



Effective Communication is a Tool for Employee Relations -A Study

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Introduction:

The success of an individual in a team depends greatly on the extent to which he can engage in effective communication. Faulty communication in organizations can lead to lowered efficiency and effectiveness at the organizational as well as individual level. Also most of the interpersonal friction can be traced to faulty communication. Communication, derived from the Latin word 'Communicare' which means, to share; is the process of transmitting information and understanding. It is the transference of meaning between individuals and the means of reaching, understanding and influencing others. Skill to communicate depends on the capacity of an individual to convey ideas and feelings to another to evolve a desired response. In management, communication is a mixture of personal attributes and organizational aspects. Good communication is necessary for all organizations as management functions in organizations are carried out through communication. Effective management is a function of effective communication. Interpersonal communication takes places every time we interact with others. Communication is considered effective when it succeeds in evoking a desired response from the other person. Moreover failures in communication can be very costly for the organization by way of reduced co-operation and subsequent

ill feeling between employees. Communication, to be effective, cannot be a haphazard process. It has to be planned and executed so that it evokes the desired response.

Effective communication is the key to successful outcomes. Technical professionals must be trained in the discipline of effective communication. This paper presents a step-by-step approach to the discipline of effective human communication. The communication process is divided into seven distinct steps. When taken in order, these steps give the speaker the ability to communicate and influence a wide variety of people. Engineers and technical professionals in the VSP environment can use the 7-Step Effective Communication Process to increase their communication effectiveness. By doing so they will stand out as more capable and more competent at influencing, leading, and conveying ideas and concepts to their colleagues and others. The 7-Step Effective Communication Process allows the speaker to understand the structure of the communication that would be most beneficial for the listener. Once this has been established, the speaker then builds rapport and begins the process of understanding the listener's paradigms. Once the listener's paradigms are understood the speaker can then send the desired message and then determine if the message was received as intended.



This process is fast and can be done in the course of casual conversation, in the midst of an important meeting, or from a

PROCESS:

To understand the complexity of the process and how it can be influenced, Following Figure represents a communication model.

platform presentation. It can be performed in a large group or one-on-one



Sender: The originator of message or the information source selects desire message.

Encoder: The transmitter which converts the message into signals.

Note: The sender's messages converted into signals like waves or Binary data which is compact to transmit the messages through cables or satellites. For example: In telephone the voice is converted into wave signals and it transmits through cables.

Decoder: The reception place of the signal which converts signals into message. A reverse process of encode.

Note: The receiver converts those binary data or waves into message which is comfortable and understandable for receiver. Otherwise receiver can't receive the exact message and it will affect the effective communication between sender and receiver.

Receiver: The destination of the message from sender.

Note: Based on the decoded message the receiver gives their feedback to sender. If the message distracted by noise it will

affect the communication flow between sender and receiver.

Noise: The messages are transferred from encoder to decoder through channel. During this process the messages may be distracted or affected by physical noise like horn sounds, thunder and crowd noise or encoded signals may be distracted in the channel during the transmission process which affect the communication flow or the receiver may not receive the correct message.

Note: The model clearly deals with external noises only which affect the messages or signals from external sources. For example: If there are any problems in network which directly affect the mobile phone communication or distract the messages.

10 Keys to Effective Employee Communication

The paradox of employee communication is that it is both simple and complex.

1) **Never start at the beginning.** It's important, Yates says, to start with the end result in mind. "Too often," she points out, "people jump into a communication project without



considering what it is that they're trying to accomplish." Whether you're working on a simple communication task (introducing a new employee, for example), or implementing a major communication initiative (communicating with employees about a pending merger, for instance), you need to have a clear idea of what your communication objectives are.

2) **Understand the business drivers.** Communicators need to understand how their communications fit into the overall business strategy. "If there is a fault I've seen in employee communication," Yates says, "it's often that the homework hasn't been done." Understanding the business drivers can also help HR professionals gain credibility with business leadership. Communication shouldn't focus just on the "nice to know," it should focus on what employees "need to know" to help the business move forward.

3) **Integrate.** "Use every opportunity to put messages in a consistent framework," recommends Yates. For example, if you make a change in an employee benefit, explain how this change fits into the overall context of benefit administration. If you're introducing a new employee, explain how the new employee will contribute to the team and what personal and professional characteristics the employee has that mesh well with the organization's culture.

4) **Don't waste people's time!** Think very carefully about the number of communication pieces distributed within your organization. "Target your message and your audience as much as you can," Yates says, "so you're not just blanketing people with information." Consider, also, that people receive messages in many

different ways. Some prefer print. Some verbal. Some electronic. A mix of messages, strategically planned, can help to ensure that all employees receive the information they need.

5) **Get real.** While it's okay to be positive as you frame your messages, it's critical that you be straightforward and clear. "Frankly," Yates points out, "credibility – yours and leadership's – is on the line." Sometimes you have bad news to convey. Be accurate, honest and direct – don't sugarcoat.

6) **Listen as much, or more, than you speak.** "This isn't rocket science. It's sitting down and saying, 'how much do I really understand my audience?'" Stephen Covey, author of *7 Habits of Highly Effective People* says, "seek first to understand." This is good advice for communicators. By understanding the needs of your audience you can better design messages that will be meaningful and impactful.

7) **Prioritize your messages.** Focus on a few key points or you'll risk losing the attention of your audience, whether you're providing the information verbally or in writing. If you try to convey too much, you will end up conveying nothing. Be selective.

