

## **Importance of Communication Message Purposes in enhancing the Managerial efficiency of Dairy Co-operative personnel**

**ASHOK KUMAR**

Associate Professor

Department of Adult and Continuing Education and Extension

Jamia Millia Islamia, New Delhi (U.P.) India

### **ABSTRACT**

Organizational communication is the flow of messages within a network of interdependent relationship. The purpose of communication messages plays an important role in achieving the organizational goals. These communication purpose messages have been categorized as task purpose, maintenance and human purpose messages. In the present study, the maintenance purpose messages obtained more weight age over task purpose and human purpose messages. Therefore, it could be said that due to these purpose messages, the organizational performance is quite satisfactory as it relates to rules and regulations, procedures, orders and control which are necessary to run the organization. The task messages are also quite often performed at the different levels of management and therefore, play a vital role to the organizational development. The human purpose messages which obtained lower score is a serious threat for the organization because this purpose message is directed to the employees and their attitude, satisfaction and morale and therefore due consideration is required from the top authority or management of the organization to enhance this human purpose messages in the organization to achieve the organizational goal effectively.

**Key Words :** Organizational communication, Organizational performance, Managerial efficiency, Net work analysis

### **INTRODUCTION**

Organizational communication is the flow of messages within a network of interdependent relationships. It is recognized that communication between the management and employees is vital to the target achievement and success of the organization. The impact of communication in terms of productivity and improvement is often neglected. The purpose of communication messages flow play an important role in the organization in achieving the goals effectively. It refers to why the messages are sent and received in the organization and what specific purposes they serve. The messages through which these purpose are attained in the organization have been categorized as the task purpose messages, maintenance purpose messages and human purpose messages respectively

## METHODOLOGY

The present study was conducted under the aegis of Pradeshik Co-operative Dairy Federation Ltd. (P.C.D.F.) in Uttar Pradesh. The sampling design of the study was comprised of four hierarchical management levels viz., upper, middle, lower, and staff respectively. The composite sampling size of 64 was comprised of upper (16), middle (16), lower (16) and staff (16) levels of management respectively. The area of the present study was 16 District Dugdh Utpadak Sahakari Sangh Ltd. (D.U.S.S. Ltd.) of western U.P. which are commonly known as District Milk Union also.

The communication message purposes in dairy co-operative organization were studied as under *i.e.* (1) Task Purpose Message (2) Maintenance Purpose Message and (3) Human Purpose Message

### Task Purpose Message:

These relate to those messages or services which are specific to the organizational development. Task message includes twelve specific purposes which are distinguished and mentioned below along with description.

**Initiator - Contributor:** Suggests or proposes to the group new ideas or a changed way of regarding that group problems or goals.

**Information - Seeker:** Asks for clarification or suggestions made in terms of their factual adequacy for authoritative information and facts pertinent to the problem being discussed.

**Opinion-Seeker :** Asks not primarily for the facts of the case but for a clarification of the values pertinent to what the group is undertaking or of values involved in a suggestions made or in alternative suggestion.

**Information- Giver:** offers facts of generalization which are ‘authoritative’ or release his own experience pertinently to the group problems.

**Opinion-Giver:** State his belief or opinion pertinently to a suggestion made or to alternative suggestions.

**Elaborator:** Spells out suggestions in term of examples or developed meanings .offers a rationale for suggestions previously made and tries to reduce how an idea or suggestion would work out if adopted.

**Coordinator:** Shows or clarifies the relationship among various ideas and suggestions, tries to pull ideas and suggestions together or tries to co-ordinate the activities of various members of sub groups.

**Orienteer:** Defines the positions of the group to its goals by summarizing what has occurred, points to departures from agreed upon directions or goals or raises questions about the direction which the group discussion is taking.

**Evaluator -Critic:** Subjects the accomplishment of the group to some standards of group functioning in the context of the group task.

**Energizer:** produce the group to action or decision, attempts to stimulate or arouse the group to “greater” or “higher quality” activity.

**Procedural - Technician :** Expedites group movement by doing things for the group performing routine tasks ,e.g. distributing materials or manipulating objects for the group ,rearranging the seating or running the recording machine.

**Recorder:** Writes down suggestions, makes a record of group decisions or writes down the product of discussion.

**Maintenance Purpose Message :**

It covers messages pertaining to regulation, procedures, orders, and control necessary to facilitate organizational movement toward its output. Therefore, this message relates to the achievement in the organization. This message is comprises of seven specific purposes which are listed below along with their description.

