Communication is the oxygen of an organisational body. Its proper transference from one part of the body to another part is essential for survival and growth of the organisation. It is the vehicle by which information-cell relevant to decisions-functions of organisation is transferred from one part to another part. It is infusion and implementation of decision. Just like oxygen, it is inhaled for purification and activitisation of various parts of functions of organisation. The non-desired information are left out quickly to avoid any problem in the organisation. Like other, sub-sets such as marketing, finance etc., it has become an essential subset of organisation. Communication is goal directed. It may take the form of verbal or non-verbal shape.

Communication essentially involves two parties: one who sends communication and other who receives the communication. It is the transfer of information from one person to another person. The ideas, facts, feelings, thoughts, values and desires are transferred from one person to another person through use of languages, symbols and systems. Two-
way communication is effective because the sender receives feedback from the receiver. Both of them become senders as well as receivers. Such communication is the real communication because it crosses the river of misunderstanding. It brings both people together. One-way communication is not real communication as it does not provide platform to understand the other's ideas.

People may be physically distanced but they are brought together with the help for communication media such as verbal, mechanical and mental. Verbal and mechanical are visible communication but mental communication is realised only. It is a subject of parapsychology which is not scientifically accepted by many people. Still it has some impact on management such as impression management, disliking or liking of managers. Communication becomes complete only when receiver receives the message and understands it. If the message is sent but not understood by the receiver, it is no communication.

Communication is a process to inform people about something. It is primarily concerned with the probability and transmission aspects. The chances of information being accepted are decided while communicating the message. The transmission involves encoding and decoding the message. The
Electrical signals are used for transmitting the encoded word to minimise errors of communication. It is based on thermodynamics better known as entropy in which errors are to be minimised as they are inevitable part of communication. The communication process also discounts cybernetics as it is the process of study of information as controlling the machines and society. Cybernetics is the steering or governing process. It is to develop language in such a way as to control behaviours of employees in a given environment. Automatic feedback control mechanism is involved in cybernetic communication. Computer technology has improved communication process wherein the errors are minimised and effectiveness is increased with speed and accuracy. Now communication has made management more effective and useful. The senders and receivers are enjoying the correct and speedy communication making it easy for management to decide and implement correct decisions for achieving goals of the organisation while providing satisfaction to employees.

Communication means "the imparting, conveying or exchange of ideas or knowledge whether by speech, writing or signs" in simple words communication means an exchange of ideas or information between two or more persons. Communication often defined as exchange of ideas, knowledge
or information by one person to another. Thus two persons are said to communication when they transfer information or exchange ideas, knowledge or emotions. However in order to be effective. It is necessary that information so exchanged is understood by the receiver. In this sense, communication may be defined as follows.

Communication is the process of transfer of information and understanding from one person to another. ¹

The term "Communication" is derived from the latin word "Communits" which means "Common" when Mr. X effects a Communication of his ideas with Mr. Y, he establishes a common meeting ground for understanding with Y. In another words, communication is an art of imparting ideas and making one self understood by others. It is the art of inducing others to interpret and idea in the manner the speaker or the writer intends it to be done. Thus, communication literally means sharing of ideas in common in business management ideas. Objective, instructions, suggestions etc. have to be exchanged among the managerial staff for the purpose of planning and executing the business policies. ²

Communication is the process of the transmission of the message between two or more persons with the intent of changing the receiver's behaviour. It is, as Katz and Khan note, "a social process of the broadest relevance in the functioning of any group Organization or society."\(^3\) As communication is an integral part of human existence, so is it of organisations. It binds the people of an organisation together. It is only through communication that the participant in an organisation can attend a common view point and understanding and cooperate to accomplish organisational ends and objectives. It is communication that keeps people informed of the changing mission of the organisation and of its progress and shortcomings. It is the constant need of an organisation that the employer explains to the employees what he wishes to achieve and what method he propose to adopt to achieve them. The employers too give their suggestions in various forms so that some agreed course of action may be chalked out, shortcoming may be removed and methods for improvement may be agreed upon, what P.C. Agarwal observes in the following sentence make evident how important communication is "Its importance is obvious from the fact that top and middle management levels spend 80% to 90% of their

time on communicating" that is why it is needed that every industrial concern should have a successful communication system, though it is not a panacea of all the ills of an organisation and should not be regarded as a substitute for other techniques of management, yet it is certain that it goes a long way toward achieving greater acceptance of new ideas and reduces reactions to charge.

