

Dairy Co-operative Management Personnel's Efficiency Enhancement through Organizational communication

ASHOK KUMAR

Associate Professor

Department of Adult and Continuing Education and Extension
Jamia Millia Islamia, New Delhi (India)

ABSTRACT

Organizational communication system has increasingly powerful determinants for the effectiveness of the organization and it may have a inflating effect on the ability of the organization to grow, to perform efficiently. Dairy co-operative s represents a complex social system of the several processes involved in its organization, management and functioning. Organizational communication play vital role in achieving the management goals of the organization and therefore, various determinants of the organizational communication help in creating a congenial environment of better functioning by the various management personnel at various levels of management in the organization.

Key Words : Organization communication, Complex social system, Management

INTRODUCTION

Dairy co-operative have emerged on the national scene with 'Anand Pattern' of dairy co-operatives which emphasizes socio-economical development of the milk producers. The Operation Flood (O.F.) program have ushered white revolution in the country with setting up "Anand Pattern" of rural milk producer's co-operative societies, milk unions and milk federation at villages, districts and state level respectively as most commonly known three tier system of dairy co-operative organization. Being a highly specialized and professionalized organization, an efficient organizational communication network is must for proper and efficient management and functioning of the organization. Thus, an efficient management of the dairy co-operative organization only could be ensured when a great importance of communication is given due consideration by the top management of the organization.

Dairy co-operatives represent a complex social system of the several processes involved in its organization, management and functioning. All these functional areas and various departments or divisions are interlinked and therefore, communication plays an important role and has become intrinsic in dairy co-operative set up to achieve management goals of the organization.

In the present study, determinants of the organizational communication *i.e.* communication styles, communication linkages, purposes of messages, types of messages and communication channels utilization were studied which affects the organizational performances.

METHODOLOGY

The Research study was conducted under the aegis of Pradeshik Co-operative Dairy co-operative Federation Ltd. (P.C.D.F. Ltd.) set up of Uttar Pradesh. A total of 16 District Dugdh utpadak Sahakari Sangh Ltd. (D.U.S.S.) were selected which is commonly known as District Milk union in which "Operation flood" program was in active operation for more than 15 years. The sampling design of the study was comprised of four hierarchical levels *viz.*, Upper Management Level, Middle Level Management, Lower Level Management and Staff Level of Management. The composite sampling size of 64 was comprised of upper management level (16), middle management level (16), lower management level (16) and staff level management (16), respectively. The data were collected with the help of well structured interview schedule. In addition to an observation method technique was also employed.

RESULTS AND DISCUSSION

In the present study, four types of communication styles *viz.* (i) Controlling style, (ii) Relinquishing style, (iii) Developmental style and (iv) Defensive style were studied. The data were obtained and analyzed by with stylogram matrix. The Stylogram of the management personnel at different levels of management of the dairy co-operative is presented in Table 1.

| Table 1 : Stylogram of Management Personnel at Different Levels of Management | | | | | | (N=64) |
|---|---------------------|-------------------------------|-------|-------|-------|--------|
| Levels of management Average (Percentage) | | | | | | |
| Sr. No. | Communication style | ULM | MLM | LLM | SLM | Mean |
| 1. | Controlling | 22.96 | 20.45 | 17.00 | 19.42 | 19.95 |
| 2 | Relinquishing | 26.67 | 27.87 | 29.00 | 28.06 | 27.91 |
| 3. | Developmental | 26.67 | 27.14 | 28.06 | 27.70 | 27.13 |
| 4. | Defensive | 23.70 | 24.54 | 27.70 | 24.82 | 25.01 |
| ULM – Upper Level Management | | MLM – Middle Level Management | | | | |
| LLM – Lower Level Management | | SLM-- Staff Level Management | | | | |

It is evident from Table 1 that the Relinquishing style (27.91%) and Developmental style (27.13%) are adopted almost equally by the management personnel followed by Defensive style (25.01%) and Controlling style (19.95%). Although, the Relinquishing and Developmental styles are present almost in equal proportion, they do not seem to differ in any significant way. These styles, however, are found significantly different from Defensive and Controlling styles.

In the present era of human relations and decentralized decision making, it cannot be said that Relinquishing style is bad. The positive side of this style is that it is highly realistic and encouraging and is interesting in the development of others. It is also supportive and participative when needs arise. Management personnel are thus observed to be largely developmental in their communication styles. It is an indication that they are governed by the adult ego state of their mind. So, in all probability, they can be expected to be in control of their activities. Moreover, no one style is good for all situations. Thus, it may be concluded that the management personnel who are adopting Developmental style are healthy and they have the potential to deal with any situation. Large percentage of Defensive style (25.01%) which is regarded as negative behaviour is not warranted. The very concept of development does not provide for a Defensive style of communication.

