CHAPTER – I

INTRODUCTION

Ever since the human beings started living together and form a community, material transactions began to happen. As early as stone-age period and progressively thereafter the nature of human transactions started becoming complex, expression of different needs like a call to assemble at a particular place and time, to decide the course of further action, to raise alarm in emergency situation, to make group members to understand a move etc. defied signal and sound system. Now, special sounds with special signals with synchronic actions of body parts were developed. Gradually transactions beyond needs for food and shelter arose and human beings started developing sounds into words and attach them differently to different phenomena. Thus, in nutshell, the birth of language took place.

Notwithstanding verbal expressions of inner thoughts, other modes and mores of communication were also developed. In due course and progression of time stone arriving, stone-paintings, picture arts; performing arts, like folk and individual dances, mimicry etc. were developed. In slow but steady progression, verbal expressions paved way for writing and consequently and significantly prose and poetry forms had emerged. Though they were initially in recitation mode, the need of preservation and storage of knowledge for use of next generation ushered in the use of ink and pen at later stages of human civilization.
The origin of human language is lost in the mist of antiquity. But we can assume that its first purpose was to exchange messages of vital concern to survival—to enable people to communicate with one another about food supplies and how to obtain them, about danger and how to avoid it. Other animals lower in the evolutionary scale; also manage to do this in one way or another. Bees that have found a new food supply, for example, go back to the hive and perform a dance; the nature and speed of this dance tell the other bees how to get to the food. (Psychology: Kagan and Havemann, pg.173 IVth Edition Harcourt Brace Jovanovich, Inc.) Birds sing their characteristic songs to attract mates and discourage interlopers. Chimpanzees use sounds and gestures to warn their friends of danger and to threaten their enemies.

Communication is the basic function of language. It helps in finding meanings and relationships in the events of our lives. It is therefore a key to the kind of deep processing by which we commit new information to long-term memory. Our utterances are designed, as one study has put it, “to inform listeners, warn them, order them to do something, question them about a fact, or thank them for a gift or act of kindness.” (Psychology: Ibid pg.173). We intend to have some effect on our listeners, we want to convey certain ideas; we expect our listeners to recognize our intentions and act accordingly. Written language, likewise, aims to communicate and in some way influence. Its purpose may be to inform, to change and opinion, to urge action, to present a demand or perhaps just to amuse.
As these examples suggest, we now use language to convey a great deal more than simple messages about food and danger. But language continues to be essentially a communications systems – based on an agreement between those of us who speak the language that certain sounds used by us all, strung together according to rules that all of us know, convey messages intended by the speaker and understood by the listener. As the matter of communication between the speaker and the person or a group of persons spoken comes into play, today, in our modern world we have as many transactions to do as there might be shells on the beaches. These transactions convey messages or feedbacks. They may be at the familial levels social level, political level, economical level, spiritual level or business level. The nature of transactions and the medium of communication involved in all these transactions may be of two types- verbal and non-verbal. Since this research work deals with business transactions and their effectiveness on different persons like employees in an enterprise, or firm, or company, the managers, the customers etc., the research scholar will focus upon corporate communications and effects, favourable or otherwise, on all the stakeholders involved in it.

When we use the word ‘corporate’ in business terms, it is essentially related to all transactions related to large companies or to a particular large company though it also means about the ideas and actions shared by or including all the members of a group. So, logically corporate communications are attempts of disseminating information from the business world to all its stakeholders
and vice versa. In this regard, it is necessary to examine some of the definitions of the term ‘corporate communications’. “Corporate communication is described by some experts as a framework in which all communication specialists, namely marketing, organizational, and management integrate the totally of the organizational message, thereby helping to define the corporate image as a means of improving corporate performance. (Corporate Communication : Jethwaney Jaishri.pg.2, Oxford University Press -2010).

1.1 Corporate communications-Definitions

1. P. Jackson - According to P. Jackson, corporate communication is “the integrated approach to all kinds of communications produced by an organization, directed at all relevant groups. Each item of communication must convey and emphasize the corporate identity.”

2. Fernandez – According to Fernandez, “Corporate communication is a long-term strategic initiative taken by a corporate organization to communicate the core brand and its core messages to a spectrum of audiences in a globalized market environment. At its core, corporate communications is very simple, the way a corporate communicates.” (Ibid)

3. Dolphin – As per Dolphin, ‘corporate organizations need to navigate complex public environments which would mean mediating with government, and internal stakeholders to manage the effects of the changing environment, and most importantly,
to operate ethically while projecting an “inspiring sense of corporate pride.” (Ibid).

The above definitions are pointers to the fact that corporate communication works, as Jaishri Jethwaney has said in her book “Corporate Communication – Principles And Practice”, as an instrument of management by which all consciously used forms and channels of internal and external communication are harmonized as effectively and efficiently as possible to create a favourable basis for relationship with various stakeholder groups. In other words, corporate communication helps in managing perceptions and ensuring effective and timely dissemination of information; creating a positive corporate image and ensuring smooth and long-term relationship with all stakeholders.” (Ibid, pg.3)

Corporate Communication: The Indian scenario

After India gained independence in 1947, Pandit Jawaharlal Nehru became the first Prime Minister. Owing to his perceptive insight and influence for Russian Proletarian Economy, he wanted India to follow the Russian Model for her economy. After much debate and discussions, India opted for a mix economy model. However, the first Indian government ushered in the socialistic pattern for setting up its public sector corporations in most of the fields of Indian Economy. Almost all the heavy industries like steel, heavy machinery, aviation, defense etc. were put under public sector
corporations. After Pandit Nehru, Indira Gandhi did the nationalization of banks.

The media, however, never failed to target India’s Public Sector Units for their grave drawbacks like corruptions, nepotism, bureaucratization and loses. “The media treated the entire public sector as a monolith, despite the fact that there were some public sector organizations that could truly be treated as ‘blue chip”’. (Ibid, pg.11) . Taking stock of the media tirade, the PM Mrs. Indira Gandhi made it mandatory for all Public Sector Units to establish Public Relation (PR) departments headed by the PR expert professional. Thus, in a way, the foundation of Indian PR was laid. These PR units in all PSUs were advised to motivate the workforce and inform them about the company through employee communication media, especially the house journal.

