

CHAPTER V

CONCLUSIONS, THEORETICAL AND PRACTICAL IMPLICATIONS

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CHAPTER V

CONCLUSIONS, THEORETICAL & PRACTICAL IMPLICATIONS

Organisational structure is an official relationship between two persons. The indepth study in the organisational structure has been increasing for several reasons and in several ways. It indicates the relationship among the elements in social unit. The element may be individual or positions. Prestige, role, power, attraction and influence are common behavioural patterns of individuals occupying positions with which they relate to other occupants. Structure should be understood in terms of its dimensions such as the degree of formalisation, centralisation and delegation of authority. Sound organisational structure is an essential pre-requisite of efficient management.

Communication is the interchange of thought or information to bring about mutual understanding and confidence or good human relations. It is the sum total of consciously or unconsciously transmitted feelings, attitudes and wishes.

Communication is the 'Life Blood' of the effective organisation. It is the medium through which the human relations are developed.

The organisational communication's goal is to convey the meaning or ideas without distortion. It is a two-way channel for

transmitting ideas, plans, commands, reports and suggestions that influence the attitude towards the objectives of an enterprise. The managers can create a feeling of belongingness on the part of the subordinates through a proper communication system.

OBJECTIVES OF THE STUDY

The main objectives of the present study are as follows :

- [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 the organisational structure and communication.
- [4] To know the existing effectiveness of communication in different structures of the organisation.
- [5] To study the preferences of different modes of communication in different structures of the organisation.
- [6] To know the inter-relationship between different dimensions of communication such as upward, downward, horizontal, inter departmental communication and communication barriers.
- [7] To know different barriers of communication in the organisation.

A questionnaire was prepared to assess the communication pattern. The questionnaire consists of five dimensions of communication namely, upward, downward, horizontal, interdepartmental communication and communication barriers. It was administered a Likard type five point scale. Similarly ten modes of communications were also administered to know the preferential modes of communications in each level.

SAMPLES

The organisation consists of three levels namely, top level, middle level and lower level. The samples were drawn from each level of the organisation.

MAJOR FINDINGS

- [1] There are two graduates and three post graduates at the top level. Whereas, middle level managers constitute six diploma holders, seven graduates and two post graduates. Among the lower level employees, except one, others are diploma holders, graduates and post graduates.
- [2] The mean age of the top level is the highest, (44 years) whereas, the lower level is 34 years. As the structure changes the length of service also changes. 18 years for top-level, 11.73 years for

middle level and 10.88 years for lower level.

[3] The upward communication differs between top level and lower level, similarly, between the middle level and the lower level. The obtained 't' score between between top and lower level was 3.93, and between middle level and lower level was 3.72. Both the values were significant at 0.001 level.

[4] The other aspect of the main study was to find out the influence of downward communication in all the three structures. The communication pattern between top level and the middle level on downward changes. The obtained mean score on downward communication among the top level executives was 19.00 and the standard deviation was 1.22. Similarly, among the middle level structure, the mean value was 16.60 and the standard deviation was 2.06. The noticeable difference is not found between top level and lower level as well as middle level and lower level.

[5] The pattern of inter-departmental communication influences between different levels of the structure. The problem of inter-departmental communication is more smoother among the lower level employees. It is much smoother than the top level executives because the projected mean value is higher towards lower level (16.52).

- [6] The perception on communication barriers projected more towards top level executives as compared to the lower level employees. Comparing with middle level and lower level, the communication barriers are more projected towards middle level.
- [7] The correlation coefficient between communication dimensions such as upward, downward, horizontal, inter-departmental communication and communication barriers related to the top level executives are statistically insignificant. It may be due to the small size of the sample.
- [8] The correlation co-efficient between these dimensions of communication relating to the middle level managers is not considered to be significant as all of them have one-tailed significant value more than 0.05 level.
- [9] The inter-correlation between communication dimensions among the lower level employees is statistically significant. The correlation was found between upward and downward communication, between upward and horizontal communication. Similarly, there was a positive relationship between downward and horizontal communication.
- Downward communication is also correlated with communication barriers. Horizontal and inter-

departmental communication was found to be statistically significant in the dimension of communication barriers. It means, that the communication barrier exists in the downward, horizontal, and inter-departmental communication.

[10] Regarding the order of preference on different modes of communication ranked by the top level executives, the telephone talk and face to face communication emerged as the top priority among the top level executives as a mode of communication. The least preferred mode of communication was General Body Meetings and Handbills.