**Encourager:** Praises, agrees with and accepts the contribution of others.

**Harmonizer:** Mediates the differences between other members, Attempts to reconcile disagreements, relieves tensions in conflict situations through greasing or pouring oil on the troubled water etc.

**Compromiser:** operates from within a conflict in which his ideas or positions involved.

**Gate Keeper- Expediter:** Attempts to keep communication channels open by encouraging or facilitating the participation of others or by proposing regulation of the flow of communication.

**Standard-Setter:** Express standards for the groups to attempts to achieve in its functioning or applies standards in evaluating the quality of group processes.

**Group Observer:** Keeps records of various aspects of group process and feeds such data with proposed interpretations into the group's evaluation of its own procedures.

**Follower:** Goes along with the movement of the group, more or less passively accepting the ideas of others, serving as an audience in group discussion and decision.

**Human Purpose Message:**

It is directed at people within organization, their attitude, satisfaction and morale. Eight specific purposes are considered under human message as these are listed below along with description.

**Aggressor :** May work in many ways deflating the status of others, expressing disapproval of the values, acts of feelings of others, attacking the group or the problem it is working on, joking aggressively, showing envy towards another's contribution by trying to take credit for it, etc.

**Blocker:** Tends to negativistic and stubbornly resistant, disagreeing and opposing without or beyond reason and attempting to maintain or bring back an issue after the group has rejected it.

**Recognition-Seeker :** Works in various ways to call attention to himself, whether through boasting, reporting on personal achievements, acting in unusual ways, struggling to prevent his being placed in an "inferior" position, etc.

**Self Confessor:** Uses the audience Opportunity which the group setting provides to express personal, non group oriented "feeling", "insight" ideology etc.

**Playboy:** Makes a display of his lack of involvement in the group's processes.

**Dominator:** Tries to assert authority or superiority in manipulating the group or certain members of the group.

**Help-Seeker:** Attempts to call for the "sympathy" response from other group members or from the whole group.

**Special Interest Pleader :** Speaks for the "small business", the grassroots "community", "the housewife", "labor" etc. usually cloaking his own "prejudice or bias" in the stereotype which best fit his individual needs.

Keeping in view all specific purposes, 27 statements were constructed and rated on seven point continuum scale. Respondents were asked to tick out on any of the seven columns attributes as Always, quite Often, often, Normally, Seldom, rarely, and never with their respective score of 7, 6, 5, 4, 3, 2, 1 and 0, respectively. The total score in all the three different categories of messages was worked out and average score of each respondent was calculated by dividing the total score

with the number of statements, *i.e.* by 12, 7 and 8 respectively. The obtained average scores of all these messages were tabulated. In order to work out the results, values of the messages mean score value was worked out with the following formula.

$$\text{Mean} = \frac{\text{Total score of all the statements}}{\text{Total number of statements}}$$

All the three types of communication purpose messages have been discussed in details as under.

**Task Purpose Messages (Twelve specific purposes) :**

Initiator	-	Contributor
Energizer		
Information	-	Seeker
Elaborator		
Evaluator	-	Critic
Information	-	Giver
Opinion	-	Seeker
Procedural	-	Technician
Recorder		
Co-coordinator		
Orienteer		
Opinion	-	Giver

**Maintenance Purpose Messages (Seven specific purposes) :**

Encourager		
Harmonizer		
Observer	-	Commentator
Follower		
Compromiser		
Standard setter		
Gate keeper	-	Expediter

**Human Purpose Messages (Eight specific purposes) :**

Aggressor		
Recognition	-	Seeker
Play boy		
Special Interest Pleader		
Dominator		
Blocker		
Self confessor		
Help	-	Seeker

## RESULTS AND DISCUSSION

The findings of the study have been discussed as under in details. The messages through

which these purposes are attained in the organization have been categorized as the task purpose messages, maintenance purpose messages and human purpose messages respectively. The average score of the task, maintenance and human purpose messages at the different levels of management has been depicted in Table 1.

