CHAPTER V
FINDING, SUGGESTIONS AND CONCLUSIONS

The numbers in bracket indicates Table numbers.

• Prominent display of shift-timings is being effectively used in selected organizations. The Gokul is observed more in favor of prominent display of shift-timings as compared with Warana. From the organizational communication point of view, prominent display shift-timings, reflects downward communication, which is highly significant for both organizations and all the categories.

  Display of shift timings helps to avoid confusions about shift timings, save unproductive time of employees so that they can use their maximum efficiency by avoiding wastages of time. (4.1)

• Siren / Bell / Gong to mark Start and End of shifts is being effectively used in both the organizations in the study. Warana is observed more in favor of Siren / Bell / Gong to mark Start and End of shifts as compared with Gokul.

  From the organizational communication point of Siren / Bell / Gong to mark Start and End of shifts reflects downward communication which is highly significant for both the organizations.

  The formality of informing the employees about the beginning and the end of the shifts is strictly compiled with, because it is mainly with the discipline in inbound and outbound movements of the employees from the premises. (4.2)

• The practice of giving information about general practices, policies and objectives of the organizations, is being effectively done in both the organizations in the study. The Gokul is observed more in favor of information given about general practices, policies and objectives of the organization, as compared with Warana.

  From the organizational communication point of view, information given about general practices, policies and objectives of the organization
reflects downward communication, which is highly significant for these organizations.

Sharing such information with the subordinates help to satisfy their basic needs for belongingness and for individual recognition. In any big organization, management uses the different methods of communication. To practice of giving information to employees about the goals, policies and practices is adopted by the organization.(4.3)

- The instructions about job responsibilities and duties of employees are given in both the selected organizations. The Gokul is observed more in favor of the instruction about job responsibilities and duties of employees are given as compared with Warana.

From the organizational communication point of view, it reflects that these organizations are adopting the communication strategies for smooth and satisfactory functioning of the organizations, by giving the instructions about job responsibilities and duties of employees. Because this information is necessary to avoid confusion and wastages and also helpful for employees to carry out their job with responsible manner using maximum efficiency to fulfill the responsibility. It increases the self-confidence and provides job satisfaction to the employees.(4.4)

- Workers from Warana and managers from Gokul are strongly agreed upon the fair practice of explaining the logic behind the decisions is adopted by the study organizations. Fair practice of explaining the decisions rationally or explaining the logic behind the decisions to employees, increase the attitudes of acceptance of decisions, changes and decrease the attitude of resistance of employees.(4.5)

- Display of signs marking, “restricted areas.” and display of safety rules and posters at prominent places.

Display of signs marking restricted areas, safety rules and posters at prominent places in the organization are more significant to workers of Warana and Gokul compared to managers and supervisors .(4.6) , (4.9)
• Provision of wall clocks at prominent places in the organization.
  
  Sufficient wall clocks in department, corridors are highly important for workers of both Warana and Gokul. (4.7)

• Provided of adequate number of notice boards.

  The workers from both the organizations are more keen and aware about the provision of adequate number of notice boards than other categories. The percentage of agreement is above 74% in both the organizations.

  The big organizations having large number of employees used notice boards for providing information about policies, procedures, information related to job etc. These boards are displayed at prominent places in the organization for example safety rules are displayed near the production department. (4.8)

• Prominent display of rules and regulations.

  The practice of prominent display of rules and regulations at prominent places is being effectively adopted in both the organizations to maintain the discipline in the organization.

  In these organizations, there are some rules and regulations to maintain discipline in the organization, to prevent accidents, to create safety consciousness among employees. For effective implementation of these rules, are communicated to employees by using proper means of communication. In any big organization for large number of employees it is communicated by displaying it on notice boards at prominent places. (4.10)

• Given clear idea about authority, issuing orders to employees

  The percentile value of agreement is above 75.40 in both the selected organizations, meaning that, these organizations are giving clear idea to employees about authority, issuing the orders. The practice of giving clear idea about authority, issuing orders to employees is adopted, reflects downward communication, which is highly significant
for both organizations. It is helpful to employees to perform his duties efficiently without any confusion and misunderstanding, it results to increase productive behaviour of employees. (4.11)

- Explicitness and completeness of internal notices, circulars, instructions, letters, memos etc. and verbal orders

  Managers from both the study organizations are strongly agreed upon explicitness and completeness of internal notices, circulars, instructions, letters, memos, verbal orders etc., compared to other categories. Adequate and correct information should be given to avoid confusion, misunderstanding of employees. It is helpful for proper implementation and getting expected results from the employee. Therefore information contained in the notices, memos, letters etc are complete and explicit. (4.13), (4.14).