Among the middle level executives, the criteria remained the same. There, the least preferred communication means was Handbills and Monthly Bulletins.

As it was projected among the top level and middle level executives, the lower level employees too have the similar mode of preferences. Their least preferred mode of communication was General Body Meetings and Monthly Bulletins.

The correlation of the co-efficient between these three levels were statistically significant thereby, indicating a preferential agreement on mode of communication in the organisation.

[11] Five hypotheses were tested. Among them four hypotheses have been accepted and one was rejected. The hypotheses were tested to the organisational structure and the communication dimensions.

[12] The suggestions made by the employees to improve the existing communication system in the organisation were as follows.

One of the respondents at the top level has suggested to conduct monthly departmental meetings and the middle level executives have to pass-on the messages quickly to upward and downward staff.

The middle level executives suggested that more stress must be given to face to face communication and holding the monthly meetings in order to review the overall situations and to avoid misunderstandings.

The lower level employees opine that the communication should be short, simple, clear and understandable. Further, they suggested to arrange for the exhibition of good and educative films to the employees periodically.

CONCLUSIONS, THEORETICAL & PRACTICAL IMPLICATIONS

Organisational communication is the transfer of information and knowledge among the organisational members for the purpose of achieving organisation efficiency and effectiveness.

The present study is to understand the relationship between organisational structure and communication and also emphasis was towards knowing the mode of communication preferred by different levels of employees.

As it was assumed the study reveals that as the structure changes communication will also change.

Five hypotheses bearing on these issues were examined. From the results, some of the theoretical aspects have to be noted down :

(1) UPWARD COMMUNICATION :- The upward communication was one of the dimensions of communication considered for the present study. With the advent of human relations school management began to turn at the employee's social needs. As the human relations aspect has received more importance in the management field, the importance of upward communication has received the attention of practicing managers as well as the researchers. Upward communication allows for information flow from subordinate to superior and this two-way system helps the manager in learning what is going on in the organisation and barriers do exist in many organisations.

The present study reveals that the lower level employees have more problems in communicating with their superiors. Between top level and middle level, this difference is not very much noticeable.

The past studies show that the managers and employees alike are more discouraged with upward communication than the downward communication. It is always better to encourage upward communication to boost morale of the employees and it is also important to listen with regards to their jobs, their supervision and the mission of the organisation clearly.

(2) DOWNWARD COMMUNICATION :- The purpose of the downward communication is to inform the subordinates on the job instructions, organisation's procedures, policies, practices, organisation goals, ideas, etc. Every employee wants to know, what is going on in the organisation.

The present study reveals the difference between top level and lower level on downward communication. On the top level, the downward communication is much more smoother as compared to the other two levels of structures. An effective downward communication can help in improving organisational performance.

(3) INTER-DEPARTMENTAL COMMUNICATION :- The inter-departmental communication is the communication which takes place among the peers, superiors and subordinates. It has to be carried out more effectively to perform the day-to-day organisational task more efficiently.

Any barriers in this system may prevent the effectiveness of the work.

The inter-departmental communication is very much smooth among the middle level executives as compared to the top. An improvement in the inter-departmental communication among the top level is warranted.

(4) COMMUNICATION BARRIERS :- In the present study, the communication barrier has been studied from the point of view of languages, status blocks, semantic blocks, and organisational blocks.

Between the top level and the lower level, and middle level and lower level, the communication barriers are more prominent.

(5) As per the correlation table (lower level), the downward, horizontal, and inter-departmental communication is correlated with communication barriers.

(6) There is an unanimous agreement among three levels of structures on mode of preference of communication. The organisation must implement the preferential mode of communication as desired by them.

SCOPE FOR FUTURE STUDY

[1] The correlation co-efficient between the communication pattern taken for the present study, reveals little information among the top level and middle level executives. So, a large sample from other organisations should be considered to derive better understanding between the communication patterns.

[2] The communication pattern must be studied in relation to the leadership styles, organisational culture, etc. Similarly the study can also be extended between professional and non-professional managers.

[3] The other variables like educational backgrounds, sex, age, personality, income, status, stress level within the organisation and family circle, etc. can also be considered for the future study.

[4] The present study is only related to the communication pattern within the organisation. The future researcher can concentrate on inter-organisational communications such as other organisations, Government Agencies, their clients, etc.