8) **Consider an internal review board.** A group of influencers within your organization can provide a great opportunity to test your messages before rolling them out to the entire company. Yates warns, however, not to use this internal review board merely to get agreement on what you're already done. "You need to really want to understand what they say – they're not always going to agree with you."



9) **Don't fall in love with your communication product or process.** It is quite common for communicators to create a newsletter that they think is wonderful, or a headline that they feel is clever, or an Internet page that they believe is very cutting edge, only to discover that the tools they created didn't achieve the goals they had intended. Don't fall in love with your communication products, Yates warns. Instead, she recommends, "fall in love with the result."

10) **Measure and monitor your effectiveness over time.** "Everybody says this, but very few people do it," Yates says. Measurement helps you understand if your messages are getting through, helps you determine how credible you are

and provides an indication of the effectiveness of your communication tools.

Objectives of the Study:

1. To study the importance and scope of communication in an organizations.
2. To analyze the perceptions of the respondents regarding effectiveness of communication in employee relations.

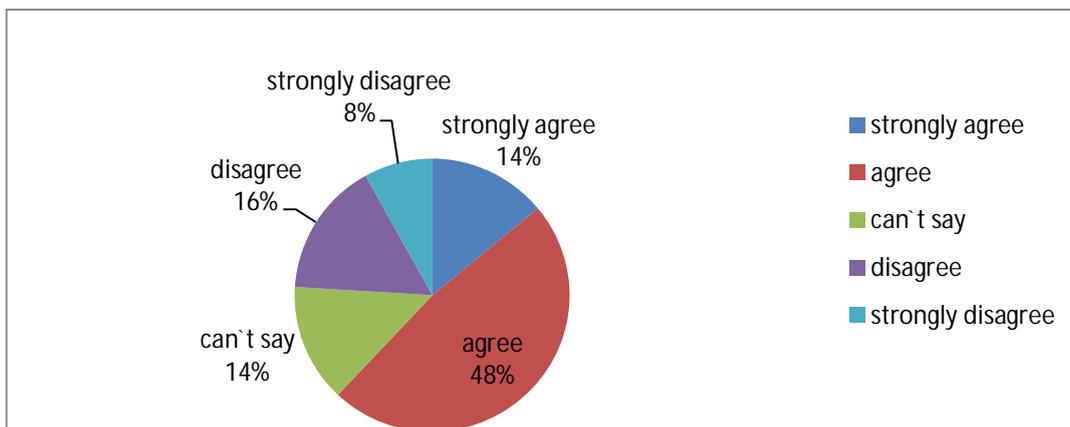
Methodology of the Study:

We have collected data through structured questionnaire in Visakhapatnam Shipyard Limited. The sample-size of 350 employees has been taken to my study. In this paper certain issues with the effectiveness of communication in India will be discussed.

Data Analysis:

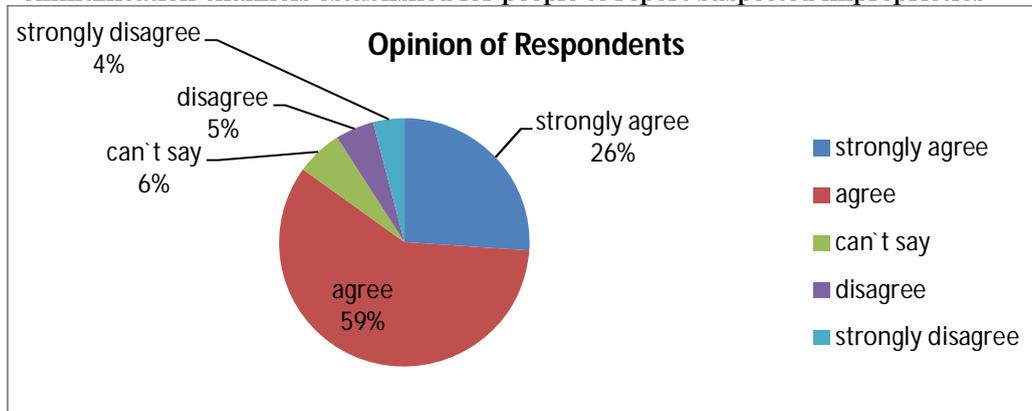
Figure-1

Communicate to employees' duties and responsibilities in an effective manner by the organization



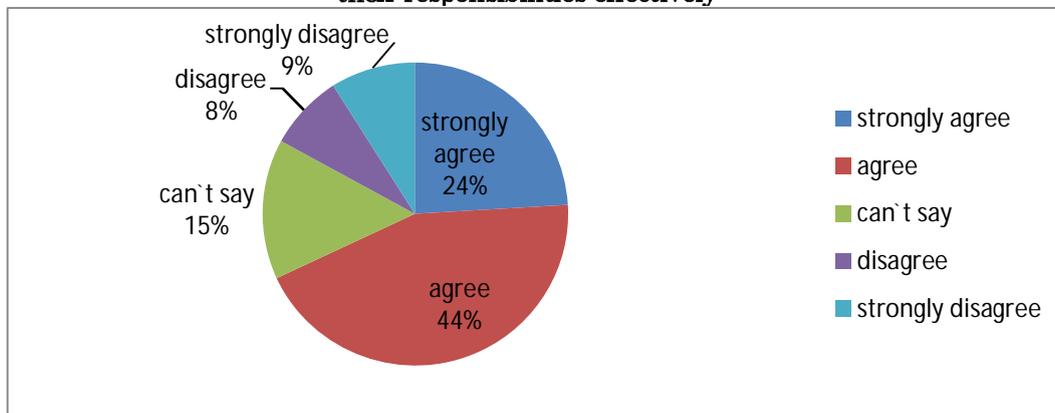
Analysis: It is seen from the Figure above the majority of the respondents have agreed that management communicate employees' duties and control responsibilities in an effective manner. 62 % of executives have agreed the statement. Only 24 % of executives have disagreed with the statement. Only 14 respondents i.e. 14 % of executives are critical about their opinions that they are undecided about the statement.