- Clearly and properly conveyed the major changes in production policy, disciplinary rules etc. to employees. The workers from the selected organizations are more keen and aware of the major changes in production policy and disciplinary rules etc. are clearly and properly conveyed to employees than other categories. The percentage of agreement is above 67.40% in both the organizations. It reflects downward communication, which is highly significant for both organizations.

  The major changes in production policy, disciplinary rules etc. are conveyed clearly and properly with due care. It helps employees to prepare for a change or adjust themselves with the change. This information helps to develop sense of acceptance, recognition and right attitude among employees also enable to create cooperative and supportive atmosphere in the organization. (4.15)

- Feedback on the actions taken on the subordinates suggestions, opinions, complaints and grievances, is vital important to the workers from both the organizations. The percentile value of agreement is 70.60% in these organizations, meaning that these organizations are using feedback on
the actions taken on the subordinates suggestions, opinions, complaints and grievances, as an instrument of downward communication. (4.16)

- Individual employee receives orders on the same subject from one superior only, is vital important to the workers from both the organizations. The percentile value of agreement is 73.40% in these organizations. From the organizational communication point of view, “Individual employee receives orders on the same subject from one superior only” reflects downward communication, which is highly significant for both organizations .(4.17)

- Appropriate methods of communication used

In both the organizations, the workers are more in favour of using appropriate methods of communication than the managers and supervisors. The percentage of agreement is above 72% in these organizations. Therefore it is clear that, “appropriate methods of communication used,” reflects, strategies of organizational communication are adopted effectively by the both organizations. (4.19)

- Display of premises layout plan and display of information about organizational performance

Workers from both the organizations are more agreed upon the display of premises layout plan and information about organizational performance than managers and supervisors. From the organizational communication point of view, the display of premises layout plan and information about organizational performance reflects downward communication, which is highly significant for these organizations. (4.12), (4.25)

- Superiors always ensure that, employees understood orders correctly.

“Superiors always ensure that, employees understood orders correctly” is highly important to the managers in Warana, and the workers from Gokul compared to the supervisors and managers. The percentage of agreement is approx. 64.00% in both the organizations. It indicates that, superiors are always ensure that the orders are correctly
understood by employees, is effectively used in both the organizations. (4.23)

(II) **UPWARD COMMUNICATION.**

- Functioning of Suggestion box scheme.

  Suggestion box scheme is more popular in Warana (74.04%) than Gokul (71.67%). Suggestion box scheme is being effectively used in both the organizations and it reflects upward communication. The employees are encouraged to drop their suggestions, complaints and new ideas in the suggestion boxes. These boxes are placed at some convenient places in the organization. These are opened at regular intervals for necessary action. (4.26)

- Existed formal grievance redressal procedure.

  Existence formal grievance redressal procedure is being effectively used in both study organizations as an instrument of upward communication. Grievance redressal procedure is used to hear and solve the problems of employees. It provides the employees an outlet to vent their pent-up emotions and grievance. When managers patiently and systematically listen to the problems, complaints of employees, they feel happy and satisfied. (4.27)

- Accessibility of top executives/managers to subordinate at specified hours on specified day: accessibility of top executives to subordinates at specific hours on specified days is higher at Gokul and Warana at workers compared to other categories. The practice of accessibility of executives to any subordinates at specified hours on specified days is more effectively used in Warana than Gokul. (4.28)

- Existence of open-door-policy is being effectively used in both the organizations in the study. The Gokul is more favour in adopting this policy compared to Warana. From the organizational communication point of view, it reflects upward communication, which is highly significant for both organizations.
This policy states that employees are welcome with their suggestions, or can discuss with superiors any matter they are willing to communicate. It is helpful to create climate of trust and respect, to improve relationship with subordinates. (4.29)

- Encouragement to employees to approach superiors with suggestions, opinions and complaints.

