

Worker Perceptions of the Connection between Communiqué and Productivity: A Field Study of Nikya Steel Pvt. Limited

¹ Md Tauheed, ²Dr. Manish Gangil

M.Tech.Scholar¹, Professor²

Department of Mechanical Engineering, RKDF, University Bhopal, (M.P.) India.

¹ Tauheed.mallick@gmail.com, ²rkdfbhojpal@gmail.com,

* Corresponding Author: Md Tauheed

Abstract:

The motive of this take a look at changed into to discover the relationship among verbal exchange and productiveness. Specifically, we had objectives: (a) to decide employee perceptions of the effect of eight dimensions of communiqué pleasure on productivity, and (b) to recognize how the kind of organization may also slight the hyperlink between communication and productivity. Two agencies, consultant of provider and manufacturing or generations, have been investigated with the aid of administering the Communication Satisfaction Questionnaire and interviewing all employees. The results confirmed that conversation become perceived to have an impact on productiveness that numerous in each type and importance. Moreover, a number of exciting differences emerged among those two agencies. The findings propose that the link between communiqué and productiveness is more complex than formerly assumed.

Keywords: Worker Perceptions, Communication, Productivity, etc.

1. Introduction

Globalization in Indian Industry started when the government opened the country's markets to foreign investments in the early 1990s. This was initially done in sectors such as steel, pharmaceutical, petroleum, chemical, textile, cement, retail, and BPO. The beneficial effects of globalization in Indian Industry has brought in huge amount of foreign investments into the country especially in the BPO, pharmaceutical, petroleum, and manufacturing sectors. FDI boosted the Indian economy quite significantly. This helped many foreign companies to set up manufacturing facilities in India giving a boost to employment. This helped reduce the level of unemployment and poverty in the country. The other benefit was that the foreign companies brought in highly advanced technology with them and this helped to make the Indian Industry more technologically advanced and competitive.

❖ The 'Survival' measures taken by Nikya Steel Pvt. Limited

Nikya Steel Pvt. Limited decided to meet the challenge head-on. The aim was to remain competitive during the recessionary phase. Bold strategies were taken up to meet the market challenges. Everyone knew that only this would help the company to stay afloat.

❖ Recognizing the power of communication

In most companies in the developing world, when costs are to be cut, one of the departments the axe falls on is the communications department. This is perceived as a department that spends lavishly on ads, wining and dining journalists, or producing glossy magazines etc. and can come up with no measurable, quantifiable results. **Revitalizing corporate communication at Nikya Steel Pvt. Limited**

A process of revitalization of the corporate communication at Nikya Steel Pvt. Limited was set in motion at this critical juncture of the organization's history. The magnitude of the task was daunting and enormous. It meant reaching out to the nearly 1.8 lakhs of the company's employees, internal is the problems of the company and motivate them to march together towards meeting the organizational goals.

The problems were manifold. Some of them are sampled below:

- i. If the Chief Executive or Head of Department wanted to communicate with all employees under him, he was not able to do so in a planned, systematic manner.
- ii. There was incoherence and delay in information dissemination to employees.
- iii. Whoever saw it fit, communicated directly with the media/press. 'Tower of Babel' situation led to rampant confusion, with employees feeding the media with conflicting and often confusing news.
- iv. There was no clear policy on external communication in the various Nikya Steel Pvt. Limited Plant/Units. The result was a great deal of confusion.
- v. The many arms of the media were receiving varied communication from a variety of people- perhaps the self-appointed spokespersons of the organization.
- vi. Besides the duplication of effort and overlapping of interests, there was neither accountability nor reliability in the messages disseminated. Instead of a professional approach, personal contacts and adhocism had become the order of the day.

2. Literature review

In recent years, researchers and practitioners have become increasingly interested in Corporate Communication. Corporate communication is a management tool which has arisen in response to increasing concern about the communication in complex and sophisticated corporate organizations. Since corporate communication entails selectively communicating the organization's view and objectives to those stakeholders whom it regards as important, it can therefore be described as a key management strategy (Yamauchi, 2001; Goodman, 2000). In the light of this fact, an extensive literature review was carried out of the related literature to gain a deeper understanding of the inter-relationship between the two and formulate the research objectives.