It is also evident from the table that the personnel at the upper level of management (ULM) are dominated by Developmental and Relinquishing styles (26.67%). The Defensive style (23.70%)

is observed to be more than Controlling style (22.96%). However, no significant difference is observed among the different styles. At the level of MLM, Relinquishing and Developmental styles are adopted equally whereas Defensive style is observed to be more than Controlling style. Relinquishing style (29.00%) is found to be more as compared to Developmental and Defensive style which are observed equally by LLM. The Controlling style (17.00%) is least adopted by the management personnel at LLM.

However, there was not significant difference among the communication styles at the MLM as well as at LLM. At the level of SLM, Relinquishing style (28.06 %) found to be used more followed by Developmental style (27.70 %). The Developmental style (24.82 %) is adopted more in comparison to Controlling style (19.42%).

It is evident from the Table 1 (a) that relinquishing (3.86) and Developmental style (3.80) obtained almost equal score followed by defensive (3.38) and controlling style (2.88), respectively. The relinquishing and developmental styles were dominantly used by almost all the management personnel at various levels of the management in the organization.

| Table 1 (a) : Average score of communication styles at different levels of Management | | | | | |
|--|------|------|------|------|------|
| Communication Styles | ULM | MLM | LLM | SLM | Mean |
| Controlling | 3.10 | 3.25 | 2.72 | 2.43 | 2.88 |
| Relinquishing | 3.71 | 3.81 | 3.94 | 4.10 | 3.86 |
| Developmental | 3.57 | 3.73 | 3.87 | 4.03 | 3.80 |
| Defensive | 3.16 | 3.32 | 3.44 | 3.62 | 3.38 |

(Max. Score: 3.00)

N =64

Transactional analysis:

In the present study, all the three types of transactions i.e. Complementary, Crossed and Ulterior were studied and the data obtained through Transactionogramme is presented in table 2. The study concludes that although, in majority of the management situations transactions by and large are Complementary (41.26 %), the Crossed (29.14 %) and Ulterior (29.245%) transactions also occurred almost equally which is not a good sign for the top management authority and hence, they must initiate the necessary steps to check this unpleasant situation in future in the organization.

| Table 2 : Transactionogramme of Management Personnel at Different levels of Management | | | | | |
|---|----------------------|-------|-------|-------|-------|
| Types of Transaction | Levels of Management | | | | Mean |
| | ULM | MLM | LLM | SLM | |
| Complementary | 39.27 | 40.42 | 40.42 | 44.38 | 41.62 |
| Crossed | 29.38 | 30.62 | 28.96 | 27.60 | 29.14 |
| Ulterior | 31.35 | 28.96 | 28.64 | 28.06 | 29.24 |

It may be concluded that the management personnel are responsible for the failure of the programs in majority of the events or not achieving the desired results in the organization and it's the duties and responsibilities of the management personnel at the different levels of management to provide an open and healthy communication system which cannot be ignored too more.

Communication Linkages Behavior:

The Communication linkage behavior of the management personnel at the different levels of management has been presented in the Table 3 given below.

It is evident from the Table 3 that majority of the management personnel (3.52) were found to

| Table 3 : Communication Linkage Behavior Score at different Levels of Management | |
|--|--------------------------------------|
| Levels of Management | Communication Linkage Behavior Score |
| Upper (ULM) | 3.49 |
| Middle (MLM) | 3.47 |
| Lower (LML) | 3.59 |
| Staff (SLM) | 3.50 |
| Mean Score | 3.52 |

Maximum Score= 5.00

N=64

be in favor of establishing communication linkages with others. The maximum score (3.59) was obtained by the management personnel at the LLM followed by the SLM management personnel (3.50) and ULM (3.49), respectively. The lowest score (3.47) was found at the MLM in the organization. The reason for obtained higher score by the management personnel at the LLM might be due to the fact that these personnel being the new in the organization are with full of enthusiasm, energetic and young and wants to establish the communication linkages within and outside the organization whenever they get the opportunity. It was the opinion of these management personnel that they should have regular rapport with higher authority, social gathering with superiors as well as sub-ordinates, flexibilities to norms, values and principles, extend favors to the loyal sub-ordinates, friendly relations after office hours regardless of ranks and files as well as no restriction to meet the superiors in the organization. The above reasons shall be , therefore, helpful in creating a good organizational climate for the well functioning of the organization.