**KEY ELEMENTS OF COMMUNICATION**

One of the basis of the various meanings given above, the key elements of a communication may now be noted:

(i) It is a process, which means that communication exists as a flow through a sequence of series of steps. It is not an isolated event or occurrence. These steps may include the generation of an idea, putting it into some logical sequence and transmitting it through some media; and it means its reception by some one at the other end, his understanding of the message sent and his acting upon the message or information received.

(ii) Communication involves transmitting information and understanding. This means that communication, to be

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effective, must always be a two-way, not a one-way process.\textsuperscript{5} Two-way communication has a back-and-forth pattern similar to that of the tennis ball between tennis players. The speaker sends a message and the receiver's response came back to the speaker. The idea is that the information must not only be transmitted and received but also understood. If information has been transmitted and not received or received but not accurately interpreted, than miscommunication has occurred.

(iii) The third element is that the information sender (encoders) and receiver (decoders) or, either human (animate) or nonhuman (inanimate) objects. It should, however, be remembered that communication is a broad field of human interchange of facts and opinions and not the technologies of the telephone, the telegraph, the radio and the like.\textsuperscript{6}

(iv) There must be some channel, or medium through which information or understanding could be transmitted. Transmission may be done by word of mouth, by written material pictures, body language etc. Communication is


\textsuperscript{6} Redfield, Charles E., "Communication in Management", p. 3.
generally understood as spoken or written words. But in reality, it is more than that it is the sum total if directly or indirectly consciously or unconsciously, transmitted words, attitudes feelings actions gestures and tones. Even silence is an effective form of communication. A twist in the face is often more expressive of disapproval than hundreds of words put together. Any level granted with sarcastic remarks or the stings in the tone pinches more then flat denial of leave with reasons well explained. Even the factual announcement of a holiday can be made in a tone and with gesture that indicate pleasure or displeasure, respect for the boss or contempt for employees.  

(v) Communication may consist of three interlocking circuits transmitting information; it may be upward in regard to knowing the effectiveness or orders, ideas, comments, action, re-actions, attitudes, reports, complaints, and grievances from the lowest level downward may flow instructions, directions, clarifications, interpretations of rules, regulations, orders, policies and procedures and intra-scalar or cross contact where information may be

exchanged between two departmental heads or two or more persons who are of actual status.\(^8\)

An organisation cannot function without communication. Communications tie together the component parts of an organization and impel people to action. In order for group and organizational activity to take place there must be communication among the participants.

Top and middle level executives typically devote 60 to 80 percent of their total working hours to communicating. Of the total time devoted to communication, 60% was with subordinates, 30% was with their superiors, and 10% with others on their same level in the company.\(^9\)

Within a work organization communication serves several function (i) It transmits information and knowledge from person to person so that cooperative action can occur. (ii) It serves to motivate and direct people to do something, as when a supervisor induces subordinates to undertake a project. (iii) It helps to mold attitudes and impart beliefs in order to persuade, convince and influence behaviour. (iv) It

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helps to orient people to their physical and social environment. Without such orientation, people (employees and managers) would be lost. They would be unable to gain perspective or to place themselves properly in their environment.

**KINDS OF COMMUNICATION**

Communication has different kinds which are judiciously selected to influence the people. They are classified based on direction, networks and verbal.

**Downward Communication**

Communication which flows from higher level of the cadre to lower level of cadre is known as downward communication. For example, manager communicates with the employees. Downward communication is also flowing from group leaders to the followers. It may be oral or written. In downward communication feedback is also provided by the receiver. Downward communication has attention getting goals for which employees are targeted to understand the message of communication of organisation. The communication is sensitive to human needs. It is essential to manage the downward communication for building solid base for which four factors are observed viz., developing a positive communication attitude, getting informed, planning for
communication and developing trust between sender and receiver. The management—employees communication is an important part of their jobs. They should develop positive attitude. Managers must have information of all aspects. They should plan for communication and design for course of action. The subordinates should have trust in the managers of accepting message. Quality is needed for communication process.

