

ANNEXURE – II



"IMPORTANCE OF COMMUNICATION IN INDUSTRY"

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A Declaration by the Guide

This is to certify that Mr Meljoe Ferreira, a student of BBA (Aviation Operations), Roll no 500033792 of UPES has successfully completed this dissertation report on "IMPORTANCE OF COMMUNICATION IN INDUSTRY" under my supervision.

Further, I certify that the work is based on the investigation made, data collected and analyzed by him and it has not been submitted in any other University or Institution for award of any degree. In my opinion it is fully adequate, in scope and utility, as a dissertation towards partial fulfilment for the award of degree of BBA (Aviation Operations).



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ABSTRACT

OBJECTIVES

The aims and objectives of this project are as under:

- (1) To study the channels and media of communication existing in the organization.
- (2) To find out whether the workers are correctly informed or not.
- (3) To ascertain the role of supervisors, managerial personnel and union representatives.
- (4) To test the validity of the hypothesis that the workers with longer span of service are better informed than those with shorter span of service.

N.B.

- (a) Workers having longer span of service -6 years and more.
- (b) Worker having shorter span of service -More than 1 year but less than 3 years.

SCOPE OF THE STUDY

The study was conducted at BLUE DART AVIATION LTD,CSIA, Mumbai 400099

DEFINITIONS USED

- (1) Respondent with longer span of service meant the worker who has put in more than 6 years of service.
- (2) Respondent with a shorter span of service means the worker who has completed 1 year of service but not more than 3 years of service.
- (3) Supervisor means the person in-charge on the Warehouse/Shift who comes into direct contact with workers.
- (4) Management means the personnel belonging to executive or managerial cadre.
- (5) Workers mean the daily-rated permanent workers who are working on any kind of job could be from Ground Operations, Security, Flight operations, Systems or Engineering.

METHODS AND TECHNIQUES OF DATA COLLECTION

Data were collected by interview schedule method. All the 50 respondents were interviewed in the Warehouse/workplace during their working hours.

The information was collected on the following items:-

- (a) Personal data of respondents.
- (b) Leave and application for leave.
- (c) Wage -components -calculation -administration dearness allowance.
- (d) E.S.I. benefits -contributions -procedure to claim benefits.
- (e) Provident fund -deductions -purposes for loans extent of loans and gratuity -amount and years.
- (f) Standing Orders (Misconducts).
- (g) Grievance Procedure.
- (h) Official trainings (Safety Awareness Group, Security trainings, Airport Driving Permit ,Code of conduct, Sexual harassment, Employee Satisfaction survey etc)

The information on above items was also collected from agreements; files, papers, company manuals, circulars and also by enquiries through the Personnel Department.

SAMPLING

Out of about 195 daily rated permanent workers, 20 respondents with longer span of service and 20 respondents with shorter span of service were drawn by selecting every 10th worker from the muster roll (of the former) and every 5th worker from the muster roll (of the latter) departmentwise.

With 160 workers in the former and 45 workers in the latter category. Further 4 cases from 17 supervisors and 4 cases from 11 managerial personnel were selected by the Random Sampling Method. Also 2 Heads of Departments were interviewed.

SUMMARY OF FINDINGS AND CONCLUSIONS

Findings

- (1) A majority of the workers were educated upto Secondary level. Hence the barrier of illiteracy in the process of communication was not Observed.
- (2) A majority of the workers could speak, read and write Marathi, Hindi and even English. Ninetynine per cent of the workers could speak Hindi. Seventyfive per cent of the workforce was found to be Marathi knowing.
- (3) Workers were knowledgeable on leave matters but many of them had inadequate knowledge about the procedure of application.
- (4)Most of the workers knew about wages, its components but very few were knowledgeable on its calculation and administration.
- (5) Workers knowledge about E.S.I. benefits, contributions and procedure to claim benefits was not satisfactory. All the workers knew about their contributions but none could tell about employer's contribution.
- (6) Workers knew about P.F. deductions but not much about the purposes of loans, extent of loans and the procedure to apply for loan. The knowledge about gratuity was not very satisfactory.
- (7) A majority of the workers knew about the existence of Grievance Procedure. But very few could tell about the various steps involved.
- (8) Almost 50% of the workers were aware of something called Standing Orders in the organization. But they did not know the main provisions like late-coming, misconducts etc.
- (9) Most of the workers knew about the existence of company trainingsSafety Awareness Group, Security trainings, Airport Driving Permit ,Code of conduct, Sexual harassment, Employee Satisfaction survey etc
- (10) The most frequently mentioned source of information was Personnel Department followed by Email, Notice Board and supervisors.
- (11) The supervisors played a key role in the communication system of the organization and the Workers are aware of this fact.
- (12)Management realizes the importance of communication and does make special efforts in establishing informal mode of communication.

(13) The hypothesis of this research work was tested during the course of this study. The hypothesis holds true and it is, therefore, established that the workers with longer span of service are by and large better informed than the workers with shorter span of service.

The communication was found to be quite effective in the areas of study. Workers were quite satisfactorilyinformed on various labor matters. The extent of information possessed by the workers on different areas was quite good though at the same time workers needmore information.

Informal mode of communication was the most preferred one.

PREFACE

Communication is a foundation of mutual understanding in an organization. Today it is said that the industry is in a volatile phase. This is where a good system of communication can improve the employer-employee relations, and thus lead to more productivity. Unfortunately in our country very few organizations have known the importance of communication.

Many organizations would benefit by understanding and Implementing this simple fact rather than developing sophisticated set-ups which adds confusion to complexity.

Some companies practice communication as a matter of fashion only.

The present study was chosen by me for the project thesis since this is a subject of prime importance in the area of Personnel Management and Communication. Here I recall and record the willing co-operation and valuable help which was extended to me by all my respondents, clerks, supervisors and Department heads (Managers) without which this study would not have materialised.

My thanks are due to Mr. Aldrin Rodrigues, Station Manager Blue Dart Aviation Ltd Mumbai,

Mr. Anant Jawle, Security Manager Blue Dart Aviation Ltd Mumbai,

Mr Salman L Security Executive Blue Dart Aviation Mumbai,

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CHAPTER I

INTRODUCTION

The word 'communication' is likely to be defined by physicists, mathematicians, statisticians or novelists in different ways giving a different meaning:

A Historian thinks of an army's lines of communication.

A Civil Engineer thinks of roads and railway lines.

An Electronic Engineer thinks of telegrams and telephone lines.

A Sociologist thinks of news papers and broadcasting whereas an English Businessman would think it to be a message or a letter since he is used to Edwardian Jargon.

The word communication for our purpose should mean : "Transmitting a message in order to evoke a discriminating response".

It is the process by which information is passed between individuals or organizations by means of previously agreed symbols.

In business we talk because we have a reason for doing so. We want to generate interest in what we say. We talk because we want to generate understanding of what we say.

Before defining 'communication' the purpose of communication must be defined first. The object of communication may be :

- (1) To provide Information
- (2) To seek advice
- (3) To offer advice
- (4) To give order
- (5) To explain an operation
- (6) To suggest something
- (7) To persuade somebody
- (8) To educate
- (9) to warn
- (10) To reprimand
- (H) To raise morale.

There have had been a plethora of definitions on 'communication' since the day this topic emerged in management literature.

DEFINITIONS

Newman and Summer [1] define communication as an exchange of facts, ideas, opinions or emotions by two or more persons.