“PR received another spurt in the 1990s when the architect of India’s economic liberalization, P.V. Narasinha Rao was the Prime Minister and Dr. Manmohan Singh, the present Prime Minister, was the Finance Minister. As the economy allowed foreign direct investment (FDI) in various sectors, many multinational companies entered Indian shores, bringing the PR culture with them. The global agencies had always been there, but now encouraged by the need for PR, they either strengthened their PR outfits or created new ones where they did not exist. The agencies while pitching for accounts were used to presenting ad campaigns, but post-liberalization, it was expected that they would provide communication solutions on a 360-degree
Organization and Corporate Communication

There are different and divergent views regarding the right placement of corporate communication department in the organizational hierarchy. Some of the views support its placement under Marketing, other say it has to have the onus on HR, and others still subscribe to the view that it should be directly reporting to the CEO. There are still some voices saying that corporate communication should have an independent department since it communicates on various issues concerning the organization and its connections like Marketing, HR, Production etc, it can benefit all and can be a bridge for connecting the internal and external sphere of the organization. “For example, to the marketing department, the corporate communication department can provide support for its brand building communication activities that would encompass events and media endorsements, among other things; for investor relations, it can help to produce appropriate literature and organize events; for HR, it can render help in media interface in times of employ unrest; and for the production team, it can help to devise staff motivation programmes by using various communication channels. In other words, corporate communication serves as a link between the internal and external universe of the organization.” (Ibid, pg.3)

Functional Areas of corporate communication
As stated by Professor Jaishri Jethwaney in her book captioned ‘Corporate Communication – Principles And Practice’ (pg.-13, 2010), “Corporate communication functions include media relations, employee communication, corporate image management, government relations, corporate advertising, corporate PR, and brand promotions such as events and sponsorships, with a view to elicit the desired response from various stakeholders in pursuance of the fulfillment of corporate goals.” (Ibid, pg.13)

**Corporate Communications: Stakeholders**

Every organization deals with a variety of stakeholders that can be broadly divided into two categories, namely internal and external stakeholders.

**Internal stakeholders:** This category broadly comprises employees, shareholders and families of employees.

**External stakeholders:** This category encompasses policy makers, opinion leaders, competitors, professional bodies, special interest groups, media, customers, and the public at large.

**Communication channels**

**Internal communication:** This channel broadly includes interpersonal communication, brainstorming, house journals, video, idea boxes, Intranet, social gathering etc.

**External communication:** This encompasses mass media, conferences, exhibitions, meets, selective media etc.
Importance And Urgency of Corporate Communication effectiveness: In today’s globalized village and at the ever-expanding convergence of products and markets, articulation and dissemination of effective corporate messages has become a must for all corporate conglomerates. In this connection, it has been rightly noted that, “to be successful, a corporate communication practitioner has to understand stakeholders’ need for information, have sharp reflexes so as to act quickly in any situation, be sufficiently analytical to take decisions based on the best options under the given circumstances, and be committed to honest and truthful communication. These traits can be acquired when one understands the core competence and core values of the organization; and has a good hang of the market and competition, the unique proposition that the organization has to offer in terms of brand quality, research and development, pricing structure, corporate governance, corporate social responsibility, employee relations, HR policies, and so on. The corporate communication practitioners have to be proactive in constantly sharing information with various stakeholder groups that reflect the character and ethos of the organization. In times of crises, they must respond to the information needs of media quickly and honestly. This would be possible when the top management understands the role of corporate communication and trusts the person in charge of this.” (Ibid, pg.18-20)
Human Resource Development is a key factor as regards realization of company’s vision and attainment of company’s goals. D. Charvatova, and C.G. van der Veer have rightly observed that “Personnel management deals with the development of human resources and performs the role of a multiplier of one of the inputs that the company needs to meet its goals” (Communication and Human Resource Management and its compliance with culture charvatova, and C. G. van der veer : International Journal of Human and Social Sciences 1:1 2006). They further add that “the main purpose of human resource management therefore lies in the preparation of job descriptions and the establishment of working conditions suitable for the development of human resource potential.” (Ibid). This is a kind of support which takes into consideration changes in corporate culture and philosophy and encourages colleagues to be more committed to company goals and strategies and to identify with company philosophy. Moreover, strong corporate culture and correctly defined strategy significantly contribute to integration, co-ordination and motivation of individual employees, their initiative and improvement of quality of work. It strengthens their loyalty and responsibility with respect to their company. It is not an easy task to set vision and goals that would match the goals and expectations of customers Personnel management respects an approach in which market orientation starts and ends with people and employees can listen to market signals, identify trends, wishes of customers as well as their dissatisfaction and complaints. For the information to reach the company management, it must be communicated. At the same time,
the management must be willing and competent to listen to the information and request changes and to interpret them. This requires a qualified employer accepting the corporate culture, i.e. correct decisions of personnel management.

**Corporate Communication Culture**

It is a time tested truism that corporate communication has primarily to do with any communication related to a corporation. But today, when corporate India is being churned in the crucible of change, a change in which everything is proving to be variable and nothing is constant, corporate communications has assumed a new importance as a professional function and a discipline. In this context, S.H. Venkatramani has rightly observed- “At one level, as far as Internal Communication is concerned, it is overlapping with Human Resource Development on another front, as far as Investor Communication is concerned, it borders on the Finance function and relates to the Secretarial Department. And yet on another front, where Product Brand Advertising is involved, Corporate Communications has to work with the Marketing Department” (Corporate Communications: Venkatramani S.H. Sterling Publishers Pvt. Ltd. 1998 (pg.VIII: Preface).

