



**A STUDY OF ORGANIZATIONAL COMMUNICATION AND
MOTIVATION OF EMPLOYEES IN KOLHAPUR ZILLA
SAHAKARI DUDH UTPADAK SANGH LIMITED (GOKUL)**

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INTRODUCTION:

Motivation is a force that energizes, directs and sustains an employee's efforts. Highly motivated people, with adequate ability and understanding of the job, will be highly productive and therefore managers must know what behaviours they want to motivate people. Motivation is one among the various factors affecting individual performance. All organizational facilities will go waste in the lack of motivated people to utilize these facilities effectively.

Effective communication builds commitment and motivation in the employees' minds and hearts. To ensure that the work of each employee does matter and each employee understands how his work is important to the organization motivates the employees. Organizational communication is an evolutionary, culturally dependent process of sharing information and creating relationships in environments designed for manageable goal oriented behavior. Sharing this information motivate the workers for getting quantitative work from them because this information gives recognition, helps the feeling of ownership, sense of belonging and improve the involvement, competitive spirit for achievement among the employees.

ABOUT THE STUDY ORGANIZATION:

Kolhapur Zilla Sahakari Dudh Utpadak Sangh Limited (Gokul), the study organization is a cooperative sector. Gokul manufactures milk products like pastured and skimmed milk, milk powder, table butter, shrikhand, amrkhand, lassi etc.

OBJECTIVES:

1. To study organizational communication as regards motivation of employees.
2. To examine the communication strategies adopted by Gokul for motivation of employees.

METHODOLOGY:

For fulfilling the above objectives, both primary and secondary data is collected. Primary data is collected by administering an interview schedule to managerial staff and non-managerial staff from Gokul. The secondary data is collected from various published sources. Data collected is compiled and analyzed for the purpose of study.

SAMPLE DESIGN:

The sample size is predetermined as 25 respondents from managerial staff and 150 from non-managerial staff from Gokul. The sample respondent is selected randomly who is willing to participate in the survey.

MOTIVATION OF EMPLOYEES AND ORGANIZATIONAL COMMUNICATION:

Human resource is the most important and complex factor of production in any organization. It is the basic function of the manager to utilize human resources to the optimum level. It is the easier way to achieve the organizational goals by motivating people through effective communication. Communication is a process to keep employees informed about what is going on in the organization, involving employees in decision-making, listening and responding to them, and applying supportive style etc. contributes a lot to successful motivation. The success of the manager and his performance would depend to a great extent upon the performance of the subordinates. Performance in most of the organizations is the usual means for determining how people are informed, how they are encouraged and the extent to which they are participated. There is the perfect correlation between performance and motivation. Therefore managers constantly face the question of how to motivate employees to maintain high performance. They are concerned with subordinates' motivation. Efficient managers apply communication techniques to motivate them to achieve organizational performance. They keep two way communication channel to motivate and thus to enhance their productivity. Through the communication process the managers exerts influence on employees' motivation.

It is the obvious that monetary incentives are the most effective forces of motivation, but 'money' is not the only motive behind the efficient and sincere work. When the supervisor puts trust in the subordinates, they only tries to prove worthy of the trust. If they get job satisfaction, social recognition, status of prestige and sense of belonging to the organization, they are certainly motivated for the development and the welfare of the organization. According to the Herbert G. Hicks & C Ray Gullett, "Motivating is a complex process. It involves externals rewards such as wages and salaries, recognition and promotions. It also includes internal rewards such as satisfactions with a job well done and

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challenges of a job to be done. A manager must provide the right “mix” of satisfaction, if the individual is to be motivated in the desired direction.”

Motivation is an internal force at work within the individual person. A communication model may be the means of triggering a motivation force within a person. Managers are concerned “to get things done through.” Next to planning, controlling, motivation is an unspecified yet critical part of managerial function. Motivation function is not something to schedule work timings, it is a process that requires continuing communication.

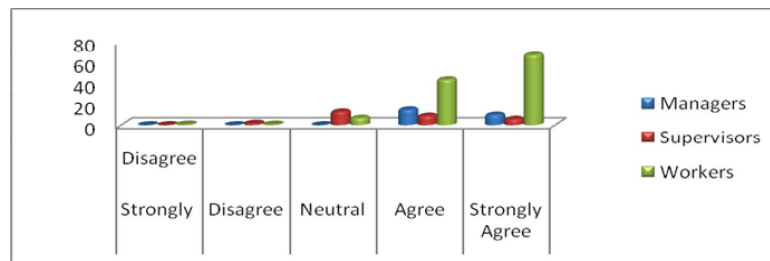
How organizational communication motivates employees?