The downward communication should reach the employees as news rather than views. The raw information is accepted by employees as original and free from bias. They do not like views and sinews of managers. They prefer right thing as right. It is observed that newsletters of the department or organisation provide more information to employees. Notice—board, bulletin boards, close circuit television etc. are more effective forms of downward communication. Electronic mail system has upgraded the employees. Employees enjoy social support of their work. They get esteem and valued satisfaction at such support. The psychological appreciation improves the performance. Management should communicate task assignment, career subjects, personal matters and other feedback. The open communication provides satisfaction to the employees.
Upward Communication

Upward communication flows from lower to higher in the organisation. It is to provide feedback to the managers about the achievements and problems. It makes managers informed about the performance. Managers have to be up to date about the ground reality happening in the organisation.

Upward communication is complementary to down communication because it provides two-way communication. Communication will not be complete unless both ways of communication are done by the manager and employees. Management will be in tune with the employees through opening upward communication. It helps understand the sensitivity to each performance, positive action, initiative required, improvement plans and so on. It is absolutely required for the effective management. Employees not given opportunities of upward communication will be shy and reluctant to improvement. They should be provided opportunities of difficult experience, supervisions, pressures, extensive downward communication and causes of absence of enthusiasm in the job. The growing organisation must encourage upward communication to have general feelings of employees to avoid their grievances of isolation and unheard problems. If they are not given opportunities of communication
of their problems and feelings to higher ups; they start developing alienation to management which may cause distrust amongst the management and employees. Hearing the problem is half-way in the solution path. Management should develop corrective actions based on the upward communication.

Upward communication will be successful when it has become a part of organisation policy. Top management should establish upward communication as a rule particularly when information relating to accountability controversial topics, supervisory advise and changes are existing. The upward communication’s defects are removed by counselling, grievance removal consultation, suggestions, job satisfaction and other techniques of problem solution. Open questions encourage employees to respond spontaneously. It is suitable or broader, policy-farming. Closed questions may be desired for narrower topics and specialised functions. The responses of employees should be given due importance. Active listening of employees problems encourages smooth upward communication. Good listening solves many problems. Feelings and emotions of employees should not be disregarded by the management. The upward communication succeeds due to the good-listening practices of management.
Meeting with small groups and listening to their views and old news are a successful method of upward communication. Frequent meetings with employees to listen to their job problems, desires, performances and family welfare improves the positive attitude of the employees. Timely, clear and useful information is disseminated. Open door policy encourages the employees. The barriers to upward communication should be removed. Physical, psychological and social barriers should be avoided for proper upward communication. Many a times, employees do not give real picture of the problems, because some of the shy employees do not want to talk ill of their bosses whereas hard-working employees ask too much against their bosses. Both things should be avoided. Open door policy is developed by the management for communication. Management by Walking Around (MBWA) is one effective method of open door policy of communication. The manager gets enough and frank feedback from the employees. It creates supportive atmosphere. Surprise and spontaneous information help develop employees. Many a times, management uses togetherness, arranges picnic, feeding, sport-skills and developing hobby groups for getting fair and frank information from the employees while getting their social support.
A SURVEY REPORT UPPER DOAB SUGAR MILLS, SHAMLI

In order to find out the methods of upward and downward communication being adopted in Upper Doab Sugar Mills, Shamli workers, supervisors and the representatives of the management were questioned as informants. The workers were asked twelve questions in this regard. A summary of the answers given to these questions is given below.

The first question was as to how the decisions of the management were conveyed to them. Sixty Two percent of them informed that they were communicated orally; 14% said that they were communicated to them in written form; 12% said that they were communicated to them in meetings; 3% said that there was no need of communicating any decision to them; and 9% of them said that the management did not communicate its decision to them. Since 76% workers have stated, as the abovementioned statement shows, that the decisions are communicated to them in written or oral forms it is almost certain that the management does convey some of its decisions to the workers. Twelve percent of the sampled workers told that decisions were not communicated to them or that there was no need of communicating any decision to them. This indifference may be attributed to the fact that
important decisions were communicated to them or because they were unable to understand when and how the decisions are communicated to them.