2.1 Corporate Communication

Communication has been widely accepted by scholars and academics as the life blood of an organization, because communication is needed for exchanging information, exchanging opinions, making plans and proposals, reaching agreement, executing decisions, sending and fulfilling orders and conducting sales (Blalock, 2005; Alyssa, 2006; Kotler, 2009). A summary of definition of corporate communication is shown in table 1.

There are three categories of communication identified by the modern literature that takes place in an organization. It includes management communication, organizational communication and marketing communication.

Table 1: A Survey of Definitions of Corporate Communication

S. No	Related References	Definitions
1	Jackson, (1987)	Corporate communication is the total communication activity generated by the company to achieve its planned objectives.
2	Shelby, (1993)	Corporate communication locus is collectivities that exist inside and outside organizations. Its focus is intervention, based on both analysis (environmental scanning, for example) and synthesis (comprehensive issues management plans). Its practical grounding is skills and method.
3	Blauw, (1994)	Corporate communication as an integrated approach to all communication produced by an organization, directed at all relevant target groups. Each item of communication must convey and emphasise the corporate identity.
4	Van Riel, (1995)	Corporate communication as an instrument of management by means of which all consciously used forms of internal and external communication are harmonized as effectively and efficiently as possible to create a favourable basis for relationships with groups upon which the company is dependent.
5	Gray, (1995)	Corporate communication as an aggregate of sources, messages and media by which the corporation conveys it's unique or brand to its various audiences
6	Schmidt, (1995)	Corporate communication as an internal and external information means and measures that aim to influence perceptions.
7	Goodman, (2000)	Corporate communication is a strategic action practiced by professionals within an organization or on behalf of a client. It is the creation and maintenance of strong internal and external relationships.
8	Van Riel and Fombrun, (2007)	Corporate communication can be defined as the set of activities involved in managing and orchestrating all internal and external communications aimed at creating favourable starting points with stakeholders on whom the company depends

