CHAPTER 5

SUMMARY AND CONCLUSIONS
Summary and Conclusions

5.1 Summary

The present research aims ‘To study the impact of Communication Skills on Professional Effectiveness’ in the light of various components of communication, and varying contexts of different industry-types, hierarchy-levels and functionalities.

The world of profession has forced ‘management’ to assume a key role in achieving ‘excellence through effectiveness’. As a result, now the organizational value-creation hinges itself on managerial performance which in turn bases itself on professional effectiveness. The determinants of professional effectiveness can be categorized under organizational factors like processes, systems and culture and individual factors like core-skills and soft-skills.

While core-skills will feature the likes of conceptual knowledge, technical skills and work exposure, soft-skills will feature the likes of communication skills, team-spirit, leadership, conflict-resolution and many others. While each one carries an avenue for detailed delving, the present study focuses only on studying the impact of ‘Communication Skills’ on ‘Professional Effectiveness’.

The present study makes an attempt to closely examine the interrelationships of Communication Skills and Professional Effectiveness. Two scales were developed for the purpose of the study and primary data has been collected from professionals working across various sectors. Implications of academicians and practitioners are made on the basis of the results obtained. The report of the present study comprises of six chapters.

Chapter 1 relates to the ‘Conceptual Framework of the Study’ within which the present research has been carried out. The independent variable ‘Communication Skills’ is explained both as a standalone term and also in terms of its components viz. Verbal, Nonverbal and Interpersonal Communication. Similarly the dependent variable ‘Professional Effectiveness’ has been explained both as a standalone term and in
reference to two terms closest to it viz. Managerial Effectiveness and Executive Effectiveness. This is done with respect to their definitions, nature, characteristics, approaches to describe them and relationships with the other related variables.

Chapter 2 relates to the ‘Review of Literature’. Available literature related to both the independent and dependent variables is meticulously reviewed, and relevant studies have been briefly represented. It is evident from the literature review that the ‘role of communication skills in profession’ is a concrete reality, yet there is a clear shortage of work on the study of the impact of various components of communication skills in profession, that too across all industries, functionalities and hierarchy levels. There is also a limitation of existing studies in terms of setting, scale and orbit. Moreover, in management literature, ‘Professional Effectiveness’ has not got its due importance as a discrete concept. This gap calls for the intervention of the term ‘Professional Effectiveness’ and the enquiry of the ‘nature and extent’ of its relationship with the ‘Communication Skills’. The present study strives for such an intervention and enquiry. Rationale for present study and specific objectives are discussed at end of this chapter.

Chapter 3 relates to ‘Research Methodology’. The present investigation is an exploratory study based on primary data, with ‘Communication Skills’ as the independent variable and ‘Professional Effectiveness’ as the dependent variable. The sample of the universe comprised of 400 professionals selected randomly from the organizations in and around Indore in MP. The sample has representation of Industry-Types (Manufacturing and Services), Functionality-Types (Marketing, Finance, Production, Operations, Human Resource Management and General Management) and Hierarchy-Levels (Front, Middle and Top). Two scales have been developed for the present study for a) Communication Skills and b) Professional Effectiveness. They have been duly tested for reliability and validity, and have been administered on each subject of the sample. Collected data has been carefully edited, classified, tabulated and analyzed by suitable statistical techniques.

Chapter 4 relates to ‘Results and Discussion’. Details of results are presented on the basis of statistical analysis. The summary of significant results is also presented for
clarity. The results are discussed in the light of basic objectives of the study and compared with those of other reported researches to draw some inferential observations. Results of the present study shows that there is a significant correlation between ‘Communication Skills’ and ‘Professional Effectiveness’ and the impact is also pronounced when the values of Professional Effectiveness of those with high and low values for communication skills have been compared. Similarly, a significant correlation has been found between the Professional Effectiveness and the components of Communication Skills viz. Verbal, Nonverbal and Interpersonal in the context of all types of industries, functionalities and hierarchy-levels; with a few exceptions which have been discussed in details. In this chapter, findings are discussed at length and tabular and diagrammatic presentation of the data is made to facilitate explanation of the results.

