CHAPTER 2

THEORETICAL ORIENTATION AND REVIEW
2. THEORETICAL ORIENTATION AND REVIEW

Theory and research in the field of communication, especially in relation to its application to organizations leading to the development of society as a whole, are fairly in India. Studies under the banner of communication research pertaining to organizations have been going on in India with varying degrees of qualitative or quantitative emphasis and the review of the state of art will provide clues to certain facts and issues related to communication in organizations. Some social science researches have been conducted in organizations with a communication optique and several scientists have attempted to manifest communication behavior of individuals and/or groups within the organization and/or the society. These researchers have even traced or are still tracing the communication loads and the communication network patterns through which information flows or sprembles perenially.

The field of communication has cut across several interdisciplines of science, which has widened the scope for communication research. Shanmugam (1971) has classified the communication researches into interdisciplinary researches, media studies and communication process studies. The present investigation fits into the purview of communication process studies which comprises of studies on communication flow patterns, communication structure, understanding of communication process in terms of Source-Message-Channel-Receiver and ultimately the effectiveness of individual communications at different levels of organization etc.

The utility value of findings of studies with communication optique, particularly with reference to communication in organizations
have always remained marginal from public perception point of view. Although the review of communication researches in organizations in India only indicate the state of art and limitations of communication researches, an attempt has been made in this chapter to develop conceptual frame of reference of the study on the basis of available literature. Since the available research studies on communication aspects of dairy organization and its allies is meager, studies from industrial, educational and similar organizations have been included. Moreover, assuming the fairly exhaustive use of the previously existing empirical evidence as the basis for developing the theoretical premise of this investigation, the need for a separate chapter on review of literature, in the treatise, has been obviated. The conceptualization and reviewing are being done under the following heads :-

2.1 Indian dairy industry
2.2 Approaches to organization theory
2.3 Communication theory and models
2.4 Communication structural functionalism
2.5 Organizations and communications
2.6 Communicational traits
2.7 Behavioral traits
2.8 Conceptual model

2.1 INDIAN DAIRY INDUSTRY

The evolution of Indian dairy industry into an organized sector is of very recent origin. However, its expansion is relatively very fast and its impact on millions of small rural milk producers and urban consumers is quite considerable. A brief sketch of its backgrounds and current status, is
presented, highlighting the significance of such a huge social organization in its perspective.

The cooperative dairying organization of India has been created in a short span of time, dating back to 1965, and is now being extended to cover the country as a whole. The first fruitful attempts at cooperative venture started with the development of milk production and supply on an organized basis from some potential pockets of Gujarat to Bombay market. From these modest and result oriented beginnings in the late 1950's and 1960's, the Anand pattern of co-operative development emerged. This, at the first level consisted of small village societies with milk collected and paid for every day linked together through unions at the second level. These unions owned the processing and manufacturing plants and the facilities to provide inputs for milk production escalation. At the third level, a number of unions would be combined to form the federation at the state level.

The cooperative structure was extended to all the major milk sheds with finance generated by recombining the gifts of Skim Milk Powder (SMP) and butteroil, made available by the World Food Programme (WFP) and the European Economic Community (EEC). With the launching of the world's largest dairy development programme, "The Operation Flood-I" in 1970, "Operation Flood-II" in 1978 and subsequently, "Operation Flood-III" in 1985, the dairy organization in the lines of cooperatives has come a long way to meet the country's increasing needs for milk and milk products, thus making it a viable and sustaining enterprise. The impetus to this massive programme has been provided by National Dairy Development Board (NDDB), an
autonomous body, created in 1965, whose efficiency has been further widened with the merging of Indian Dairy Corporation (Created in 1970).

2.1.1 ORGANIZATION TO PRESENT TIME

In the colonial period, dairying was largely an unorganized activity. By and large agriculturists kept cattle mainly for bullock production. Milk was essentially a byproduct. The surplus milk after home consumption was either converted into conventional dairy products (Dahi, Ghee, Sweets etc.) or sold to middlemen, who created to the needs of the urban markets. This problem of unorganization was further aggravated by low milk yields of milk cattle high cost of milk production, poor returns due to lack of milk marketing facilities and apathy of farmers towards scientific dairy farming practices on one hand and inadequate health cover, and absence of balanced nutrition and extension services on the other. Thus, in the voidness of a stable and organized market for milk and milk products in the rural areas, a vicious cycle existed, exploiting the rural poor in most part of the country. Though isolated attempts to organize milk cooperatives were tried in different states, not much headway was made.

With the advent of Kaira District Co-operative, some progress has been made over the year, resulting to evolutionary changes. Though mainly concentrated of the milk business and the milk enhancement programmes, the primary village milk societies and district milk unions have become focal points for all round development of the organized dairy industry and the community as a whole.

The success of 'AMUL' has led to the organization of such milk unions in the adjacent districts of Gujarat and how has extended to
several states with a three-tier cooperative structure, viz. Primary village cooperative societies, district cooperative milk producer's unions and state federations as the basis for all dairy union territories with over 5 million farm families in 49,000 village milk producers cooperatives. The daily handling of milk in these cooperative is 8 million litres on an average. It fetches them an annual turn over of Rs. 1,00,000 millions. The milk collected is processed in 238 dairy plants and some of these plants are also engaged in the production of milk powder, butter, ghee etc. "The Operation Flood III " aims at increasing the rural milk procurement to a peak of 18.3 million litres per day, collecting milk from over 8 million producers by 1990. It also aims to improve the urban milk marketing with the introduction of the 'Ultra High Temperature (UHT)' processed milk and aseptic packaging system. It also involves huge manpower in various categories for achieving the targets (Anon, 1987). Thus, the new thrust given by operation flood programmes inevitably calls for efficient running of the dairy organizations where professional management with good communication skills and total commitment, powered by missionary zeal, are the prime requirements.

Currently, the dairy industry has reached a stage where managerial changes and communication flows in its rhythm can make a difference in terms of productivity, practical application and diffusion of informations among various organizations in the country.

1. **Milk Producers Cooperative Societies** :- These are the assemblies of many suppliers and their main function is procurement of milk.

2. **Cooperative Milk Producer's Unions** :- These are the congregations of many primary village cooperative societies
existing in a district and they, in addition to procurement, are also concerned with operating the processing plants and factories for production.

3. **State Federations** :- The state federation is the conglomeration of various district organizations, providing services and organizing marketing at further levels.

This experience with regard to the existing structure has organized the dairy industry and has led to the evolution of a model for cooperative dairy development on a national basis.

Now with the success of "Operation Flood I" and "Operation Flood II" resulting in further strengthening of the dairy industry, "Operation Flood III" has been launched in 1985-86, coinciding with the seventh plan period. It was mainly aimed at providing impetus to dairy development in the country. It seeks primarily to consolidate the extensive milk procurement and marketing base for milk and milk products. Presently, operation flood covers 250 districts, grouped into 168 milk sheds in 23 states/union territories (Anon, 1987). Hence, for the better running of the dairy organizations accomplishing the targets of operation flood, there is a greater need for understanding the communication dynamics.

### 2.2 APPROACHES TO ORGANIZATION THEORY

The communication system of an organization consists of the process by which requests for information proceed to the point of collection and by which that information is transmitted back to the person requesting it, completing the communication cycle (Ference 1970).
Since its inception, researches in the field of communication have placed strong emphasis on examining structure rather than Communication phenomena in terms of structure. Of late, organization Communication schools in particular have stressed the need for the study of Communication dynamics comprising of conversational interaction behaviors and information flow patterns. Organizational communication is idiosyncratic from other types of human communication as it occurs in highly structured settings. Researches interested in organizations should, therefore, study communication in them in combination with a host of other phenomena such as climate, leadership and control.

Our review of organizational theories focussing primarily on the historical and contemporary models process that have directly influenced the behavior based research in organizational communication is exiguous. As such there are adequate theories on organizational communication and existing relevant research has remained unintegrated. However, an attempt is being made in this direction to see how existing. Organizational theories might succour in understanding the communication in organizations. Accordingly, organizational theories are discussed under three categories, namely classical approach, human relations approach and system approach.

2.2.1 CLASSICAL APPROACH

Classical organization theory focussed primarily on the structure. In this approach, the main focus is laid on input output mediators and the organization is treated as a machine. The division of work and work units in organization was given vital importance. Specialization and achievement by the organization is considered more important than the
individual or group efficacy. As such, it gave rise to two schools of thought, i.e. scientific management and administrative management.

The representative of one school of classical theory which gave birth to "Scientific Management" is the efforts of Taylor (1911). He defined scientific management as the art of knowing exactly what you want, the workforce to do and then seeing how they do it in the best possible way, more efficiently. Management's sole was to establish efficient procedures and regulations that would specify exactly the code of work ethics on their jobs. Rigid adherence to such work ethics was seen as the key to higher performance resulting in higher production. As such, people became extensions of the machinery and technology around them, and the intent was to make them as efficient as possible in working with that machinery. To this effect, emphasis has been given to increase efficiency of people in the organizations through rewards and incentives. From this school of thought, it appears that communication in organizations might best be seen in terms of a formalized system for diffusing messages (requests, commands, instructions, orders etc.) in a downward direction from superiors to subordinates with no concern for upward transmission and feedback.