Communication Channel Utilization:

Communication channels were studied in respect of their utilization by the management personnel at different levels of management in the organization. The frequency with which the organizational incumbents at different levels were scored and have been presented in Table 4.

It is evident from the Table 4 that most of them are being used by the upper level of management personnel in their dealings followed by middle, lower and staff level of management personnel. The order with which the communication channels are being used is telephone, office letters, formal meetings, circulars, reports, office orders, work orders, lectures. Institutional literatures, leaflets, pamphlets & folders, employee handbook, memos, formal interviews, posters and charts, photographs, films, slides and transparencies respectively.

The data also reveals that these channels are being used more or less with similar frequency at the upper and middle level of management. A close perusal of data given in the table reveals that the management personnel at upper level have been utilizing telephone, office letters, circulars, formal meetings, reports, office orders, and work order as a channel in their dealing most frequently followed by lectures and institutional literature which are being used frequently. They are also using the channels such as leaflets, pamphlets and folders, employee handbook, memos, formal interviews, followed by posters and charts, photographs, films, slides and transparencies more or less with similar frequency. Telephone and formal meetings were found most frequently used channels whereas slides, transparencies and films were rarely utilized by the personnel of upper level management. Lecture as a channel of communication was not being used frequently. It is due to the fact, that the personnel of this level hold the highest position at the district unit of the organization and only looks after the administration work rather than training in which the lecture is the main channel of communication.

Table 4 : Average Score of Communication Channel Utilization at different

| Sr. No. | Communication Channels | Levels of Management | | | |
|-----------------|---------------------------------|----------------------|------|------|------|
| | | ULM | MLM | LLM | SLM |
| 1. | Telephone | 3.75 | 3.19 | 2.81 | 2.12 |
| 2. | Office Letters | 3.62 | 3.62 | 2.94 | 2.31 |
| 3. | Circulars | 3.50 | 3.00 | 2.50 | 1.50 |
| 4. | Formal Meetings | 3.56 | 3.44 | 3.37 | 3.50 |
| 5. | Reports | 3.31 | 3.37 | 3.19 | 3.50 |
| 6. | Office Orders | 3.31 | 3.50 | 2.69 | 1.25 |
| 7. | Work Orders | 3.06 | 2.75 | 1.87 | 1.06 |
| 8. | Lectures | 2.87 | 3.00 | 3.38 | 3.44 |
| 9. | Institutional Literature | 2.37 | 2.00 | 2.44 | 2.75 |
| 10. | Leaflets, Folders and Pamphlets | 1.75 | 1.44 | 1.69 | 2.44 |
| 11. | Employee Handbook | 1.75 | 1.63 | 0.88 | 0.63 |
| 12. | Memos | 1.75 | 2.38 | 2.44 | 1.81 |
| 13. | Formal Interview | 1.19 | 0.94 | 0.50 | 0.69 |
| 14. | Posters and Charts | 0.44 | 1.13 | 0.88 | 0.69 |
| 15. | Photographs | 0.44 | 1.06 | 0.69 | 0.69 |
| 16. | Films | 0.37 | 0.81 | 0.63 | 0.69 |
| 17. | Slides and Transparencies | 0.12 | 0.25 | 0.25 | 0.31 |
| Overall average | | 2.18 | 2.20 | 1.95 | 1.73 |

(Max. Score: 4)

N=64

ULM- Upper Level Management,
LLM- Lower Level Management,MLM- Middle Level Management
SLM- Staff Level Management

At the middle level of management, office letters, formal meetings, office orders, reports, telephones and circular channels are being utilized by the management personnel most frequently followed by lectures, work orders, memos and institutional literature. The personnel have used poster and charts, photographs, films and slides and transparencies least frequently at this level of management. It is also evident from the above table that lecture and memos were being used more frequently than upper level of management. It is due to the fact that the management personnel at this level are engaged in training work as well as supervisory work of their sub-ordinates and the representatives of the primary dairy co-operative societies. This level of management personnel was rarely using films, slides and transparencies in their dealings.

At the lower level of management, lectures, formal meetings and reports were most frequently used channels of communication by the personnel. These management personnel also frequently used institutional literature, memos and leaflets, pamphlets and folders as they are directly engaged in training and supervision work of the organization. They rarely used the films, slides and transparencies channels in their dealings. It is also obvious from the table that at the staff level of management formal meetings, reports and lectures channels are being used most frequently followed by institutional literature, leaflets, pamphlets and folders, telephones and office letters in their dealings whereas posters and charts, photographs, films, slides and transparencies channels of communication in their dealings. It might be due to the fact that neither these channels are provided by the head-office nor prepared by the staff personnel at the local level. It has been observed that no training was provided for communication skills at these levels of management, which has resulted low performance in communication, which ultimately affect in achieving the objectives of the organization.