Workers were also asked as to the better methods of communication they would suggest. Seventy Six percent of the sampled workers did not give any suggestion. It means that did not think of better methods. But 24% of them gave some suggestions mentioned as under:

(i) The decisions should be told orally too as some workers are not literate.

(ii) The summary of the decisions should be given to the workers in a written form.

(iii) The decisions should be pasted on the notice-boards.

The supervisors were asked as to the methods they adopt to communicate the decisions of the management to the workers. They enumerated the following four ways:

(i) by giving oral instruction;

(ii) by writing them on the black-boards;

(iii) by putting the decisions on the notice-board; and

(iv) through the jobbers;
In order to find out whether these methods of communications were effective or not, workers were asked whether they could read the notices on the boards. Thirty six percent of the workers informed that they could read neither the Hindi notices nor the English ones, only 8% informed they could read notice-boards in Hindi and English, 72% said that they knew Hindi only.

It now follows that communication in English through notice-boards will reach only to 8% of the workers in Hindi it to 72% of the workers and to 36% neither in Hindi nor in English.

The notice-board system of communication is thus insufficient and informal methods like oral instructions and informal talks also be adopted. The formal methods of communication are effective only when workers are literate and know the importance of the decisions taken by the management. In Upper Doab Sugar Mills, Shamli, all the three methods of communication, namely the formal system, the grapevine system and informal communication\(^\text{10}\) have to be used. For smooth functioning in a factory efficient communication is greatly needed. K.G. Desai is right when he

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says, "In absence of proper and effective communication between the management and the workers there are likely to be more misunderstanding between the two parties. And these misunderstandings may develop into major issues for industrial conflict." The method of communication were not found to be satisfactory in Upper Doab Sugar Mills, Shamli is also substantiated by the answer to the questions as discussed above. Their response is summarised in the following table.

**TABLE 4.1**

**METHOD OF COMMUNICATION IN THE UPPER DOAB SUGAR MILLS, SHAMLI**

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Description</th>
<th>Responses No. = 100</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Favourable effect</td>
<td>72</td>
<td>72</td>
</tr>
<tr>
<td>2.</td>
<td>Adverse effect</td>
<td>24</td>
<td>24</td>
</tr>
<tr>
<td>3.</td>
<td>No response</td>
<td>4</td>
<td>4</td>
</tr>
</tbody>
</table>

Since 24% workers did not read the notices on the notice-board it becomes essential that they should be informed of the decisions through meetings and informal conversations.

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A communication if 24% gap will develop workers are misinformed, ill informed or uninformed.

In order to find out the effectiveness of downward communication, workers were asked whether some lectures were arranged for them by the management. Only 4% of them answered the question in the affirmative. The details of the answers of the workers are given below.

**TABLE 4.2**

**ARRANGEMENT OF LECTURE TO MAKE EFFECTIVE DOWNWARD COMMUNICATION**

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Description</th>
<th>Responses No. = 100</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Favourable effect</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>2.</td>
<td>Adverse effect</td>
<td>54</td>
<td>54</td>
</tr>
<tr>
<td>3.</td>
<td>No response</td>
<td>42</td>
<td>42</td>
</tr>
</tbody>
</table>

Since 54% workers answered the question in the negative and 42% did not give any answer it is evident that every few lectures are arranged and they are of very little use. This signifies the fact that such lectures are dull and
unimpressive. Such lectures, if properly managed, may be of

great use given in a persuasive manner. Man after all is a
thinking animal and unless constant efforts are made to
convince him of the justification behind the decisions of the
management, he may remain unconvinced and may also do
something that is not in the interest of the mills.