- Clarifying the purpose, objectives and procedures.
- Encouraging employees’ participation in decision making.
- By developing management - subordinates relations.
- By fulfilling the Needs of employees:
- Fair Hearing to the grievances and suggestions of employees
- Coordination of Human Beings.

ANALYSIS OF DATA:

Table No. 1:- Information given about general practices, policies and objectives of the organization.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean Score	%	Average Mean score	Average%
Managers	0	0	0	15	10	4.40	88.00	4.16	83.27
Supervisors	0	2	13	9	6	3.63	72.60		
Workers	1	1	7	44	67	4.46	89.20		



In order to know whether, the general practices, policies and objectives of the organizations are informed to the employees or not the question was asked to the respondents. From the above table and diagram, it is observed that, the mean score of workers is higher than the managers and supervisors. The level of acceptance is above 83%.

The analysis clearly indicates that the practice of giving information about general practices, policies and objectives of the organizations, is being effectively done in the organizations.

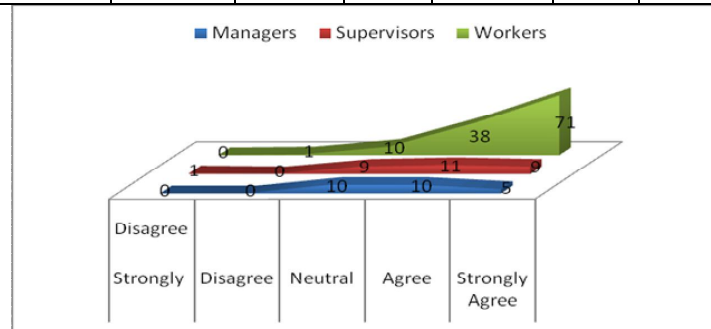
Table No. 2:-Clear instructions given about job responsibilities and duties of employees

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean Score	%	Average Mean score	Average %
Managers	0	0	0	10	15	4.60	92.00	4.50	89.93
Supervisors	0	0	2	16	12	4.33	86.60		
Workers	0	0	6	41	73	4.56	91.20		

In order to find out whether, the instructions about job responsibilities and duties of employees are given or not, the question was asked to the respondents. From the above table, it is observed that the mean score of managers 92.00% which is higher than the mean scores of supervisors and the workers. The analysis clearly shows that, the instructions about job responsibilities and duties of employees are given in the organization.

Table No. 3:- Display of safety rules and posters at prominent places.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean Score	%	Average Mean score	Average %
Managers	0	0	10	10	5	3.80	76.00	4.06	81.27
Supervisors	1	0	9	11	9	3.90	78.00		
Workers	0	1	10	38	71	4.49	89.80		



To find out whether, the practice of displaying safety rules and posters at prominent places is being effectively used or not, the question was asked to the respondents. From the above table and diagram, it is observed that, the mean score of workers is higher than the mean scores of managers and supervisor. The level of agreement is above 76.00% and the average agreement is above 81%.

Therefore the analysis clearly indicates that, the practice of display of safety rules and posters at prominent places is being effectively adopted in the organizations.

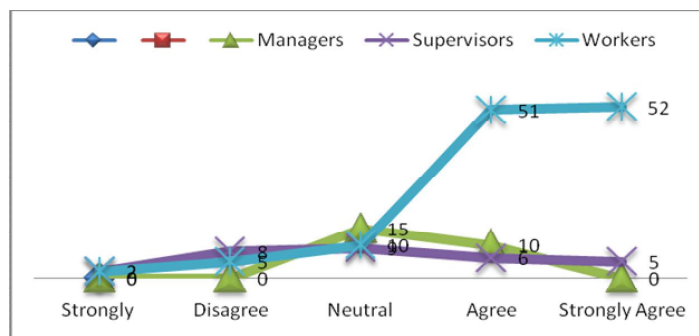
Table No. 4:-Feedback on the actions taken on the subordinates suggestions, opinions, complaints and grievances etc.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean Score	%	Average Mean score	Average %
Managers	3	0	4	12	6	3.72	74.40	3.80	76.06
Supervisors	0	6	11	8	5	3.40	68.00		
Workers	0	5	8	56	51	4.28	85.60		

In order know to whether, the feedback on the actions taken on the subordinates suggestions, opinions, complaints and grievances etc. is being effectively given or not, the question was asked to the respondents. From the above table, it is clear that the mean score of workers is higher than the mean scores of managers and supervisors. The level of agreement is above 68%. The average % is above 76% therefore it is that, the feedback on the actions taken on the subordinates' suggestions, opinions, complaints and grievances, is being communicated in the organizations.