R. Bellows [2] and his associates considered communication as intercourse of words, letters, symbols or messages and as a way that one organization member shares meaning and understanding with another.

1. W.H. Newman and Summer CE. Jr. -The Process of Management.

2. R. Bellows et al -Executive Skills.

3. Koontz O'Donnell -Principles of Management.

According to Koontz and O'Donnell [3] communication 'is the transfer of information from one person to another, whether or not it elicits confidence. But the information transferred must be understood by the receiver.

Prof Cuming [4] views it as a process of conveying messages (facts, ideas, attitudes, opinions) from one person to another so that they are understood. The key word here is 'UNDERSTOOD'.

According to Maneck S. Wadia [5] of California Western University. The process by which the potentialities of accomplishing a common purpose, by a co-operative effort in an organization is that of communication".

The American Management Association [6], defines 'Communication' as any behavior that results in an exchange of meaning.

National Society [7] for the study of communication defines, 'Communication as a mutual exchange of facts, opinions or emotions. It requires presentation and reception, resulting in common understanding among all parties'.

In business, it is any initiated behavior on the part of the sender which conveys the desired meaning to the receiver and causes desired response behavior from the receiver.

4. Prof. Cuming M.A. -Personnel Management.

5. Maneck S. Wadia (California Western University) -The Nature and Scope of Management.

6. American Management Association's Report.

7. National Society for the Study of Communication.

THE ACT OF COMMUNICATION

When a message is sent along the channel there will be somebody to send it and somebody to receive it. It is convenient to borrow from Electronics the terms Tx(Transmitter) and Rx(Receiver) to represent as broadly as possible these two essential components of the act of communication.

A channel exists when access to the Rx is provided for the Tx. When the channel is used, the message has to be transmitted by some medium. This may be illustrated by a Simple

figure as follows:

SIGNIFICANCE OF COMMUNICATION IN INDUSTRY

Any small scale or large scale enterprise is fundamentally a 'Group Activity' and this activity is impossible without a good communication system because otherwise coordination

and change cannot be affected. In management terms 'To understand and being understood' is the key factor in the process of communication. As yet today many organizations would profit by giving more attention to this simple fact rather than trying to develop increasingly

sophisticated systems of communication that add confusion and complexity instead of simplifying the matter. Nevertheless the scope and importance of communication can be

ascertained throughout the management activities like setting objectives -planning use of resources -taking action and measuring results.

The method of communication centers in language oral and written, on its crudest side motions or actions ,that are obvious meaning when observed are sufficient for communication.

The techniques of communication are an important part of any organization and are the pre-eminent problems of many, since communication technique shapes the form and internal economy of organization.

As A.S.Deshpande^[8]views it -Communication is one of the chief means by which members of a business organization are able to work together. To achieve this,communication has to be upward, downward and lateral as well.

Through the provision of continuous, clear and meaningful communication every member gets a clear understanding of the nature and scope of his work as well as that of other people whose responsibilities are related to him.

Indian Institute of Personnel Management^[9]is of the opinion that communication precede co-operation and is, therefore, essential to scrutinize communication within an enterprise with the following objectives in mind :

- (1) Satisfying basic human needs like" recognition selfimportance and sense of belonging.
- (2) Discouraging misinformation and minimizing misunderstanding.
- (3) Preparing for a change.
- (4) Encouraging ideas from subordinates.
- (5) Releasing emotional tension.

As Dr.S.D.Punekar^[10] sees it -The tools and techniques of communication in industry could play a vital role in bringing the two parties (Labour and Management) together and even creating a spirit of camaraderie between them, but without the element of co-operation they have met with failure.

8.A.S.Deshpande -Factory Management and BusinessOrganization.

9. I I P M -Extract from 'Personnel Management in India'.

10. Dr.S.D.Punekar -Head, Department of Research, Tata Institute of Social Sciences,

A good communication system may serve a variety of purposes as an agency for happy and constructive Industrial Relations. Communication is a medium for labor-management co-operation.

Communicating with workers on matters of common interest, a grievance redressal machinery, the means of welfare work and finally industrial democracy provide as an outlet for the responses and reactions of workers and their urge for self expression.

One way communication from top to bottom, orders, and explanations going down from management to workers has proved useful, but it has had serious defects.

Information thus provided was distorted on the way and there was no opportunity to clear the misunderstandings.

Workers merely know the management's side without having an opportunity to formulate their views and comments. Hence it is necessary and desirable to have two-way communication. (The former communication can be achieved through written and oral orders from foremen and supervisors. It can also involve charts, displays, posters etc.....).

Equally important is the communication in the other direction, from workers to management. The task of the management is to get workers' views flowing back to them.

Since communication is the process of transmitting and if receiving information, we cannot communicate with employees, we cannot inform them of the work we want to do, how we want it done, when we want it done, would do it.

Human relations, motivation exercising functions of leadership in fact nothing is possible without effective communication.

In other words employees' performance is directly connected with the efficiency of the communication process.

Communication consists of, far more than telling people things. Everybody should know what organization should try to achieve. Industrial society is its publication. 'The

Manager's Responsibility for communication', points out that out of thirty-five stoppages in a large organization, eighteen were due to failure of communication and it was found that apart from economic loss due to the stoppages it lessened the co-operation between management and workers.

Communication should be regarded as a line function, a joint process. This means an effective communication requires the freedom and opportunity to ask questions, get answers and exchange ideas, than a permissive atmosphere of

give and take exists, that management does not only listen but also seeks to understand the frame of reference through which employees interpret what management says and does.

It is trust, built through real participation which alone can bring about any real communication and until that is achieved the techniques and gadgetry of communication will be a waste.

Communication is thus, the force that binds the people of an organization together. Through communication, they can attain a common view point and understanding and co-operate to accomplish organizational ends and, objectives. Communication is at the very heart of the process of organizing.

TYPES OF COMMUNICATIONS

A common classification suggests two types -oral and written. Both refer principally to communication in words. However, this is rather broad because a great deal of employment communication depends on hand symbols, smiles, nods, scowls, winks and a variety of other gestures. Similarly the direct actions like shoving, slapping, touching, patting etc., may convey transmissions.

VERBAL COMMUNICATION

This is something of an advanced stage. The verbal or oral communication though looking simple is really complicated not only by the various meanings that may be attached to the same words but also modification of words by inflections and gestures. Moreover, original expressions create reactions that in turn modify continuing transmissions.

However, if the words, statements or expressions are used in its proper settings, the verbal communication could be advantageous. Rank-and-file employees as well as supervisors and managers often prefer oral to written communication, because of its simplicity and participative nature.

WRITTEN COMMUNICATION

This implies communication on paper; Generally such communication is formal, and found in large-scale or growing organization as the managers, supervisors or even workers

may not retain the oral messages without getting modulated or distorted. So as to cope up with the various functional levels and responsibilities this system is most of the time followed. But the written word is a more complicated transmission than the verbal one. Its greatest handicap is that it is not face-to face nor does it provide the opportunity to ask questions, clarify things or participate.

Moreover oral communication is cheaper than written; the average cost of writing a letter or memorandum has been going up.

Formal and Informal communications are similarly considered as two sides of the same coin.

FORMAL COMMUNICATION

Almost all the organizations have the formal channels of communication which are primarily laid down by the organizational structure. Formal communication is done by delegated authority, responsibility and procedure. This formal structure creates and defines lines of communication.

It identifies and relates transmitters and receivers and establishes an approved pattern for their exchanges. However, many a times the persons involved in this communication act

as passive receivers and only a few re-communicate the messages to another person. This is also limited by formal organizational requirements and personal interest in the subject.