Figure-2
Communication channels established for people to report suspected improprieties



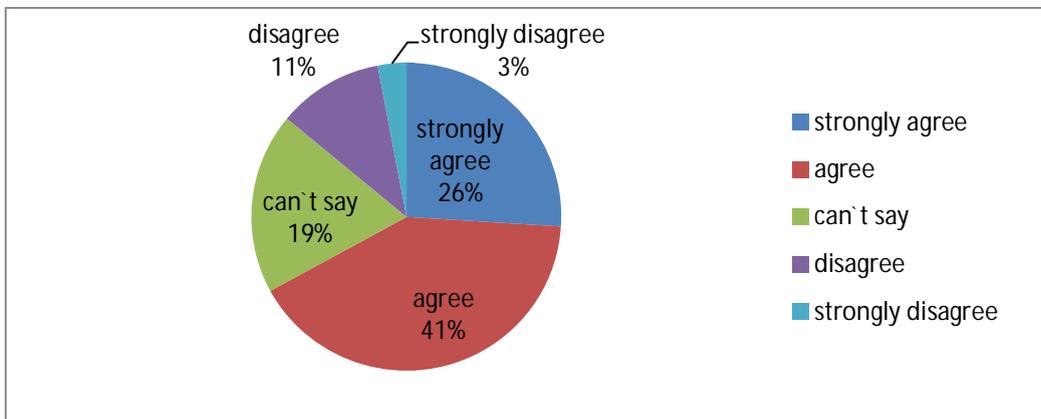
Analysis: It is seen from the Figure above the majority respondents have agreed that communication channels established for people to report suspected improprieties. 75 % of executives have agreed the statement. Only 9 % of executives have disagreed with the statement. Only 6 respondents i.e. 6 % of executives are critical about their opinions that they are undecided about the statement.

Figure-3
Communication flow across the organization adequately to enable people to discharge their responsibilities effectively



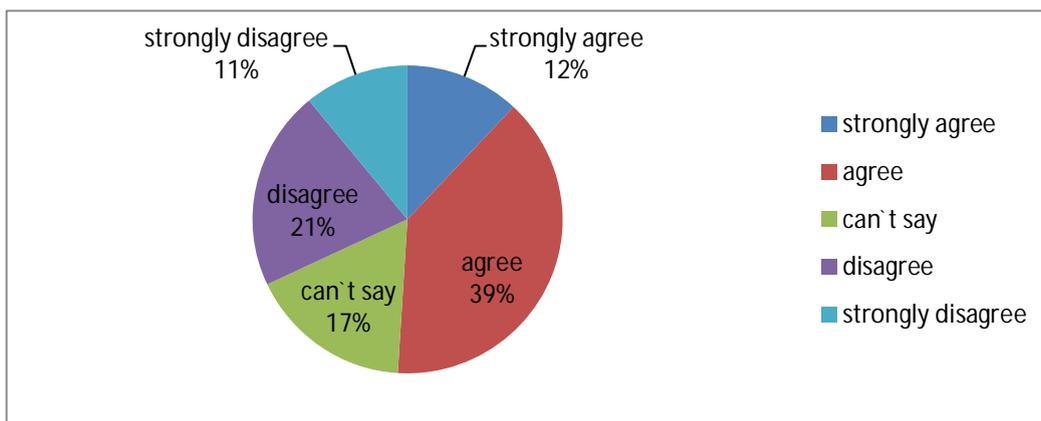
Analysis: It is seen from the Figure above the majority respondents have agreed that communication flow across the university adequately (e.g. from department to department) to enable people to discharge their responsibilities effectively. 68 % of executives have agreed the statement. Only 17 % of executives have disagreed with the statement. Only 15 respondents i.e. 15 % of executives are critical about their opinions that they are undecided about the statement.

Figure-4
Management take timely and appropriate follow-up action on communications received from customers, vendors, regulators, or other external parties



Analysis: It is seen from the Figure above the majority respondents have agreed that management take timely and appropriate follow-up action on communications received from customers, vendors, regulators, or other external parties. 67 % of executives have agreed the statement. Only 14 % of executives have disagreed with the statement. Only 19 respondents i.e. 19 % of executives are critical about their opinions that they are undecided about the statement.

Figure-5
Organisation monitoring and compliance requirements imposed by legislative and regulatory bodies