The employee has not only state things but also to
ensure that the listerner has understood what has been
explained to him. An employee should not overlook this fact.
Keith Davis rightly observes: "Many employees overlook this
fact when giving instructions or explanations. They think that
telling someone is sufficient but the communication is not only
truly successful until that which is received is also understood.
This is properly known as 'getting through' to a person.
Communicators should ask themselves everyday: Am I getting
through to others?"\(^\text{12}\)

Workers were asked whether any report of the past
achievements or appeal for future action, were circulated
among them. Sixty five percent of them did not give any
response while 35\% answered the question in the negative. It

\(^{12}\) Keith Davis, "Human Behaviour at Work : Organizational Behaviour" (Rpt.
means the employer in this mills did not publish any reports or appeals for the workers. This is a lapse on the part of the management. Davar notes that in good concerns bulletins are published regularly for the workers. While talking of a concern he observes, "At the Century Spg. & Mfg. Co. Ltd., every efforts is made by this company to communicate to the workers management policy decision. This is done through meetings, notices in the departments, posters, and house-magazines such as the "century Samachar". In case of major decision, communication is done by calling meetings of the workers in different categories with the department assistances and supervisors so that detailed explanation can be given to them.\(^{13}\) It is the duty of the management to tell the workers not only what they should do but should also report to them what they have achieved during the previous year. This gives the workers a sense of pride on their achievement. If workers begin to realize that they can collectively achieve something remarkable they will make better efforts next time and will achieve better things in future.

In some concerns the Managing Director sometimes addresses the workers in a group or several smaller groups. In order to find out whether any such thing takes place in this mills, workers were asked how many times they had been addressed by the Managing Director. Eight percent of the workers answered that they had been addressed like this; 42% answered the questions in the negative while 50% said that they did not remember it. It shows that the Managing Director rarely appears before the workers to address them. Though it is not possible for a Managing Director to address the workers very frequently yet his appearance should not be as rare as it is in this mills. If the Managing Director appears before the workers off and on and explains some of his ideas to them, they will feel some kind of attachment to him and will be willing to make sacrifices for the mills.

In order to find out the problems of upward communication the workers were asked as to how they communicate their complaints to the manager. The details of the answers are given in the following table:
TABLE 4.3

WORKER'S COMPLAINTS TO THE MANAGER

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Description</th>
<th>Responses No. = 100</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Orally</td>
<td>47</td>
<td>47</td>
</tr>
<tr>
<td>2.</td>
<td>In the written form</td>
<td>28</td>
<td>28</td>
</tr>
<tr>
<td>3.</td>
<td>No need of making complaints</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>4.</td>
<td>No access to the employer</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>5.</td>
<td>No response</td>
<td>15</td>
<td>15</td>
</tr>
</tbody>
</table>

These responses signify that upward communications is definitely there in this mills but the extent of its effectiveness is a question worth thinking about. Twelve percent of the workers complained that even though they wished to communicate something to their employer, yet, since they had no access to the management. The same could not be done. This signifies the fact that there is a need to improve the ways of communication employed in this mills.

It is serious that the workers wishing to communicate to their employer did not have access to the management N.N. Wanchoo, Governor of Kerala, on the occasion of the 26th All
India Annual Conference, Cochin of the Instituted of Personnel Management, on January 23rd, 1976 rightly observed: "A sound and satisfactory system of management should provide not only effective participation of the work-force in the operation and activities of the enterprise at the shop floor level but at successive higher levels in various committees and finally at major policy-making levels. Such participation will bring about democratisation of the processes of management and ensure proper motivation for raising the levels of productivity and improving the performance of the enterprise".¹⁴

It is also likely that workers feel that their complaints do not reach the employer because no follow-up action took place. But, in fact, the absence of the follow-up action does not mean that the complaint did not reach the employer. However, even if it is so it is the duty of the employer to explain to the workers why no action we taken on that complaint. The employees should not be made to feel that their supervisors are their adversary.

For an effective upward communication Keith Davis suggests the following methods: Counselling, grievance

system, consultative supervision, meetings, suggestion-systems, job-satisfaction, survey, open-door policy, participation in social groups, encouragement of employee-letters and nominal groups.¹⁵ But in Upper Doab Sugar Mills, Shamli. Twelve percent workers informed that they had no access to the manager. This indicates the fact that upward communication in this mill is poor and needs improvements.