**Table 1 : Extent of average score of various Purposes of Communication messages at different levels of Management**

Purpose of Communication Messages	Levels of Management				Mean Score
	Upper	Middle	Lower	Staff	
Task Purpose Message	2.91	3.06	2.87	3.50	3.08
Maintenance Purpose Message	3.56	3.47	3.34	3.58	3.48
Human Purpose Message	2.93	2.67	2.95	3.20	2.93

Max.Score:6

N=64

ULM- Upper Level Management,

MLM- Middle Level Management

LLM- Lower Level Management,

SLM- Staff Level Management

It is evident from the Table 1 that maximum score (3.48) was found to be for the maintenance purpose messages followed by the task purpose messages (3.08). The lowest score was obtained for the human purpose messages (2.93) by the management personnel at different levels of management in the organization. The reason for the higher score on maintenance purpose messages might be due to the fact that this purpose of messages relates to rules, regulation, procedures, orders and control which are necessary to run the organization towards its output. The human purpose messages were the least which might be due to the fact that these purposes of messages are directed at the personnel, their attitude, satisfaction, and morale and therefore, less weight age was given to the human purpose messages by the management personnel at the different levels of management.

Further, a comparison of the various attributes of the task purpose messages and their extent of observance at the different levels of management is also being made and has been presented in Table 2. It is evident from the table that maximum number of roles of task purpose messages is performed while executing their task in the organization. The roles of task purpose messages which have found to be having higher score include procedural-technician (4.03), information-seeker (4.01), elaborator (3.93), opinion-giver (3.84), Evaluation-critic (3.37), opinion- seeker (3.14), and recorder (3.06), respectively whereas orienteer (1.61), coordinator (1.45), and energizer (1.17) roles found to have lower score among 12 roles of task purpose messages in the organization. This shows that most of the task purpose roles are carried by almost of the management personnel rather than very few roles *i.e.* orienteer, coordinator and energizer at the different levels management personnel in the organization.

At the ULM, information seeker, elaborator, procedural technician and energizer roles obtained higher score followed by initiator contributor, opinion giver and evaluation-critic roles which obtained the medium score whereas opinion seeker, information giver and recorder followed by energizer, coordinator and orienteer roles found the least score at the ULM by the management personnel. The roles of the task purpose messages at the MLM, which obtained the higher score are in a descending order *i.e.* information giver, procedural technician and elaborator respectively. The lowest score was obtained for the orienteer, coordinator and energizer roles of the task purposes messages at the MLM.

At the LLM, the higher score was found to opinion giver, information seeker, procedural

technician, evaluation critic and elaborator in comparison to opinion seeker, recorder, initiator contributor and orienteer respectively. At the SLM, the maximum score was obtained to the elaborator, information seeker, information giver and opinion giver roles.

It might be concluded from the table that SLM personnel have the maximum involvement and commitment for all the three purpose messages. The MLM personnel were found to be most often committed to the task purpose messages whereas ULM was found most often committed to the maintenance purpose messages. The LML was found to be engaged most often in human purpose messages in the organization.

<b>Table 2 : Role of the Task Purpose Messages and their Extent of Observance</b>						
Sr. No.	Task Purpose Messages	Levels of Management				Mean Score
		ULM	MLM	LLM	SLM	-
1.	Initiator-contributor	3.94	3.19	2.75	4.06	3.48
2.	Energizer	1.38	0.88	0.81	1.63	1.17
3.	Information- seeker	4.25	3.56	3.81	4.44	4.01
4.	Elaborator	4.00	3.81	3.25	4.69	3.93
5.	Evaluation-critic	3.19	3.56	3.31	3.44	3.37
6.	Information-giver	2.69	4.25	4.00	4.44	3.84
7.	Opinion-seeker	2.81	3.50	2.94	3.31	3.14
8.	Procedural-technician	4.13	3.94	3.56	4.50	4.03
9.	Recorder	2.63	3.06	2.94	3.63	3.06
10.	Coordinator	1.19	1.69	1.00	1.94	1.45
11.	Orienteer	1.06	1.75	2.00	1.63	1.61
12.	Opinion-giver	3.69	3.56	3.81	4.31	3.84
	Mean	2.91	3.06	2.87	3.50	3.08

Max. Score: 6

N=64

The comparison of the various roles of the maintenance purpose messages and their extent of observance at the different levels of management has been presented in Table 3.