INFORMAL COMMUNICATION

Many organizations do have the system of informal communication often known as "The Grapevine". It arises out of the social and personal interests of people, rather than

formal requirements of an organization. In the past this system was thought to be a long winding means from one point to another -like a real grapevine. But it is now recognized that the grapevine is often faster and more direct than so-called direct formal channels of communication.

Relationships established by the informal communication system may provide for faster and easier transmission. However, sometimes the informal messages take the form of rumors which hampers its very purpose.

UPWARD AND DOWNWARD COMMUNICATION

DOWNWARD COMMUNICATION

This is one way of communication from top to bottom, orders and explanations are going down from management through supervisors to workers. It has proved useful but has had some defects. Because the information gets distorted on the way down the line and it provides no opportunity to clear the misunderstandings. Workers only know the management's side. Hence the need for upward communication.

UPWARD COMMUNICATION

Through upward communication workers get opportunity to express their responses, reactions and formulate their views and comments on various matters. It is, therefore, necessary and desirable that the communication flows from workers to management -which serves as a 'feed-back'. Acceptable procedures need to be evolved to receive from workers information, grievances and opinions.

+

CHANNELS AND MEDIA OF COMMUNICATION

These include oral, written, telephone, teletype, public address and many more. Generally the downward communication is achieved either through written or oral orders from supervisors and foremen, charts, displays, noticeboard, posters, pamphlets, letters, house magazines' are the common media or connectors of communication in industry.

How do we know if the persons who are communicated understands agrees, sympathizes or is indifferent, hostile or confused? There are several techniques of maximizing feed-back. Various media like informal personal contacts, meetings of joint committees, suggestion schemes involving rewards, union-management relation machinery, the shop steward system and participation of workers in work' study and rate-fixing can be used for this purpose.

Channels and Media used to carry messages often create a complex network because messages must move both vertically and horizontally. The absence of systematic procedure of checking whether or not information are reaching in time and whether the messages communicated have been really communicated hamper the communication system in spite of having all the possible channels and media of communication.

COMMUNICATION BARRIERS

Barriers to communication among members of an organization cause breakdowns, distortions, and inaccurate rumors. They plague the effective transmissions of order and information for efficient operations. The implication is clear : Don't assume that every message that you send will be received in the form you intended it to be.

These barriers could be physical, social or psychological and may be listed as under :

- (i) Badly expressed messages.
- (ii) Faulty translations.
- (iii) Loss by transmission and poor retention.
- (iv) Inattention.
- (v) Un-clarified assumptions.
- (vi) Insufficient adjustment period.
- (vii) Distrust.
- (viii) Premature evaluation.
- (ix) Fear and many more.

Many times we hear what we expect to hear. In other words instead of hearing what people tell us, we hear what our minds tell us they have said.

Ignoring information that conflicts with what we already 'know' also gives rise to communication breakdown. Evaluating the source -Not only does the receiver evaluate what he hears in terms of his own background and experience he also takes the sender into account. How reliable is he as a source of information? Does he have an axe to grind? and so onIt is very difficult for us to separate what we hear, from our feelings about the person who communicates.

Halo Effect. Different perceptions by different people. Effects of emotions, noise are still other worth mentioning factors causing communication breakdown.

Barriers to Effective Communication and Techniques for Improved Communication can be illustrated by simple figures as follows:

EFFORTS TO COMMUNICATE

Receiver understands what he expects.

Sender & Receiver -Different perceptions.

Premature evaluation.

Ignoring conflicting information.

Words mean different things.

Ignore non-verbal cues.

Emotions -Fear, tension etc.

Noise -Inattention.

Loss or transmission -Poor retention

Insufficient adjustment period

DISTORTION

Feedback

Many channels

Face-to-face communication

Sensitivity to receiver

Awareness of symbolic meaning

Careful timing

Reinforcing words with actions

Simple language

Redundancy

COMMUNICATION SYSTEMS PROBLEMS AND PROSPECTS

It has been known that in the absence of strong and stable base the communication is not effective. Many organizations do not have any systematic attempts to ascertain the information need of the different levels of employees. In a survey an attempt was made to check how far different levels of employees are getting information.

Following is the analysis of the main findings:

(a) AT THE LEVEL OF DEPT. HEADS (TOP MANAGERS)

Availability of Information % of the total Items Listed

- (i) Not received at all 06%
- (ii) Received sometime 11%
- (iii) Received Mostly 11%
- (iv) Received Regularly 72%

(b) AT THE LEVEL OF MIDDLE & FRONT LINE MANAGERS:

Availability of Information % of the total Items Listed

- (i) Not received at all 27%
- (ii) Received sometime 10%
- (iii) Received Mostly 10%
- (iv) Received Regularly 53%

(c) AT THE LEVEL OF WORKERS

Availability of Information % of the total Items Listed

- (i) Not received at all 80%
- (ii) Received sometime 10%
- (iii) Received Mostly 0%
- (iv) Received Regularly 10%

Though a number of channels of communication exists in the facility/warehouse, still there is a general feeling that communication breaks down at lower levels of organization.

The communication system has two distinctive aspects "Informative" and "Emotional" aspects, whereas the effective dissemination of information about company's objectives, policies, plans, achievements, rules, regulations, orders, circulars, etc., would meet the requirement of informational communication, it would be, however, necessary to provide a system of "Listening posts" at all levels to develop emotional aspect of communication which the experts regard as of great psychological therapeutic value.

However, this system of the Informational and Emotional needs, would not work properly and effectively unless it was supported by a reliable and prompt feed-back system. It is generally believed that without a proper feed-back machinery no management action could be properly assessed or appraised. There is evidence to suggest that at least in large organizations first line executives and supervisory groups suffer from a varying degree of alienation which could be traced to ineffective communication. Participation of workers and their representatives is still confined, at best to committees like Trainings, Special official events.

Information ability could be improved by –

(1) Reducing the time-lag between the decision making and its communication to the lowest levels; and

(2) By ensuring that the information is distributed and available at certain known locations and levels. However, as mentioned earlier effective communication is obtained only by effective by participation and not merely by improving the information ability.

In evaluating the prospects of a good communication system it could be said that the following areas may be specially helpful:-

- (a) Understanding the nature of communication.
- (b) Understanding role of participation towards effective communication.
- (c) Effective utilization of staff agencies/personnel in a communication program, and
- (d) Giving instructions, running a meeting, holding a conference, etc.....

This description given so far is very broad and is like bold statements and views presented by various authorities.

Actually communication itself could be a multiphasic study; since it could be discussed, described, studied or analysed from various angles, for various purposes.

Today communication in an enterprise is considered such a vital phenomenon that the absence of suitable systems and techniques of communication would eliminate the possibility of adopting some purposes as a basis for organization.

Talking about the 'Communication in Industry' -this could be Downward -Management to workers (A major aspect), Upward -Workers to Management (An equally important aspect of responses and reactions of workers).

Lateral -Interdepartmental (existing either between Line and Line, Line and Staff, or Staff and Staff functions).

However, upward and downward channels can be considered to be two major sides of communication coin with lateral, horizontal or diagonal communications present on its rim.

In the present study, the Project is restricted to downward and upward communications only.

As is wellknown the direction and extent of information flow or for that matter the whole communication system is or should be closely related to organization structure or its set-up, it wouldn't be justified to carry on the study without knowing the organization thoroughly well, right from its inception.