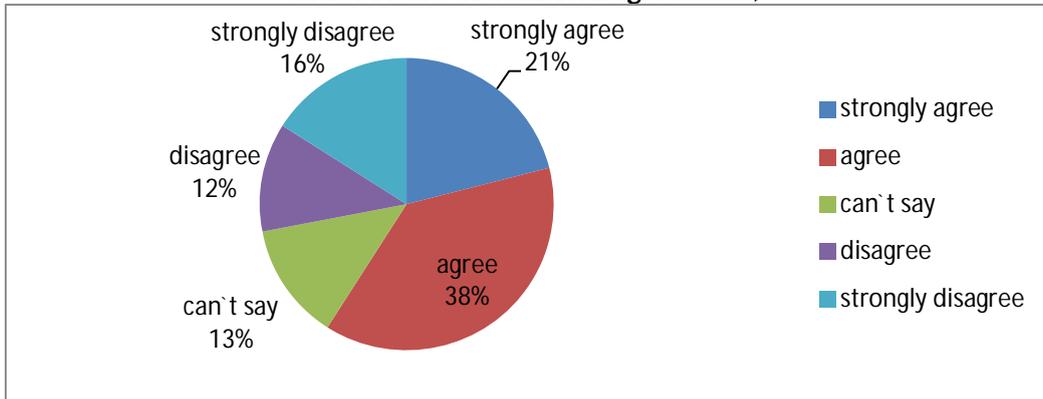


Analysis: It is seen from the Figure above the majority respondents have agreed to the university subject to monitoring and compliance requirements imposed by legislative and regulatory bodies. 51 % of executives have agreed the statement. Only 32 % of executives have disagreed with the statement. Only 17 respondents i.e. 17 % of



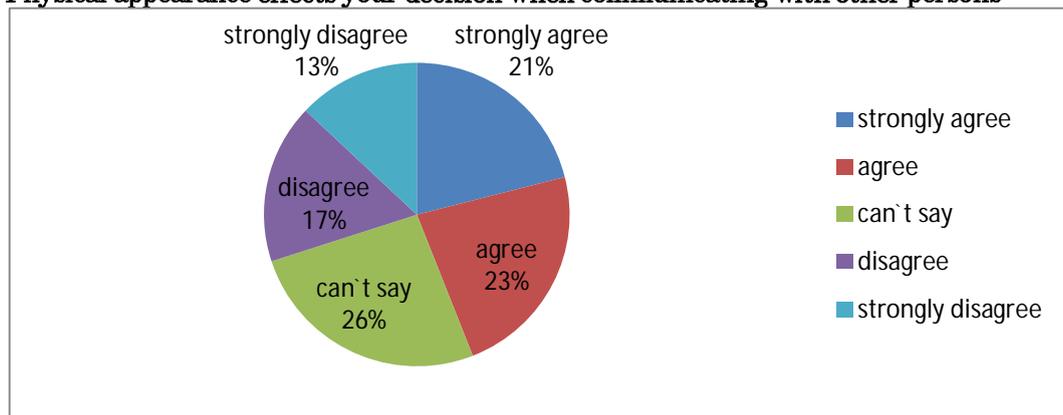
executives are critical about their opinions that they are undecided about the statement.

Figure-6
Outside the organization review and follow up on the organization actions (such as an active review of bank loan agreements)



Analysis: It is seen from the Figure above the majority respondents have agreed other parties outside the university review and follow up on the university's actions (such as an active review of bank loan agreements). 59 % of executives have agreed the statement. Only 38 % of executives have disagreed with the statement. Only 13 respondents i.e. 13 % of executives are critical about their opinions that they are undecided about the statement.

Figure-7
Physical appearance effects your decision when communicating with other persons

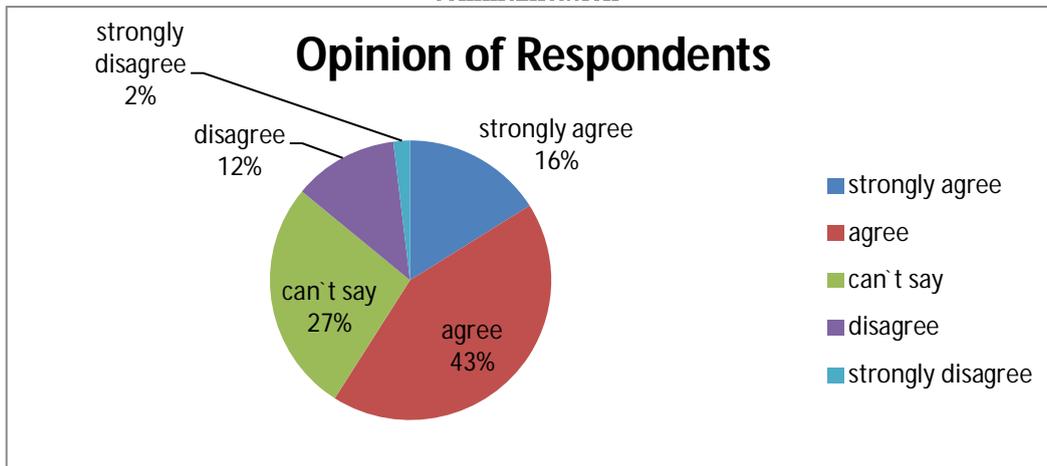


Analysis: It is seen from the Figure above the majority respondents have agreed other parties outside the university review and follow up on the university's actions (such as an active review of bank loan agreements). 59 % of executives have agreed the statement. Only 38 % of executives have disagreed with the statement. Only 13