The quintessence of other school of classical theory which gave birth to "Administrative Management" was due to the efforts of Weber (1947), Fayol (1949) and Davis (1951). They focussed on issues of departmentalization, i.e. looking at how to structure the total organization formally into departmental units and subunits to get the job done efficiently. Thus, Taylor's work was directed more at the individual worker level and the psychological determinants of work efficiency. The second stream, labelled as administrative management theory, paid more
attention to the problem of allocating and grouping task activities into work units that in turn could be structurally linked to each other. In crux, the primary concern from this perspective can be evinced in the various principles of management propounded by Fayol (1949). They are division of work, authority and responsibility, unity of command, subordination of individual to general interest, scalar chain, renumeration and incentives, centralisation, order equity, stability, initiative etc. In addition, he regards the elements of management viz. Planning, organizing, commanding, coordinating and controlling as its functional processes. From this points of view, it emanates that, to the extent, communication was dealt with by these theorists and it was in terms of trickling in the formalized channels that exist in the formal structure of the organization.

Emphasis was given to downward communication to deal with matters of authority, delegation of responsibility, coordination and control. Moreover, the basic principles in this school of thought were so broad that it became strenuous to draw specific implications for comprehending communication in organizations. Thus, little scope is left for evolving a theoretical frame to understand communication in organizations.

2.2.2 HUMAN RELATIONS APPROACH

Organizational theories here focus on the "Personal side of the enterprises", i.e. the interpersonal and individual concern in the work group whereas the classical theories were primarily concerned with the formal structuring of work and the organization. The neoclassical writers pay more attention to the informal organization that overlies the formal structure. The essence of this approach is contained in two parts : (1) organization situation viewed in social terms as well as in economic and
technical terms, and (2) the social process of the group behavior understood in terms of clinical method analogue.

A major incitation to this view of thinking came from the Hawthorne experiment (Roethlisberger and Dickson (1939)) which may be generalized as below:

i. The level of production in a work group is set by social norms, not by psychological capacities.

ii. Non-economic rewards and restraints effect both worker behavior and the effectiveness of economic incentives.

iii. Worker do not act and reach as individuals but as members of groups.

iv. Leadership takes both formal and informal forms and plays a significant role in setting and enforcing group norms.

v. Organization functioning is dependent upon communication between the ranks, membership participation in decision making and democratic leadership.

Thus, the focus of human relations approach shifted from concern only for the structure of the organization to exclusive concern with the relationship among organizational members. Stogdill (1963) narrated that this approach comprises of three dimensions viz. Interpersonal, structure and operations.

Hawthorne experiment was further followed by Argyris (1960), Likert (1967), Mc Gregor (1960) etc. who also revealed the concern for the informal human dimensions of organizational life. Implicit in the work of all these writers is a need for improving organizational
communication and, of course, also the feelings and sentiments of the people who work in it. However, less attention than might be expected is given directly to specifying a particular role for individual communication in increasing organizational effectiveness. In a sense, it seems that these workers recognized the importance of effective personal and organizational communication practices, but they are not particularly distinct concerning the specific elements of communications and relationships involved.

2.2.3 SYSTEMS APPROACH

The system approach, also known as modern scientific management, does not discard other two approaches. It has rather enriched itself by taking the quintessence out of classical and humanistic schools of thought.

Theorists increasingly have come to the realization that organizations operate as total systems and to this effect, Longenecker (1972) has defined system as a 'group' or 'combination of components parts arranged in such a way as to constitute a unified whole. The systems school, rather than emphasizing the structure, hierarchy and authority relationships existing in the organizations, considers the flow originating in the environment that moves into and through the organization and back to the environment. Thus, the system approach visualizes organizations in dynamic interaction with their environments involving information, materials, people and behaviors. This was found quite contrary to the traditional approaches which have taken a somewhat mechanistic and static view of the organizations. Representatives of this perspective are the work of Boulding (1956), Bertalanffy (1962), Katz and Kahn (1978), Lawrence and Lorsch (1967), Litwin (1963), Pfeffer and Salancik (1978), Scott (1967), and Sayles and Chandler (1971).
Implicit in this approach is the recognition that communication plays a vital role in enabling the organization to evaluate its environment more accurately and diffuse information concerning the environment to appropriate information processing units within the organization, so that the organization can tune more effectively with the uncertainties of environment in which it operates. Internally, organization communication aids to further protect and direct the central core processes through formal and more spontaneous channels, which in turn can help the organization respond to and predict the external environment. The importance of roles and role links in clarifying organizational relationship and communication processes can be seen to further enable organizations and their members to deal with the generalized uncertainties they face. From this perspective, organizational communication is a source for increasing goal and role clarity over time. Thus, these workers stress the significance of information and communication requirements of organizations, especially at the macro level. However, the linkage to micro level managerial communication behavior as it effects peers is not well conceived as yet, except as may be inferred from Likert's (1967) "Linking Pin" concept to understand organizations.

This precis of organization theory in relation to communication suggests immense concern for the role of effective communication in organizations. There is a definite recognition that communication climate, communication channels and communication flow are somehow involved in the functioning of organizations. And yet, organization theory for the most part does not refer organizational communication as a fundamental variable for understanding and explaining behavioral consequences. Hence, it is pre-disposed to agree with Porter and Roberts (1976) that
much more work needs to be carried out in evolving a firm theoretical base for visualizing communication in organizations.

2.2.4 NATURE OF COMMUNICATION IN THE ORGANIZATION SYSTEM

Having considered the different approaches to organization theory, it is of paramount significance to overview the nature of communication within organizations. The organization is a system and the system is composed of several sub-systems. The most basic units or sub-system of the organization is the individual. The success of an organization, as pointed out by Patton and Giffin (1974), is determined by how well its members perform; the success of communication in organization being a function of how effectively organizational members communicate. The communication climate in which individuals receive, interpret and transmit messages and the ways in which those messages affect the individual’s satisfaction and commitment are, therefore, the core factors central to organizational communication.

In an organization, the communication sub-system involves individual, dyadic and group sub-system but often it extends beyond them. This sub-system in the organizational hierarchy is of common occurrence; the individuals and group holding positions high in the hierarchy exert same control over individuals and group occupying lower positions. In addition, the communication channels and network connect the individual, dyadic, group and hierarchical sub-systems of the organization. These sub-systems interact, receiving input from and transmit output to the environment. In essence, much of this organization environment interactions take place through communication, which forms the crux of the organization system.
2.3 COMMUNICATION THEORY AND MODELS

Theory is any conceptual representation of the communication process and is nearly as elusive as communication. Theory is often distinguished from model, i.e. in a sense the term 'model' can be applied to any symbolic representation of a thing, process or idea. But beyond this criterion of "symbolic representation", there is little consciousness on the precise meaning of model and it took a complicated turn, when distinctions were drawn between the concepts of model and theory. Hawes (1975) reviewed several common distinctions between these concepts. He believed that most of these distinctions were misconceptions. He defined theory as an explanation and model as a representation as he opined that models merely represent aspects of the phenomenon without explaining the interrelationships among the components of the modelled process. However, Hawes's approach to theories and model is by no means universal, as Kaplan (1964), a well known philosopher of the behavioral sciences, took a different view. He classified the theory into two types; (i) that which deals specifically with a particular subject-matter per se, and (ii) that which deals with various specific content areas. The latter class of theory is a set of symbols and logical relations among the symbols, which may be applied by analogy to some event of process. Kaplan considers the latter type of theory as a model and thus, according to him all models are theories but not all theories are models.

The intent of this study is not to discriminate between those representations called "models" and those called "theories", but to have a clear perception about these concepts in the context of communication process. One of the earliest and most influential models come from work
in the field of telecommunication research (Shannon and Weaver, 1949). This information processing model subsequently attracted a great deal of attention particularly for its potential to measure the amount of information transmitted. However, the model did not aid the researchers concerned with the social interpersonal dimension of communication (Porter and Roberts, 1976). Indeed, Chapanis (1971) went ahead to argue that for those interested in communication in social perspective, the literature on communication-information model is of no use.

Consequently, there was a need for a model that can focus more directly on the interpersonal processes involved in communication and it came from Newcomb (1953). According to him interpersonal communication occurs when person A transmits about an object x to person B. Westley and McLean (1957) extended this model in their work on mass communication by incorporating an additional element C (acts as a filter for description), which selects abstractions of object X and translates it into some symbolic form and transmits via some channel to the receiver (person B). Berlo (1960) also worked on similar lines, but he gave his model with six elements namely, source, encoder, message, channel, decoder and the receiver of communication. In this model he emphasized understanding of human behavior as a prerequisite to communication analysis. Dance (1967) presented a helical spiral model of interpersonal communication which stressed that communication, while moving forward, is also feeding back on itself and is being influenced by past experiences. More complex models, such as Barnlund's (1970), further delineated various processes, such as encoding, decoding, nonverbal and behavioral cues, that influenced the communication process.
Pertaining to communication models concerning organizations, it was Thayer (1968) who came with the view that the crux of all communications is the "process of taking into account". According to him, when individuals intercommunicate, they affect one another only to the extent that they take into account what the other has said. He added another dimension, differentiating levels of analysis while considering communication processes. These levels were intrapersonal, interpersonal, and organizational and can be labeled as Thayer's model of levels of communication. In this model, he considered all individual "taking into account" as the intrapersonal level, two-person or a person system of communication as the interpersonal level, networkes that link groups of individuals as the organizational level and mechanical, electronic or softward programmes that aid in the process of handling information as technological level. However, in differentiating these levels, he pointed out that we need to be careful to identify that, each levels as its own unique set of dynamics and that we must also be prepared to look at the interface of these levels when we study communication dynamics in organizations. Roberts, O'Reilly, Bretton and Porter (1974) also showed concern for differentiating levels of analysis while studying organizational communication. They noted that "communication operates somewhat differently at varying levels of organization".