As mentioned earlier the project "Importance Communication in Aviation Industry" was conducted at the BLUE DART AVIATION LTD FACILITY at Chatrapati Shivaji International Airport [CSIA] MUMBAI. which is the Line maintenance base located at CSIA [Sahar] Airport Mumbai and employing a total work-force of 195.

CHAPTER II

INCEPTION AND DEVELOPMENT OF THE ORGANISATION, RESEARCH METHODOLOGY

INCEPTION AND DEVELOPMENT OF THE ORGANISATION

Blue Dart Aviation Limited was formed in May 1994 as a 100% subsidiary of Blue Dart Express Ltd., and the long felt need of launching an cargo airline, was fulfilled when it took to the skies on the 17th of June, 1996.

It was created primarily to support the growing demands of Blue Dart Express Ltd., but has ventured further and optimized its opportunities in a neglected market, carving for itself a significant niche. Today, it is the only express airline in the Indian skies, with scheduled night operations focused on early morning, time-definite deliveries. Weekday utilization is increased with ad-hoc charter operations.

Before the advent of Blue Dart Aviation, domestic air freight was a grossly neglected area, a secondary by-product of airlines focused on passenger air services. In an express industry where growth, year over year, has consistently exceeded 35%, the management viewed the delivery capabilities of the domestic airlines inadequate and a limitation to the explosive growth of air express.

The restricted day operations and capacities subjected to passenger loads, were not consonant with the demands of the express market, which is committed to morning deliveries that rely on guaranteed space and late night operations. Taking a cue from the enormous success of the U.S. express industry, which started with a 4% share in 1977, averaged a compounded annual growth rate of 25% and claims close to 60% of the U.S. market today, Blue Dart Express Ltd. made a path-breaking decision to create its own infrastructure and buy its own aircraft. It has not looked back since.

The People/Service/Profit philosophy (PSP) of the Company is based on the belief that motivated and conscientious people will provide the necessary professional service to ensure profits and our continued growth. It is on this guiding principle our organization functions.

As an employee of Blue Dart, one forms a part of the finest team of professionals in the industry. By People, we mean the commitment the organization has towards the development of its people as a Good employee, Good individual, and a good Citizen of this country.

By service BDA means providing a totally dependable and reliable service to the customers. In order to achieve that BDA must ensure customer satisfaction by meeting all service commitments, by providing quality service and by treating customers with utmost personal courtesy and respect all times.

The professional service provided by BDA, the dedicated employees of Blue Dart is the key to our success in this industry which results in Profits for our company.

The PSP philosophy stands for uniform standards of judgment and requires fair and firm treatment at all levels of management and participation of staff resulting in excellent and professional service to our Customers and hence profits.

The blue signifies :

- Excellence
- Blue Chip
- Blue Skies/vastness/distance

The green signifies :

- Go
- Nature
- Across the earth/forests
- peaceful

The dart symbolizes aim, precision, speed, accuracy.

There is always a point in time which has historical significance. Blue Dart Aviation is one of the pioneers in Aviation Cargo industry. Hence it would not be exaggerating to say that the word 'communication' was established by Blue Dart in India industrially (commercially) if not academically.

In the year 1996 Clyde Cooper, Tushar Jani and Kushru Dubhash (founder of Blue Dart Express) personally supervised the formation of an exclusive all jet cargo airline with two B737-200 freighters connecting the cities of Chennai, Bangalore, Mumbai, Delhi and Calcutta. This was established as a high-point in the history of air cargo express service in the 21st Century in the country.

Over the years the airline grew to add more sectors like Hyderabad and Ahmedabad along with upgrading its fleet to B757-200 Freighters.

Blue Dart Aviation [BDA] today has seen 20 successive years of profits in an extremely fragile industry. BDA has seen thru the economic tough time of the 1998 to still keep its profits high.

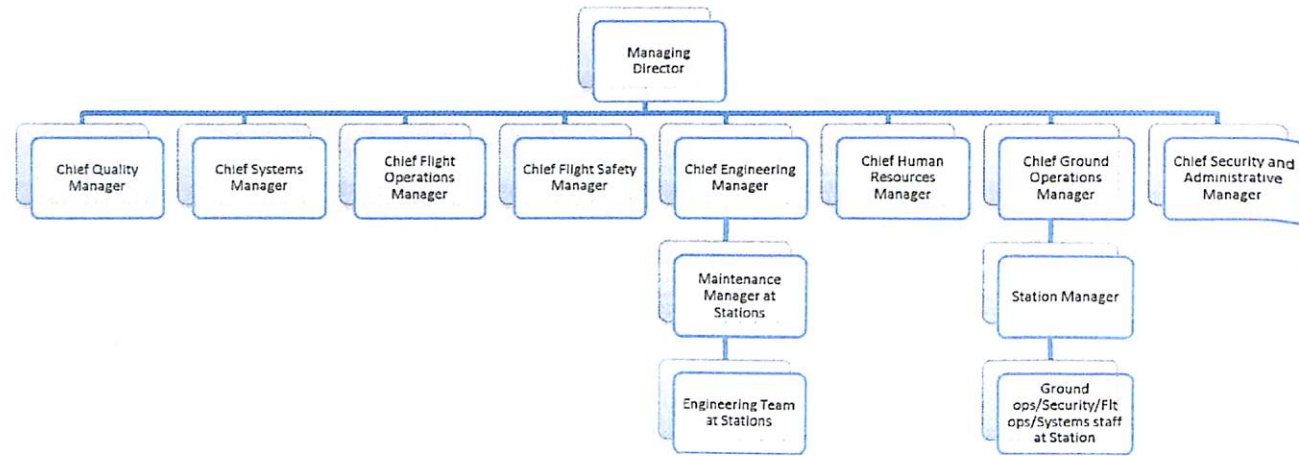
With most competitors falling along the way BDA still maintained its professionalism in the industry.

BDA today has its own Engineering setup catering to Check C, A team of professional pilots that specialize in night flying, a trained force to ensure security to BDA assets and customer loads on the flights and a competent team of Ground operations that work tirelessly every night.

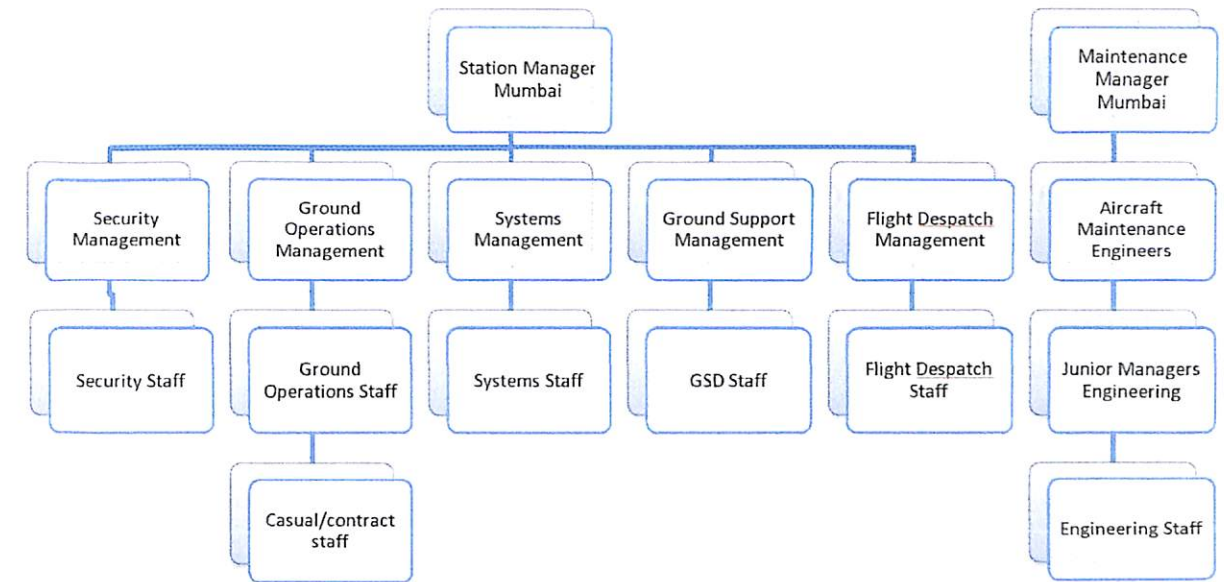
BDA makes use of technology to assist in Load scanning and tracking and ensure traceability of every single package on the network.

