CHAPTER 5

SUMMARY AND IMPLICATIONS
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A. SUMMARY

The mainstay of Indian economy is agriculture. Dairying is one of its allied activities, which can provide immense boost to rural economy. One of the most important landmarks in the field of dairying has been the emergence of co-operative federations. These federations are departmentalized into production, procurement, marketing, finance and administration at the apex level and further divisionalized into milk plants and milk unions which, in turn, are connected to milk producer’s co-operative societies at the grass root level. All these functional areas and divisions are interlinked and hence the communication has become intrinsic. Besides, the federations of late have developed a corporate structure which necessitates a great deal of co-ordination and integration. The effective management of such organizations will only be ensured, when communication climate and communication effectiveness are given due consideration. It was, therefore, proposed to study the organizational communication in cooperative dairy federation with the following objectives:

1. To examine the communication climate and communication contingency structure at various levels in the organization along with Intra Organizational Communication Channel use.

2. To ascertain the superior’s communication effectiveness in the organization in terms of source, message, channel and receiver characteristics.

3. To analyze the relationship of independent traits with
communication climate and superior's communication effectiveness at various levels in the organization.

4. To identify the relationship of independent traits with communication contingency structure and superior's communication effectiveness in the organization.

The study was conducted in Pradeshik Co-operative Dairy Federation, U.P., as it occupies a prominent position in the country as far as dairying is concerned. Most importantly, the organization fulfils all the requirements of an organized milk industry. The locale under study included federation (state level), three each of the milk plants/product factories, milk unions (district level) and their respective milk producers co-operative societies (village level), which were randomly selected. The functionaries in the managerial/officer cadre at the federation, plants and unions and supervisory employees looking after the milk producers co-operative societies at the grass root level, were selected. In addition, the secretaries of the societies were also selected for assessing superior's communication effectiveness at grass root level. The composite sample size was 230 and was considered in Toto for studying the communication climate, while only 100 respondents, identified as superiors at varying levels in the organization were selected for assessing the individual's communication effectiveness.

The traits for the investigation were selected after scanning the available literature and after consulting the experts in the field of extension, communication and management. The independent traits include personal, communicational and behavioral while the resultant/dependent traits composed of communication climate and superior's communication effectiveness. Collection of data was
accompanied by supplying the well structured questionnaire to each respondent. The questionnaires were distributed and collected personally. The data thus collected were subjected to different statistical analyses. The salient findings are summarized below:

5.1. GENERAL PROFILE

5.1.1 INDEPENDENT TRAITS

01. Observations on general profile revealed that the federation employees belonged to advanced age (up to 35 years), higher education (up to graduation), experience (up to 5 years) and inservice training (up to 15 days) groups. At plant and union levels the employees were of old age (above 35 years), highly educated (above graduation), above 5 years experienced and well trained (>30 days). However, the employees at the grass root level possessed more or less similar on all the traits as of plants and unions except age, which was to advanced age.

02. Majority of the respondent’s attitude towards their immediate superiors was observed to be average in the plants, unions and grass root level while it was almost equal in low and medium groups.

03. Value towards superiors as perceived by the respondents at plants, unions and societies level was moderate. While the respondents at federation level were equally distributed in low and medium classes.

04. Majority of the respondents in all the categories except federation, had medium interpersonal trust. At federation the employees were having low and moderate interpersonal trust equally.
Medium levels of communication apprehension was persistent among majority of respondents in federation, plants and unions, while the same was low at grass root level.

Communication contingency structure at plant, union and grass root levels was observed to be medium. However, the same was high in federation. It’s dimensions, viz. Internal and external communication contingencies, were also perceived as medium by the majority of the employees at varying levels in the organization.

In general, the communication channels were in average use at all levels, barring the grass root level at which the use was slightly high. Different channels found to be in use at various levels were as follows:

(i) Official letters, memos, reports, telephone and circular letters were prominent in federation and plants.

(ii) Reports, official letters, circular letters, forms/work orders, formal meetings, literature and telephone were reported as potential channels in unions.