Therefore, corporate communications has emerged today as a complex function in the bewildering matrix of modern management. “As a professional function that is coming into its own only now, it has not so far been
comprehensively looked at in terms of its each facets, Product Brand Communication and Event Management on one hand, Annual Reports, shareholder mailers and formal presentations to financial institutions on the other, and communication to opinion leaders on the tertiary front.” (Ibid). In the peculiarity of the Indian context, against the backdrop of the process of liberalization and economic reforms, Corporate Communications has not yet been understood in the confounding complexity of its confusing detail.

**Communication Approaches**

According to D. Charvatova, and C.G. van der veer, communication “approaches focus on personality typology and aim at, determining differences in communication based on specifics of each personality. Each personality type requires a specific way of communication that influences the personality. Each personality type requires a specific way of communication that influences the personality’s performance. The approaches generally apply to social life or deal with communication of senior managers, i.e. try to define the personality of the manager with respect to communication effectiveness. The theories mention a number of characteristics of a manager and typology is used as a tool facilitating managers to utilize their communication and leadership skills” (Communication and Human Resource Management and its compliance with culture, Charvatova and C.G. van deer veer: International Journal of Human and social Sciences 1: 1 2006). Their article, jointly written and captioned- “Communication and Human Resource Management and
its Compliance with culture” and published in “International Journal of Human and Social sciences” (1:1 2006) points out qualities a good manager should possess like tactfulness, constructiveness, freedom to perform, responsibility awareness, good general knowledge and positive self-perception.

As regards positive self-perception the aforesaid authors say, “……. the building of positive self-confidence is based on the management of relationships. It recommends communication of positive self-respect and the feeling of importance. People need to know how their work is evaluated. It is important for the manager to dedicate enough time to his subordinates to explain all the critical points, to give instructions and arrange details, to pardon unimportant problems and distinguish them from crucial matters. Positive self-perception is closely connected with growth management. For their development, employees require a number of impulses, such as freedom, control, feedback, respect, friendly atmosphere and positive trust. Many barriers are created only based on the incorrect assumption that the employee is not able to perform the given duty or assignment.” (Ibid, pg.14-15).

With respect to the above said, it is imperative to realize the key aspect of company development, which is the so-called stable system of communication expectations. This means expected and predictable communication behavior which is the cornerstone of a communication system. Furthermore, the approach based on expectations is
very important since people, as many surveys show, tend to do what they are expected to do.

D. Charvatova, and C. G. van der veer also include the dire importance of strategic Management and communication as regards effective communication policy. The authors have laid stress on corporate culture and human resource management and functional support systems. In their opinion, “The performance of goals is determined by corporate culture, human resource management and functional support systems. The outcomes are also influenced by the communication system, controlling and suitable organizational structure. The fulfillment of goals is based on the ability to respect and adapt to current conditions and the environment, provided there is a clear and shared company strategy. Other important factors include the quality of human labour relations, permitting to build on well-functioning company structure, company systems and processes helping the company to carry out its activities.” (Ibid, pg.16-17).

Against this background and backdrop of the corporate state of affairs the world over especially in India; the present research scholar has undertaken the present project and chosen the most pertinent topic which is titled as, “Corporate communication vis-à-vis Human Resource Development in Indian context.”

1.2 Significance of the Study

The shifting vistas in Indian corporate world inevitably bring with it a new action plan an array of goals,
visions and the modus operandi to achieve these. Employee development is one of the highly prioritized aims for organizations in the coming years. Employees make up for the most vital assets of an organization and their satisfaction as well as engagements are essential for high productivity. Employee development programmes inculcate a wholesome growth, both in a professional’s career and personality.

Kamal Karnath, MP, Kelly Services India, tells us how employee development is different from mere employee training. “Although employee training and employee development are similar in the methods used to faster learning, their time-frames differ. Training is more present-day oriented; its focus is on individuals’ current jobs, thus enhancing those specific skills and abilities to immediately perform their jobs. Employee development, on the other hand, generally focuses on future jobs in the organization. As your job and career progress, new skills and abilities will be required. As you are groomed for positions of greater responsibility, employee development efforts can help prepare you for that day”. (Karanth Kamal: MD Kelly Services India, Times of India Ascent dtd.19/12/12).

Recent years have witnessed a spike in the importance bestowed on employee development. Rajesh Rai, Director – HR, Expedia India, tells us why 2013 is such a year. “Business challenges have been growing multi-fold and today, the office environment offers a myriad set of unique and complex challenges due to the fluctuation in the economy. Also, there is more emphasis on adding business value to get the requisite return on
investments. To prepare employees for these challenges, proactive development is the key and hence, its importance today is gaining a lot of prominence.” ( Rai Rajesh : Director-HR, Expedia India, Times of India, Ascent dtd10/12/12).

What should be kept in mind while planning employee development in the coming years, Meenal Singha (Singha Meenal: Countryhead, India, Imperial servcorp-Times of India, Ascent 19/12/12) says, “It cannot only mean sending employees for workshops and seminars – it’s not a responsibility that can be simply ‘outsourced’. Grooming people for enhanced responsibilities and the next level has to become a culture-inherent process. A senior manager’s KRA must include training and development, not only in structured environments, but also on an ongoing day-to-day basis. These needs to be coupled with the freedom to explore new areas and some latitude to make decisions, with the assurance that ‘learning mistakes’ are tolerated. The feeling that my organization wants me to grow and that my seniors are willing to backstop for me as I learn are two of the sharpest development tools that we can find. We need to work within the framework of cross-functional and cross-location exposure that allows everyone to understand how the cogs in the wheel connect and how they plug into the whole and keep the machine running. (Sinha Meenal, Countryhead-India, Imperial Servcorp)

Kamal Meattle, (Meattle Kamal : Times of India, Ascent 19/12/12), tells us how employee development can work wonders in employee engagement and retention, “Encouraging employees to acquire new or advanced skills
and knowledge by providing them with training facilities and avenues where such new ideas can be applied can be very beneficial for engagement. Training programs allow employees to interact with one another, discuss ideas and learn more about a given topic, which encourages active participation on the job outside the training environment as well. Their increased productivity leads to financial gains and better retention.” Thus, employee development is a huge area of focus for organizations and must be emphasized upon for better employee productivity.