On making a lucid view of the above models depicted herein, it appears that the concern for communication has led to several attempts to develop models of the communication process. These models may be sometimes overlapping or sometimes synchronising with each other or may be differing to some extent, but certainly reflecting the current state of knowledge about communication.
In context of the above discussion, it is explicitly clear that there is not much work being done which can through some light on the theory of organizational communication. However, an attempt has been made to analyse the communication dynamics in an organization (under study) by considering one of the three analytic frame works-general system theory, cybernetics and Structural-Functionalism, which are generally used for organizational studies.

2.3.1 GENERAL SYSTEMS THEORY (GST)

General systems theory (GST) is a logico- mathematical discipline and until now was considered a vague, hazy and semimeta physical concept, but, in itself, it is purely formal and applicable to the various empirical sciences. In a sense, GST is aimed at integrating knowledge into a system of clear and realistic frame work. Illustratively, it can be organizational communication flow that is likened to brain-muscle interaction on human problem solving integrated to computer feedback loops (Bertalanffy, 1963).

2.3.2 CYBERNETICS

Cybernetics is the study of regulation and control in system with emphasis on the nature of feedback. It deals with the way in which system on sub-system use their own output to gauge effect and, make necessary adjustments (Wiener, 1961).

2.3.3 STRUCTURAL-FUNCTIONALISM

Structural functionalism, with roots in biology is one of the major system approaches that has been adopted in social sciences. It consists of an explicit, step-by step set of procedures to be followed in conducting an
analysis of organization. The step include identification of the system components and their inter-relations, specification of the system environment, determination of system traits, value which each trait may assume and different mechanisms by which the system's components collectively keep the trait in limits. The mechanisms should also be understood in terms of changes in the environment (Monge, 1972).

According to Monge (1972), all the three systems touch the concept of purpose. He further elaborates to say that in cybernetics the purpose is clearly specified as "Control". In functionalism, the purpose is a system 'property' and in general system's theory, the purpose is "equifinality", where the same state can be achieved from different initial conditions. Bertalanffy (1968) was also in agreement in emphasizing the scientific utility of this concept of purpose.

Bertalanffy (1968) further states that the three systems differ in relation to the concept of openness. According to him, "Cybernetic systems" are closed, "Functional systems" are generally open and "General system theory" of course, is a blending of both open and closed frame works. The emphasis was, however, on the open systems. However, Farrace, Monge and Russel (1977) are of the opinion that general system theory depicts a useful category scheme for labelling the components of any complex phenomenon, structural - functionalism provides a reasonably sophisticated and sufficiently general theoretical mechanisms for explaining how the phenomenon operates, and cybernetics offers a restricted but well developed analytic frame-work for studying control. In addition, Wiener (1961) stressed that communication process is the sinequanon of cybernetics in society. But, visualising the distinctive characteristics of the three analytic approaches, it appears that
structural functionalism is most suitable for communication studies in organizations.

2.4 COMMUNICATION STRUCTURAL-FUNCTIONALISM

In the present study, communication in organizations has been discussed as distinguished by the system level of analysis, the function that communication performs in the organization and structure of communication contingencies among system members. Structural functionalism provides the guiding logic for dealing with organizational communication structure, communication function and the operation of the two at different levels of hierarchy in the organization system.

A comprehensive review of research and writing about communication in organization reveal that there are four major system levels that are commonly used (Katz and Kahn, 1978; Porter and Roberts, 1976; Redding, 1972). First, the individual, communication to and receiving communications from the large environment in the organization. Second, the two person units the dyads, such as superior-subordinate, sub-ordinate-superior, peer-peer, worker-worker etc. The third important system level is the group, a set of individuals bound by common work relations and/or friendship relations. Finally, it is the organization as a whole, where its collective behavior is of interest.

2.4.1 THE COMMUNICATION STRUCTURE

The structure is the more or less permanent arrangements and relationships, where, communications repeatedly occur. Thus, according to Farace, Monge and Russel (1977), communication structure is the repeatedly occurring patterns of interaction that makes up the relatively
high stable "networks" through which communication flows in the organization.

Usually, communication have been related to only one aspect or dimension of organizational structure. For example, Thompson (1961), building upon an earlier study of Dalton (1950), showed the relationship between patterns of communication and the degree of specialization within the organization. In their summary of a number of studies, Blau and Scott (1962) rehearsed the association between patterns of communication and organizational status. Still, other studies have kindled communication patterns to rules (Cross, 1953; Blau, 1955) and to power (McCleevy, 1957; Smith, 1966; Zaleznick, 1970). Apart from these, some of the studies have focussed on contingencies in the organization.

"The contingency structural view seeks to understand the interrelationships with-in and among sub-systems as well as between the organization and its environment and to define patterns of relationships or configurations and attempt to understand how organizations operate under varying conditions and specific circumstances. Contingency structural views are ultimately directed towards suggesting organizational design and managerial actions most appropriate for specific situations" (Kast and Rosenzweig, 1973). Thus, they concluded that communication process is contingent upon external and internal stimuli and upon the degree of freedom of the system allowed by the organizational constraints. Just as a person is not are the communications in organizations different when their communication contingencies change. Wilo (1975) classified the communication contingency, structure into internal contingencies (such as type, output demographic, spatiotemporal
and traditional) and external contingencies (such as economic, technological, legal, social/political/cultural and environmental). Eventually, it can be stated that the changes in the communication contingency structure will lead to changes in the communication functions.

However, attempts to lurch together all these aspects of organizational structure and the process of the internal communications under one umbrella are largely absent. Therefore, an attempt has been made to study the communication with the help of communication contingencies, communication climate, communication channel use, communication load and some other important traits that are in existence at various levels of the organization, which may throw some light on the effectiveness of communication.

2.4.2 THE COMMUNICATION FUNCTION

Function refers to the effects or consequences of communication in the organization (Farrace et al, 1977). More simply, the terms function is used to help answer the question, "What is communication supposed to do in the organization".

One crucial factor in considering the function of communication is the perspective from which the functions are established. Katz and Kahn (1978) presented one of the classic illustrations of this point in their discussion of two separate functional typologies. The first depicts a series of organizational sub-system into which function can be classified-production, maintenance, adoption and management. This perspective takes into account the entire organization and it is useful for managers trying to operate and integrate all four functions. But some authors also
provided a separate set of functions that are intended at the dyadic level between superior and subordinate. In this setting, the communication function concentrates job instructions, job rationale, organizational procedures and the indoctrination of employees into organizational goals. These two sets of functions are not at all inconsistent as the second function is the translation of the first into the specific one-to-one setting at the dyadic level. This clearly shows that communication functions can vary with system levels. Numerous authors have commented on organizational functions and have developed their own variations of functional categories. The diversity of their efforts reveals that there is no functional category system which is necessarily best for a given organization, as one which is appropriate in one setting may not be so for another. However, Jacob (1971) reviewed different category systems of various authors and was able to group them under five heads (Table 1).

Eventually, the communication that is intended to maintain the self-image or the attitude of the individual towards work and the organization is expressed in two thoughts. Some consider the monetary aspects of the employment, while others regard the job as a means of developing or actualizing the human potential of each organizational member. Needless to say, under the first view the maintenance system is virtually non-existent, while under the latter emphasis is given to developing a sense of participation and belongingness among individuals in the organization by involving them in decisions, extending recognition and implementing non-monetary ways of enhancing their self-concept, ego and status. Based on job satisfaction, commitment, cohesiveness, recognition and decision making, the behavioral consequent variables, which may have a bearing on communication effectiveness of the organizational members, were selected for the study.
Table 1. Functional heads as given by different authors (Source: Jacob, 1971)

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Authors</th>
<th>Head 1</th>
<th>Head 2</th>
<th>Head 3</th>
<th>Head 4</th>
<th>Head 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Katz and Kahn</td>
<td>Job instructions</td>
<td>Organizational proceedings and job rational</td>
<td>—</td>
<td>Indocrtination of employees; social emotional</td>
<td>—</td>
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<td>2.</td>
<td>Redding</td>
<td>Task</td>
<td>Maintenance</td>
<td>—</td>
<td>Human</td>
<td>—</td>
</tr>
<tr>
<td>3.</td>
<td>Haberstroh</td>
<td>Control prevalent dysfunction</td>
<td>—</td>
<td>—</td>
<td>Human</td>
<td>—</td>
</tr>
<tr>
<td>4.</td>
<td>Berlo</td>
<td>Production</td>
<td>Maintenance</td>
<td>—</td>
<td>—</td>
<td>Innovation</td>
</tr>
<tr>
<td>5.</td>
<td>Thayer</td>
<td>Instruct</td>
<td>Inform</td>
<td>Influence</td>
<td>Integrate</td>
<td>—</td>
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<tr>
<td>6.</td>
<td>Barnard</td>
<td>Effectiveness</td>
<td>Efficiency</td>
<td>—</td>
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<tr>
<td>7.</td>
<td>Wikesberd</td>
<td>Problem solving instructions</td>
<td>Information transmission</td>
<td>Approval</td>
<td>Scuttle butt</td>
<td>—</td>
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<td>8.</td>
<td>Ackoff</td>
<td>Instruct</td>
<td>Inform</td>
<td>Motivate</td>
<td>—</td>
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<td>9.</td>
<td>Parsons</td>
<td>Production</td>
<td>Maintenance</td>
<td>—</td>
<td>Management</td>
<td>Adaptation</td>
</tr>
<tr>
<td>10.</td>
<td>Johnson (H)</td>
<td>Goal attainment</td>
<td>Pattern maintenance and tension management</td>
<td>—</td>
<td>Integration</td>
<td>Adaptation</td>
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<tr>
<td>11.</td>
<td>Etzioni</td>
<td>—</td>
<td>Instrumental information, Cognitive orientation</td>
<td>—</td>
<td>Excessive values, norms</td>
<td>—</td>
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<td>12.</td>
<td>Maslow and Argyris</td>
<td>—</td>
<td>—</td>
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<td>Actualization</td>
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2.5 ORGANIZATIONS AND COMMUNICATIONS

2.5.1 ORGANIZATIONS

All kinds of organizations (whether business, social, or governmental) may be thought of as goal oriented associations. Individuals associate with one another for many reasons, but the essential motivation is simply accomplishing by the collective what is not readily attainable by the separate actions of the individuals. They have hierarchical orders that are engaged in co-operative activities and all have identifiable boundaries. They have distinct structure, accompanied by their own rules and norms developed over time.