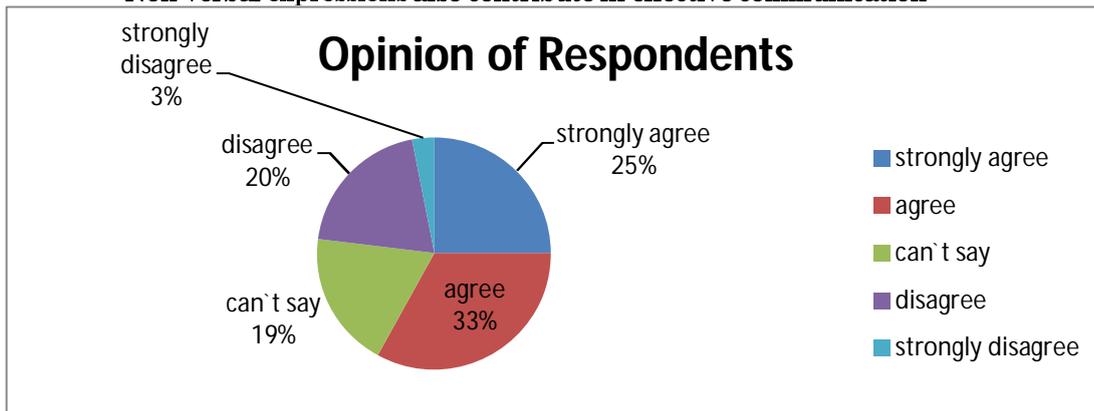
respondents i.e. 13 % of executives are critical about their opinions that they are undecided about the statement.

Figure-8
Verbal expression (tone, pitch) of other person effects your decision of continuing the communication



Analysis: It is seen from the Figure above the majority respondents have agreed to the verbal expression (tone, pitch) of other person effects your decision of continuing the communication. 59 % of executives have agreed the statement. Only 14 % of executives have disagreed with the statement. Only 13 respondents i.e. 13 % of executives are critical about their opinions that they are undecided about the statement.

Figure-9
Non-verbal expressions also contribute in effective communication



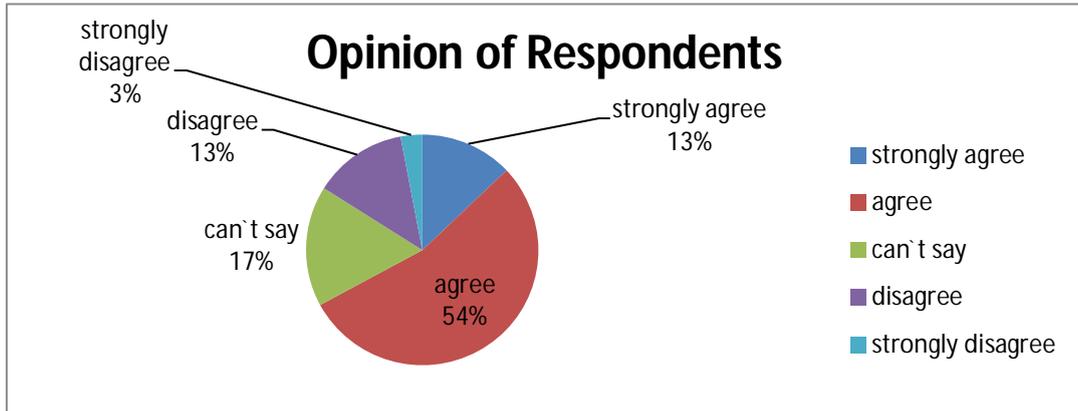
Analysis: It is seen from the Figure above the majority respondents have agreed to the non-verbal expressions also contribute in effective communication . 58 % of executives have agreed the statement. Only 23 % of executives have disagreed with the



statement. Only 19 respondents i.e. 19 % of executives are critical about their opinions that they are undecided about the statement

Figure-10

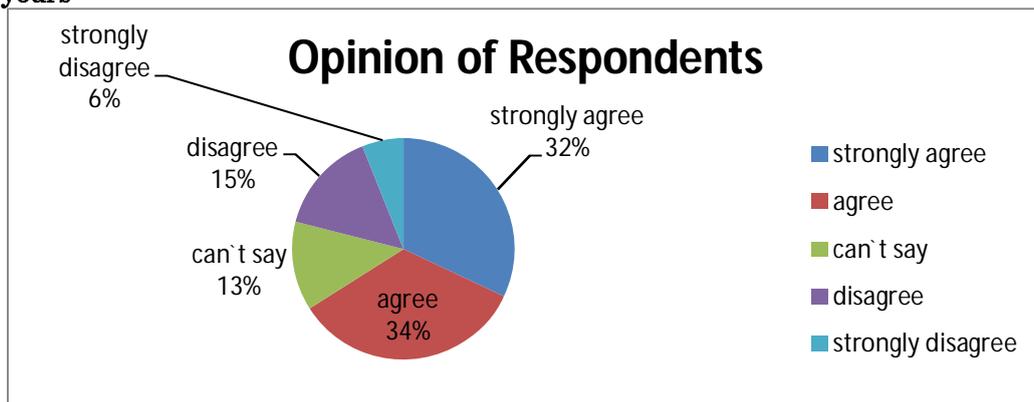
Level of education is a prominent factor in effective communication



Analysis: It is seen from the Figure above the majority respondents have agreed to the level of education is a prominent factor in effective communication.. 67 % of executives have agreed the statement. Only 16 % of executives have disagreed with the statement. Only 17 respondents i.e. 17 % of executives are critical about their opinions that they are undecided about the statement.