Many organizations agree to the fact, that a business environment has changed a lot in the last five years. A telecom player, which was fighting in the market five years ago for market share and trying to acquire more customers is today busy increasing wallet share from their circumstances. Most HR leaders identify that their organisation’s business has undergone a significant change but that has not translated into change in their competency framework, selection systems and other talent management systems like development and assessment. A lot of proactive organizations have started the process of revisiting and revalidating their competency Framework, selection processes and development areas to make sure that their talent management systems are talking to their business needs.

Most Indian organizations have already woken up to the fact that the highly hated, ‘war for talent’ has returned to impact your organization and with the right talent getting scarcer, it is going to be the focal point of removing more subjectivity from internal promotions and
external selections. One of the key areas of improvement, particularly in large scale IT/ITes and hospitality industries is towards putting a scientific and an objective process of assessment in place.

Thus, in this exciting scenario of conflicting claims of corporate stalemate and expected progress, the necessity of clear messages, mission statements, goals and communication strategy becomes essential.

**Scope for the Research Topic**

Corporate communication is invariably connected with Human Resources Development in terms of competency building, capacity and capability development, skills enhancement, relationship management and development of inter and intra-personal skills. Corporate communication used to be a part of Human Resource Development till recently, but now-a-days it is assuming independent entity since it has its own functions as an unique discipline; because the business scenario is ever-changing.

“There are several reasons that generally affect and invite changes in organizations, such as multiple and fast-paced technological innovations. Products and know-how are becoming fast obsolete and there is scarcity of natural resources. The cost of basic resources has increased and there is cost sensitivity and quality consciousness among customers competition has multiplied and there are frequent changes in the regulatory mechanisms, and socio-economic structures. Besides, the onslaught of
liberalization, privatization, and globalization have led to the growth and popularity of information technology, proliferation of environmental and consumer groups. The last decade has witnessed a shift from industrial-era models to knowledge-era models among organizations.” (Haldar Uday Kumar and Sarkar Juthika: HRM, Oxford University Press -2012).

Customers have become more demanding, quality-conscious, and cost-sensitive. Hence, organizations have began to shift from the traditional platforms to total quality management (TQM) organizations. They no longer view employees as the source of the problem; on the contrary, they try to identify the problems in the process. The benchmark for measurement has shifted from individuals to processes. While motivating people, more emphasis is laid on removal of barriers. With respect to employees, development has replaced control ‘Prevention of errors’ has replaced ‘reduce variation’ and ‘correct errors’. Furthermore, the product market is more competitive than ever before.

Against these emerging trends in the Indian corporate, the scope of the research has extensive dimensions. However, the present research scholar has focused on communication practices of selective companies like Vinay Products, Mumbai, Tarapur Atomic Power Station, Boisar, Hawkins, Mumbai MMIS, Mumbai, AIMS-Atharva Institute of Management studies, Malad (w) Mumbai, Atharva School of Business, Mumbai and Parle Industries Mumbai.
1.3 OBJECTIVES

GENERAL OBJECTIVES

The broad objectives of this research work are:

1. To ascertain how organizations broaden the sphere of their influence by appropriate publicity, advertising, exhibitions, films etc., as they enhance communication between the people and the organization.

2. To establish how inter and intra-personal rapport, help to build mutual understanding between organizations and those with whom they come into contact, both within and outside the organization. This research project will push good corporate communication to increase the moral of employees. There exists a positive relationship between good communication and organizational morale with good communication practices, the employer gains the trust of employees and vice versa and in turn increase the productivity and the moral of the employees.

3. To take stock of realistic and specific approaches of communication with organizations’ target groups. The objective of this research work is realistic and specific. The general objectives are to create a feeling of goodwill for an organization dealing with its customers and with the public at large, to faster trust in its integrity and generally to ensure that the company has an attractive image in the outside world.

4. To try to discover and eliminate sources of misunderstanding. The creation of goodwill and trust does not stop with general public; it has become an
established practice to promote the same atmosphere among the company’s workers. Having created a good image for the company, however, corporate communication has the continuing task of maintaining this image.

5. To help create an understanding between the organization and the target audience with the objective of building goodwill.


Corporate communication is the vehicle through which an organization attempts to develop its human resources. It will communicate the importance of human resource development and in the context for problem solving and innovation. It will create conditions within the organization for creativity to flourish. This work will encourage people with the potential to develop new possibilities to think experiment and explore. It will actively facilitate knowledge creation and idea generation process.

**SPECIFIC OBJECTIVES**

1) To find out whether well-informed employees can be potential contributors to organizational growth:

Many organizations that have downsized layers of managers and workers are trying new approaches to boosting productivity, such as quality circles, self-directed work teams, and renewed focus on mission, visions and values.

Management seems to be cutting back and, at the same time, giving more responsibility to employees. In this
new environment, senior management knows it literally cannot afford to look at employees simply as labor cost; rather they must see them as potential contributors to growth.

But today, the traditional employer-employee contract of longevity for loyalty – the guarantee of a job for life for a lifetime of dedicated and loyal service has evaporated as a result of cutbacks, downsizing and/or realignment. Companies are finding a cynical, uncommitted and discontented work force that is working longer hours and seeing more of its salary being put at risk in incentive programs.

Employee communication can help turn around this situation. It is the glue that can patch today’s tattered working environment. The importance of communication is restoring a balance between the needs of the company and those of employees, and helping to restore and maintain credibility, is becoming apparent to more people.

2) To confirm the concept that communication is vital to the rejuvenation of all organizations:

There is a bigger communication job for everybody in today’s flattened, spread-out organization. It is no longer a job for somebody at the main office; every supervisor, manager and executive has to get involved.