ORGANIZATIONAL CHART

Company Organisational chart



Mumbai Station Organisational chart



RESEARCH METHODOLOGY

INTRODUCTION

Communication is basically viewed as the transfer of information from one person to another with a thorough understanding. The key-word is 'understand and being understood'.

Management often works long hours preparing policy statements and other messages to its employees only to find in the course of day-to-day operations that many have not been read.

At best, says Charles Hugher, Texas Instruments' Director of Corporate Personnel and Organization Development, 'messages from management reach less than 15 per cent of their audience because of managers' erroneous assumption that all employees think alike and so the same message or method of communication works equally well with everyone. Hughes suggests that to ensure a positive response from employees, management must tailor both the messages and method of communication to their audiences different value system.

An organization is a network of formal and informal relations among people holding various positions. Viewing this; we have vertically levels of authority superimposed one upon another while horizontally we have a number of logical groupings based on functions or areas. Under these conditions, there is a need to co-ordinate the efforts both vertically and horizontally. This can be achieved to a great extent by effective communication system.

As mentioned earlier 'upward' and 'downward' communication is intellectually logical and most commonly talked pair of the "communication system". First of all, it needs to be emphasized that communication from bottom upwards is as important as communication from top downwards. However, in practice very few organizations make a conscious effort to get a free feedback from bottom upwards. What is overlooked is, that communication is not just a vehicle for passing on information but also a means for clarifying the doubts or misunderstandings.

Communication has a great bearing on productivity of the concern. Unless the management and workers are involved in a two-way communication with due faith, trust and recognition in the bonafides of the other party, it can hamper the productivity or morale on the shopfloor if either is denied adequate communication. If management and workers are imbued with this spirit it would definitely result in higher productivity and morale among the organization members.

AIMS AND PURPOSES

The instant study on communication was conducted with a view to study the channels and media of communication on various items mentioned below, and analyze it. To find out whether the workers are correctly informed. To ascertain the role of supervisors, managerial personnel, and plant level union leaders in the communication system at the organization and above all to test the validity of the hypothesis that the workers with [1] longer span of service are well informed than those with [2] shorter span of service.

RESPONDENTS

The organization has the total workforce of about 1500 employees. The Mumbai base has a workforce of 195. For the present study a total sample of 50 respondents was taken up. The ratio of the respondents is 40 workers, 4 supervisors, 4 managerial personnel and 2 Head of departments.

SAMPLING METHOD

As mentioned earlier the sample was taken from the four categories viz., permanent workers, departmental supervisors, managerial personnel (including executives and officers) and head of departments at the facility.

The 40 workers were taken in two groups of 20 each i.e. 20 workers with longer span of service and remaining 20 with shorter span of service. These workers were selected by stratified Random Sampling Method. In case of workers with longer span of service every 10th worker was taken as a respondent from among 195 workers on the muster roll, whereas in the remaining 20, every 5th worker was taken as a respondent from among 195 workers.

The 4 Supervisors and managerial personnel were selected by Random Sampling Method. The 4 supervisors were selected from among 20 supervisors on first come first served basis. So also the 4 managerial personnel were selected from among 10 managers and officers. Both the Head of departments were taken up as respondents.

1 Longer span of service -6 years and more.

2 Shorter span of service -More than 1 year but less than 3 years.

METHODS OF DATA COLLECTION

The data were collected by Interview Schedule Method. For this purpose 3 types of Interview Schedules were taken as follows :-

- I. For workers
- II. For supervisors and managerial personnel; and
- III. For head of departments.

The information was also supplemented from books, periodicals, the organization literatures, circulars, files and records.

COVERAGE OF INFORMATION

The instant project was limited to the following items :

- (a)Wage payments, promotion etc.
- (b) Incentives (if any).
- (c) Leave and application for leave.
- (d) Provident fund, gratuity.
- (e) E.S.I.contributions and benefits.
- (f) Grievance procedure, misconducts etc.
- (g) Company Official trainings (Safety Awareness Group, Security trainings, Airport Driving Permit ,Code of conduct, Sexual harassment, Employee Satisfaction survey etc)
- (h) Standing orders.

Apart from these items the supervisors were asked about the matters which they are supposed to communicate to the workers and how they communicate back to the management.

They were also asked as to what means and modes of communication they resort to and personally prefer with different suggestions.

DIFFICULTIES ENCOUNTERED

So far as the co-operation from respondents is concerned" almost all of them gave the information voluntarily. Even the supervisors and managerial personnel when convinced about the purpose and nature of project gave objective information.

For interviewing workers I was given a separate room where I could talk to them applying the principle of confidentiality.

The only major difficulty was about the availability of the persons either in 1st or 2nd shift as most staff worked the Night shift and at times having access to books records etc.

CHAPTER III

INTERPRETATION OF THE RESPONDENTS • RESPONSES

This Chapter deals with the interpretation of data collected through the Interview Schedule, i.e. from 40 workers of which 20 belonged to longer span of service and the other 20 to the shorter span of service.

These respondents were interviewed to find out whether they were adequately informed on matters like wages, D.A., incentives -its calculation/computation, leave facilities procedure, standing orders -provisions, social security benefits like provident fund and E.S.I.; gratuity, grievance procedure, joint committees like Safety Awareness Groups, Official trainings, house journal, suggestion box scheme etc., and also to find out their source of information for the aforesaid items

SECTION I PERSONAL DATA

This section covers the information collected about the age, languages known -mother tongue, literacy -education level and nature of their work etc.

AGE

It is very important to know the age group of different respondents involved in the process of communication. A person's experience and age group contributes to his power to apprehend information given to him further for effective communication one must know the degree of maturity of the workers as old and mature workers would readily assimilate the information.

Table 1 Age-group of Respondents

Category	20-25 years	25-30 years	30-35 years	35-40 years
Workers with longer span of service	0	14	4	2
Workers with shorter span of service	15	4	1	0
Total	15	18	5	2

The above table shows the break down of the two groups of workers (i.e. longer span of service group and shorter span of service group) into 4 major classes (20-25 years onwards).

The table clearly indicates that the workers with shorter span of service are younger and less experienced than the workers belonging to the longer span of service.

Workers' experience in the organization is very important variable, because it decides as to how the worker responds to the pertinent information communicated to him.

It is also observed that the company prefers to recruit mainly young people who are in the age group of 20 -30 years (since 3/4th of the workers-respondents belong to the age groups 20 -30 years).