In order to find out the impact of this state of affairs workers were asked a question to this effect. The details of their answers are given in the following table:

**TABLE 4.4**

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Description</th>
<th>Responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No. = 100</td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td>Favourable effect</td>
<td>48</td>
<td>48</td>
</tr>
<tr>
<td>2.</td>
<td>Adverse effect</td>
<td>33</td>
<td>33</td>
</tr>
<tr>
<td>3.</td>
<td>No response</td>
<td>19</td>
<td>19</td>
</tr>
</tbody>
</table>

Since 48% of the workers told that their complaints are heard and proper action was taken to remove them, it can

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be concluded that the management of the mills pays attention to the complaints of the workers and try to remove them. However, since 33% were not satisfied with the present state of affairs, it is also evident that there is much scope and need for improvement.

In order to find out whether any such practice exists in the Upper Doab Sugar Mills, Shamli the workers and the supervisors were asked as to how they send their suggestions to their superiors. The supervisors enlisted the following five methods:

[i] Orally when the boss comes on the round;

[ii] Orally in the weekly meetings;

[iii] In the form of written messages;

[iv] Orally by meeting the boss personally; and

[v] Through the instructor who prepares three copies one of which is sent to the boss, the second to the plant manager and the third to the Managing Director.

The workers were asked whether they had ever given any suggestions. Their answers have been summarized in the following table:
TABLE 4.5
WORKER’S SUGGESTION TO THEIR SUPERVISORS

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Description</th>
<th>Responses No.</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Favourable effect</td>
<td>24</td>
<td>24</td>
</tr>
<tr>
<td>2.</td>
<td>Adverse effect</td>
<td>54</td>
<td>54</td>
</tr>
<tr>
<td>3.</td>
<td>No response</td>
<td>22</td>
<td>22</td>
</tr>
</tbody>
</table>

They were also asked what suggestions they had given. The suggestions they mentioned were the following:

[i] work-load should be reduced;

[ii] salary should be raised;

[iii] the number of workers should be increased; and

[iv] the working conditions in the mills should be so improved that they do not have any adverse effect on the worker’s health.

It has been observed that only 24% workers were participating in the form of giving their suggestions to management. The responsibility for this poor involvement of workers lies with the management of the Mills. This lack of interest in workers results when no action is taken on workers
suggestions or they are not properly rewarded for good suggestions. Actually workers involvement requires motivation.

If workers are encouraged to think and give their suggestions, some fruitful ideas indefinitely may come up and functioning in the mills can be improved.

This discussion manifests that communication in this mills is not an effective as it should be. Actually the management should keep the following things in mind:

[i] He should be clear in the use of language;
[ii] He should watch out that he does not bear a frown;
[iii] The manager should be sure of what he wishes to communicate and why;
[iv] He should remember that communication is a two way process;
[v] He should watch how much he communicates;
[vi] He should be sure that his actions do not contract his communication;
[vii] He should listen attentively.
[viii] He should use adequate medium;
[ix] He should provide communication-training to his subordinates; and
[x] He should provide the right climate.
In order to find out whether workers and supervisors participate in this mills in some social groups, supervisor were asked two questions, the first, whether and when they go to the residences of their subordinates, secondly whether and when they invite their subordinates to their own residences. Thirty two percent of the supervisors informed that they had never visited their subordinates and 68% of them answered that they do visit their subordinates at their residence but only on occasions like death, marriage, accident and illness. Thus no employer-sponsored activities like departmental parties, sports-events, bowling groups, hobby-groups and picnics. The employer should sponsor such activities in order to develop a spirit of cooperation among the different cadres of employees.

Though upward communication is not the primary purpose of these events yet it is an important by-product of them. The employer should not think that it is undesirable to encourage workers to express their opinions. The management should be willing to listen to unsolicited message. Management should create an atmosphere in which subordinates feel free to express their opinions. Strauss and Leonard R. Saylas rightly remark: "Successful upward communication requires that management's questions be
truthfully answered. More than this, it requires that vital information be transmitted upward even if management has never requested it; it requires that management be willing to listen to unsolicited messages. The men at the top do not always know the right questions to ask or the right instructions to give. Subordinates frequently have useful suggestions to make, question to ask or problems of which their supervisors are ignorant. Unless subordinates feel free to communicate these matters upward, management will lack some of the data essential to sound decision making.