Organizations are also units of analysis, separate and apart from the psychology of organizational members. For the sake of convenience, distinctions have been made between formal organizations and social organizations. Blau and Scott (1962) opine that the formal organizations have been established for the explicit purpose of achieving certain goals and possess both rules and formal status structures with clearly marked lines of communication and authority, whereas social organizations are evinced in terms of social actions without any reference to explicit rules or goals. Similar view was expressed by Stinchcombe (1965). The organizations are also studied from a dual point of view, as enunciated by Jackson and Morgan (1982). Firstly, "Micro-perspective view" considers human beings as the unit of study. It concerns itself with individuals psychological make up and with other individual and group variables that determine how a person is likely to react to a given situation. Secondly, "macro-perspective view" consider an aggregate organization that has component (micro) parts. The effects of this difference in perspective can
be substantial, perhaps critical. The workers further recall that failure to understand this discrepancy can lead to fallacies of composition, which often can produce serious descriptive and perspective distortions about organizational phenomena. However, "micro-perspective view" has been taken into consideration for the present study.

In essence, organizations are collections of two or more individuals who (i) recognize that certain goals can be better achieved through consciously co-ordinated actions, (ii) take information and material from the larger environment, (iii) operate on them and (iv) output modified materials and information to the environment (MacDonald and Farance, 1970). Also Khandwalla (1977) seems to be saying that organization is a highly efficient way of satisfying many human needs and it is highly efficient and productive because it can assemble and co-ordinate relatively large magnitudes of specialized resources under one roof.

Thus, the study of individual perceptions in organization is vital for improving the work environment that has a bearing on communication performance, leading to productivity.

2.5.2 COMMUNICATION

"Communication is not just an art of understanding or applying media techniques or production processes, but it is the sum of relationships between the source and receiver on the basis of which meanings are spared by inter-personal communication and mass-media communications". The term communication is freely used by everyone in modern society. Communication, in the simplest form, is the exchange of ideas, feelings, opinions etc. The importance of communication is ascertained in general and specific situations. Thayer (1968) quoted that
"Communication is a goal deal more talked about than understood". In crux, understanding of communication is the basic pre-requisite for the attainment of all human endeavours, but still, it has remained as one of the major problems facing society in general and modern organizations in particular. Many researchers have worked on communication and they have come up with some conceptual components in communication. A historical perspective of the same is depicted in Table 2.

Communication is as necessary to an organization as the blood stream to a person. Communication is indispensable. Just as people develop arteriosclerosis (hardening of arteries), so may an organization develop "infosclerosis" (hardening of information channels) which results in impaired efficiency. So, communication is crucial and vital to the survival of the organization.

Communication in an organization could be formal and informal, vertically downward and vertically upward, and horizontal. Formal organizational communication systems are relatively more centralized. The dynamic organizations interact with environment through which organizations sub-part and interact with each other (Longnecker, 1972).

The dynamics of communication in the organization pertains to flow of information within various structural hierarchies. It refers to a pattern of interdependencies and interactions among and within the members of the organization, consciously, for growth and development. Goldheber (1974) related to communication in organizations (organizational communication) to the flow of messages within a network of interdependent relationships. And Rekha-Rogers (1976) epitomized the communication in organizations as follows:
<table>
<thead>
<tr>
<th>S. No.</th>
<th>Author</th>
<th>Year</th>
<th>Key Concept</th>
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<tbody>
<tr>
<td>1.</td>
<td>Schaefer</td>
<td>1951</td>
<td>Exertion of power</td>
</tr>
<tr>
<td>2.</td>
<td>Sondel</td>
<td>1956</td>
<td>Situational</td>
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<tr>
<td>3.</td>
<td>Anderson</td>
<td>1959</td>
<td>Dynamic understanding</td>
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<td>4.</td>
<td>Berlo</td>
<td>1960</td>
<td>Process</td>
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<td>5.</td>
<td>Mead</td>
<td>1963</td>
<td>Interaction among relationships</td>
</tr>
<tr>
<td>6.</td>
<td>Barnlund</td>
<td>1964</td>
<td>Reduction of uncertainty</td>
</tr>
<tr>
<td>7.</td>
<td>Katz and Kahn</td>
<td>1966</td>
<td>Social process</td>
</tr>
<tr>
<td>8.</td>
<td>Miller</td>
<td>1967</td>
<td>International understanding</td>
</tr>
<tr>
<td>9.</td>
<td>Stewart</td>
<td>1968</td>
<td>Symbolic transformation</td>
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<td>10.</td>
<td>Thayer</td>
<td>1968</td>
<td>Accountability</td>
</tr>
<tr>
<td>11.</td>
<td>Witkin</td>
<td>1970</td>
<td>Interdependencies and interactions</td>
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<td>12.</td>
<td>Schramm</td>
<td>1971</td>
<td>Multiple meaning</td>
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<tr>
<td>13.</td>
<td>Goldhaber</td>
<td>1974</td>
<td>Interdependent flow of messages</td>
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<tr>
<td>14.</td>
<td>Rekha Rogers</td>
<td>1976</td>
<td>Vertical and horizontal</td>
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<tr>
<td>15.</td>
<td>Salanick &amp; Pfeffer</td>
<td>1978</td>
<td>Social cues affect reactions</td>
</tr>
<tr>
<td>16.</td>
<td>Sharma</td>
<td>1979</td>
<td>Linking of superiors and subordinates</td>
</tr>
<tr>
<td>17.</td>
<td>D'Aprix</td>
<td>1982</td>
<td>Lip service activity</td>
</tr>
<tr>
<td>18.</td>
<td>Cohen</td>
<td>1982</td>
<td>Interpretation of reality</td>
</tr>
<tr>
<td>20.</td>
<td>Sobhan</td>
<td>1984</td>
<td>Bringing economic emancipation</td>
</tr>
<tr>
<td>21.</td>
<td>Premadasa</td>
<td>1985</td>
<td>Putting the message across</td>
</tr>
<tr>
<td>22.</td>
<td>Filling</td>
<td>1986</td>
<td>Acts as a force for changing technological societies</td>
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<tr>
<td>23.</td>
<td>Quebral</td>
<td>1986</td>
<td>Provides access to new information</td>
</tr>
<tr>
<td>24.</td>
<td>Fernandes</td>
<td>1987</td>
<td>Weapon to deal with unchanged, changing and changed societies</td>
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(I) The behavior of individuals in an organization can be best understood from communication point of view.

(II) Organization structure leads to predictability and stability to human communication and thus facilitates the accomplishment of administrative tasks.

(III) Communication is the vehicle by which organizations are embedded in their environments.

(IV) Communication is an indispensable element in the functioning of organizations.

(V) Attention to feedback makes a communication system more effective.

However, a more appropriate decision in the context of the present investigation is given by Sharma (1979). According to him, communication is linking of superiors to subordinates, and of various parts of the organization to the whole in order to help the organization to achieve its goal and each individual his. It is referred to as a dynamic interactive process, of people relating to other people, relying on feedback.

2.6 COMMUNICATIONAL TRAITS

Communication is an inter-disciplinary science that cuts across all the disciplines. An intensive approach has been made together and incorporate all the pertinent research findings concerning various dimensions of communication selected for the study.
2.6.1 COMMUNICATION CONTINGENCY STRUCTURE

The structural characteristics of organizations have been researched by several workers (Harvey, 1968; Mohr, 1971; Child and Mansfield, 1972; Comstock and Scott, 1977; Fry and Slocum, 1984). Their studies, to a significant extent, took a view of either an "anatomical" (size, configuration, division of labour) or an "operational" (centralization, formalization, standardization etc). Although these studies have provided some useful information, there is no adequacy of rationale or objective approach to regulate people's behaviors in the organizations (Allport, 1954; Pondy and Mitroff, 1979). The conventional tendency to study any structure by ignoring the individuals experience and knowledge, and capacity to attribute meaning to events and to make sense of things, as evinced by Pondy and Mitroff; can be partially understood with in the frame work of what structure is supposed to do. One of the purpose of structure is to organize, transform and simplify complex relationship into some manageable state. The quantum of these traits, viz. organization, transformation and relationship is contingent upon the prevailing organization structure.

As there is no one best way to manage, so is there no one best way to communicate. The communication process is influenced by many internal and external constraints of the organization and its sub-systems. The constraints determine the structure of the organization or its sub-systems at any given time. The constraints are dependent on the situation; the state of the environmental supra system and the state of the sub-system. The communication structure is thus contingent upon external and internal stimuli and upon the degree of freedom of states of the system allowed by the organizational constraints. Just as the person
differs while he is talking to his spouse or his boss, so the organizations differ when their communication contingency structure changes.