<b>Table 3 : Roles of Maintenance Purpose Messages and their Extent of Observance</b>						
Sr. No.	Maintenance Purpose Messages	Levels of Management				Mean Score
		ULM	MLM	LLM	SLM	
1.	Encourager	3.00	3.19	3.00	3.13	3.08
2.	Harmonizer	4.00	3.81	3.50	3.94	3.81
3.	Compromiser	3.13	3.00	3.25	3.44	3.21
4.	Gate keeper/Expediter	2.63	2.75	2.19	2.56	3.53
5.	Standard setter	3.69	4.13	4.00	4.06	3.97
6.	Group observer	4.00	3.81	4.31	4.06	4.06
7.	Follower	4.25	3.63	3.50	3.88	3.81
	Mean	3.56	3.47	3.34	3.58	3.48

Max. Score: 6.00

N= 64

It is evident from the Table 3 that the higher score was obtained to the group-observer (4.06) role whereas the lowest score was rested with the gatekeeper/expediter (2.53) roles at the different levels of management related to the maintenance purpose messages in the organization. The middle range of scores was obtained to the roles which include standard setter (3.97), harmonizer and

follower (3.81), compromiser and encourager (3.08) in a descending order at the different levels of the management of the organization.

The data also revealed that the follower, group observer and harmonizer roles obtained the higher score at the ULM whereas the lowest score was found to be having with gate keeper/expediter roles of the maintenance purpose of messages. At the MLM, the maximum score was rested with standard setter role whereas the lowest score was obtained to the gatekeeper/expediter role. At the SLM level of management the highest and equal score was found to be with the standard setter and group observer whereas the lowest score was rested with the gate keeper/expediter role of maintenance purpose of messages.

The comparison of various roles of the human purpose messages and their extent of observance at the different levels of management has been presented in Table 4.

**Table 4 : Roles of Human Purpose Messages and their Extent of Observance**

Sr. No.	Human Purpose Messages	Levels of Management				Mean Score
		ULM	MLM	LLM	SLM	
1.	Aggressor	2.75	2.44	2.56	3.50	2.81
2.	Blocker	3.31	3.50	2.88	2.94	3.15
3.	Recognition seeker	3.94	4.13	3.25	3.88	3.80
4.	Self confessor	2.31	1.44	2.06	2.38	2.04
5.	Play boy	3.00	2.50	3.25	3.19	2.98
6.	Dominator	2.13	2.63	3.31	3.44	2.87
7.	Help seeker	2.56	3.13	2.63	2.75	2.76
8.	Special interest pleader	3.44	3.69	3.69	3.63	3.61
	Mean	2.93	2.67	2.95	3.20	2.93

Max. Score: 6.00

N=64

It is evident from the Table 4 that recognition seeker role found the higher score (3.80) followed by special interest pleader (3.61) and blocker (3.15). The lowest score (2.04) was obtained with self confessor role of the human purpose messages. At the ULM, the higher and equally score was obtained for the recognition seeker 93.94) followed by special interest pleader (3.44) whereas the lowest score was rested with dominator (2.13) roles of the human purpose messages in the organization. At the LLM, the highest score was found to be having with special interest pleader (3.69) followed by dominator (3.31) roles of human purpose messages in the organization whereas the lowest score was found to the self confessor. At the SLM, the higher score was found to be with the recognition seeker (3.38) whereas the lowest score was obtained to the self confessor (2.38) role of the human purpose messages in the organization.

### Conclusion:

It might be concluded that out of the total twenty seven roles of the three task, maintenance and human purpose messages, the maintenance purpose messages obtained more weight age over task purpose and human purpose messages. Therefore, it could be said that due to these purpose messages, the organizational performance is quite satisfactory as it relates to rules and regulations, procedures, orders and control which are necessary to run the organization. The task messages are also quite often performed at the different levels of management and therefore, play a vital role to the organizational development. The human purpose messages which obtained lower score is a serious threat for the organization because this purpose message is directed to the employees and

their attitude, satisfaction and morale and therefore due consideration is required from the top authority or management of the organization to enhance this human purpose messages in the organization.

## REFERENCES

- Bales, R.F. (1958). Task roles and social roles in problem solving groups. 3<sup>rd</sup> edition, Holt, New York, 437-447.
- Bennet, Kenneth and Sheats, P. (1948). Functional roles of group members. *J. Soc. Issues*, **4** : 41-49.
- Goldhaber, G.M. (1974). Organizational communication. W.M.C. Brown Company Publishers, I.C.W.A., U.S.A.
- Singh, Kulwant and Verma, O.S. (1983). An appraisal of leadership styles, roles and credibility in scientific organization. M.Sc. Thesis (Unpublished), N.D.R.I, Karnal, Haryana.
- Tiwari, O.K. (1989). A study of the role expectation and role performance of the field supervisors of dairy co-operative milk unions in U.P., Ph.D. Thesis (Unpublished), N.D.R.I, Karnal, Haryana.

\*\*\*\*\*