In both the study organizations, the managers are found more keen about the encouragement to employees to approach superiors with suggestions, opinions and complaints than workers and supervisors. The percentage of agreement is above 70% in both the organizations. It indicates that, the practice of encouragement to employees to approach superiors with suggestions, opinions and complaints is being effectively adopted in both the organizations. Comparatively the average percentile value of Warana is higher than Gokul. (4.31)

- Feedback on work environment and welfare facilities are vital important to the managers in Warana and workers from Gokul. Comparatively Warana (79.80) is more in favor of feedback from employees asked on work environment and welfare facilities than Gokul (76.33). Table No. (4.32)

- Conducting casual events for subordinates and participating by superiors in casual events is highly significant for workers than managers and supervisors. Comparatively the average mean score of Gokul is higher than Warana. The percentile value of agreement is above 70% in both the organizations. It shows that, superiors are conducting casual events for subordinates and participating in subordinates’ casual events for collecting the information from the employees, is being effectively adopted in both the organizations. Some casual events provide opportunities for arranging social gatherings in different departments. The informal atmosphere during the sport events, picnics and parties offer spontaneous information from the employees to the organization. (4.33)
Opinions asked about existed policies, future change in organization, is vital important for workers than managers and supervisors. Comparatively the average mean score of Warana is higher than Gokul. The percentage of agreement is above 60% in both the organizations. From the organizational communication point of view, opinions asked about existed policies, future change in organization reflects upward communication, which is highly significant for both the organizations. It can flourish in democratic organizational environment and effective participation of employees. (4.35)

(C) LATERAL / DIAGNOSTIC COMMUNICATION.

Functioning of Telephone intercom and existed system of Computer network are highly significant in both he organizations and at all percentages. The telephone intercom system and computer network is being effectively adopted in both the organizations. Comparatively Warana is more in favor of telephone intercom system and computer network than Gokul. (4.36), (4.37)

Error-free and prompt routing of internal documents, fax, mails to appropriate person. Comparatively the average mean score of Warana (4.33) is higher than Gokul (3.97). The percentage of agreement is above 76% in both the organizations. It indicates that, the routing of internal documents, fax and mail to appropriate person is error-free and prompt, is being effectively adopted in both the organizations. (4.38)

Regular arranging of lectures/demonstrations for giving out general and specific information and policy decisions: arrangement of lectures is highly significant for workers than the mean scores of managers and supervisors of both Warana and Gokul more than 80%. The strategies of communication are being effectively adopted in both the organizations for giving out general and specific information about organization and policy decision lectures/demonstrations are regularly arranged. (4.39)

Inter departmental meetings are held regularly in both the organizations. The percentage of agreement is above 70% in both the organizations.
Regular holding of inter-departmental meetings reflects, that the strategies of communication are adopted by both the organizations to achieve common goals of organization, to facilitate task coordination, to solve problem, information sharing and for conflict-resolution. (4.41)

- Availability of Department-wise work manuals and handbooks, are more important to workers in the selected organizations than other categories. Comparatively the average mean score of Warana is higher than Gokul. Availability of Department-wise work manuals and handbooks reflects, that the strategies of communication are adopted by both the organizations to provide departmental information to other departments because due to increased specialization, job specialization, each department having different departmental information. (4.42)

- Functioning of ISO Committee. Quality Circle, Plant committees and ISO Committee are being effectively functioning in both the organizations. Doing similar work, meeting voluntarily, regularly for about an hour every week, to identify and resolve work problems, to improve quality of production, average organization performance and enrich quality of work life of employees, functioning of ISO Committee. Quality Circle, Plant committees and ISO Committee are necessary. (4.43), (4.44), (4.46)

- Availability of opportunities to interact with any member of organization, is more important to workers in the selected organizations than other categories. The percentage of agreement is above 75.40% in both the organizations. Availability of opportunities to interact with any member of organization is being effectively adopted in both the organizations.