The contingency structure view seeks to understand the interrelationships within and among sub-systems as well as between the organization and its environment and to define patterns of relationships or configurations and attempts to understand how organizations operate under varying conditions and circumstances. Contingency view ultimately directed towards managerial actions that are most appropriate for specific situations (Kast and Rosenzweig, 1973). Similar view was earlier also taken by Lawrence and Lorsch (1969). Further, they also found positive association between manager's frequent interactions and contingency structure view.

Wiio (1974, 1975, 1977) and Goldhaber (1977) took a contingent view of organizational communication structure and both found differences in communication effectiveness as a function of both types of organization and structural composition of the work done (age, sex, education, tenure, status, spatiotemporal factors etc.). Wiio (1974) also quoted that "indifferent contingency structures and different demographic variables showed significant relationships with various communication variables. Luthans and Steward (1977) also illustrated the positive interface between communication contingencies and communication variables like quality, credibility and free flow of informations. They categorized the communication contingency structural into internal contingencies and external contingencies. They further opined that the paradox of organizational communication of being overloaded with unnecessary and underloaded through proper understanding of
communication contingencies is negatively associated with personal characteristics (Comstock and Scott, 1977).

Kinnear (1981) found that organizational member's level of job satisfaction seemed to be related to organization contingency structure, although personal values did not appear to play a mediating role in this relationship, while environmental uncertainty certainly appears to be related to organization contingency structure. Powell (1981) demonstrated a high positive correlation between both structure and consideration in communication behavior outcome as perceived by the organization members.

Bairathe and Sharma (2000) reported that communication contingency structure was perceived to be high by all teaching, research, extension and administrative personnel in the university. Its dimensions, viz. internal and external contingencies, were also perceived as high by majority of the responsons in all the categories. Further, they said that the changes in the communication contingency will lead to changes in the communication functions of the university.

They, further found out that the communication contingency structure was highly and positively associated with education, experience and interpersonal trust & the extension personnel and attitude and values towards superiors of the personnel working in administrative capacity in the university.

2.6.2 COMMUNICATION CHANNEL USE

Communication channels are the means by which a message gets from a source to receiver. Different types of channels are used with different frequencies to pass the messages to the target individuals/groups
at varying hierarchical levels. Sutemoister (1969) emphasized that for effective participation, proper communication channels must be provided, through which the employees may take part in the decision making process. These channels must be available contineously and their use must be convenient and practical.

With regard to higher hierarchies, Rao (1972) stated that the higher level officials rely largely on the written media and formal meetings, both for informing the field personnel about programs and for gathering feedback information or programs. Representing the same view, Singh (1974) found that the formal meetings and formal interviews followed by writings and official letters (memos, circular letters, personal letters) emerged as the most important channels which were used by all categories of university personnel in vertical and horizontal communications. However, Sharma (1979) observed that multiple channels can be used to get your message to the receiver and he opined that the effectiveness of oral versus written communication depends upon speed, feedback, cost, acceptance etc.

In the recent times, telephone as a channel of communication is accruing vital importance and is occupying major portion of day to day transactions at the top and middle management levels. Freeman (1981) in a paper on "communication options" referred to the importance of tele-conversations and laid special emphasis on telephone conferencing. He said that the organizations should tap and effectively utilize this potential. But Okamoto (1981) reported that message was weakened in content than good message and no effect of channel (face to face or telephone) on message weakening was found. However, it's interesting to note that face-to-face subjects talked slower, smiled more often and experienced more
warmth. Contrasting, Cost (1981) found that written communication are more effective and important as far as communications of vital significance and wide applicability are concerned. In a separate study by Mishra (1983), he found that newspapers, supervisory communiqué and direct mail to be the most credible sources of information. However, Reinsch and Philip (1983) on effect of communication in terms of channel use, indicated that communication apprehension in meetings, public discussions, telephone and written apprehension can account for a small but significant percentage of variance. Wangikar and Solunke (1999) obscrud that training was the most commonly used communication for exchange of information within the organization. Following this, channels like meetings, personal discussions, reports, compliance, circulars and periodicals were also used for communication with in the organization by T & V personnel.

2.6.3 COMMUNICATION LOAD

Employees at varying levels had varying communication needs in an organization. The fundamental difference in perception of these needs tend to exist at each level in organizations. Sometimes the significance of communication needs in organizations is underlined by passing enormous amounts of information without proper consideration for quality leading to communication load. Some managers seem to operate with the philosophy that "more communication is better communication" and as such go on feeding information to the employees. Hughes (1979) argues that this is a wrong notion, as employees are overwhelmed with data and their understanding is decreased. Therefore, he suggested that the key of better communication is quality, not quantity and understanding of
communication should be the prime criteria, no matter what is size may be.

Individuals have a limited capacity to absorb and process information. Lee and Lee (1956) and Argyris (1962) estimated that communication consumes at least 80 per cent of an executive's working day, with three-fourths of that amount devoted to face to face transactions. Goetzinger and Valentine (1964), presented the same view by noting that the executive speaks to group occasionally but communicates most often in group and interpersonal contexts. Dorsay (1954) also found that in a large government agency more than 50 percent of the respondents has learned by oral means about policy or procedural changes affecting employees work. He opined that information transmitted orally is complementary to and inseparable from written messages in both basic and operating communications.

The importance of specific instances of communication can be drawn from the study of Roth (1963). Using the techniques of communication activity analysis, he showed that telephoning 8.9 per cent; meetings – 53 per cent; writing – 15.5 per cent; reading – 14.9 per cent and others – 7.7 per cent constitute the supervisors frequency of routine communications.

Thus, it seems that organizational members spend a large amount of time in communication activities (oral, written, thinking, personal activities, grapevine etc.). One study conducted by Hayes (1962) showed that there was a significant reduction in decision making efficiency when individuals evaluated more than four alternatives. There is probably so much communication in organizations that many important messages, both across formal or informal channels are not received at all. This
implies that there is communication overload in organizations which is leading to increasing confusion and errors in the processing of information (Katz and Kahn, 1966 and Beach, 1967).

Now, it appears that the ecology of managerial communication comprises of making decisions and giving orders and also getting information from lower levels of the organization. As such, at all levels of management a major investment of time is made and often leads to communication load. According to Hinrichs (1964) this communication load is likely to be of greater occurrence at higher organization levels in the hierarchy of the organizations. This information overload is so much worrying the managers at various levels that they often avoid or limit communications from subordinates as it is associated with communication effectiveness. Similar view was represented by Ware (1975); Thachenkary (1981) in a study on empirical evaluation of some determinants of organizational communication revealed that the different communication contacts one has and the amount of time spent on each communication increases as the level of the hierarchy increases. Relatively more communications crossed the boundaries of the formal authority structure of a human relations oriented organization that those emphasizing rules and regulations. He also pointed out that quality of communication was positively correlated with the relative frequency of communication. In the present study, an attempt has been made to study the communication load in terms of organizational members distribution of time with regard to various communication acts at varying hierarchies, carried out routinely in the organization.

Communication load refers to the amount of time spent by the employees of the university in processing the paper work, attending
meetings (in this and outside the organization) and discussions held with superiors, subordinates and peers in the organization (Reddy and Sinha, 1989).

2.6.4 COMMUNICATION CLIMATE

Climate, in quintessence, influences the behavior of man. In organizational context, climate influences the behavior of organizational members. This analogy stops, however, with the issue of control. Man is virtually powerless to control physical climate, but he can significantly tune the climate in the organizations. Theorists of the climate have built upon the psychologist's concern for individual perception of an environment by examining the homogenizing influences of shared perceptions of the environment. Lewin (1952) conceptualized climate as an essential link between person and environment, whereas Lippitt and White (1952) found climate to be a primary determinant of group behavior. Further, literature on climate also has embodied the intuitive notion that climate is a milieu or blend of internal perceptual orientations and external stimuli. Schneider (1975) referred to "Climate as humans efforts to apprehend or create order in their environment so that they can effectively adopt their behavior to the work environment".

Taylor and Bowers (1972), in line with McGregor (1960) and Likert (1961, 1967), acknowledged organizational climate as being influential upon how superiors define their roles and the roles of the others in the organization in terms of (a) human resources primary – climate indicating people, their talents, skills and motivations, (b) motivational climate – whether conditions and relationships in the work setting are generally encouraging to effective work, (c) decision making practices – whether divisions are made at the right organization levels,
Based upon access and use of needed decision making informations, (d) technological readiness -- whether the technology and work resources are up-to-date and well maintained, (e) lower level influence -- whether lower level supervisors and employees perceive that they have influence on what goes on their departments and finally the vital component which even widely covers the above items is, (f) communication flow -- referring to whether information is perceived to flow effectively upward, downward and horizontal in the organization. Realizing the importance of communication flow in the organization, it would also be wise to depict Redding's (1966) categorical scheme of communication dissemination. It included communication reciprocity, communication feedback perceptiveness, communication feedback responsiveness and communication feedback permissiveness.

Falcione (1974) utilized Redding's scheme in exploring participative decision making and the relationship of "Communication Climate" and "subordinates satisfaction" in industrial organizations. He found that feedback permissiveness was most strongly associated with satisfaction, although superior - subordinate communication reciprocity, feedback perceptiveness and feedback responsiveness were also related to satisfaction. Thus, Falcione believed that there was a need for the supervisors to allow continuous subordinate input and allow this input a real chance to be influential.