The manner in which messages are being communicated is also changing in this new high-tech age. Electronic communication is supplementing, even replacing print while managers are being asked to increase one-on-
one and other high-touch forms of interpersonal communication. Today, these can be computer messages (E-mail) or voice mail sent to each employee from the CEO, as well as informal unit meetings and videos. This is a far cry from the formal memos of yesterday.

The content of organizational communication is also changing. The old newsletter was filled with birth announcement, gold watch presentations and team scores. Today, that newsletter and other communication channels carry stories on production targets, customers complaints and competition.

Organizational communication is also reaching out to a new kind of employee, one who is more diverse and multicultural—and very media savvy. The old message of one big happy family doesn’t work in this new, diverse workplace, where continuous layoffs and downsizings, strikes, management shifts, reorganizations and bad press have become a daily reality.

3) **To measure the effectiveness of good communication vis-à-vis attainment of common goals:**

Good communication is good business. We have learned this from the Japanese who invest as heavily in their people as in their machinery. The idea is that the more people you have working on the problem, the better chance there is for success. Communication is the glue which bonds people working together toward a common goal.

The rush to install quality programmes, empower employees to make decisions, solve problems at the lowest
level, and reengineer the corporation will be successful if it is based on a geometric increase in communication at all levels in the organization.

If employees are not given adequate information nor allowed to contribute to the solution of problems, they may revert to being the cause of them, resulting in increased absenteeism, lower productivity, and grievances and so on.

There are two parts to communication: a systems side that utilizes the right media, and a human side that delivers the information in a believable and empathetic manner. As one expert has said, communication must have body and soul.

Good communication is carefully planned from the top down, supported in writing, made part of a supervisor’s performance evaluation, and focused on the business.

4) To affirm if benchmarking against a specific objective that create value will develop communication effectiveness:

Benchmarking is a term often used in total quality management programmes to fix performance at a specific point in time, so there are some standards to measure future actions against and to determine whether there has been any change. Looking at employee communication in organizations, we define benchmarking in much the same way we need to measure, for example, employee support for a specific programme. We need to find out where employees are on a scale ranging from awareness of the problem to actually being committed to taking action. We
usually do this by conducting a survey among employees. This kind of research is much more specific than a general attitude or communication survey because the purpose is to benchmark against a specific objective that will create value.

Once a good communication system is in place, we can begin to concentrate on the really important task of producing creative value through letter communication.

Linking communication efforts to the goals of the organization is a foremost concern for communicators today. The key questions behind these concerns are:

(a) How does communication create value for the organization?
(b) How can this value be measured?

The need for this approach comes from today’s organizational realities—companies exist to create value, and value is determined by economic performance in the market place. By increasing the amount of action taken by employees to achieve business objectives, an organization can improve its economic performance. The action can be expressed in many measurable ways, such as in reduced return or customer complaints, faster turnaround and increased productivity.

5) To examine how the effect of understanding of company’s vision, mission and values involves links between communication and human resources:
An organizational communication programme strongly supports human resources programs. As a matter of fact, the linkage is so strong today that in as many as one third of all companies, the function of employee communication is located in Human Resources (HR).

Human resource managers need to help professional communicators to

a) Identify communication priorities
b) Establish capabilities and assign responsibilities
c) Develop and implement programmes which are linked to organizational goals

A human resource strategy for the communications department will include:

a) Benchmarking employee concerns via attitude survey
b) Developing specific programme activities along with HR
c) Producing materials and executing programmes.
d) Evaluating results for linkage to corporate objectives.

In an environment where employees want to hear information from their supervisors, internal communications people must produce materials that supervisors can use for targeted work audience—production workers, office staff, managers and unionized labour.
But giving managers information to communicate to employees is only part of the process—those managers must understand how important this is to their job. Managers must be given training in interpersonal communication, and their financial reward must be at least partially based on how well they communicate with their employees in order to make the system work.

The development of appropriate HR communication materials must be a joint exercise between HR and communications that results in messages which are clearly matched to specific corporate HR objectives, delivered according to a specific timetable and evaluated in terms of measurable changes.

6) To evaluate communication programmes:

Communication audits can model how the communication process is working in the organization, based on the stated goals, the resources committed and the perceptions of the employees. The audit can determine the credibility of management and the effectiveness of supervisory communications. Audits can measure employee attitudes and their knowledge of the company, the effectiveness of feedback programmes, and the impact of corporate media.

1.4 Hypotheses

1. The effective and extensive communication develops Human Resource potential in corporate world.
2. Internal and external communications, in an effective way helps building good rapport and relationships from upwards and downwards.
3. Human Resources Development through effective communications helps enhance productivity.
4. Effective corporate communications create a dedicated and motivated workforce and enable the employees to attain designated goals.
5. Effective communications help employees to know the vision, mission and objectives of the organization and help them work for the collective good.
6. Effective communications ushers in transparency and bring in the sense of security, safety, belongingness and togetherness within personnel.
7. Effective communication improves corporate image.

**1.5 WORK PLAN AND RESEARCH METHODOLOGY**

The research scholar has gathered primary data from visiting key personnel in different corporate organizations. The research tools like questionnaires, interviews, statistical information, personal interactions and consumer opinions.

The secondary data has been collected through the study of available resources and selectively relevant books, articles, media write-ups, newspaper articles, corporate journals, academic magazines and individual written responses from key corporate persons.
The scope of this research project was confirmed to the corporate areas in Mumbai and neighbouring, Bangalore and the nearby industrial towns. The following organizations were visited:

1) Vinay Products, Mumbai  
2) Tarapur Atomic Power Station, Boisor  
3) Hawkins, Mumbai  
4) Muljibhai Mehta International School, Mumbai  
5) Parle Industries, Mumbai  
6) Atharva Institute of Management Studies, Mumbai  
7) Atharva school of Business, Malad  
8) DAV Group of Institutions, Pune

1.5.1 Sample size

The choice of audiences and respondents were made by random sampling method. The target audience was around 500 to 1000 respondents

1.5.2 Data Analysis

Likert’s method of data analysis, rating and ranking scales, multi-dimensional scaling has been used.

