etc.

Communication is the exchange of facts, ideas, opinions or motives by two or more persons. It is a means of sharing the ideas in common. Effective communication is the foundation stone of the successful working of the organisation.

The following dimensions of communications were considered for the present study. They are upward, downward, horizontal, and inter-departmental communication.

In addition to these, communication barriers such as status blocks, semantics blocks, higher positions, lack of feedback and resistance to change. An attempt was also made to know the preferential mode of communication in different levels of the structure.

## OBJECTIVES OF THE STUDY

The present study aims to investigate organisation structure and communication pattern within the set-up. Three different levels of organisational structure have been identified namely, top level, middle level and lower level.

Similarly different communication patterns are also identified alongwith the communication barriers. The following are the specific objectives of the study :

- 1] To study the organisation structure of the unit under study.
- 2] To know the communication pattern in the organisation under investigation.
- 3] To find out the relationship between organisational structure and communication.
- 4] To know existing effectiveness of communication in different structural levels of the organisation.
- 5] To study the preferences of different modes of communication in different structure of the organisation.
- 6] To know the inter-relationship between different dimensions of the communication such as, upward, downward, horizontal, inter-departmental communication and communication barriers.

- 7] To know the different barriers of communication in the organisation.

### HYPOTHESIS

Based on the above said objectives, the following hypothesis were formed.

- 1] As the organisation structure changes the upward communication pattern will also change.
- 2] There is a difference of downward communication between different levels of the organisation.
- 3] The horizontal communication changes in relation to the organisation structure.
- 4] There is no difference between inter-departmental communication and organisational structure.
- 5] There is a correlation between upward, downward, horizontal, inter-departmental communication and the communication barriers.

### THE STUDY OF THE ORGANISATION STRUCTURE

The organisation structure was studied by the researcher by conducting an interview with the top-management of the organisation particularly with Personnel Manager, Welfare Officer and Industrial Relations

Manager. A direct face to face interview was conducted to get the relevant information regarding the organisation structure of Gokak Mills. They have provided the existing organisation structure which is enclosed (see Appendix). There are various structures in the organisation under study. However, for the sake of convenience, the main three structures of the concerned organisation have been selected for the purpose of present study viz. top, middle and lower level.

1) TOP LEVEL :- The top level consists of Mills General Manager (MGM), Assistant Mills General Manager (Commercial), Assistant Mills General Manager (Works), Senior Personnel Officer, Welfare Officer, Industrial Relations Manager, Production Manager, etc. Gokak Mills (Division of Gokak Patel Volkart Ltd., Bombay) has been controlled by the Board of Directors with whom the researcher was not able to contact.

2) MIDDLE LEVEL :- The middle level management consists of Assistant Production Managers, Production and Maintenance Manager, Development Officer, Chief Medical Officer, Research and Development Manager, etc.

3) LOWER LEVEL :- Junior Spinning Masters, Senior Assistant Spinning Masters, Assistant Spinning Masters, Departmental Assistants, etc., constitute the lower level management. Below the lower level management, there are Jobbers, and Mukadams, rank and file workers who are working at the lowest level of the organisation.

## RESEARCH TOOLS

### ORGANISATION COMMUNICATION QUESTIONNAIRE

The organisation communication questionnaire consists of five dimensions namely :

- 1) Upward Communication
- 2) Downward Communication
- 3) Horizontal Communication
- 4) Inter-departmental Communication
- 5) Communication Barriers

### DEVELOPMENT OF THE QUESTIONNAIRE

As a part of the study, the researcher has developed a questionnaire by taking into consideration, different dimensions like upward, downward, horizontal, inter-departmental communication and communication barriers. These dimensions were identified through discussions and consultation with the faculty members and those people who are in the field of communication. In addition to this, the researcher referred different literature related to communication field .

Initially, sixty different questions were prepared to project communication in an organisation. After consulting with different

experts, some irrelevant questions were discarded and in the final version, thirty one questions were retained. The following are the dimensions and the number of statements in each dimension :

Upward Communication	- 1 to 8 questions
Downward Communication	- 9 to 16 questions
Horizontal Communication	- 17 to 20 questions
Interdepartmental Communication	- 21 to 25 questions
Communication Barriers	- 26 to 31 questions

The question number 32 was considered as "open-end" question to elicit a better suggestion from the respondent. In the dimension of the communication barriers, six questions were asked covering the barriers such as prestige or status blocks, higher position, semantic blocks, lack of feedback, failure to listen attentively, resistance to change, etc.