Communication climate is thus referred to as communication openness. In the case of the Redding's scheme and Falicione's study, communication climate was described in terms of feedback dimensions without any emphasis to type of communication, quality of information, information worthiness etc.. These shortcomings were taken care of by
Dennis (1974), who found communication climate to be a very important dimension of organization for its survival. According to him, the communication climate traits consists of five important components viz. (a) Superior – subordinate communication (downward communication) i.e. the type of communication that is required for maintaining the supportive mechanisms, down the hierarchy in an organization. This includes to what extent the subordinates perceive the information from the superiors as easily understandable and without bias. It also invokes the feelings of the subordinates to believe that the information is of their concern and interest, (b) Quality and accuracy of downward communication – this refers to whether people at lower levels are kept informed about important changes that affect their job and whether they are receiving information from the preferred sources and at the same time whether they are notified properly and sufficiently in advance, (c) Communication openness or candor – this refers to communication association of superiors with subordinates, i.e. whether superiors believe their subordinates to be frank with them, and whether superiors believe they really understand the subordinates problems, (d) Upward communication and upward influence – this refers to whether individual organizational members at the lower hierarchies feel that recommendations they make are ever seriously considered and whether people feel they are given the opportunity to establish their own goals and objectives, and (e) Reliability of information – this was specifically seen both in terms of vertical and horizontal communications, i.e. the perceived reliability of information received from subordinates and peers.

Dennis (1974) further stressed that if the organization has an organization climate that is perceived by its members to be weak, then it will follow that the communication climate will also be perceived poorly.
Infact, there is some evidence which shows that the quality and accuracy of the message, both in terms of vertical and horizontal directions in the organizations, may strongly influence manager's perception about the total organizational climate. However, Dennis argues that both organization and communication climate influence the member's predispositions towards authentic, directed organizational messages. Furthermore, he states that every organization consists of these two kinds of climate, but their levels of perceptions about climate in the entire organization (resourceprimacy, motivation climate, decision making, technology readiness, controlling etc.) and the other is characteristic of individual perceptions about climate in one's work group for flow of information at varying levels of hierarchy, confined to his unit area in the organization (both vertical and horizontal communications).

Unfortunately, the literature available on climate studies is very meagre and we do not know which kind of climate affects the authenticating of communication activities more strongly. However, suspecting the second to have slight edge over the former, and moreover as the study is confined to communication dynamic in a organization, the communication climate investigated by Dennis (1974) was taken into consideration for the present study. This will become more evident in the following review.

Reddy and Sinha (1989\textsuperscript{2}) defined communication openness as the extent to which internal channels of communication are perceived by organizational members to be available and used for transmitting job related information. They further, pointed out that a great majority of the university personnel perceived medium level of openness of the communication channels to them.
2.6.4.1 Superior Subordinate Communication (Downward)

Mostly downward communication is used to convey directives from superiors to subordinates. One of the most common purposes of these downward communiques is to provide specific job instructions regarding what is to be done, by whom and when. Such communiques can help clarify operational goals, provides a sense of direction, assist in indoctrinating workers as to the organizations mission and philosophy and to provide subordinates with required information along the hierarchy at varying levels to improve their performance (Harriman, 1974). In downward communication, the management has at its disposal a multitude of elaborate techniques and skilled staff in the form of superiors. But Roberts and O'Reilly (1975) points out that even with all these aids, the superiors have done a poor job on many occasions. The fancy booklets, social gatherings expensive films, noisy public address systems etc. often have failed to achieve the basic purpose, i.e. employee understanding of communication. So, they observed that the key to conducive superior – subordinate relationship is not fancy scribblings on pieces of paper but managers with human touch who can communicate in human terms. For this, the trust between senders and receivers is of paramount significance. Without the perception of information being reliable and valid, the entire communication will be futile. So, Roberts and O'Reilly opined that the high the subordinates have trust in their superiors, the more they believed information to be accurate.

In superior – subordinate communication, the employees at lower levels have a number of communication needs. Superiors often think and take it for granted that they understand these needs, resulting in communication incompatibilities. Hughes (1979) argues that this
fundamental difference in perception tends to exist at each level in organizations, thereby making communication more difficult. However, earlier Galbraith in 1973 expressed that communication flow from superiors to subordinates down the channel should be adjusted in accordance to the task needs of the receivers. In congruence, Hall (1973) reported that superior - subordinate communication is one of the cornerstones of any formal organization. If this communication is strong, he felt that the organization may expand, becoming more productive. He further rehearsed that a huge amount of information is diffused, but it is not getting tuned to the needs of every employee. This may be due to the limiting of achievement of clarity, creativity and collectivity.

Contrary to this, Kreitner (1977) believed that all the information should pass from certain identified potential gate keepers only (middle managers) in downward flow. He opined that, downward messages should reach employees from superiors as new rather than as a state confirmation of what already has been learned from other sources.

Superior - subordinate communication was found highly associated with communication contingency structure by Bairathi and Sharma (2000) in their study – department of Agricultural Universities on communication contingencies.

2.6.4.2 Superior's Communication Openness/Candor

An important issue in organization communication is the sending of messages with full disclosure of information or not disclosing fully, irrespective of the message being good or bad. Communication openness involved an individuals (mostly superior) willingness to listen, to accept "bad" news, and to be tolerant of views divergent from one's own.
Argyris (1966) believes that managers are typically "closed" that is, not candid in dealing with others. In a study of 165 executives in various organizations, he found that most managers discouraged open expression of ideas and feelings by other as well as by themselves. So, Argyris believed that this closeness may lead to overlooking of certain organizational bottlenecks, inhibiting creativity and stifling innovations.

Willits (1967) studied openness of presidents toward their immediate subordinates in 20 companies and related the openness to company's performance. Willits also found that "openness" of communication is associated with higher job satisfaction of organization members. Burke and Wilcox (1969) were also in line with this finding.

Eventually, Burke and Wilcox (1970) concluded that the greater the openness of either superior or subordinate (or both), the greater the degree of subordinate satisfaction on five dependent variables. They are – (i) satisfaction with the company, (ii) satisfaction with the job, (iii) satisfaction with performance appraisal and development (climate and growth), (iv) presence of helping relationships, and (v) satisfaction with superior.

Superiors' openness was highly associated with communication contingency structure in case of teaching, research and extension personnel in the university setup (Bairathi and Sharma, 2000).

2.6.4.3 Upward Communication Thrust

The managers at varying levels in the organizations need to "tune in" to employees in the same way a person with a radio in his hands, tunes it. Tuning in requires not only management adaptability to different channels of employee information but also initiative and positive action.
on the part of it. It requires firstly and lastly, an awareness in managers that upward messages are important. In studying upward communication freedom, Sanborn (1961) has found negative relationship between employee commitment and upward communication opportunity.

Willits (1967) found that the better performing companies had less guarded upward flow of ideas but trust appeared to condition the relationship between the superiors and subordinates. It was further expressed that more the trust, more was the reliability of information and less was the dependency of the subordinates upon the superiors. However, most striking and conspicuous of Willit's conclusions was that "it may be functional for managers to be able to discuss feelings openly; however, it may be dysfunctional for them to give vent to those same feelings emotionally".

Upward communication tends to travel slowly. They are usually subject to delay and filtering as they move up through varying levels of the hierarchy. Each hierarchical level is reluctant to take the message upward because to do so is considered an administrative failure. Moreover, there is a natural tendency for an employee to tell a superior only what the employee thinks the superior wants to hear; thus, the very essence of the original message is lost. Otherwise in the words of Davis (1968), the basic purpose of the communication is defeated. Representing the same view, Kaufman (1973) reported that even when undesirable feedback reaches superiors in top management, they often are so involved with other issues that they tend to overlook it and not respond to it. In a similar context, Bacharach and Aiken (1977) reported that there tends to be a minimum upward communication, unless the top management in
especially more complex organizations, constantly and positively encourages it.

Bairathi and Sharma (2000) found out that upward communication opportunity was positively and highly associated with communication contingency structure as reported by teaching and extension personnel.

2.6.4.4 Comm. Climate Components – some more review

Communication is the nervous system of any organized group, providing the reliable information and the understanding necessary for high productivity and morale through various interdependencies and interactions in different types of communications (Davis, 1962). But McLuhan (1964) Katz and Kahn (1966) implied that communication act, message and/or communication all occur within a climate which in itself may predispose (influence, perceptions and expectations) the perceiver, as to the credibility of real intent of the source of information. Katz and Kahn (1966) further categorized communication functions in organization in terms of production, maintenance, adoption and management of the sub-system. They also noted superior – subordinates message exchange in the form of job instructions, job rationales, Organizational procedures and practices, feedback etc.. They were also of the opinion that, as the organization move towards a more authoritarian structure, the flow of horizontal communication is controlled more closely.

Yadav (1971) reported that upward communication of grass root level workers with respect to informative, instructive and persuasive dimensions was relatively fair in case of evaluative type of communication. The types of communication, downward, upward and
horizontal, pertaining to middle level officers (upto block level), both upward and downward were extremely poor, nearly zero.

In taking a system's approach to the study of communication network openness, Rogers (1973) focussed upon the relationship between perceived openness of the organizational communication patterns and perceived characteristics of the organizations. Three dimensions of communication behavior were examined, organizational relationships, diffusion modes, and information topics. The significance of Roger's work in providing instrumentation for bridging the gap between experimental model and indirectly controlled field organizational studies is quite remarkable. He further indicated that opening communicative channels is a process of inviting others to communicate. Superiors – subordinates and peers were expected to ask for quality information more often than they would accept it, respond to it or present it. Thus, Rogers opined communication openness and communication climate to be one on the context of the information diffusion network. He correlated communication climate positively with personal, job and organizational satisfaction, perceived involvement in decision making and perceived adequacy of job related and quality informations.