LANGUAGES KNOWN

Language is another important variable in the process of communication. If the workers do not understand the common language used in the organization, it becomes difficult for the management, supervisors and co-workers to communicate to them. On the contrary an illiterate worker knowing the common language is definitely at an advantage in the area of industrial communication.

Table 2 -Languages Known

Category	Speak				Read				Write			
	H	E	M	O	H	E	M	O	H	E	M	O
Longer span	20	8	13	6	15	10	14	4	14	7	12	8
Shorter span	19	7	15	5	14	9	16	3	14	6	16	5
Total	39	15	28	11	29	19	30	7	28	13	18	13

H = Hindi E = English M = Marathi O = Others which include Gujrati, Tamil etc.

The 40 workers-respondents were bi-lingual and some of them knew more than 2 languages. Almost all the workers could speak Hindi. About 3/4th of the total respondents could speak, read and write Marathi (The majority of the work-force is Marathi). This indicates that both oral and written communication is easily understood by most of the workers in Marathi and Hindi. Roughly speaking little less than 1/2 respondents could speak, read and write English.

A few workers were quite familiar with other local languages also.

MOTHER TONGUE

Table 3 Mother Tongue

Category	Marathi	Hindi	Others
Longer span	14	4	2
Shorter span	13	4	3
Total	27	8	5

Others include Gujrati, Tamil, Konkani

Majority of the work-force is Marathi while the next group is Hindi which includes those respondents whose mother tongue is Punjab and Urdu.

EDUCATION

Extent of literacy among the worker is a very important factor in communication. Obviously a more educated worker will quickly be able to perceive the communication and can communicate back with equal efficiency. An illiterate person cannot communicate his views, ideas, feelings or suggestions to the other party effectively.

Table 4 -Education Level

Category	Illiterate	Primary	Secondary	College	Total
Longer span	2	7	11	0	20
Shorter span	0	1	17	2	20
Total	2	8	28	2	40

The above table shows two distinct classes of education level viz., Secondary and Primary among the respondents. The majority of the respondents about 50% in longer span and 75% in a shorter span are educated upto the secondary level, while the proportion of those educated upto primary level is 7:1 (longer span: shorter span). There are no illiterate workmen in shorter span of service group, on the contrary 2 of the respondents in the shorter span were F.Y. Science passed.

NATURE OF WORK

The job category of workers is also part of the game since it partly implies the skill of the workforce.

Table 5 -Nature of workforce.

Category	Highly-skilled	Skilled	Semi-skilled	Unskilled
Longer span	5	12	2	1
Shorter span	1	13	2	4
Total	6	25	4	5

T

he table indicates that majority of the workforce belong to skilled and highly skilled jobs. This fact is evident as the company is engaged in Aircraft maintenance Engineering.

Comparing the longer span with the shorter span almost an equal number (12 and 13 respectively) belong to skilled category, but here the distinction is that in the longer span of service majority of the worker's have come to skilled category through promotions while many of the shorter span of service group have joined directly in the skilled category after completing Apprentices Course in various trades or having basic qualifications.

SECTION II - INFORMATION ON MATTERS UNDER STUDY

This section deals with the responses of the respondents on items like leave-facilities-procedure etc.

LEAVE FACILITIES

This can be conveniently divided into privilege leave, casual leave and sick leave.

Privilege Leave

The responses about the privilege leave has been tabulated under 3 columns viz., (1) under estimated, (2) over estimated and (3) correct.

(The company gives 25 days privilege leave to its employees in a calendar year).

Category	Correct	Under estimated	Over estimated	Total
Longer span	17	1	2	20
Shorter span	12	2	6	20
Total	29	3	8	40

From the table it is evident that the workers of shorter span of service group are less knowledgeable about the privilege leave facilities (because 12 correct responses as against 17 correct responses in longer span). This shows that the experienced workers in the organization are more knowledgeable of the leave facility available. Two of the respondents of longer span over-estimated their privilege leave to the extent of 28 days in a calendar year.

Casual Leave

The workers are entitled for 7 days casual leave in a year.

Table 7 Casual Leave

Category	Correct	Under estimated	Over estimated	Total
Longer span	18	2	0	20
Shorter span	17	2	1	20
Total	35	4	1	40

This shows that there is no much difference between the two categories of workers regarding their knowledge about the number of casual leave they can enjoy. Not a single worker from the longer span of service group overestimated the casual leave while 4 respondents (2 from each group) under estimated the casual leave.

Sick Leave

The workers covered get 7 days sick leave in a year.

Table 8 -Sick Leave

Category	Correct	Under estimated	Over estimated	Total
Longer span	15	3	2	20
Shorter span	11	2	7	20
Total	26	5	9	40

It is seen from the above table that over 3/4th of the respondents gave correct responses. Once again the workers from the longer span of service group were more knowledgeable.

PROCEDURE FOR APPLICATION OF LEAVE

{Privilege leave, Casual leave and Sick leave}.

The normal practice is that the workers have to apply in the prescribed form and take it to the Department Supervisor. After it is signed by the Department Supervisor it has to be approved by the Personnel Officer through the verification from the Time Office via Biometric print chart. The responses were categorized as (1) fully knowledgeable meaning those who knew the full procedure, and (2) Partly knowledgeable meaning those who knew some steps in between but were not thorough and (3) Poorly knowledgeable meaning those who knew very little or practically nothing.

Table 9 -Procedure to Apply for Leave

Category	Fully knowledgeable	Partly knowledgeable	Poorly knowledgeable
Longer span	10	8	2
Shorter span	10	7	3
Total	20	15	5

In all 5 respondents were found to be poorly informed. Some had the idea that the leave is granted by either the Personnel Department or the Department Head directly without consulting each other. They were taken as partly knowledgeable.

The table also shows that 50% of the respondents from both longer span and shorter span were fully informed on the procedure. The overall performance of both the groups, however, was almost equal (i.e. 18:17) in the longer span and shorter span groups respectively. The reason for this could be the level of education of workers from the shorter span of service (Table 4) which is of course higher than the longer span category.

SOURCES OF INFORMATION ON MATTERS PERTAINING TO LEAVE

The next question dealt with the sources workers could refer to in order to obtain information on matters pertaining to leave.

Table 10 Sources of Information

Source of Information	Agreement	Personnel Dept.	Supervisor	Total
Longer span	6	8	6	20
Shorter span	4	10	6	20
	10	18	12	40

The above table shows that a greater proportion of both the longer span and shorter span service groups would approach the Personnel Department (i.e. 8:10). About 30% of the longer span and 20% of the shorter span have known it from the agreement -this section of respondents indicate those who can not only read English and understand it (since the Agreement is in English) but also those who take interest in referring the agreement. An equal number of respondents (6) from both the groups preferred to approach their supervisors in the department.

STANDING ORDERS

The company has certified Standing Orders. (Certified under Section 5 of the Industrial Employment Standing Orders Act, 1946).

Table 11 Standing Orders

Category	Yes – Standing Orders exist	No – Standing Orders do not exist
Longer span	13	7
Shorter span	6	14
	19	21

It can be seen from this table that more workers from the longer span category were familiar with the Standing Orders compared to those of shorter span. Sixtyfive per cent of the longer span could state that Standing Orders existed as against 30% of the shorter span. It should be kept in mind that the Standing Orders are printed in English (in the form of booklet) and also put on the Notice Board from time to time. It, therefore, follows that the workers who were familiar with the Standing Orders could read English and/or they understood them from supervisors, co-workers or union or were themselves involved in some misconducts and hence came to know about the Standing Orders.