Table No. 5:-Functioning of Suggestion box scheme.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean Score	%	Average Mean score	Average %
Managers	0	0	15	10	0	3.40	68.00	3.58	71.67
Supervisors	2	8	9	6	5	3.13	62.60		
Workers	2	5	10	51	52	4.22	84.40		



In order to know whether, the suggestion box scheme is being effectively used or not, the question was asked to the respondents. From the above table and diagram it is observed that, the workers are more in favour of this statement than managers and supervisors. The level of acceptance is above 68%. The

analysis clearly indicates that, existence of open-door-policy is being effectively used in both the organizations and it reflects upward communication.

Table No. 6:- Existed formal grievance redressal procedure

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean Score	%	Average Mean score	Average %
Managers	0	0	10	10	5	3.80	76.00	80	75.93
Supervisors	0	6	10	9	5	3.43	68.60		
Workers	0	6	11	61	42	4.16	83.20		

In order know to whether, formal grievance redressal procedure is being effectively used or not, the question was asked to the respondents. The data obtained is presented in the table. From the above table, it is observed that, the mean score of workers (83.20%) is higher than managers and supervisors. The analysis clearly indicates that, existence of formal grievance redressal procedure is being effectively used in organizations.

Table No. 7:-Existence of open-door-policy.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean Score	%	Average Mean score	Average %
Managers	0	0	5	20	0	3.80	76.00	3.88	77.67
Supervisors	0	2	14	11	3	3.50	70.00		
Workers	0	1	12	51	56	4.35	87.00		

In order know to whether, existence of open-door-policy is being effectively used or not, the question was asked to the respondents. The data obtained is presented in the table. From the above table, it is clear that, the workers are more in favour of this statement than managers and supervisors. The analysis clearly indicates that, existence of open-door-policy is being effectively used in the organizations and it reflects upward communication.

Table No.8:-Encouragement to employees to approach superiors with suggestions, opinions and complaints.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean Score	%	Average Mean score	Average %
Managers	0	0	5	5	15	4.4	88.00	4.09	81.73
Supervisors	0	5	9	12	4	3.5	70.00		
Workers	0	4	9	47	60	4.36	87.20		

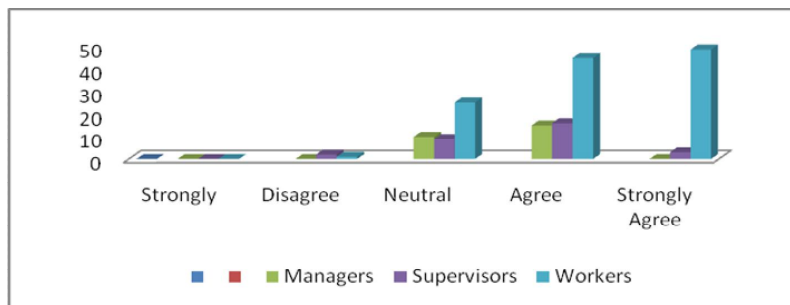
In order know to whether, superiors encourage employees to approach superiors with suggestions, opinions and complaints or not, the question was asked to the respondents. The data obtained is presented in the table. From the
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above table, it is observed that, the mean score of managers is higher than the mean scores of workers and supervisors. The level of agreement is above 70%.

The analysis clearly indicates that, the practice of encouragement to employees to approach superiors with suggestions, opinions and complaints is being effectively adopted in the organizations.

Table No. 9:-Feedback on work environment and welfare facilities.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean Score	%	Average Mean score	Average %
Managers	0	0	10	15	0	3.60	72.00	3.82	76.33
Supervisors	0	2	9	16	3	3.67	73.40		
Workers	0	1	25	45	49	4.18	83.50		



In order know to whether, feedback on work environment and welfare facilities are being effectively used or not, the question was asked to the respondents. The data obtained is presented in the table. From the above table, it is observed that, the mean score of workers is higher than the mean scores of managers and supervisors. The level of agreement is above 72% in the organizations. The analysis clearly indicates that, feedback on work environment and welfare facilities is being asked from the employees in the organizations.

Table No.10:-Encouragement for cultivation of personal artistic creativity.