1.5.3 Sources of Data

Besides data gathering sources as mention above, the research scholar has extensively used telephone talk and video conferencing
Electronic access for collection of information like internet, Google and other search engines were also used.

1.5.4 CHAPTER PLAN

The whole thesis is composed of six chapters as-

1. Introduction; 2. Literature Review; 3. Data Analysis; 4. Data Interpretation;

5. Findings; 6. Conclusion and recommendations

1. Introduction

In this chapter the research scholar has tried to present a bird’s eye view of the origin of language. The genesis of the various communicative skills right from the stage of humanoids to the present stage of Homo sapiens has been attempted to be put into perspective in nutshell. Some striking and authoritative examples have also given as stated by the experts. The scholar has also tried to explain the main and prominent leitmotif of our use of language for business purposes with its varied connotations and nuances.

The non-verbal use of language as in publicity affairs, image making, logs, and animation films with corporate messages has also been explained, though briefly, but conveniently and convincingly. The term, ‘corporate communication’ has been made explicit by quoting certain established authors.

As ‘corporate communication’ a branch of management is being quite recently developed if the world
over, and very recently in India, the present scenario in Indian corporate world was worth explaining. As corporate communications starts from and reach to the organization itself, the research scholar has tried to explain the inevitable and interminable link between the two. The multi-dimensional responsibility of various departments in the organization, e.g. marking and HR, finance and marketing, production and marketing etc. for supporting and strengthening corporate communication has also been explained in this chapter.

The number and relationship of stakeholders as employees, shareholders, families of employees etc. in the category of internal stakeholders and external stakeholders like policy makers, opinion leaders, competitors etc. have been explained. Communication channels, importance and urgency of corporate communication, corporate communication and Human Resource Development, communication culture, communication approaches, significance of this study, scope, objectives, hypotheses, research methodology and the utility of the research have been explained.

2. Literature Review

A literature review is designed to identify related research, to set the current research project within a conceptual and theoretical context. In this chapter the research scholar has attempted to collect all possible research work like theses, research articles, reviews of the books, newspaper articles, information brouchers on company affairs, company notices, annual reports of the
company CEOs and MDs. All the collected materials have been closely examined and co-related to the scholar’s research topic. The major relevant constructs have been ensured to be included and critically examined.

The study of the literature collected, analyzed, and interpreted helped the scholar to find and select appropriate measurement instruments. Seventy five research articles, ten books of the established authors on ‘corporate communication’, a host of previous theses on the topic and some dozen newspaper clippings have been studied, having put them to rigorous critical analysis and self-evaluation.

The study of the literature examined highlighted some substantial lead points correlated with the present topic of research. The study demonstrated that in today’s communication scenario, there is a deluge of messages which, if not effectively handled can lead to the predicament of having the message and the medium lost in the veritable plethora of messages. The second fact that has surfaced from the study of previous literature of corporate communication is not only the responsibility of any one department in an organization. It has become inter-departmental activity since communication flows vertically up and down, and horizontally from end to end.” If there is one area of an organization’s communication which overlaps to a large extent with corporate communications, it is that of marketing communication. This is the era of Marketing. Increasingly, the world over, state socialism and government-controlled economies are gradually changing their complexion to free markets. The
command economy is increasingly giving way to the competitive economy across the globe”. (Venkatramani S.H.: Corporate Communications: pg.73, Sterling Publishers Pvt. Ltd.1998).

Thus the literature review provided the research scholar some insights which has resemblance and significance to the present research topic.

3. Data Analysis

The primary and secondary data collected by the researcher through questionnaires, personal interviews, research articles, house journals etc. and through books and available previous researches respectively has been analyzed on Likert’s rating scale. The percentile method was followed. The said data had been depicted in tabular and graphical forms. Some pie charts have also been used.

Different questionnaires on different aspects were prepared like a questionnaire on communication policy, communication program, delegated authority, keeping supervisors informed, Human Relations communications, focus on employee interests, information about the business, information about employer-employee relations, and general business conditions. The questionnaires have different numbers of questions, depending on importance of content feedback. For example ‘Communication Policy’ had only six questions whereas; ‘Keeping Supervisors Informed’ had fifteen questions. Most of the questions were close-ended questions resulting in- ‘Yes’ or ‘No’. However some questionnaires had open-ended questions.
For example- the questionnaire on ‘Human relations Communication’ had some open-ended questions. The intention was that the personal views reflected through such questions should indicate different drivers for comparative study for gauging the difference in personal viewpoints. The questionnaires had only three-point feedback formula-Positive, Negative, and Neutral or, in simple parlance-agree, ‘do not agree’, ‘not certain’. The ‘not certain’ or neutral response was added to positive response giving it a benefit of doubt.

Thus, the researcher has analyzed the data collected by using various data collection tools and techniques. The secondary data obtained through the indepth study of books, previous researches and research articles were categorized and put into the data bank. The researcher has used equal weightage method so that the difference between the sum total could clearly indicate the clarity and certainty of the responses obtained. The researcher has made ample use of the pertinent information quoting the author wherever it became necessary.

4. Data Interpretation

The researcher has put the data in four categories: a) positive side, i.e. data supporting the hypotheses, b) Negative side, i.e. data opposing the assumptions, c) Neutral side, i.e. data that neither supported not opposed the assumptions and d) Stand alone side, i.e. data that partially supported and partially negated the hypotheses on some ground adding to some part of the hypothesis. For example, in the questionnaire on ‘Information about the Business’ the question: Are public announcements
reported to employees before being released to the external media? The respondent tick-marked neither ‘yes’, or ‘no’ but simply scratched both the boxes and wrote in the scanty space below the question –“yes, but not all the announcements only those concerned to the employees”. Such responses were rated as ‘stand alone’ responses and categorized separately and were given half of the equal weight age.