Chitwood (1981) concluded that in a superior - subordinate relationship, responsiveness and versatility were positively related to each other and to trust. But Jones (1981) referred to a significance relationship between various components of communication climate (except superior - subordinate communication) and job satisfaction. However, Rao (1982) reported that the relationship between supervisor and subordinate was more stable when there was inter – dependence between the supervisor and subordinates, reinforcing to each other's behavior.
Follert (1981) remarked that the supervisor's accessibility for job-related information exchanges may be a significant factor affecting employee possession of information and knowledge of role expectations. He further laid emphasis upon narrowing down of communication climate into various conceptual components. Representing the same line, Lesniak (1981) indicated that organization members with a close vertical exchange (upward and downward) relationship can expect to be better informed, more involved with policy and managerial problems, more satisfied with organizational outcomes and enjoyed better relations with most other organizational members.

Tjosvold (1982), in an experiment, revealed that in a conflict situation superiors who avoid open controversy did not explore worker's arguments, but superiors in a competitive condition misunderstood, rejected and ignored workers arguments while on the other hand supervisors in a co-operative controversy condition explored, understood, accepted and used worker's arguments. However, Watson (1982) found that superiors exercise multiple relationship options while subordinate remain more structured. In addition, he found that the subordinates preferred equity and stability in interaction than a variety of patterns and the exercise of behavioral options. In another study, conducted by Alexander (1982) the study on regression between superior – subordinate communication (the vital part of communication climate) and job satisfaction revealed that information communication, superiors provision of rationale and negative expression were significant in predicting employee job satisfaction.
Bairathi and Sharma (2000) found that communication climate of teaching, research and administrative staff members had positive and significant relationship with communication contingency structure.

2.6.5 COMMUNICATION EFFECTIVENESS

Communication in the vehicle by which the organizations are embedded in their environments. In the organizational management if communication fails to achieve the desired goals and objectives diffused, it will have its ramifications scattered in all directions. All the superiors and supervisors on one hand and the subordinates or workers on the other hand, are engaged in the process of communication either as a source or receiver of information. Nevertheless, their effectiveness as communicators depends upon the several traits, they possess in terms of source-message-channel and receiver characteristics. Some of the studies pertaining to communication effectiveness of individuals in the organization in terms of various communication attributes is reviewed and a lucid note of the same is depicted hereunder:

Sartain (1951) referring to communication in organization related three generic purposes: (i) to effect one's own or another's knowledge or of thinking about something in same way by attempting to alter a present conception, to add to it, to establish a new concept etc., (ii) to effect one's own or another's attitudes or orientations towards himself, others or some aspect of his (or one's own) environment in some way, (iii) to effect or influence one's own or another's behavior in same way.

In a process of defining communication or effectiveness of communication, different authors made their significant but individual opinions. Emphasis on "understanding" in Brown's (1958) definition of
communication rather than on the mechanics of the transmitting information. Likert (1961) pointed out that frequently the term communication used as though all material which is transmitted is understood and accepted. This may or may not always hold good. Successful communication, according to Leagans (1961), requires a skilful communicator sending an useful message through proper channels, redundancy and effectively treated to an appropriate audience to elicit the desired response. Billes (1961) defined effectiveness of communication as the verbal expression of the individual's evaluation of communication behavior in the organizations. The individual can judge his own or some other's effectiveness of communication as a sender as well as receiver of the message. Redfield (1968) in his attempt on crystallising effectiveness of communication in organizations, put forward certain guides for effective communication assessment in all administrative contexts. These are clarity, consistency, adequacy, quantity, timing and timeliness distribution, applicability, transmission, adaptability and uniformity, interest and acceptance.

Desai (1969) had found that the following traits play an important role relating to communication effectiveness: (i) the source must be clear in purpose and intention, (ii) the message must be lucid and should be based on felt needs, (iii) the source should build up proper rapport with the receiver by accepting his feelings, (iv) the message must be easily understandable and free from bias and (v) the source should help the receiver to listen, to participate and to seek clarifications, if any part of the message is not understood.

Representing the similar thinking, Sayles and Strauss (1969) emphasized on certain other communication traits to minimise
communication breakdowns and improve effective downward communication in the organizations. Among the various traits, they stressed at straight communication, credibility of the source, timeliness of the communication, wordiness and empathy for the receivers. However, James and Jangeward (1971) opined that in order to improve their communication ability, managers must overcome the communication barriers, and which according to them can be best accrued by obtaining this feedback, as narrated by them, were seeking clarifications, grapevine communication, simplicity, repetition and empathy.

Many researchers have highlighted the importance of possession of various communication traits in order to be effective in their communications. Hall (1973) found that clarity, understanding, accuracy, commitment and creativity, the main dimensions of communication are becoming limited in the organizational communications. However, Sharma (1979) opined that superior-subordinate communication is one of the vital traits of any formal organization. He further said that if this trait is weak, the organization may crumble; if it is strong, the organization may expand and become more productive. He discussed about the set of criteria for determining the effectiveness of superior's written communication (memo) or face to face communication (oral) and revealed that speed, opportunity for feedback, selectivity, acceptance, cost, accountability, trust and warmth are the main determinants of effective communication. According to him effective communication is based not only on one's assumptions about communications, but also on a careful analysis of receiver's perceptions about his communication. This holds true, whether the receiver is a peer, a subordinate or a superior. In addition, Sharma (1979) also stressed on the importance of source-
receiver computabilities in terms of socio-cultural, educational, attitudinal and value traits.

There is much evidence that superiors and subordinates have different perceptions with regard to various communications occurring in the organizations. The understanding of superiors' communicability from subordinates' points of view has been found to have bearing on communication effectiveness of the superiors and thereby the performance of the subordinates (Hasner and Muchinsky, 1978). The evidence also suggests that communication will be accepted, if the receiver perceives that the source is knowledgeable and trust worthy. Similar view was also expressed by Ilgen, Fisher and Taylor (1979). In this line, Plummer (1980) categorically defined communication and explained how it gets actions, how the message of communication can be distorted, the benefits of superior - subordinate communication and the reward of good communication. He discussed twelve dimensions of effective communication viz. Establishing right climate, Mutual trust, Considering objectives, Proper plan presentation, Implementing priorities, Be persuasive, Show sensitivity, Communicate clearly, Encourage clarifications, Accuracy, Empathy and Avoiding interruptions.

However, Vandaveer (1981), while examining the effects of communication and performance feedback of superiors based on the perceptions of the subordinates, found that personal characteristics of the source (such as credibility, dynamism, position), personal characteristics of the receiver (such as self concept, socio-cultural and the educational compatibilities) and characteristics of the message (such as frequency, simplicity, specificity) are the possible predictors of effective communication. Monge et al. (1982) also emphasized at the
communication characteristics rather than the broader social and interpersonal characteristics as indicators of good communication in the organizations.

The communication of superior – subordinate is the most important issue of multifaceted dimensionality in the vitality of organizational management. Sypher (1981) concluded that subordinates (target persons) were the most critical evaluators of communication behavior of the message source. However, he observed that the relationship between communication relevant traits and communication outcome seemed to be strongest between person in the same hierarchy. Pertaining to personal traits, Smith (1981) found weak relationship between supervisors communication effectiveness and age, sex, formal training, attitude, and values towards supervisors, length of service, years of experience and span of control. Gordon (1981) also found a significantly weak relationship between length of service and employee communication and performance ratings. However, D'Aprix (1982) elicited that effective communication can increase trust and can lead to improved morale and job satisfaction.

Further review of communication literature revealed that Glauser (1982) has identified various factors that facilitate effective communication flow in the organizations. He categorized these factors into superior's communication characteristics, subordinates communication characteristics, message characteristics, structural characteristics and superior – subordinates characteristics. Some of the attributes, confining to these various categories are intelligence, authority, empathy, simplicity, accuracy, timeliness, channel compatibility, redundancy, attention, interest etc.. Representing the same view, Downs
and Hain (1982) observed that ineffective communication is not the major cause of productivity – crisis in the organizations. But effective communication is major requirement for implementation of various solutions. They also realized that effective communication is dependent on inculcation of various communication traits into the individuals. Greenbaum et al. (1984) confirmed that the realization of various communication traits in the individual can be known also is affected by target person's feedback appraisal.

Arya and Jamal (1998) revealed that the communication at higher levels especially at state and divisional levels is comparatively more effective than at block and lower levels. Communication is more effective when more autonomy is given to the organization. Poor feedback deteriorates communication effectiveness to a great extent.

Wangikar and Solunke (1999) suggested that in order to improve organizational effectiveness, the employees within the organization will have to be provided more opportunities and freedom by way of organizing discussion, meetings, workshops and training for facilitating free exchanging of information and ideas.

2.7 **BEHAVIORAL TRAITS**

Behavior is any response or reaction of an individual, including verbal statements and subjective experiences. Presently, it is referred to as a relatively uniform and observable sequence of desirable actions of individuals in the organization in response to various communication situations. In the present study, efforts has been made to collect and present all the relevant review pertaining to various behavioral traits. The
various traits selected for the study are job satisfaction, commitment, cohesiveness, recognition, and decision making.