(iii) Literature, forms/works order, official letters, lectures and formal meetings have emerged as major channels at the grass root level.

Communication load was reported to be medium at plant, union and grass root levels while it was equally distributed among low, medium and high groups in federation.

Job satisfaction was found to be moderate among the majority of employees at all the levels.

Majority of the personnel at varying levels in the organization expressed average commitment towards the organization.
11. Cohesiveness was found to be medium among the respondents in all the categories.

12. Recognition was perceived as average by majority of respondents at federation, plants, unions and societies level.

13. Moderate involvement of personnel at all levels in the organization was recorded in decision making process.

5.1.2 DEPENDENT TRAITS

01. The communication climate appeared to be encouraging in the all categories in general and in the unions in particular. Perception of employees with regard to the dimensions of communication climate are as follows:

(i) Majority of the employees working in the organization perceived the superior-subordinate communication as medium.

(ii) Personnel at federation level showed low satisfaction with equality of information, while it was average with the employees at the plant, union and grass root levels.

(iii) Plant, union and grass root level’s employees were moderately satisfied with superiors openness. Low satisfaction was perceived by the personnel at federation level as far as superior’s openness was concerned.

(iv) Employees in majority at varying levels in the organization showed moderate perception in case of upward communication.

(v) Reliability of information was reported as moderate by the employees of all the categories in federation, plants, unions and societies.
02. Superiors working in various capacities in the organization were successful in communicating the message to their subordinates as the perception of employees was moderate to high in each categories.

5.2 RELATIONAL ANALYSIS

5.2.1 CORRELATION STUDIES

01. Among the personal traits, in service training in category I, education and communication apprehension in category III and value towards superiors in category IV show significant correlation with communication contingency structure.

02. Positive and significant association of communication channel use and communication load with communication contingency structure was reported in plants and unions level, whereas this association in federation and societies was insignificant but negative and positive, respectively.

03. None of the behavioral traits, except job satisfaction in unions and decision making in plants, could exhibit significant and positive relationship with communication contingency structure in all the categories. Job satisfaction and decision making at unions and plants level, respectively, showed positive and significant correlation.

04. Positive and significant association of communication climate with communication contingency structure was reported in plants. It's components, superiors openness and reliability of information in federation and upward communication in plants were also found positively significant with communication contingency structure.
Value towards superiors (federation and unions), experience (plants), and communication apprehension (unions) were positively and significantly associated with communication climate. Education in federation was, however negatively significant.

The relationship of communicational traits namely, communication contingency structure and its internal contingencies at plants level, communication channel use and communication load at federation level was significant and positive with communication climate.

All the behavioral traits, except job satisfaction and recognition, demonstrated their insignificant relationship with communication climate in all the categories. Job satisfaction in federation and unions and recognition in federation showed positive and significant associations with communication climate.

In case of superior's communication effectiveness, age in category I (federation), education in category IV (societies), inservice training in category III (unions), attitude towards superiors in plants and unions, value towards superiors and communication apprehension in category III (unions) were positively and significantly associated.

Significant and positive association of superior's communication effectiveness with internal contingencies in federation and communication load in federation and societies was established.

Job satisfaction was the only behavioral trait which exhibited significant positive association with superior's communication effectiveness in the first category (federation). Other behavioral traits could not show significant impact over communication effectiveness.
11. Significant positive association of communication climate with superior's communication effectiveness was established in all the categories except federation. Among individual dimensions, superior-subordinate communication and quality of information in plants and societies, superior’s openness in societies, upward communication in federation, unions and societies and reliability of information in unions and societies showed positive and significant relationship with superior's communication effectiveness.

5.2.2 REGRESSION STUDIES

01. The positive contribution of selected independent traits to the variation in communication climate was significant in the federation. It was in the order of interpersonal trust, value towards superiors, decision making, communication channel use and cohesiveness. The variation was estimated to be 72.54 percent as shown in multiple regression analysis.

