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## COMMUNICATION AS INFLUENCING FACTOR IN ORGANISATION – A STUDY

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### Abstract:

*Global society is now in an information century. In this century, people are witnessing communication revolution. In this revolution, the communication technologies have been developing very fast. In the 1960's organizational communication shifted its primary focus from the applied aspect of communication in the organization, which involved mainly writing, speaking and persuasion to the broader role of communication in areas such as organizational behaviours and organizational theories (Barker and Angelopulo, 2006:14). The objective of this study is to examine the relationships between the degree of organizational communication and developing personalities of the employees in Rane Brake Lining Limited in Sethurapatti Village, Tiruchirappalli District. The descriptive study is an attempt to find out the major defined influencing characteristics of individuals like leadership, team, network, Organizational culture and learning through organizational Communication. The research was done on 100 employees by adopting stratified proportionate simple random sampling method. At the end of the research, findings show that there is a significant relationship between the communication and interactive justice. Further, findings state that there is a significant difference between the Marital Status of the Respondents with regard to the overall Organizational Communication. The study recommended that the flow of information among people precisely and reliable is important for organizations to get sustainable competitive advantage in today's world.*

### KEYWORDS:

Organizational Communication, Leadership, Team, Organizational network, Organizational culture and Learning..

### INTRODUCTION :

In recent years, communication is a very trendy word which electrifies many circles and not only business ones. At present, there is no need to remind anyone that the importance of effective communication in enterprises is increasing every year. It is central to the success of most all organizations. And when change is occurring in an organization, communication is even more essential to implement that change effectively (Elving & Hansma, 2008). It covers all activities that an individual does when he wants to make a transformation in someone else's mind. This is a meaning bridge between an individual or individuals and organization. Communication is a process that contains expressing, listening and understanding (Banerji and Dayal, 2005). It can be defined as balancing creativity and constraint focuses on how individuals use communication to work out the tension between working within the constraints of pre-existing organizational structures and promoting change and creativity (Eisenberg,2007). The communication has crucial impacts within or among work groups, in that organizational communication is

a channel to flow information, resources, and even policies. Organizational communication can be broadly defined as communication with one another in the context of an organization (Eisenberg & Goodall, 1997; Shockley-Zalabak, 2006). This type of communication, in turn, includes activities of sending and receiving messages through various layers of authority, using various message systems, and discussing various topics of interest to the group that belong to or the company were work for. It is one of the basic functions of management in any organization and its importance can hardly be overemphasized. It is not possible to have human relations without communication. However, good and effective communication is required not only for good human relations but also for good and successful business.

### **SIGNIFICANCE OF THE STUDY**

Several studies emphasize that effective communication can enhance organizational outcomes (Garnett, Marlowe, & Pandey, 2008; Pandey & Garnett, 2006). Communication can influence on the perceptions and opinions about persons, communities, organizations, governments, and even society. One of the outcomes of administrative communication is related to the flow of information, regulations, policies, and procedures. As a managerial tool, communication is frequently expected to share information with members, to coordinate activities, to reduce unnecessary managerial burdens and rules, and ultimately to improve organizational performance. While the literature is contributing to establishing an understanding of how the context of the organization influences communication processes and how the nature of communication differentiates it from other forms of organizational behavior, theoretical and empirical work still remains to be done to answer how organizational communication operates in the organizations and how it influences managerial issues and outcomes.

### **AREAS OF STUDY**

There are several research areas within the field of organizational communication (Jablin, 2001). For ease of presentation, identified here are five major areas that organizational communication which focus the areas like: (1) Leadership, (2) Teams, (3) Communication Networks, (4) Organizational Culture, and (5) Organizational Learning. In this study the focused areas are pictured as per the below mentioned theory.

#### **1. Leadership**

Leadership may be defined as a communicative process where the ideas articulated in talk or action are recognized by others as progressing tasks that are important to them (Fairhurst, 2007). This definition of leadership suggests that leadership may take many different forms and be associated with many different styles of communication.

#### **2. Teams**

Teams may be defined as two or more people who have a specific performance objective or recognizable goal to be attained where the coordination of activity among the members of the team is required for the attainment of the team goal or objective (Katzenbach, J. R., & Smith, D. K. (2003). A variety of teams exist within organizations such as work teams, project teams, research and development teams, sales teams, and special task forces.

#### **3. Communication Network**

A communication network is a group of individuals who may be identified as sharing regular lines of communication. These lines of communication can be described as: who talks to whom, about what, when, and where. A dominant theme in the network literature has been to distinguish between centralized and decentralized communication networks (Conrad, C., & Poole, M.S., 2005).

#### **4. Organizational Culture**

Organizational culture may be defined as the knowledge, ideology, values, and rituals that individuals share. There is not a single organizational culture within organizations, as unique sub-cultures may emerge within organizations according to demographics such as race, gender, sexual orientation, organizational tenure, and membership in a particular work unit or division.

#### **5. Organizational Learning**

The term “organization learning” is often undefined and used in a variety of ways, including descriptions of individual understanding (Thomas, Clark, & Goia, 1993), interpersonal communication

(Argyris & Schon, 1978), group decision making (Cangelosi & Dill, 1965; Crossan, 1991), and organizational transformation (Meyer, 1988; Miles, 1964).