Purpose of Message Flow:

In the present study three types of purpose of messages *i.e.* (1) Task Messages, (2) Maintenance Messages and (3) Human Messages were studied and the average score of the above messages have been presented in Table 5.

| Table 5 : Average score of various purposes of messages at different levels of management | | | | | |
|---|----------------------|------|-------|------|------------|
| Purpose of Communication Messages | Levels of Management | | | | Mean Score |
| | ULM | MLM | SLM | LLM | |
| Task purpose | 2.91 | 3.06 | 2.87 | 3.50 | 3.08 |
| Maintenance purpose | 3.56 | 3.47 | 3.34 | 3.58 | 3.48 |
| Human purpose | 2.93 | 2.67 | 2.95 | 3.20 | 2.93 |
| Max. Score: 6, | | | N =64 | | |

It is evident from the Table 5 that the maintenance purpose messages obtained more weight age (3.08) over task purpose (3.08) and human purpose (2.93), respectively. The human purpose message score was the least, which might due to the fact that these were directed at the personnel, their attitude, satisfaction and morale.

Directionality of Communication Flow:

Directionality of message flow includes three types of communication flow of messages *i.e.* (1) upward, (2) downward and (3) horizontal respectively. The flow of communication messages among various levels of management of the organization has been depicted in Table 6.

| Table 6 : Direction of Communication Flow at Different levels of Management | | | | | |
|---|------|------|-------|------|------|
| Direction of communication flow | ULM | MLM | LLM | SLM | Mean |
| Upward | 2.06 | 2.40 | 2.21 | 1.97 | 2.16 |
| Downward | 1.86 | 2.11 | 1.87 | 1.68 | 1.88 |
| Horizontal | 1.97 | 2.33 | 2.21 | 2.01 | 2.13 |
| (Max. Score=3.00) | | | N= 64 | | |

It is evident from the table that the amount of upward communication (2.16) was higher than of downward (1.88) as well as horizontal (2.13) at all the levels of management in the organization. It is interesting that the horizontal communication was observed more than downward communication at all the levels of management. The upward communication was observed to be almost equal to the horizontal at all the levels of management.

Conclusion:

The present study has amply demonstrated that the management determinants of the organizational communication play a vital and indispensable role in management of the dairy co-operative organization. All the above studied determinants directly assist the management system to achieve the goals of the organization.

Thus the top management of the dairy co-operative organization was required to give due consideration to enhance human purpose messages to raise downward communication and to lessen the relinquishing and defensive styles by the management personnel. The crossed and ulterior transactions should have to be avoided by the top management at various levels of management in the organization.

Recommendations:

In the present study, some of the important implications and recommendations arising basically from the findings are as follows:

1. All the management personnel at different levels of management to be given specific and regular training of a refresher types so as to enable them to maintain their professional competency.
2. The training has to be coupled with regular and continuous counseling as well as guidance, timely advice and supervision at the different levels of management. A forum may also be created where the management personnel could meet together at regular interval basis for the problem solving in the organization.
3. It is necessary to set up an extension wing or communication center in the organization, which could meet the requirements of the extension literature and publicity materials for the development of the organization.
4. The top management of the organization must recognize the importance of downward communication for guidance to the subordinates and also feedback for the messages sent upward by the management personnel in the organization.
5. It is necessary to enhance the inter and intra organizational communication linkages at all the levels for better co-ordination among and within allied departments *viz.*, State Milk Board, PCDF, Animal Husbandry, Rural Development, Agriculture, Co-operative Banks and the finance institutions etc.
6. There is a need to employ the various methods to improve the vertical communication such as suggestion systems, grievances redressal system, counseling and solicitation of letters from the management personnel and open door policies.
7. Modern and sophisticated communication network facilities based on computer and other electronic gadgets *i.e.* internet, mobile phones, video conferencing etc. are urgently required for faster communication better co-ordination, effective control and monitoring at different levels of management in dairy co-operative organization.
8. The top management may be provided high levels managerial training specially in the organizational communication and management at the reputed national institutes *i.e.* NIRD, NARM, and IRMA for improving the communication skills and behavioral aspects to change the attitude and communication efficiency of the management personnel and would assist in achieving the organizational objectives as well as performance of the dairy co-operative organizations.

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