WAGE MATTERS

This was to test whether workers were correctly informed about their wages "and if yes did they know anything about wage calculation -deductions permissible and its administration.

The responses for this item were as under:

Table 12 -Wage Earnings (Avg.) -Components

The question asked was -what are your avg. earnings per month? -what are the components of your wages?

Category	Correctly informed	Wrongly informed
Longer span	19	1
Shorter span	18	2
	37	3

The above table shows that the ratio of correctly informed respondents in the longer span and shorter span is 19 : 18. Three respondents (1 from longer span and 2 from shorter span) did not even know their correct wage earnings.

Table 12A -Details About Wage Calculation-Deductions etc.

Category	Fully Informed	Partly informed	Poorly informed
Longer span	3	16	1
Shorter span	4	14	2
Total	7	30	3

It is surprising to note that only 3 respondents from the longer span of service were fully informed about the calculation/computation of wage earnings and different deductions permissible. Whereas from the younger group 4 workers possessed the full information. Majority of the workers from both the groups (16 : 14) were partly knowledgeable on these matters.

NIGHT ALLOWANCE

Night allowance in the organisation is linked up for Employees working past midnight or covering night shift. The Engineering staff except helper come under Employee duty time limits stated by Directorate general of civil Aviation which is the regulator in place. Other department staff are not under EDTL.

Night allowance is paid at Rs 200.00 per night worked.

Category	Fully Informed	Partly informed	Poorly informed
Longer span	20	0	0
Shorter span	20	0	0
Total	40	0	0

The above table shows that there is no much difference in the responses of the respondent from the two groups. All 40 respondents were observed to be fully informed on Night allowance.

GRIEVANCE PROCEDURE

The informal grievance procedure at the organisation says that the workers should take their grievances to their immediate supervisor. In case it is not resolved at this stage, he can approach the Personnel Officer with the supervisor or through station HOD. The highest \ level of grievance settlement would be Department Head (Manager). However, very few workers were familiar with various steps involved in this procedure.

Table 14 -Grievance Procedure

Category	Good Knowledge	Poor knowledge	Total
Longer span	6	14	20
Shorter span	2	18	20
	8	32	40

Here the workers having good knowledge could tell the steps involved in the grievance procedure. But the workers who practically did not know much except its existence were taken as having poor knowledge.

It is evident from the above table that in the longer span group 6 out of 20 were fully knowledgeable, while in the shorter span of service group only 2 respondents had the necessary information.

It seems that this informal grievance procedure has not been explained to the workers properly.

Table 16 Grievances Presented To

Category	Supervisor	Personnel Officer	Head of Department	Total
Longer span	17	1	2	20
Shorter span	16	2	2	20
	33	3	4	40

It is observed that 85% of the respondents from longer span and 80% of the respondents from the shorter span presented their grievances to their supervisors (the grievances are presented orally as it is an informal grievance procedure) while a few workers (4) went to Head of Department and 3 of them to the Personnel Officer. Both the responses under Personnel Officer and HODs are not the correct responses.

SOCIAL SECURITY

This part attempts to seek information about the workers' knowledge on E.S.I.S. -its benefits, contributions etc.....

Provident Fund -deductions, contributions purposes for loan and extent of loan under provident fund procedure to claim benefits under E.S.I.S. and loans under provident fund.

Gratuity -amount and years to be eligible for maximum gratuity and so on.

Table 11 -Mediclaim. (Benefits -Deductions -Contributions from Employer and Procedure to Claim Benefits).

Category	Adequate Information	Inadequate Information
Longer span	6	14
Shorter span	3	17
	9	31

Neither category of the respondents were fully knowledgeable on all aspects of Company cashless mediclaim. hence the classification Adequate and Inadequate. About 30% of longer span and 15% of the shorter span were adequately informed. Once again the longer span group is better placed.

For the workers Mediclaim. means an agency which gives them medical benefit but were not sure how much benefit. Most of them were not aware of Disablement benefit, Dependents benefit, funeral benefit and extended sickness benefit. This may be due to the fact that most of them have not availed of these benefits any time. It was also observed that in many cases the workers had never claimed for any benefits. Many of the workers knew nothing about the procedure to claim the benefits. As regards the deductions 99% of the respondents knew about their contributions towards Mediclaim in case Dependent parents are to be added to the scheme for married staff. None of them knew about the Employer's contribution on the whole. So far as the extent of knowledge is concerned the longer span group was better informed than the shorter span group. A possible explanation could be that the longer span respondents have been under Mediclaim for a longer period than the shorter span respondents. Regarding the source of information it is interesting to note that most of the respondents said that they would approach Mediclaim local office. The reason being this office is the right place where the members can get their benefit encashed.

PROVIDENT FUND

Provident fund contribution by the workmen and the company is 8%. Other conditions governing the provident fund are as per the Provident Fund Rule-under the Provident Fund Act.

Table 18 Provident Fund

Category	Fully informed	Partly informed	Poorly informed
Longer span	5	14	1
Shorter span	0	10	10
Total	5	24	11

A respondent who answered all the aspects like deductions, contribution of employer, purpose for which loans are available and extent of loan correctly was rated as fully informed. A respondent who knew about deductions, contributions of employer and something about loans was rated as partly informed while a respondent who knew nothing about provident fund except his deductions was rated as poorly informed. It can be seen from the above table that 1/4th of the respondents from longer span were fully informed while 70% of them were partly informed and only one poorly informed, whereas none of the shorter span group was fully informed while 50% of them were partly informed and the remaining poorly informed. The possible reason for this would be attributed again to the work experience of the former which brought their attention from time to time towards the changes in the rate of contribution, loans taken for various purposes laid down and so on, while the workers of shorter span have been under the provident fund coverage for a year or two.

GRATUITY*

The next question was -what amount of gratuity are you entitled to and after how many years of service? The responses were as follows :

* Gratuity is given in accordance with The Payment of Gratuity Act, 1972.

Category	Good Knowledge	Poor Knowledge	Total
Longer span	14	6	20
Shorter span	2	18	20
Total	16	24	40

In reply to the question on Gratuity, some of the respondents knew exactly about the amount of gratuity and the number of years after which they are entitled to get gratuity -here they have been taken as having good knowledge. But some workers were knowledgeable either about the amount or years and they were rated as having poor knowledge.

Once again the longer span group was better informed (14 against 2 from the shorter span). The possible reasons could be (a) since all the respondents in the longer span of service group have completed 6 years of service in the organization and hence they were all entitled for gratuity (After 5 years of continuous service according to the Act).

Whereas none of the shorter span of service group had completed more than 3 years of service; (b) Another consideration could be that many of the co-workers of respondents from longer span have availed of this provision and so -have come to know about it. (0) As senior workers possibly the longer span group workers were more curious to know about gratuity when after some more years they will near their retirement. Still then it is interesting to know that 2 of the shorter span respondents were having good knowledge about gratuity.

EXISTENCE OF OFFICIAL TRAININGS

Table 20 - EXISTENCE OF OFFICIAL TRAININGS

Category	Yes - Exist	Do not exist
Longer span	20	0
Shorter span	17	3
Total	37	3

This shows that the respondents under longer span group (all of them) were aware of the existence of official trainings in the organization. The reason could be attributed to the fact that since these workers have been in service for a longer period and many of them have attended these trainings at some time or other.