9	Cornelissen, (2008)	Corporate communication as a management function that offers a framework for the effective coordination of all internal and external communication with the overall purpose of establishing and maintaining favourable reputations with stakeholder groups upon which the organization is dependent.
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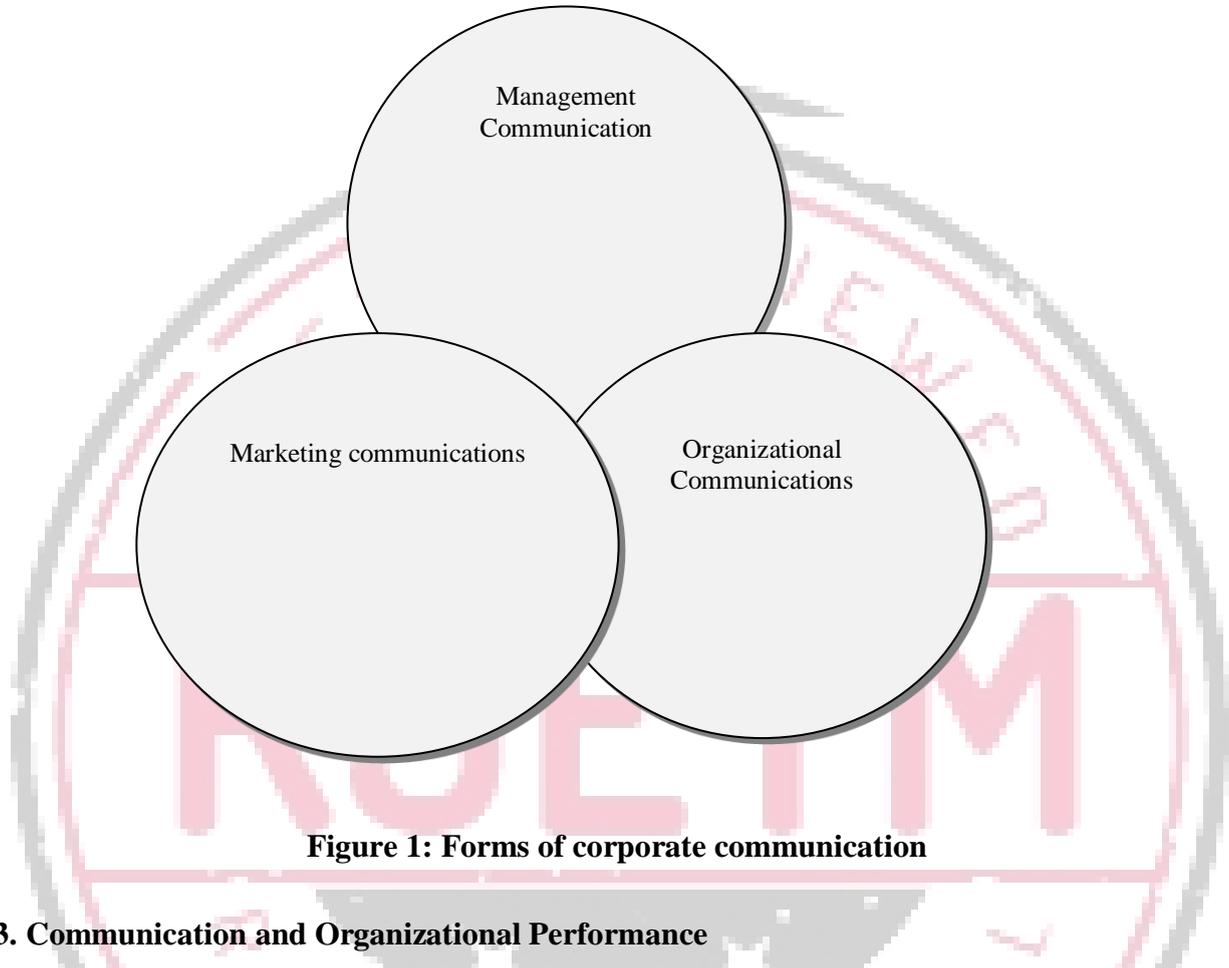


Figure 1: Forms of corporate communication

3. Communication and Organizational Performance

In their 2009 study, Tsai, Chuang and Hsieh found that employees do not always realize the importance of communication to organizational goals, or know how to establish and maintain healthy communication systems. It is the responsibility of managers to improve communication in the workplace, train employees in communication skills, and encourage informal communication. It was found that job satisfaction was positively impacted by effective communication from supervisors regarding expectations and feedback on job performance (Tsai, Chuang & Hsieh, 2009).

Anchor (2009) further identified through his presentation and interview experience that along with the improvements in positive interaction after the team leaders increased positive feedback, production and overall work improved significantly. Organizations experience improved productivity and bottom line success when management actively works to improve culture by improving attitudes and job satisfaction through communication strategy (Anchor, 2009; Keller, 2012).

4. Research Objectives

The overall research goal is to understand the role of communication in enhancing organizational performance with special reference to Nikya Steel Pvt. Limited. This understanding is to focus on the inter relationship between the various facets of communication in organization and the various parameters of organizational performance.

The specific objectives of the study are:

1. To critically examine the role of communication in enhancing organizational performance, citing apt examples from the Iron and Steel industry.
2. To find out the factors associated with the changes in the communication climate in Nikya Steel Pvt. Limited.
3. To assess the satisfaction level of employees with the various channels of communication, Nikya Steel Pvt. Limited uses.
4. To enquire into the employees commitment towards their organization (Nikya Steel Pvt. Limited) as a result of major changes in communication strategy and policy.
5. To analyze the trend and pattern of improvement in performance of Nikya Steel Pvt. Limited across a range of parameters.