In interpreting the data, the researcher has ensured that no personal biases, preoccupation or prejudices intervened. The information that has been obtained was taken at its face value. No semantic variations were applied to get the responses expected, nor did the researcher try to weigh the responses against any specific norms prevalent in any company; or for that matter neither size or climate in specific industry was given specific consideration. The important matter that prevailed, has been human resource awareness, optimum use of human capital, the preparedness of employees to co-operate with the employers, and employers’ concern for their workforce at all levels, profitability, a return-on-investment and so on.

While interpreting the data, it was kept at centre stage that unless there is a system and prescribed communication procedures, it is hard to implement changes in conditions or activities as they are not measurable and it is impossible to determine whether or not they are efficient and of required quality. The research has demonstrated that efficient communication requires a
suitable rather than dominant manager. Therefore the manager’s personality and management style have a significant impact on the satisfaction and performance of employees. Successful and efficient communication can be ensured by a manager who has a personality, possesses excellent professional knowledge and skills and enjoys the confidence of his employees.

5. Findings

This chapter has surfaced certain results which have close correlation with the hypotheses have the research topic as the focal point. The research has revealed a decline in transparency of communication in the direction up the company hierarchy. This supports the opinion of experts who assume that higher managerial posts are associated with higher demands. The examined companies and institutions lacked efficient vertical communication and the expected required functions, as characterized in theories, were not valid. The research has shown that downward vertical communication predominates in these companies, particularly in the area of communication with customers and suppliers or task assignment. The opinion that downward vertical communication can stimulate employee commitment and subsequently improve customer service can not be, with respect to the sociological survey, fully accepted. Commitment to and focus on customers on the part of employees providing
services must be convincing and natural. The research has confirmed that it is much more effective to build on freedom and motivation of employees.

Employees who are in contact with customers have to be able to explain why they do that particular activity and why they use that particular approach. If a company wants its employee to communicate with their colleagues and customers effectively, it must create appropriate conditions and by means of systematic development and suitable human resource management tools encourage motivation and employee communication.

The findings, in nutshell, are enumerated as:

1. Sales, marketing, finance and customer service are problematic departments.
2. The lack of teamwork between individual departments and the non-fulfillment of work duties.
3. The majority of companies use clearly defined information flows only in connection with financial markets.
4. Only a small number of employees is well informed and knows whom to refer to.
5. Passive forwarding of information in companies is quite common.

6. Conclusion
   In this chapter the researcher has dealt with core of her research work. She has mainly dealt with the theoretical principles and the actual practices in the surveyed companies and other institutions. For example, as
the researcher has stated earlier in chapter five that passive forwarding of information in companies and other institutions is quite common, and in some cases information is conveyed to wrong recipients, this means that if an employee needs some information, he/she has to make a request since it was not communicated to him/her in time or in the correct form. At the same time, it is not uncommon that an employee who comes across some important facts and or information that might be beneficial to the company does not know who they should be communicated to and how.

The findings have confirmed other survey results related to inter-departmental communication and problem-solving solutions; as well as situations. The departments characterized the conveyed information as incomplete, not always in time and delivered upon reminder. In many cases it was provided at the last moment. The above said proves that the absence of project and process management in current companies is a substantial drawback. Similarly, companies fail to define rules of a functional communication system that would be significantly transparent, simple and handled and respected by the company employees.

It is very difficult to ensure efficiency and quality of information communicated. However, as it has been stated by D. Charvatova, and C.G. Van der Veer, “unless there is a system and prescribed communication procedures, it is hard to implement changes in conditions or activities as they are not measureable and it is impossible to determine
whether or not they are efficient and of required quality.” (Charvatova, and C.G. Van deer veer: Communication and Human Resource Mgmt and its compliance with culture : International Journal of Human and Social Sciences 1:1 2006).

In some of the respondents’ answers, a major part of responsibility for communication is attributed to management, which supports the findings of high degree of power centralization and the directive style of management. The majority of recommendations designed for managers regarded communication improvement, understanding of personal situation, ability to listen and provision of necessary information.

1.6 Utility

The present research has following utility points as regards corporate communications in relation to human resource development. They are : development of competence, empowering employees, effective decision making, lower turnover, better problem solving, less absenteeism, grievance ventilation and redressal, image building and greater organizational effectiveness.

1. Development of competence

“Competency refers to the attitude, emotional quotient and underlying feelings, and behavior to perform a job effectively.” (Haldar Uday Kumar, Sarkar Juthika, pg.518 Oxford University Press, 2012). For example, for a workman working on machines, the technical competence includes handling the machine, observing safety and protecting the machined items
from deterioration. For marketing manager, the technical competence encompasses understanding consumer psychology, market demand, marketing mix, product mix, pricing strategy, salesperson identification etc. Again, the technical competence of a faculty member embraces depth of knowledge, communication skill, selection of pedagogical aids, preparing transparencies, developing slides, designing exercises, administering case studies, class management, responding to student’s queries, setting papers, objective evaluation of answer scripts etc.

Effective corporate communication at all levels of an organization paves the way for competency development as human resources are the most valuable assets of an organization and are responsible for the utilization of other resources. Their knowledge, experience, expertise, maturity and wisdom define the way an organization works. Hence, human resource needs to be nurtured, inspired, motivated and developed continuously for driving organizational benefits.

2. **Empowering employees**

“Empowerment is the process of passing the authority and responsibility to individuals at lower levels in the organizational hierarchy.” (Venkatramani S.H, pg.126, Sterling Publishers Pvt., Ltd., 1998). This is essential to enhance their decision-making skills, level of confidence, leadership ability and expertise. Conger and Kanungo (1988) show empowerment as a
motivational concept associated with ‘enabling’ rather than ‘delegating’. Managers must be sure that employees at lower levels of the organizational hierarchy possess the right mix of information, knowledge, and reward to carry out a particular task.

3. Effective Decision-making

Effective communication gives the employees the clear understanding of the goals and objectives in defining them. They, owing to the clear comprehension of their jobs, faster the sense of responsibility to fulfill them. Being empowered, the employees understand the goals that have to reach and the ways to achieve them. Employees themselves come out with better ideas, solutions to problems, suggestions, and proposals. In this way, a culture of self-management develops in the organisation, thus promoting the organizational culture as well as the involvement of employees enhances their participation in the management and the organization becomes healthy.