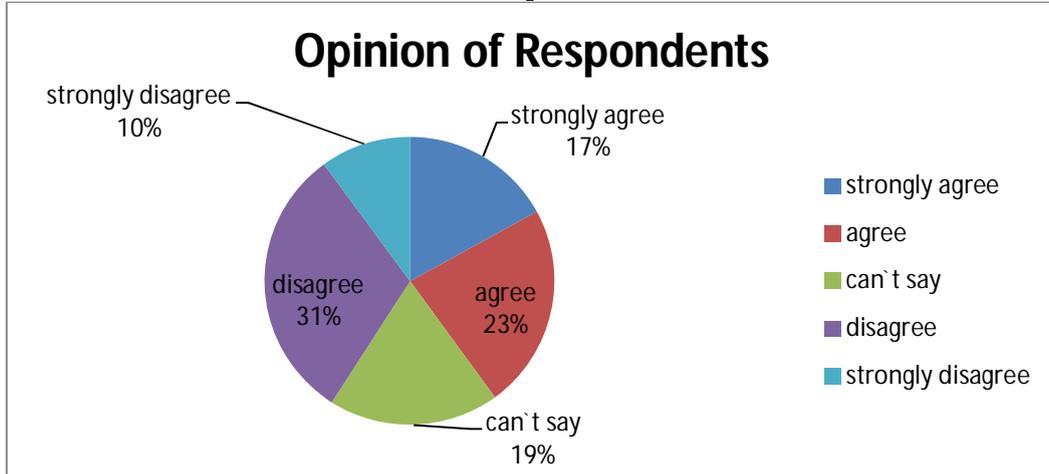
Figure-11

Uncomforted while communicating with a person whose intellectual level is lower yours



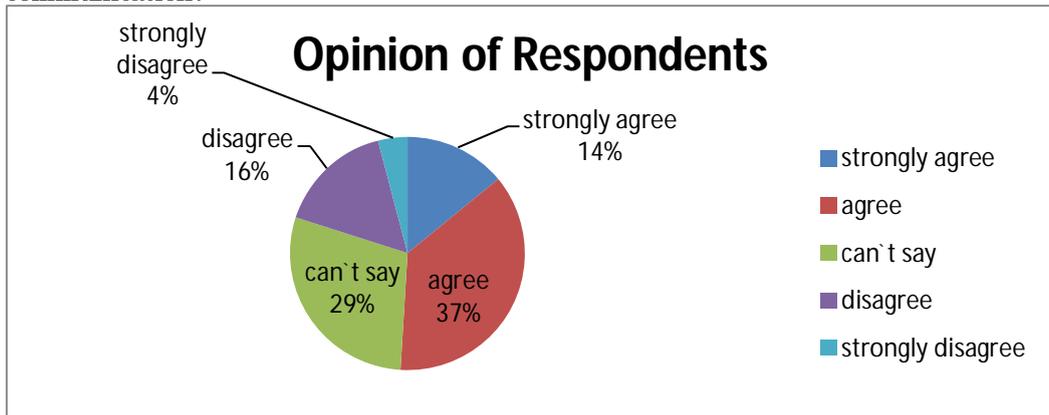
Analysis: It is seen from the Figure above the majority respondents have agreed to you feel uncomfortable while communicating with a person whose intellectual level is lower yours. 66 % of executives have agreed the statement. Only 21 % of executives have disagreed with the statement. Only 13 respondents i.e. 13 % of executives are critical about their opinions that they are undecided about the statement.

Figure-12
 Uncomforted while communicating with a person whose intellectual level is higher than yours



Analysis: It is seen from the Figure above the majority respondents have agreed to uncomforFigure while communicating with a person whose intellectual level is higher than yours. 40 % of executives have agreed the statement. Only 41 % of executives have disagreed with the statement. Only 19 respondents i.e. 19 % of executives are critical about their opinions that they are undecided about the statement.

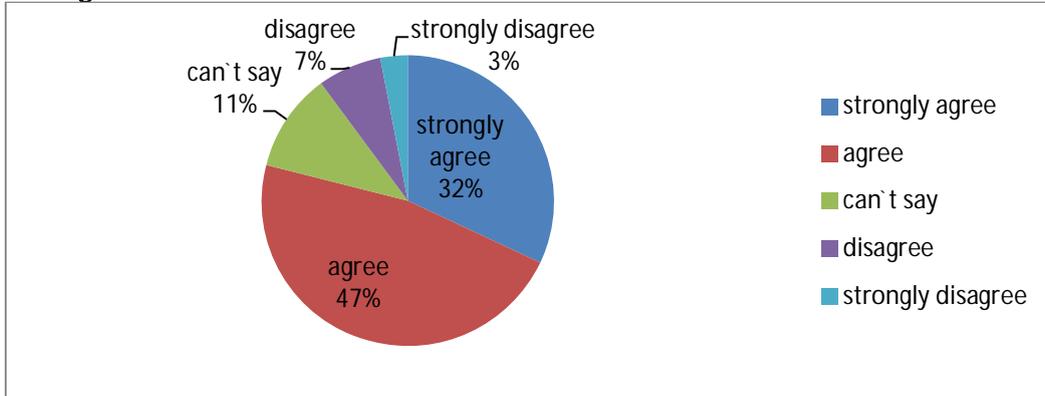
Figure-13
 Negative attitude (rudeness, arrogance) of communicator is a big hurdle in effective communication?



Analysis: It is seen from the Figure above the majority respondents have agreed to you feel negative attitude (rudeness, arrogance)of communicator is a big hurdle in effective communication. 51 % of executives have agreed the statement. Only 20 % of executives have disagreed with the statement. Only 29 respondents i.e. 29 % of executives are critical about their opinions that they are undecided about the statement.