From the organizational communication point of view, opportunities to interact with any member of organizations, reflects diagonal communication, which is highly significant for both organizations. (4.47)
(II) **INDUCTION AND TRAINING PROCESS.**

Training of workers and executives is necessary to keep them abreast of new development, to improve their efficiency and potential and for orientation. Training involves communication. Therefore to study the communication strategies used by study organization different aspects of training and orientation process has taken into consideration.

Induction is the process of receiving and welcoming new employees, introducing them with their peers, supervisors and subordinates. During induction, the information about insurance cover, benefits, facilities and alternatives available in the organization for career development has given.

- Mental preparation of new employees for their assigned job.
  
  Warana and Gokul workers are more keen, about mental preparation of new employees for their assigned job compared to other staff categories. Warana is more interested than Gokul in mental preparation of new employees for their assigned job. The percentile value of agreement is above 70.60% in both the organizations. It reflects that, due attention has given for mental preparation of new employees for their assigned job in both the organizations, which is highly significant for both the organizations.

  During induction, the information about organizational policy, office, space, devices and equipments available etc are given by competent tutors. It enables employees to prepare for the assigned job.

- Satisfaction of job related queries during induction training.
  
  Warana and Gokul workers are more in favour of satisfaction of job related queries during induction training. Managers and supervisors are least bothered about satisfying the queries of new employees during induction training as compared to workers from both the organizations. The percentile value of agreement is above 60.00% in both the organizations clearly showed that, both the organizations have
organizational communication policy to satisfy queries of new employees during induction training. (4.52)

• Development of sense of familiarity and security in the job.

In both the organizations, workers are more in favour of development of sense of familiarity and security in the job than managers and supervisors. The percentage of agreement is approx. 90.40% in both the organizations.

Comparatively the average mean score of Warana is more than the average mean score of Gokul.

From the organizational communication point of view, development of sense of familiarity and security in the job reflects that, the strategies of communication are adopted in both the organizations, which is highly significant for both study organizations.

Induction is the process of receiving and welcoming new employees, introducing them with their peers, supervisors and subordinates. During induction, the information about insurance cover, benefits, facilities and alternatives available in the organization for career development has given. (4.51)

• Competent tutors and instructors imparted training.

Competence of induction training tutors and instructors: Importance of tutor/instructors competency is more important for workers at both Warana and Gokul than other categories. The percentage of agreement is considerable in Warana and Gokul.

• Special training programmes adequately attempt to bring out and develop leadership qualities of the employees. Leadership skill development through special training is important for Warana, compared to Gokul and workers from both the organization compared to other categories.

From the organizational communication point of view, special training programmes adequately attempt to bring out and develop
leadership qualities of the employees, reflects internal communication, which is highly significant for both organizations. (4.49), (4.57)

- Selection for training after carefully identifying the training needs of employees and organization.

  The selected organizations are adopting the practice of selection of employees, for training after carefully identifying the training needs of employees and organization. Comparatively, Warana is more keen and aware about this practice of selection of employees. (4.54)

- Adequate opportunity to practice their newly acquired skills is given for employees returning from training.

  Adequate opportunity given for employees returning from training to practice their newly acquired skills is adopted by both the organizations. It reflects that, the effective use of internal communication by the organizations. (4.58)

- Appropriate training techniques are used for different training needs from both the selected organizations, meaning that, these organizations are adopting the strategies of communication to impart the skills and knowledge to employees.

  Training techniques are the medium of imparting skills and knowledge to employees. The most commonly used techniques are lectures, films, case study, audio-video tapes etc. It is selected as per training requirement. (4.60)

- Clear idea given about the future opportunities there in after completion of the training.

  Workers showed significant interest in giving clear idea about the future opportunities there in after completion of the training. Comparatively Gokul is more in favour of giving clear idea about the future opportunities there in after completion of the training than Warana. The percentile value of agreement is above 76% in both the organizations. It reflects that, the organizations are adopting the strategies of communication to give clear idea about the future
opportunities there in after completion of the training. Participant employees are given clear idea about future opportunities in training after completion of training. It facilitates through direct extrinsic rewards like freedom, new responsibility, praise, pay increases etc. (4.61)

- Preparing the employees to handle more challenging tasks is important for Warana, compared to Gokul. It is strongly accepted by workers from both the organizations, as compared to other categories. The percentage of agreement is above 75.40% in both the organizations, indicates that, preparing the employees to handle more challenging task is being effectively done in both the organizations.