4. Lower turnover

The culture of free and open communication within an organization inspires mutual trust and respect. S.H. Venkatramani (1998) rightly observes, “….. going by the case histories of companies that have successfully brought about such a cultural transformation, it is becoming clearer that such a far-reaching and
fundamental change can be effected only from the top. Even if you believe in the extrinsic equality of all the people in the organization, this is one of the fundamental ironies of organizational life that you have to live with; that the transition from being individual-led to being system-driven can itself be brought about only by the individual.” (S.H. Venkatramani, pg. 126).

Today’s workforce is not docile and dumb. The constant feeling of insecurity and helplessness stand abolished. The attitudes and values of the workers have been shaped and moulded by various generations and as HR personnel, one has to consider the same while investing efforts to develop the workers. Workers are encouraged to act, and they feel really encouraged when they have ingrained trust in the organization’s bosses. Once such trust is established by open and candid communication system, the workers would place life-time commitment with the organization they serve in.

5. **Better Problem-solving**

Employees feel frustrated and irritated when they do not know what is happening to the company they are working in. Information sharing fades most of the barriers when management starts communicating information such as market share, product selling, new products planned to be launched, benchmarking results, competitors in the market, emerging threats and opportunities, growth plan, market penetration results etc. on receiving valuable information,
employee, in turn, share sensitive information about the work with seniors. The reciprocation of information helps problem-solving process to a great deal. In the process, a ‘feel good’ attitude is established and employees feel responsible and accountable.

6. **Less absenteeism**

It has ever been the truism that a disgruntled worker quarrels with his tool. Employees will take work as play when they have less personal anxieties and more job satisfaction. Workforce welfare schemes and employees’ training programmes will make them more equipped to perform their jobs better. Hence, regular communication, regarding employee’s need for training, has to be given. Regular training programmes, employee briefing, feedback and updation on employees concerns would reduce absenteeism. Brian Tracy supports this by stating that an average company spends 85 percent of its variable wage cost, but less than one percent on employee training although surveys have shown that quality training improves performance and return on investment in ratio 30:1.

7. **Grievance redressal**

For grievance, redressal a manager has to have a very good listening skill. He/she has to have an empathy factor in him so that he/she put himself/herself in the other person’s shoes. When one is listening, he tries to
sensitize himself to the emotions that lie at the background of what the speaker is saying. What is the likely depth of the speaker’s feelings when he is saying what he is? That is the question that the truly active listener asks himself. The active and attentive listener listens to not only the words and the information and ideas they convey. He also listens to the feelings while lie behind the words. He listens with his mind, heart and soul. Thus listening and speaking become the core parts of communication. The more perceptive the speaker is the more receipt the listener should be, in turn, facilitating the delivery of a grievance and seeking the redressal out.

8. **Image building**

Image is a complex mix of values and skills, capabilities and competencies’, traditions and talents, logos, symbols representing all the skills, values and worthiness, a carved out name of an entity or an organization whereupon rests its fame or defame. Effective communication system, both for internal and external activities contribute to an organisation’s image-making. “But an image programme must be built on fact, not fantasy, if it is to gain public acceptance. (Ibid). We have also increasingly come to accept that the entire pervasive and supreme image has today taken the place of the all-consuming ideal. There was a time, not so long ago, when the ideal was the lighthouse beacon guiding the navigation of the ships of our lives. Our lives were governed and guided by ideals. It was a time when we listened more to our
principles than our principals. But today, after the Graphic Revolution, when we have seen the immense cornucopia potential of logos, symbols and icons to convey a wealth of values and associations of perceptions, images have to come to occupy the all-important position of ideals in our lives. An ideal is that we strive towards. But an image is what we fit into. The image has to fit us. But we have to fit into the ideal. In the case of the image, the onus of being appropriate is on the image itself. In the case of the ideal, the responsibility to live up to the ideal is that of the person who is striving to measure up to that ideal.

Good communication system is always helpful to build and spread the image. “An image is an artificial imitation, or representation of the external form of any object, especially of a person. The replacement of the ideal by the image is a celebration of the fact in the deluge of numbers that swamps us in the world of today, a change of fact is of far greater moment than a change of heart.” (Ibid). The face is the index, not merely of the mind, but of reality as a whole.

Communication, in its refined form, reflects the heart and soul of the organization. It is based on the structured communication process which ensures that no redundant information is communicated, or on the contrary, no key information is omitted. Otherwise, it will severely affect the image of the organization.

9. Greater Organisational effectiveness

The strength and the solidness of the corporate communication system not only strengthen its name
and fame or productivity and profitability but also reinforces its prolonged progress and prosperity. The soundness of the communication media add to the plan and purpose of its existence and enriches its living organism i.e. human resources. The main purpose of human resource management therefore lies in the preparation of job descriptions and the establishment of working conditions suitable for the development of human resource potential. This is a kind of support which takes into consideration changes in corporate culture and philosophy and encourages colleagues to be more committed to company goals and strategies and to identify with company philosophy. Moreover, strong corporate culture and correctly defined strategy significantly contribute to integration, co-ordination and motivation of individual employees, their initiative and improvement of quality work.

The other aspects and features of the culture of free communication is a free and uninhibited information flow through an organization. It can be linked to the under strained flow of life-giving blood through the human body.” When blood flows freely through the human system, there are no clots, no blocks and no coagulation. It is only through proper blood flow that vital organs get all their health and energy. It is the blood that makes sure that every organ in the body can function unimpaired. When pure, healthy and life-giving blood flows through the system, the body radiates health and vitality. We are then able to respond quickly and effectively to any external stimulus. We are
then able to speak in one voice, and with one mind. We are not pulled in different directions, not torn between different impulses” (Lewin Kurt- As quoted by Halder Uday Kumar, Sarker Juthika, HRM, pg.540) Oxford University Press, 2012).