Figure-14

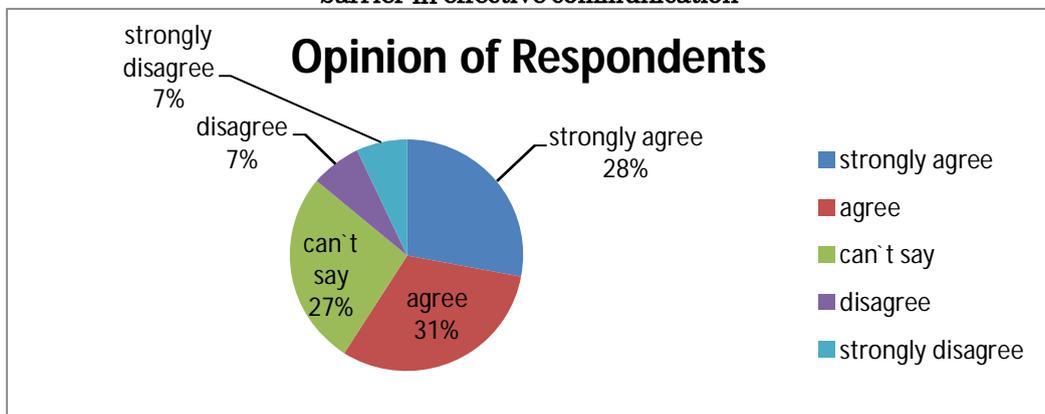
People are so overloaded with information, they cannot respond effectively to messages



Analysis: It is seen from the Figure above the majority respondents have agreed to that people are so overloaded with information, they cannot respond effectively to messages. 79 % of executives have agreed the statement. Only 10 % of executives have disagreed with the statement. Only 11 respondents i.e. 11 % of executives are critical about their opinions that they are undecided about the statement.

Figure-15

While communicating with other person, absence of mind of the receiver could be a barrier in effective communication

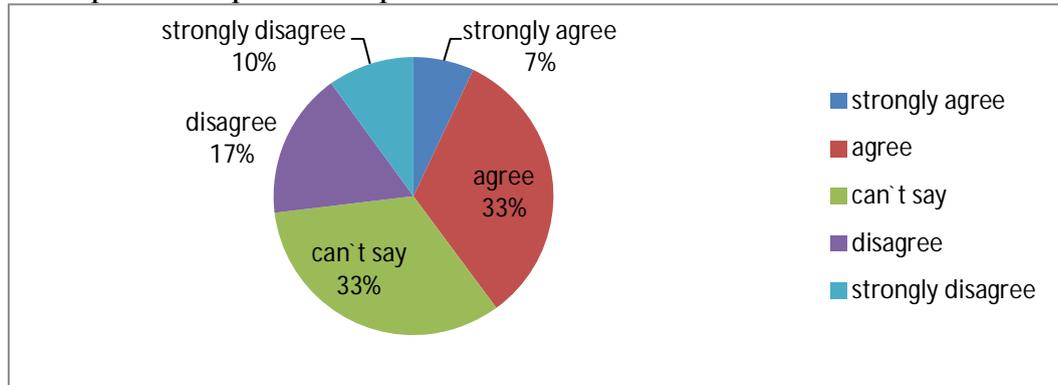


Analysis: It is seen from the Figure above the majority respondents have agreed to that while communicating with other person, absence of mind of the receiver could be a barrier in effective communication. 59 % of executives have agreed the statement. Only 14 % of executives have disagreed with the statement. Only 27 respondents i.e. 27 % of executives are critical about their opinions that they are undecided about the statement.

Figure-16

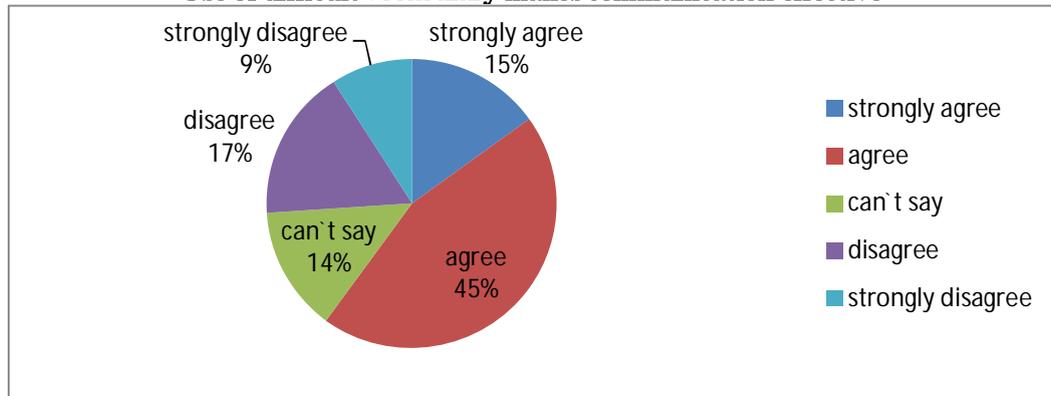


Use of proverbs & phrases is a proof of effective communication skills



Analysis: It is seen from the Figure above the majority respondents have agreed to feel that use of proverbs & phrases is a proof of effective communication Skills. 40 % of executives have agreed the statement. Only 27 % of executives have disagreed with the statement. Only 33 respondents i.e. 33 % of executives are critical about their opinions that they are undecided about the statement.