Training is imparted to acquire new skills, improved the job knowledge and skills. It helps employees to adjust to change in technology, environment. It increases job satisfaction, motivation, moral and also help in achieving self-development, self-confidence. (4.62)

(II) PERFORMANCE APPRAISAL PROCESS.

- Performance appraisal process and performance standard has been properly and clearly conveyed, is more important for Gokul than Warana. It is strongly accepted by Warana workers and Gokul managers than other categories. Performance appraisal process is very systematic and well informed to the employees, in both the organizations. It enables the employees to know the process of performance appraisal, by whom and how the performance will be evaluated. This helps to increase the employees’ performance on the job and make them more productive. Informing performance standard makes employees to know how the actual performance will compare with specific target set. This helps to increase the individual employee’s performance on the job and make them more productive. (4.63), (4.72)

- Superiors evaluate subordinates’ performance without prejudices/ biases or favoritism is vital important to managers from the selected organizations. Warana is more favour in evaluating, subordinates’ performance without prejudices/ biases or favoritism than Gokul.
Superiors evaluate subordinates’ performance without prejudices/biases or favoritism in both the selected organizations, which is highly significant for both organizations.

Performance evaluation are not included favoritism, stereotyping and hostility because in this case high or low scores are given to certain employee or group. It results dis-motivation and discourage among employees. So review are restricted to the employees’ job and performance only and irrespective to sex, age, race and friendship etc. (4.64)

- Superiors give due importance to the subordinates’ merit and intelligence skill and talent while evaluating the performance.

Warana, Warana managers and Gokul workers show more significant indication towards, superiors give due importance to the subordinates’ merit and intelligence while evaluating the performance than Gokul and other categories of staff. These organizations are duly recognize the special skill and talent of the subordinates, while evaluating the performance.

The analysis clearly indicates that, superiors duly recognize the special skill and talent of the subordinates, while evaluating the performance in both the organizations.

From organizational communication point view, evaluation the performance of employees’, by recognizing the special skill and talent of the subordinates, is the strategy of organizational communication which is adopted by both the organizations effectively.

The manager should praise employee’s achievements also appreciate his contribution to the organization’s mission and objective, convey that it is being valued by the organization. It enable to foster morale and motivation of employees. (4.65, 4.66)

- Cardinal atmosphere during post appraisal feedback

Mangers from both organizations are more concerned about cardinal atmosphere during post appraisal feedback than other categories.
Gokul show significant interest in having cardinal atmosphere during post appraisal feedback, compared to Warana. The percentage of acceptance is approx. 82% in both organizations. (4.67)

- Performance appraisal feedback encourages employees to strive for self-improvement and to strive for non-monetary rewards

  The selected organizations are showing significant indication during performance appraisal feedback, towards encouraging the employees to strive for self-improvement and to strive for non-monetary rewards like certificates, citations recognition awards etc.

  Performance appraisal gives an opportunity and impetus to continually improve and develop the performance. The gaps are rectified through various performance improvement techniques such as training and development opportunities. After identifying the reason for inadequate performance, the poor performance corrected the manager can determine a plan to improve.

  Employees showing superior performance are rewarded through increase in job responsibilities, reassignment, job rotation, leadership grooming opportunities etc. and also citation, certificates, recognition. Because of this employees are more motivated, committed and competent to achieve their work roles and goals. (4.68), (4.71)

- Helps employees for new roles and responsibilities in preparing for promotion opportunities through post appraisal feedback.

  The selected organizations are showing significant interest in preparing the employees for promotion opportunities and for new roles and responsibilities, through post appraisal feedback.

  Meritorious employees are rewarded better with promotion, it helps to employees to satisfy their growth and development needs. Employees engage in healthy competition and strive for reaching peak performance.

  Performance appraisal helps in identifying potentialities for further development of employees and handle higher or key
responsibilities. It helps to employees to satisfy their growth and development needs. Employees are more motivated, committed and competent to achieve their work roles and goals. (4.70)

- Superiors invite participation of employees in performance discussions and fosters bondage between employees and their managers.