2.7.1 JOB SATISFACTION

Job satisfaction broadly is taken to be an attitude of a person reflecting the degree to which his important needs are satisfied by his job. In other words, the term job satisfaction refers to the feelings and the emotional aspects rather than the rational aspect of individual's experience towards his job. The experience of satisfaction or dissatisfaction with one's work is, in large part, the consequence of his optimistic or pessimistic job attitudes. Job satisfaction was very well operationalized by Brayfield and Rothe (1951), who referred to it as individual's feelings about his job as expressed in terms of interest, boredom, enjoyment and enthusiasm. The definition, in fact, provided the basis for measurement of job satisfaction. Locke (1969) defined job satisfaction as the pleasurable emotions state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values. The concept of job satisfaction has been broken by him into various elements – (i) a feeling of positive effect, (ii) produced by satisfying important needs, (iii) in conjunction with a feeling that these needs could not have been better or more easily satisfied in a comparable job and (iv) Such perceptions being with respect to the job as a whole.

This definition does not seem to be explicit and as such job satisfaction appears to be a multi-dimensional concept. The answers to job satisfaction questionnaires reflected only the internal state of the job holder and no external events can be validated directly (Sheila, 1973). Nevertheless, the interest in job satisfaction measures included in its first place, the supposed relationships with turnover, absenteeism and
productivity, which might supply some way of testing measures against each other. But it should also be known that job satisfaction is not the only factor serving as a behavioral trait but there seems to be several other traits that influence communication behavior. However, research has not provided any consistent relationship between job satisfaction and communication effectiveness and job satisfaction and productivity in the organizations. Therefore, the current status of job satisfaction, according to Allport (1964), is an attitude of people towards their jobs, i.e. it has an effective, a cognitive and a behavioral component.

Ganguli (1964) provided a norm for answering the question what percentage of Indian employees can be considered as satisfied with their jobs. The analysis indicated that in engineering industries in India, 22 per cent of the employees were satisfied with their jobs, 34 per cent were dissatisfied with their jobs and 44 per cent employees were neither satisfied nor dissatisfied. In the same line, Sinha (1965) studied job satisfaction in the office and manual workers and analyzed the causative impacts in satisfaction and dissatisfactions. Interest in work, social status, proper information awareness and boss were found to be crucial factors, related to job satisfaction. On the other hand, inadequate salary, lack of security and information unawareness were regarded as important factors causing dissatisfaction. Further, Sinha and Nair (1965), in addition to studying the relationship between job satisfaction and different personality traits, also attempted examine its effects on worker behavior vis-à-vis attendance, productivity and general adjustment. It was observed that the skilled workers were significantly more satisfied and also the new workers and the workers who had long service are more satisfied than the workers who had medium service. Veeraraghavan (1980) also studied the job satisfaction and discontent of workers in three units of the transport
industries belonging to public and private sectors and reported that private sector workers had greater job satisfaction and were favourably inclined to managerial dynamics.

The further scanning of the review indicated that job satisfaction was significantly positively related to climate or supervisor – employee communication on one hand and the communication effectiveness and performance appraisal reports on the other hand (Einstein, 1981). Representing similar view, Ellsworth (1981) observed significant relationship between job satisfaction and time spent on communication pertaining to a majority of administrative tasks. Godkin (1981) and Webb (1981) also reported the same significant trend, but with age. However, this significant trend was contradicted by Wills (1982). The other non-significant trends of job satisfaction was evinced with organizational commitment (Marco, 1981) and with communication openness and information adequacy (Trombetta, 1981; Alexander, 1982; Pickett and Ritch, 1983).

Reddy and Sinha (1989) found out that communicative initiative – superiors, communicative responsiveness – superiors, communicative load, and Age were positively and significantly associated with job satisfaction.

Job satisfaction and communication contingency structure were found to be highly and positively correlated with each other (Bairathi and Sharma, 2000).

2.7.2 COMMITMENT

Individual's commitment to their employers and organizations has lately been a subject of great interest to researchers of organizational
communication. Organizational commitment refers to the effective attachment of the individual to the goals and values of an organization to one's role in relations to goals and values (Herbiniax and Alutto, 1972). However, Steers (1977) defined commitment as "the relative strength of an individual's identification with an involvement in a particular organization". He also revealed that inverse relationship was predicted by Hom, Kateberg and Hulin (1979) but with decision turnover. The research findings also reveal that commitment is an important predictor of organizational communication effectiveness and worker's attitudes and values (Salanick, 1977; Steers, 1977). In addition, Pfeffer and Lawler (1980) expressed positive relationship between intention to remain with organization and job satisfaction. The positive trend was also recorded between commitment and amount of salary and experience, and negative trend was observed with availability of job alternatives.

Davis (1981) found that best correlates of commitment were climate or environmental variables followed by task related variables. These were found to be better correlates of commitment than demographic variables. The poorest correlates were personality variables. Individual variables that explained most of the variance in commitment was recognition, i.e. in terms of perceived reward structure of the organization. Significant contributions to commitment were also made by religious identification and age. He also reported that while job satisfaction and commitment were highly correlated, satisfaction related better to task and job related variables.

Lee (1981) however found that personal attitudes and values were the strong predictor of job commitment. According to Johnson (1981) organizational commitment had also relationship with age, supervisory -
subordinate communications, decentralization and information reliability. Complex relationship in organization is moderated by job commitment and job related communication network fosters commitment to the organization (Eisenberg, 1982). Bairathi and Sharma (2000) reported that organizational commitment of Research and extension personnel was negatively associated with communication contingency structure.

2.7.3 COHESIVENESS

The social process in the organizations by which people interact face to face in small groups is called group cohesiveness. Homphill (1956) referred group cohesiveness as the extent and togetherness being felt by the members of the organization. Hayes (1977) while making the management review on "The people" : The "Reasons and the key", referred that in an organizational setting, no one person can be completely responsible for any result. Implicity and of necessity, it is all team efforts and all results are team results. Using a case study of a successful confrontation – team building intervention, Cost (1981) stressed that superiors and subordinates unified into a cohesive trusting group giving little consideration to the rest of the organization. He also argued that an effective team building intervention does not necessarily enhance the organization's effectiveness but there is an inclination that improved. In the same line, Katz (1982) revealed that for preventing individual isolation in the organizational environment, there is a necessity for infusion of new members and for a careful match of group members with existing environment. However, Watson (1983) pointed out that cohesiveness serves to focus attention, stimulate action and unify efforts of the individual member towards desired actions. It was further observed
that when superordinate goal was recognized, several minor internal conflict were resolved.

2.7.4 RECOGNITION

This refers to the perception on acknowledgement of something as good or valid. It can be defined as appreciation of achievements, merits, rewards, services etc. Martin (1982) concludes that for organizational rewards to be fair, employees must see a rough balance between their perception of their worth to the organization and their actual place in the reward structure.

Tyler and Fisher (1983) revealed that employees differ in the amount of intrinsic and extrinsic reward that they want, and communication and organizational perceptions also differ. These conditions suggests that what is needed is a contingency approach to rewards that considers needs of workers, type of job, organizational environment and the fact that some of the most important rewards are in the form of fringe benefits and allowances. They regarded these special benefits as evidence of recognition, status or other important social values. The benefits encourage active and cooperative employee participation and develop improved communication. It aids as a team work incentive. However, the key factor to organization success was attributed to corporate willingness to share benefits or production increases among employees (Scott and Cotter, 1984). Recognition in case of research and administrative personnel was positively and highly correlated with communication contingency structure (Bairathi and Shamin, 2000).
Decision-making may be construed as a positive, deliberate act of deciding or setting an issue or matter at hand by giving a judgement. In quintessence, it is the art of making up one's mind. Fultcher (1965) viewed it as a most important, difficult and complex applied art. He categorized the decision into following types, viz. (i) impulsive decisions determined by emotional reaction to a situation without reflections, (ii) routine decisions which deal with familiar situations in accordance with habits, customs or rules, (iii) causitic decisions determined by accepted ethical, moral or religious principles and (iv) thoughtful decisions made after due consideration of pertinent factors connected with the situation and the alternative courses of action and their probable consequences. However, Welsch and Cyert (1970) often considered decision making i.e. as synonymous with managing and the executive's success was seen to lie in the finding of opportunities for decision making i.e. the right decisions and implementing them properly.

Newman (1971) conceptualized decision making executives in the organization in the following steps: (i) recognition of a situation that calls for a decision about what action should be taken, (ii) identification and development of alternative courses of action, (iii) evaluation of alternatives, (iv) choice of one of the alternatives and (v) implementation of the selected course of action.

Drucker (1978) however has pointed out that long range decisions do not deal with future decisions, but with the probable results of present decisions. He, further, revealed that individuals react to problems differently specific alternatives selected in a decision situation reflect the individual's assumptions and philosophy which influence the decision
making process. Working on the similar lines, Coldwell (1982) in an experiment suggested that both information content and source credibility affect the decision making and that some credibility affects the confidence of the decision maker while making decisions. Cheney and Tompkin (1982) also opined that individuals in the well-managed departments produce the greatest degree of satisfaction while making decisions pertaining to system in which they live.

2.8 CONCEPTUAL MODEL

With a view to conceptualize the likely relationships between various variables included in the study, a theoretical model was developed. All the independent traits selected for the investigation were categorized into three groups namely, personal, communicational and behavioral. It was assumed that these sets of traits may have bearing in a varying manner and degree on communication climate and superior's communication effectiveness. The model portraying the anticipated relationship of these three sets of independent traits with dependent traits is exhibited in Fig. 1.
Fig. 1  Conceptual Model