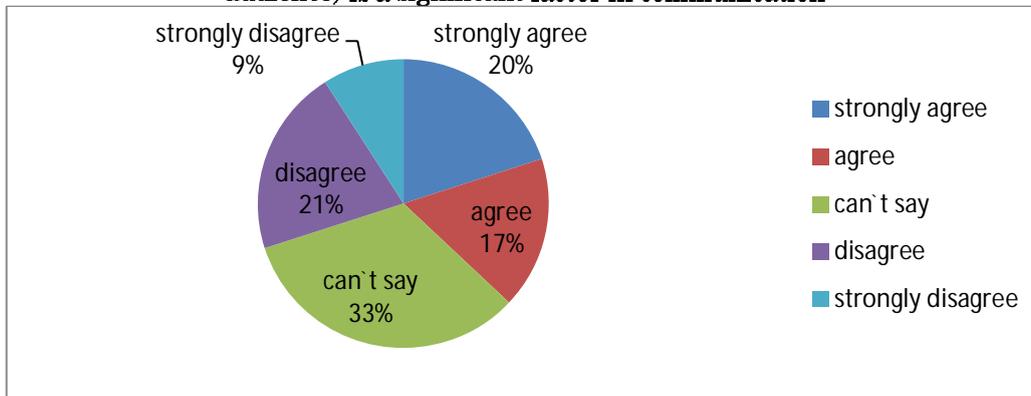
Figure-17
Use of difficult vocabulary makes communication effective



Analysis: It is seen from the Figure above the majority respondents have agreed to think use of difficult vocabulary makes communication effective. 60 % of executives have agreed the statement. Only 26 % of executives have disagreed with the statement. Only 14 respondents i.e. 14 % of executives are critical about their opinions that they are undecided about the statement.

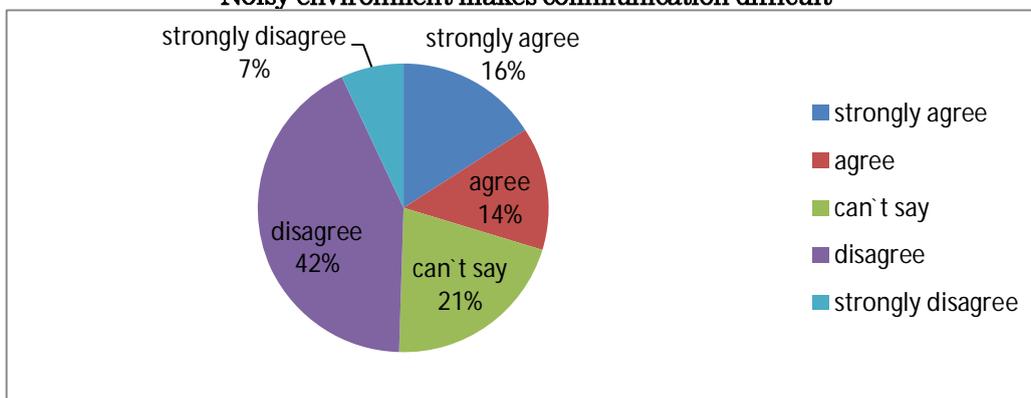


Figure-18
Compatibility of environment (temperature, seating arrangement, surrounding audience) is a significant factor in communication



Analysis: It is seen from the Figure above the majority respondents have agreed to that compatibility of environment(temperature, seating arrangement, surrounding audience) is a significant factor in communication. 37 % of executives have agreed the statement. Only 30 % of executives have disagreed with the statement. Only 33 respondents i.e. 33 % of executives are critical about their opinions that they are undecided about the statement.

Figure-19
Noisy environment makes communication difficult

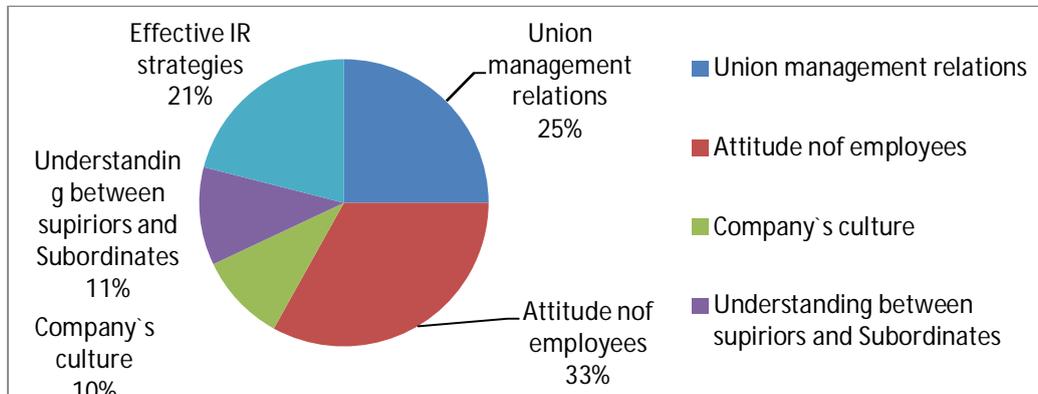


Analysis: It is seen from the Figure above the majority respondents have agreed to to noisy environment makes communication difficult. 30 % of executives have agreed the statement. Only 50 % of executives have disagreed with the statement. Only 20 respondents i.e. 20 % of executives are critical about their opinions that they are undecided about the statement.



Figure-20

Receiver' gender is an important factor in communicating with other person



Analysis: It is seen from the Figure above the majority respondents have agreed to receiver' gender is an important factor in communicating with other person. 58 % of executives have agreed the statement. Only 32 % of executives have disagreed with the statement. Only 10 respondents i.e. 10 % of executives are critical about their opinions that they are undecided about the statement.

Conclusion:

The Management Development of Visakhapatnam Steel Plant has gone for both forward and backward integration. The strategic interests of the organization are to be met by all its policies and programmes. The Visakhapatnam Steel Plant is under expansion programme and its contribution to the society is commendable.

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