  Participation of employees in performance discussions and fostering bondage between employees and their managers, are highly significant for both the selected organizations.

  Ensuring that full participation of the employees in the performance discussion, is the communication strategy which is applied to accord an opportunity to put forth views and comments on various facilitating and inhibiting factors affected his performance, results in increasing sense of reception, recognition and also increase self-confidence of employees.

  Performance appraisal provides the opportunity to employees and managers to share information, ideas, requirements, expectations, and feedback to remove any misconception or misunderstanding between the managers and employees. This fosters bondage between the managers and employees and results in increased commitment to organizational mission and objectives. (4.73), (4.75)

- Availability of Coaching, counseling and mentoring programmes to improve.

  Warana ana Gokul show significant interest to provide coaching, counseling and mentoring programmes for employees to rectify the gap between actual performance and performance standard and make them enable to improve their performance and discharge their job responsibilities, accountabilities efficiently. (4.77)

**CAREER DEVELOPMENT**

- Superiors regularly gives out information about the career options in different Department / Divisions.

  Workers of both Warana and Gokul are keen to have information about career options compared to other categories. It shows natural
indication to survive and sustain. Comparatively the average mean score of Warana is higher than the average mean score of Gokul. The percentage of agreement is above 76% in both the organizations, indicates that, superiors regularly gives out information about the career options in different department / divisions in both the organizations. (4.78)

- Superiors encourage the subordinates to try to attain personal career goals and to strive for self-development. Gokul workers, and managers from Warana broadly accept encouragement for promotion. Superiors encourage the subordinates to try for attaining personal career goals, is being effectively done in both the organizations in the study. Encouragement to employees to put applications for other positions giving opportunities for promotions and or lateral moves, contribute to the employee’s career satisfaction. Employees need encouragement and support. Managers provide valuable feedback and learning activities or resources.

  Guidance is sought higher percentage by both Warana and Gokul workers whereas other categories shows insignificant interest in guidance for career. At Warana guidance and orientation is required more compared to Gokul. (4.81, 4.88)

- Superiors teach subordinates in bringing about perfection in individual work perfection. Guidance for work perfection is sought more percentage by Warana than Gokul. Both are typical production industries however Gokul seems to have more sound production setup than Warana as it has less requirement of guidance by workers. (4.82)

- Superiors ensure that the subordinates are exposed to varied work seems to be appropriately significant at Gokul (84.20%) than Warana (84%). Superiors ensure that the subordinates are exposed to varied work situations in both the study organizations. It reflects downward communication, which is highly significant for both organizations.
Job rotation and inter departmental transfers exposed for assigning varied work situation, it helps employees to acquire a wider base of skills. Job rotation involves assigning employees to various jobs so that they acquire a wider base of skills.(4.84)

- Conducted workshops for guidance to attain career goal

  Warana and Gokul workers show more significant indication towards, workshops conducted for guidance to attain career goal, than other categories. Comparatively the average mean score of Warana is higher than the average mean score of Gokul. The percentage of agreement is above 70% in both the organizations, clearly indicates that, workshops are conducted for guidance to attain the career goal by both the organizations.

  Conducted workshops for guidance to attain career goal, reflects that, the strategies of communication are adopted to guide employee to figure out their strengths and weaknesses, to give the information about job and career opportunities and necessary steps for reaching their goals. (4.85)

- Superiors inculcate a sense of loyalty to the organization among subordinates. Organizational loyalty building is equally important at both Warana and Gokul. Workers from Warana and managers from Gokul are strongly accepted that, superiors inculcate a sense of loyalty to the organization among subordinates. (4.86)

- Conducted Staff internship programmes. Warana managers and Gokul workers show significant interest in conducting Staff internship programmes. Comparatively Warana sought more percentage than Gokul. The percentage of agreement is above 64.60% in both the organizations, shows that, the strategies of communication are adopted by both the organizations to explore opportunities to apply for internship or self-initiate an internship in or area of special interest. (4.87)
(IV) TRADE UNION.