Some questions were put to the representative of the management to find out what methods of communication are used by the management consciously and what the management thinks of the question of improving them.

While talking of the upward-communication some informants stated that general problems are sent to the departmental committee while for individual problems a worker has to go to the head of the concerned department.

These informants stated that there are notice-board in all the departments and that whenever something is to be notified, the copies of the notice are sent to both the union offices and head of the department and are also put on the notice-boards. They also stated that the pictures sent by safety council of Delhi and Bombay are pasted on the walls to tell workers how they can keep themselves safe from danger, marks and symbols are also used for the purpose. Their suggestion were that in order to make communication more effective microphones and loudspeakers should also be used.

These answers showed that the Chief Executives do not address the workers in group, nor efforts are made to communicate messages to illiterate people. The management was found satisfied with the methods of communication used by it but a section of workers was found dissatisfied with the present system of communication.

The representatives of the reognised unions were asked that role the unions play as an agency of communication between the management and the workers. They informed that communication in this mills both upward and downward was being done satisfactorily even without the help of the union as notices on the notice-boards were sufficient. But many workers remain ill-informed inspite of these notices, as has
been found through the questionnaires meant for the workers. This reply of the representatives of the workers' unions make it evident that the unions in this mills are not playing the role which it can.

A communication-gap is, no doubt, there in this mills and is caused by the lack of mutul trust. If there is mutual trust between the management and the workers, both the parties try to communicate their wishes and attitude freely and frankly. Jock R. Gibb rightly observes, "An increasingly clear body of evidence indicates that communication is related to the trust level in the relationship or in the mills. People who trust each other tend to be more open with each other. With high trust people are free to give information and feelings and to respond spontaneously to questions, are loss apt to devise control strategies to manipulate others, are less apt to be closed and devious, are less apt to manufacture remours or distortions, perhaps have less need to engage in extra communication, and thus they lay the ground work for higher productivity, with low trust, people use more strategy, filter information, built interpersonal facades, camouflage attitudes, deliberately or unconsciously hold back relevant feelings and information in the process of interpersonal infighting, disort feedback upward in the direction of personal motivations,
engage in extra communication, and thus indirectly sabotage productivity. Both the parties here need to develop high trust in each other and re-orient their communication programme. Effective communication cannot take place unless right atmosphere has been created.

The main barrier to communication in this mills is the lack of policy. Neither the management nor the workers have thought seriously over the problem. Some ordinary methods have been introduced but it has not been realised that communication is a very important aspects of management and for the smooth functioning it is essential that an effective system of communication is introduced.

SUGGESTIONS

For an effective management communication, the following universally accepted ways should be tried:

(i) The management must think clearly before communicating. It must give proper attention to the attitudes of the receiving audience; for "it is no good opening the tap if there is nothing in the tank."

(ii) The purpose of communication must be clearly known as to what is to be achieved and how it can be achieved. Too many objectives should be achieved with one single communication.

(iii) The audience must be thoroughly known as also the timing and the media of communication.

(iv) Before communicating, it is always better to consult some one who knows about communication. This will lend objectivity to the approach.

(v) The language used, the tone of voice, expression and emotion should receive proper attention (for all these affect the success of communication).

(vi) The management should be prepared to help the receiving audience and make the information clear to it.

(vii) It should encourage comments, ask questions, follow up and encourage feedbacks. Without these communication will go haywire.

(viii) Communication should be based not only on present requirements but also on future needs.
(ix) Communication should always be supported with appropriate action, for "action speaks louder than words."

(x) The management should cultivate the habit of listening.

If the communication process is to function effectively, reciprocal confidence and trust on the part of the member of the organisation is absolutely essential.

We close this chapter with the words of Barnard: "In an exhaustive theory of organisation, communication would occupy a central place, because the structure, extensiveness, and scope of organisation are almost entirely determined by communication techniques."