Chapter 5 relates to ‘Summary and Conclusions’. It presents summary of the report to provide a bird’s eye view. All the important issues covered in the study are briefly discussed here. It represents the work in a manner that is representative of the work in the most succinct yet encompassing capacity. It also reiterates the major findings with objectivity and utility.

Chapter 6 relates to ‘Suggestions and Implications’. The present study is a pioneering effort in terms of the intervention of ‘Professional Effectiveness’ as a term and a concept. It is also a significant milestone in investigating into its relationship with ‘Communication Skills’ and its components, that too in the context of all types of industries, functionalities and hierarchy-levels. The chapter discusses the important insights and various dimensions that the study has brought to fore. Measures for improving the Communication Skills for enhancing their Professional Effectiveness have also been discussed. While enumerating the limitations of the study, the chapter also enlists the new avenues for academicians, researchers and practitioners regarding the further investigation into the subject. These suggestions and implications are meant to help professionals across the workspaces to become more effective in the present professional scenario.
5.2 Conclusions

The results of the study led to the conclusion that there is a significant impact of ‘Communication Skills’ on ‘Professionals Effectiveness’. The conclusions have been drawn in light of the objectives which were framed to carry out this research work. The present study has successfully achieved all the objectives as concluded below:

**Objective 1:** To study the impact of ‘Communication-Skills’ on ‘Professional Effectiveness’.

Through the study, analysis and results, it was found that there is a significant impact of Communication Skills on Professional Effectiveness.

**Objective 2:** To study the impact of various components of Communication-Skills on ‘Professional Effectiveness’, in terms of different types of industry-sectors.

Through the study, analysis and results, it was found that there is a significant impact of each of the components of Communication Skills (Verbal, Nonverbal and Interpersonal) on Professional Effectiveness in terms of both types of industry sectors viz. Manufacturing and Service. While the Verbal Communication-skills were found out to play a relatively more significant role in terms of Manufacturing industry, the Interpersonal communication-skills were found to play a relatively more significant role in terms of Service industry.

**Objective 3:** To study the impact of various components of Communication-Skills on ‘Professional Effectiveness’, in terms of different types of functionalities.

Through the study, analysis and results, it was found that there is a significant impact of each of the components of Communication Skills (Verbal, Nonverbal and Interpersonal) on Professional Effectiveness in terms of different types of functionalities viz. Marketing, Finance, Production, Operation, Human Resource (HR) and General Management. While the Verbal Communication-Skills were found to play a relatively more significant role in
terms of Production, HR and General Management; Nonverbal Communication-Skills were found to play a relatively more significant role in terms of Marketing, Production and Operations; and Interpersonal Communication-Skills were found to play a relatively more significant role in terms of HR, Marketing and Production.

**Objective 4:** To study the impact of various components of Communication-Skills on ‘Professional Effectiveness’, in terms of different levels of the hierarchy.

Through the study, analysis and results, it was found that there is a significant impact of each of the components of Communication Skills (Verbal, Nonverbal and Interpersonal) on Professional Effectiveness in terms of different levels of hierarchy viz. Front, Middle and Top. While the Verbal Communication-Skills and Nonverbal Communication-Skills were found to play a relatively more significant role in terms of Front-level; Interpersonal Communication-Skills were found to play a relatively more significant role in terms of Middle-level of the hierarchy.

**Objective 5:** To come up with a suggestive framework on customization of Communication-Skills for better Professional Effectiveness.

With the benefit of the study, analysis and results, a suggestive framework has been presented for the professionals. Moreover, on the basis of observation and experiences of the researcher, original models have been proposed in the ‘Suggestions and Implications’ chapter viz. on ‘Setting-based Communication-preference’, ‘Situation Sizing-up’, ‘Gesture-zones’ and ‘Mental-state and Tone’.