- Mutual relations between the management and the trade union are very cordial is strongly accepted by Warana managers and Gokul workers. Comparatively Gokul sought higher percentage than Warana. The percentage of agreement is above 90% in both organizations. Cordial relation is necessary to create mutual understanding, and avoid industrial disputes. (4.89)

- The trade union is always alert to the changing welfare needs and promptly conveys them to the management show highly significant for Warana workers and Gokul managers.
  
  Comparatively Gokul shows significant interest in the statement than Warana. The percentage of agreement is above 74% in both organizations. It reflects that the intra-organizational communication system is working effectively in both the organizations.
  
  The trade unions are formed to protect and promote the interest of employees’ through the collective action. To promote individual and collective welfare is the one of functions of union. The trade union is always alert to the changing welfare needs and promptly conveys them to the management in both the organizations. (4.91)

- Management seeks the trade union’s participation in the formulation of policies regarding employees, is highly significant for Warana managers and Gokul workers.
  
  Comparatively Gokul is more keen and aware of seeking the trade union’s participation in the formulation of policies than Warana. In both the organizations the percentage of agreement is above 72%, meaning that these organizations are seeking the trade union’s participation in the formulation of policies. Participation in decision-making process is strong intrinsic incentives to increase motivation, efficiency of employees, industrial democracy and productivity. (4.92)

- The trade union’s efforts are instrumental in maintaining salary percentages and allowance.
Workers from both the selected organizations, are strongly accepted, the trade union’s efforts are instrumental in maintaining salary percentages and allowance. Gokul is more concerned about trade union’s efforts are instrumental in maintaining salary percentages and allowance as compared to Warana. The percentage of agreement is approx 89% in both the organizations. It reflects that, the communication strategy is adopted by both the organizations to motivate the employees and to increase the morale of them.

Unions are necessary to ventilate the workers’ grievances to the management to inform employees’ views, aims, ideas, dissatisfaction and frustration to the management (4.93)

• Benefit programmes are communicated to the employees.

Gokul as compared to Warana has opined significantly to the communication of benefit programmes the employees. Both the organizations sought percentage of agreement above 86%. It indicates that, benefit programmes are communicated to the employees, by both the organizations to increases the involvement and co-operation of employees and also to make them aware of what the organization does for them to increase productivity. (4.95)

• Expert counselling for job stress, tension, conflict, addiction- free life style and family problems. Counselling is offering the potential for solving the problems. It is necessary to improve performance, develop self -confidence, understanding self- control and ability to work effectively. Conselling is provided for job, stress, tension conflict, addiction- free life style, housing loan, medical facilities, educational facilities, all such workplace welfare related activities are significantly accepted and agreed upon by both Warana and Gokul. However, location, establishment, achievement focus and other essentials matter for workers more than other categories. (4.98), (4.99), (4.100).

• Expert guidance for occupational hazards. Workers from the selected organizations, are more keen to have guidance, than other categories.
Warana is more concerned about guidance for occupational hazards than Gokul. These organizations are providing expert guidance to employees for occupational hazards to protect the employees and the workplace from unsafe act, unsafe working conditions, hazards and disease, expert counseling on occupational hazards is necessary. It increases employees’ self-confidence, eliminates industrial disputes and keep down the human-cost of accidents, increase motivation and moral of employees. (4.101)

- Conducted group activities for employees regularly, is highly significant for both the organizations. Group activities for employees are conducted regularly to increase inter-personal relation among the members of organization. Competitive games, special functions, get-together etc. are conducted to increase inter-personnel relations among the members of organization, to share the information, to increase competitive spirit, to develop the sense of belongingness, recognition, it results in increasing moral of employees. (4.102)

- Availability of information given about the Insurance cover. Warana workers and Gokul managers are more concerned about the availability of information given about the Insurance cover. Insurance cover information availability is more in Warana, as compared to Gokul. These organizations are communicating the information about Group insurance, life insurance, accidental insurance cover can be provided to assure them or to their family members about financial security in case of any incident occurred. It increases self-confidence and enhances morale of employees. (4.103)

- Pre-defined wage policy existed. Warana workers and Gokul, managers have opined significantly to the requirement of pre-defined wage policy. Pre defined wage policy is strongly accepted by Gokul than Warana.