02. Interpersonal trust, education, job satisfaction and age were the major traits to affect communication climate in the plants. Unlike other traits, age exerted a negative influence on communication climate. As possible predictors, these traits contributed the variation of 61.31 per cent in communication climate.

03. In the unions, cohesiveness, interpersonal trust, education, and job satisfaction were responsible for the maximum variation in communication climate. All these traits were attributable to the variation of 69.43 percent in communication climate.

04. Interestingly, communication channel use and value towards superiors, which took first and second ranks rendered significant
B. IMPLICATIONS

Based on the salient findings outlined in the investigation, a few implications have been enumerated to fill the gaps between actual and desired performance as far as organizational communication is concerned:

01. In superior-subordinate communication or upward communication, the personnel at various levels i.e. federation, plant, union and societies, have different communication needs. The understanding of these needs in true perspective can ensure the smooth and right flow of information to the right person, failing which may result in communication incompatibilities, and in turn have a strong bearing on superior's communication effectiveness. Achievement of this clearly defined objective calls for the similarities in perceptions among superiors and subordinates on attitudes and values. The interactions, hence should be escalated and area of commonness has to be established in order to improve general communication climate and more particularly, the individual’s communication effectiveness in the organization.

02. Successful dissemination of information at varying levels necessitates conductive superior-subordinate relationship with banks of trust. So, as a prelude to communication act, the organization should take the trust component into prime consideration as it is believed to influence the communication climate and communication efficiency of individuals.

03. Communication apprehension, the general feelings of the employees about communication, was found to have increased right down the line from federation to societies level. Keeping the
extent of apprehension in view, at varying levels, the communication activities such as formal meetings, interviews, discussions, seminars, workshops etc. should be held so that the employees develop positive inclination towards communication without any fear or apprehension.

04. Communication contingency structure governs managerial actions which are most feasible for specific situations. It has been observed that communication contingencies were heigh at federation and medium at plants, unions and grass root level. Hence, the organization’s authorities should develop an effective communication system right up to the grass root level in order to improve the communication environment in the organization.

05. Though the study revealed a wide use of communication channels by the functionaries at varying levels, proper blending of these channels for effective redundancy, timeliness and acceptance on part of the receiver need to be ensured. Success in this direction would improve the quality and reliability of information, which in turn would enhance the communication efficacy.

06. As job satisfaction, cohesiveness and decision making emerged as crucial variables, efforts should be channelised to improve them among the employees at varying levels. It may be accomplished by providing suitable avenues and by creating interest in their jobs. Participative decision making and team mode of approach should also be encouraged. Proper tuning of these traits can lead to better communication climate and individual’s effectiveness in communication which aid the organization to achieve its desired objectives and overall goals.
07. Effect of incentives, rewards and acknowledgement on communication climate and communication effectiveness of the individuals is widely evinced. These traits, therefore, are to be effectively administered in order to see its optimistic influence on individuals performance in the organization.

08. In crux, the superiors should be openly amenable to communications at varying levels. They should lend necessary thrust for upward flow, without compromising the reliability and validity of the information. The functionaries should be trained suitably in managing the communication at varying levels. This would enhance their performance and in turn improve the productivity of the organization, which is the sole purpose of management in the organization.

C. SUGGESTED AREAS FOR FUTURE RESEARCH

01. An attempt has been made to study the superior’s communication effectiveness in terms of source, message, channel and receiver characteristics in the present study. Due to the limitations of time and other factors, the extent of message distortion of fidelity was not studied. This dimension may be important for future studies.

02. The extent of use of communication channels was studied in this study. The optimal use of channels of communication by different categories of employees could not be studied. So, there is a need to undertake a research project to determine the optimum utilization levels of communication channels by different categories of employee.
Few behavioral traits have been considered for the present study to find out their impact on communication climate and superior's communication effectiveness at different levels. The other pertinent traits like employee's morale, motivation, performance, job stress and conflicts can also be studied.

The individual communication styles and types of communication, which have not been covered in this study, are supposed to have bearing on individual performance and may be considered for further research.