**TOOLS AND TECHNIQUES**

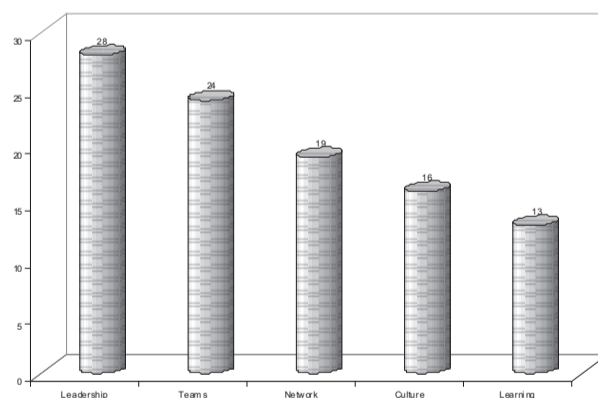
The aim of this study is trying to find out the influencing characters that majorly affected the individual through organizational communication. The audit consists in a systematic and complete survey of internal and/or external communication activities which is exhibited in Rane Brake Lining Limited in Sethurapatti Village, Tiruchirappalli District. The purpose of such an audit is to document the needs, policies, practices and possibilities in the scope of communication, as well as to present the necessary data that allow the management board to take effective decisions regarding future goals of communication in the organization. Further the descriptive study examines the way in which the employees have been perceived the communication in the organization and the way they shaped and defined their personalities through the existing organizational communication. The population of the study is composed of 178 employees of the organization. The researchers have adopted stratified proportionate simple random sampling method by selecting all the even numbers from the employee register. Out of 178 employees in Rane Brake Lining Limited in Sethurapatti Village, Tiruchirappalli District, the researcher selected 100 employees as the samples for the present study. The data that are freshly collected from the employees so as to find the perception level of organizational communication of the employees at present. The method of data collection has been engaged with a popular method of questionnaire which is consists of two parts. The part one of the questionnaire comprises the socio economic profiles of the respondents and the part two of questionnaire comprises the statements to access the individual Leadership qualities, interaction with Team, the way of channels of communication, perseverance of organizational culture and also access the learning form their organizations. Each dimension consists of more than 5 statements which is said to be as semi structured questionnaire.

**RESULTS AND DISCUSSION**

The study shows that majorities 86 percent of the respondents are male and 74 percent of the respondents are married. It also indicates that 80.5 percent of the respondents are living as nuclear family and a vast majority of the have the educational qualification up to under graduate. Further, 56.4 percent of the respondents are earning above Rs. 15000 and 61.6 percent of the respondents are in age group of 30 – 40 years. In addition to the personal profile 56.3 percent of the respondents are experienced with 5 – 10 years of experience.

The below cone diagram shows the overall influencing characteristics dimension of organizational communication which is exhibited in the organization. It clearly shows that the dimension leadership has channel more in organizational communication, further it is attention towards the dimension on learning. The organizational learning has been influenced more on the characteristic of the respondents. The frequency slops downward and form that it could reveals that the employees are less in learning about the organization. It is a red tape to the management indicating that they need to concentrate on these aspects to improve their organizational communication

**Overall Dimensions of Organizational Communication**



The below Table 1 reflects that there is a significant difference between the marital status of the respondents and their overall level of Organizational Communication. It is inferred that marital status has influencing the characteristics of the employees with regard to the overall Organizational Communication. The mean score indicates high (160.75) on married employees when it has been compared with the unmarried employees. It shows the facts that the married employees due to their own decision latitude, Perceptual Barriers, Emotional Barriers, Cultural Barriers, Physical Barriers they fail to shape their personalities towards their organization and they felt little difficult due to their changing of various roles played by them. The mean score is also shows high on this variable.

**'t' test between the marital status of the respondents with regard to the organizational communication**

Overall Organisational Communication	Mean	S.D	S.E	Statistical Inference
Married (n : 74 )	160.75	18.66012	4.66503	t =11.697 df=98 P < 0.05 Significant
Unmarried (n : 26)	149.29	11.28026	1.93455	

The below table 2 reveals that the mean score is high (157.58) on the employees who are experienced with below 5 years due to the fresh of joining and insufficient of experience. Normally the fresher are feel shy and fear to adopt with the new environment and they are not in a position to flow of organization information, regulations, policies, and procedures. Further the mean score (151.00) is reflects that the employees who are experienced with above 5 years may be due to their experience they are in the position to fulfill the assigned assignments and they channel with effective communication with all the co workers and with their teams. Hence, from the below table it could inferred that there is no significant difference between the experience of the respondents and their overall level of organizational Communication.

**Difference between the experiences of the respondents with regard to the overall level of organizational communication**

Overall Organizational Communication	df	SS	MS	Mean	Statistical Inference
Between Groups	3	678.985	226.328	G1=157.58 G2=151.00	F = 1.024 P > 0.05
Within Groups	96	10170.935	221.107	G3=149.29 G4=149.12	Not significant

**SUGGESTIONS**

Communication in organization management is one of the basic tools to perform management functions effectively and efficiently. To maintain all kinds of process in organizational activities and to perform objectives and goals, communication is used. Yet, realizing employees' knowledge and skills is possible with communication. Accordingly, flow of information among people precisely and reliable is important for organizations to get sustainable competitive advantage in today's world. Another fact that is effective on organization's success is employees' justice perceptions. Organizational justice is employees' perceptions about whether activities about distribution of organizational resources, degree of interpersonal relationships and operation organizational processes are being done fairly or not. As a consequence, organizational communication is effective to create positive justice perception at subjects as follows:

- To administer the participation of employees to decisions,
- To give feedbacks on employees' performances,
- To inform employees about organizational processes,
- To identify organizational objective, goal, policies and rules clearly and transparently,

To create reward/punishment system that evaluates employees' performance fairly,  
 To care to create a balanced language between being sincere or being diplomatic in organizational communication,  
 To communicate with obeying respect and kindness rights in organizational relations,  
 To encourage knowledge sharing.

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