The percentage of agreement is approx. 92% in both the organizations. These organizations are using pre-defined wage policy effectively for maintaining harmonious industrial relations and also
maintaining satisfied and productive workforce pre-defined wage policy are applied. (4.104)

- Encouragement for cultivation of personal artistic creativity is strongly accepted by Warana supervisors and Gokul managers than other staff categories. Gokul is more interested in encouraging the employees for cultivation of personal artistic creativity as compared to Warana. The percentile value of agreement is approx. 84% in the selected organizations, indicates that, both the organizations are encouraging the employees for cultivation of personal artistic creativity, meaning that these organizations are adopting the strategies of organizational communication effectively.

  Encouragement of employees for cultivation of personal artistic creativity, hobbies etc. keep employees always fresh, satisfied and motivated. Satisfied employees are productive workforce of organization. It enables to develop sense of recognition and reception. (4.105)

- Promptness in providing clinical-hospital treatment for injuries in the organization, is highly significant for Warana and Gokul managers than other staff categories. Gokul is more interested in providing clinical-hospital treatment promptly for injuries in the organization than Warana. The percentile value of agreement is approx. 84% in both the organizations, reflects that, the strategy of internal organizational communication are used by both the organizations effectively for providing clinical-hospital treatment promptly for injuries in the organization.

  Promptness in providing clinical-hospital treatment for injuries in the organization, increases self-confidence, eliminates industrial disputes and keeps down the human cost of accidents. It increases the moral and efficiency of employees. (4.106)

- Evaluation of welfare facilities provided to employees by asking feedback from them is strongly accepted by workers of both study
organizations than other categories. Warana is more concerned about the
evaluation of welfare facilities provided to employees by asking
feedback from them as compared than Gokul.

Evaluation of welfare facilities provided to employees by asking
feedback from them is being done in both the organization in the study.

Various welfare facilities are provided to employees like
insurance cover, medical facility to the employees and their family
members, canteen facility, rest-breaks, housing facility to employees etc. Feedback from the employees about these facilities helps the superiors,
to know the feelings and reactions of employees and it helps to add any
other facility, to improve the quality. (4.107)

- Treatment received from the superiors.

Managers from both the organizations show more significant
indication towards employees received treatment from the superiors than
other categories. The average mean score and percentile values of
Warana and Gokul are same (80.93) Superiors give due respect and
recognition to the employees in these organizations. Reception and
recognition increase the feeling of belongingness and provide job
satisfaction to employees. It results in increasing the willing co-
operation, efficiency of employees, mutual -understanding, eliminates
industrial disputes and helps in maintaining harmonious relations with
employees. (4.108)

- Treatment received from colleagues

Treatment received from colleagues, shows significant variations
of response in both the organizations. Organizational culture as well as
communication need to change drastically for harmony. Treatment
received by colleagues at both the organizations Warana and Gokul in
all the categories need to look into the interpersonal relationship very
seriously, as it has shown varied response. (4.109)
• Pride in being an employee of this organization.

Workers from the study organizations, found more proud in being the employee of this organization. Pride in being an employee of this organization, is highly significant for both the organizations and all levels of staff. Pride in being an employee of this organization helps to increase loyalty and commitment to the organization. Sharing issues, information and concern amongst employees helps to develop the feeling of ownership and belongingness. It results to increase job satisfaction, and the organization can maintain the satisfied, motivated, productive and capable workforce. (4.110)

CONCLUSIONS:

In the long run perspective of two co-operative organizations Warana and Gokul existing and sustaining in Southern Maharashtra, the study indicatively concludes that organizational communication perception and various tools of it are well received and perceived by both managers and workers very significantly. However their agreement of acceptance, reception and effectivity of organizational communication different significantly, leaving the scope for further improvement in organizational communication development, as well as updation and upgradation of organizational communication, should be the prime agenda for all of them. This should enhance further the strategic communication capacity of both the selected organizations to meet the challenges of future.

Being co-operation by constitution a thumb rule faith belief system is followed more but it can be changed and altered for better outcome and satisfaction of workers as well as managers.