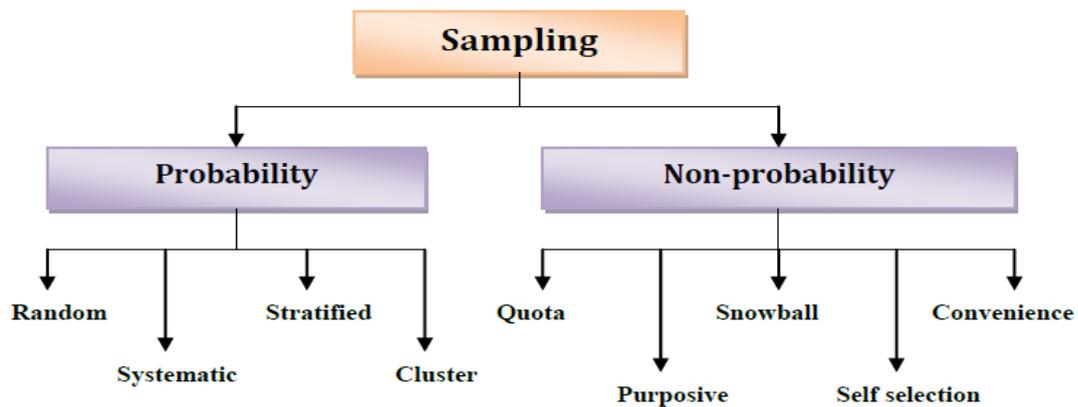


Figure 2: Sampling techniques

5. Respondents' Profile

Since the major focus of the study was to analyze the role of communication in enhancing organizational performance in the context of Nikya Steel Pvt. Limited, the target respondents were mainly the employees of Nikya Steel Pvt. Limited having an experience of at least 5 years. The self-administered survey questionnaire, which was finalized from the pilot study, was sent to 310 purposively selected employees belonging to lower, middle and top management.

5.1 Relationship between communication climate and organizational commitment

In order to examine the relationship between organizational commitment and communication climate we used correlation analysis, the results of which are shown in table. The five factors of communication climate are:

- i. Your superior really understands your job problems.
- ii. Superior makes you feel free to talk with him/her.
- iii. You think you are safe in communicating "bad news" to your superior without fear of retaliation on his/her part.
- iv. You are kept informed about how well organizational goals and objectives are being met.
- v. You can expect that recommendations you make will be heard and seriously considered.

The five factors of organizational commitment are:

- i. I talk about this organization to my friends as a great organization to work for.
- ii. I am willing to put in a great deal of effort to help this organization be successful
- iii. The work assigned by my organization is very important to me.
- iv. I am proud to tell others that I am part of this organization.
- v. There's not much to be gained by staying with this organization indefinitely.
- vi. I really care about the fate of this organization.

5.2 Nikya Steel Pvt. Limited's performance

In 1998, Nikya Steel Pvt. Limited prepared a blueprint for its turnaround and long-term profitability. The accent of the plan was on business restructuring exiting from non-core areas of activity and loss making business and concentrating on the company's core strength of producing carbon steel. The turnaround plan of Nikya Steel Pvt. Limited was built around four pillars as under:

- Financial Restructuring
- Divestment of non-core assets
- Business Restructuring
- Rightsizing of the Manpower

It was discovered that the company had no vehicle in place within the organization to ensure the dissemination of messages upwards, downwards, and horizontally, in an undistorted manner. The absence of such a structure led to a great deal of adhocism. It is not that communication was not done. It was there, but in the most unorganized way. The target group remained largely uncovered or inaccessible. More often than not, communication was seen as a 'routine' affair, and nobody realized how dangerous this situation was.

Conclusion

This study investigated the role of communication in organizational performance. The study arrived at some important and interesting results which can be summarized thus: 'communication plays a significant role in integrating the various resources that organization uses. It also facilitates all the management functions and processes leading to superior organizational performance'. Thus, communication does not directly influence the organizational performance but has a profound influence indirectly. This study has both theoretical as well as practical implications.

The theoretical implications of the study are mentioned below:

1. This study enriches the existing literature on communication and organizational performance. The extensive literature review suggested that the role of communication in organizational performance has been less studied, more so in the case of Indian setting.
2. This study has also another theoretical significance as it utilizes both quantitative as well as qualitative approaches to investigate the research questions. Use of both methods is an important methodological addition.

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