#### THE MODE OF COMMUNICATION

Ten different modes of communication are identified and given to the respondents to rank them according to the numerical order of preference. They were :

- a) Face to face communication
- b) Notice board
- c) Conferences



- d) Daily news bulletins
- e) General body meetings
- f) Lectures
- g) Telephone talk
- h) Hand bills
- i) Monthly bulletins
- j) Circulars

#### AN EXPLANATORY NOTE ON EACH DIMENSION

1) UPWARD COMMUNICATION :- Upward communication flows from individuals in lower levels of the organisational structure to those in the higher levels. It is a feedback to higher authorities by the lower levels. Some of the most common upward communication flows are suggestion boxes, group meetings, and appeal procedure. It is necessary to discover the areas of clashes of interests, reconcile conflict and co-ordination of efforts for a better utilisation of men and material resources.

2) DOWNWARD COMMUNICATION :- It flows from individuals in higher level of the organisational structure to those in the lower levels. The most common type is job instructions and related information from superior to subordinates. Instructions, directions, clarifications, interpretations, orders, policies, etc., have to flow downwards from those at the top of the pyramid to the rank and file workers at the lower level of the organisation, who form the base.

3) HORIZONTAL COMMUNICATION :- This type of communication is from person at one level in the organisation to the other at the same level. It takes place between the persons of equal ranks, cadres or positions. It provides a means by which managers at the same level of an organisation co-ordinate their activities without referring all the matters to their superiors.

4) INTER-DEPARTMENTAL COMMUNICATION :- 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 the organisational structure. It is a type of communication which takes place between the employees of different departments of the same organisation.

5) COMMUNICATION BARRIERS :- These are hurdles or bottlenecks to successful communication process. These do not permit the transmission of accurate and full information at the receiving end. A communication barrier breaks down, obstructs, delays, distorts and tends to give other colour or dimension to the information by the time it reaches the destination.

Status blocks, semantic blocks, lack of feedback, resistance to change, mis-representation of the message received, etc., are some of the examples of communication barriers.

## DATA COLLECTION

A formal introductory letter from the Principal of the Institute was taken, explaining the purpose of the research and to help the researcher in seeking the information needed. With this letter, the researcher approached the concerned people in the organisation.

The organisation structure was studied by the researcher by conducting an interview with the top management of the organisation. A direct face to face interview was conducted to get the relevant information regarding the organisation structure of the Gokak Mills, Gokak falls. They have provided the existing organisation structure.

A cyclostyled questionnaire was given to the respondents with the help of Industrial Relations Manager. Since all the respondents were well-versed in English, there was no need of explaining the statements of the questionnaire in to their vernacular. All the respondents extended their full co-operation in data collection.

## SAMPLES

The samples were drawn from each structure of the organisation namely, top level, middle level, and lower level of the organisation under investigation.

### SIZE OF THE SAMPLE

As the structure changes the sample size will also change. As a result, the questionnaire was administered to all 10 persons of the top level management. The return rate of the respondents was 50 percent of the samples which constitutes 5 members of the top level.

The middle level and lower level structure constitutes more than 30 and 80 respondents respectively. Since some of the questions, which were not properly answered by the respondents, have been rejected. In the final version, 50 percent of the samples were retained.

### SCORING

The questionnaire was given in 5 point scale namely, always, usually, sometimes, seldom and never, as follows :

- |    |           |          |
|----|-----------|----------|
| A) | Always    | 1 point  |
| B) | Usually   | 2 points |
| C) | Sometimes | 3 points |
| D) | Seldom    | 4 points |
| E) | Never     | 5 points |

## STATISTICAL ANALYSIS

The "t" test. was applied to know the communication difference between different levels of management hierarchy.

The correlation statistics was applied to know the relationship between different dimensions of communication taken for the present study.

The rank correlation was also applied to know the ranking effect between three levels of organisation structure.

The raw data were analysed at the computer centre of Chhatrapati Shahu Central Institute of Business Education and Research, Kolhapur.

Based on the computer analyses, necessary tables were prepared on each dimension for indepth interpretation of the quantitative data collected through administration of the designed questionnaire.

### LIMITATIONS OF THE STUDY

The limitations of the present study are as follows :

- [1] The study has been restricted to only one organisation. To derive better conclusions more organisations should be brought into the study.
- [2] The samples were drawn according to the convenience technique.
- [3] The obtained responses from the top and middle level structures were too small to derive any specific conclusions.