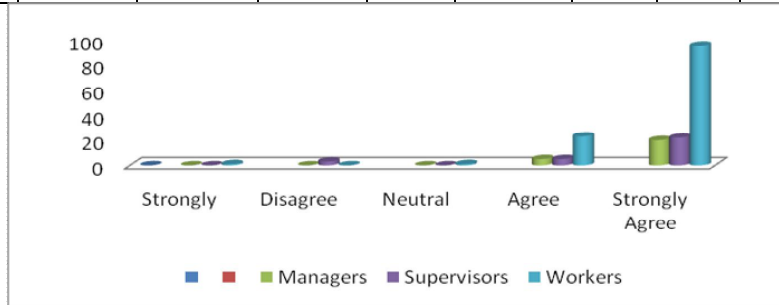
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean Score	%	Average Mean score	Average %
Managers	0	0	5	10	10	4.20	84.00	3.57	71.40
Supervisors	4	5	3	12	6	3.37	67.40		
Workers	31	17	15	18	39	3.14	62.80		

In order know to whether, the employees are encouraged for cultivation of personal artistic creativity or not the question was asked to the respondents. The data obtained is presented in the table. From the table, it is observed that, the mean score of manager (84.00%) is higher than the mean scores of other categories.

The analysis clearly indicates that, the organization is encouraging the employees for cultivation of personal artistic creativity.

Table No.11:-Pride in being an employee of this organization.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean Score	%	Average Mean score	Average %
Managers	0	0	0	5	20	4.80	96.00	4.70	93.93
Supervisors	0	3	0	5	22	4.53	90.60		
Workers	1	0	1	23	95	4.76	95.20		



In order to know whether the employees feel proud being an employee of this organization or not, the question was asked to the respondents. The data obtained is presented in the table. From the above table, it is observed that, the mean score of workers is higher than the mean score of managers and supervisors. The average percentage of acceptance is 93.93%. This clearly indicates that, the employees feel very proud being an employee of this organization.

FINDINGS:

1. Gokul gives information about general practices, policies and objectives of the organization. Sharing information with the subordinates helps them to satisfy their basic needs for belongingness and for individual recognition.
2. Gokul clarifies job responsibilities and duties of employees to them. This information is necessary for employees to avoid confusion and wastages and also helpful to carry out their job with responsible manner using maximum efficiency to fulfill the responsibility. It increases the self-confidence and provides job satisfaction to the employees.
3. Gokul displays safety rules and posters at prominent places. It creates safety atmosphere in the organization. It increases the confidence of employees and helps to develop feeling of belongingness.
4. Formal grievance redressal procedure is existed in Gokul. The management gives a fair hearing to the grievances and the suggestions of the employees before issuing the orders. It develops the sense of security among the employees.

5. Gokul communicates actions taken on the subordinates suggestions, opinions, complaints and grievances. It helps employees to develop sense of participation, to make them feel that they are a respected and recognized by management.
6. Management asks suggestions to subordinates for improvement in product, production process, cutting down wastages, increasing efficiency etc. It enables in increasing employees' feel of participation, belongingness, being recognized which is helpful for inspiring employees to work hard.
7. Open-door-policy exists in the Gokul. It is helpful to create climate of trust and respect, to improve relationship with subordinates.
8. Gokul encourages employees for cultivation of personal artistic creativity and their hobbies. It keeps employees always fresh, satisfied and motivated. It enables them to develop sense of recognition.
9. Gokul employees feel proud being an employee of this organization.

CONCLUSIONS:

Motivated employees are more committed and competent to achieve their work roles and goals. They can contribute effectively in the organization's effectiveness. Through effective communication, managers can create a feeling of belongingness. The interaction and exchange of facts, feelings and opinions improve management-subordinate relations. Employees feel sense of participation, recognition when they are continuously informed about organization's policies and practices.

It is found that which business organizations are encouraging their employees for suggestions for improvement of the product, bettering production methods, cutting down waste and increasing efficiency, feedback on policies and changes, their views on solving the problems the successful are successful because they motivate the employees. It develops the sense of feeling that they are a respected part of the organization.

The interaction and exchange of facts, feelings and opinions between the manager and subordinates improve their relation and create the healthy atmosphere in the organization. The organization develops an effective system of communication, so that they can issue instructions, receives the reactions of the employees, guide and motivate them. It is through the effective communication the organization can create a feeling of belongingness, participation and recognition among the employees and motivates them to improve involvement, commitment and competitive spirit for achievement of organizational goals.

There are no fixed motivations that may generalize. People do not want the same thing in the same order to the same extent but in general, all people have the same ultimate need. The universal desire is to find self-hood or self-fulfillment which is the rounded development of one's capacity. And the effective

communication model may be the means of triggering a motivating force within the employee.

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