SOURCES OF INFORMATION ABOUT THE OFFICIAL TRAININGS

Table 21 -Source of Information

Category	Dept. representative	Personnel Dept	Notice Board	Others
Longer span	7	6	5	6
Shorter span	5	8	7	4
Total	12	14	12	11

Others: Supervisors & Co-workers

The workers could give more than one responses and this has been included in the tabulation. The distribution of Sources shows almost equal distribution with majority of the respondents preferring Personnel Department as the source of information, following that is departmental representatives (who represent on these committees) and Notice Board. Even supervisors and co-workers were observed playing a role as channels of communication in this matter.

MISCELLANEOUS

Others matters under study were -safety, suggestion box scheme and Anonymous hazard reporting [SAG].

Safety

All the respondents said that there are safety posters in the Department and they are explained about the importance of safety by their supervisors.

Suggestion Box Scheme

All the respondents were aware of the Suggestion [Green] Box Scheme. However, quite a handful of them could tell about the procedure adopted in the organization to accept and reward the suggestion. Two of the respondents from longer span of service were found to have given suggestions and were rewarded too.

AHR [Anonymous hazard reporting][SAG] Box

Thirtyeight out of 40 worker respondents were knowledgeable about its existence, the remaining 2 were from the shorter span group. Most of the respondents were rather confused -when asked about the procedure of AHR. Here I would like to make only one point that the confusion has probably come access on line is with SAG members while staff are using hard copy drop in box.

CHAPTER IV

INTERPRETATIONS OF RESPONSES FROM SUPERVISORS. MANAGERIAL PERSONNEL AND HEAD OF DEPARTMENTS

VIEWS OF SUPERVISORS

The importance of supervisor's role in communication is well recognized and accepted. In fact, they are the first vital link between workers and management for both upward and downward communication. In the process of communication, one of the key figures is, therefore, the supervisor. Any scheme of joint consultation or co-operation cannot be effective unless he is closely associated with it. Ideas and suggestions of workers are normally dealt with by supervisors. If we want to remove any misgivings in the process of communications and in order to obtain the wholehearted co-operation of workers, supervisors should always be considered and regarded as an important channel of communication. Supervisors being very close to the workers, many times, know them personally, their difficulties at working place as well as at home. As a matter of fact, supervisors are expected to communicate on both technical as well as non-technical matters to workers. They are also expected to communicate the worker's reaction back to the management. Thus the study of supervisor's role in the process of communication becomes important.

For this purpose, a sample of four supervisors was taken from the various departments on a random sampling method. They were interviewed through Schedule II.

INTERPRETATIONS OF RESPONSES FROM THE SUPERVISORS

It was observed that all the respondent supervisors had more than 10 years service experience of which more than 5 years have been in the present position as supervisors. Therefore, they have been in constant touch with most of the workers and understand them thoroughly and hence competent to communicate with them effectively for these years; and all of them have risen from rank and file. All four of them were found to be educated up to secondary level in the high school. When enquired about induction, 3 out of the four supervisors told that the new recruits are informally inducted in areas like leave facilities, shift timings etc, in their respective departments. Only one supervisor did not know anything about induction.

It was observed that all the four supervisors were knowledgeable on the Standing Orders and they did take efforts to make them known to the workers .in case of any difficulties or doubts regarding late coming, absenteeism, or disciplinary action under misconducts.

In the next question about communicating to workers about leave facilities, welfare facilities, social security and retirement benefits, 3 out of 4 supervisors reacted favorably stating that they do make personal efforts to help the workers get the necessary information or direct them to proper sources, while one supervisor considered these as a function of the personnel department.

Next question was : Is there any formal grievance procedure? To this all the four supervisors said that they have informal grievance procedure and when asked about their role in it, I got varying responses, where one said that he informs the personnel officer about the grievance and the concerned employee; one said that the grievances are settled with the help of personnel department; while the remaining two said that generally it is settled at their level and if not, taken to personnel officer. Thus it is seen that all of them are involved in the grievance procedure with the personnel officer at the second stage. This helps to set close communication circuit between supervisors, workers and personnel officer.

Further, it was observed that all of them were quite knowledgeable about Official trainings. Two of the supervisors were management representatives on trainings respectively. Another important question asked was : As a link between the top management and the workers, do you inform the workers about the decisions taken by the management? Three out of four supervisors said that they inform the workers sometimes and not always; while all of them said that they always convey the reactions and responses of the workers to the management. This stresses upon the role of the supervisors as being middlemen to the process of communications both upward and downward. All the four supervisors were observed to be communicating with the topmanagement both orally/in writing and informally/formally, while they communicated with the workers again both orally and through formal circulars.

Further three out of the four supervisors said that they were expected and they did communicate with the workers on technical matters as well as non-technical matters. Only one supervisor felt that he was not expected to communicate to workers on any matters other than that concerned with the job.

The remaining three supervisors also said that they convey management views, ideas, policies or changes through notices, written Instructions, personal discussions, booklets and circulars. When enquired about communicating with the workers on non-technical matters, it was observed that all the supervisors had good relations with their workers. They, therefore, communicate with workers informally on non-technical matters.

All four supervisors preferred informal and oral mode of communication. However, two of them also said that they do make use of written form when necessary. Regarding safety instruction all

the four supervisors said that they do informally instruct the workers about safety on the shop-floor.

The supervisors did not find any difficulty in conveying the reactions and responses of workers back to management. This indicates the sound thinking, accommodating nature and full trust of the management in the supervisors.

The main difficulty faced while communicating with the workers was either language or illiteracy. But, this is no barrier to the effectiveness of the communication system at BDA since majority of them are at least educated upto secondary and 99% of them know Hindi. When the supervisors were questioned about the workers approaching them with grievances or complaints, they said generally the workers present their case orally.

When asked questions about some of the schemes and activities of the organization having a bearing on communication, all of them mentioned about suggestion box scheme and AHR/SAG portal which is successful and the workers do contribute their views through these two effectively working schemes and since the good suggestions were rewarded, it works as an incentive to motivate people.

VIEWS OF THE MANAGERIAL PERSONNEL

For the communication system of any organization to be effective, the management should be prepared to receive information from the workers and also to give information to them. Opportunities must be available to the workers to express their views and make suggestions; also, the management must be ready to listen and to give heed to what is said. This involves entirely progressive thinking by the management.

For this purpose, four managerial personnel were interviewed through Schedule-II. The objective was to know what, why and how the management officials communicated the workers and knowing the difficulties faced. It was observed that, by and large, the management communicated to the workers on matters like (1) leave facilities, (2) wages and salaries, (3) standing orders, (4) D.A., (5) holidays, (6) promotions, (7) notices regarding vacancies, (8) allowances, (9) transport, (10) absenteeism, (11) policy directions, (12) personnel policy and (13) minor disputes and their settlements.

Generally, the managers expect the workers to get information from the sources like notice board, personnel department, supervisors, etc. The preferred media of communication for this purpose were pamphlets~ Circulars, Email, notice board, magazines (house journal) and so on. Two out of four managers were educated upto S.S.C., while the remaining two were qualified in the respective field. All the four managers felt that the workers should approach the abovementioned sources to obtain the necessary information.

All of them were knowledgeable on standing orders and said that they are available in the form of booklets. They considered that to help the workers and supervisors (if required) in case of any lack of communication or miscommunication as a part of their job. It was observed that workers either come directly to them or through supervisors. Sometimes, HODs represent their case. One of these four managers even said that he reaches the shopfloor before there is any major grievance or dispute.

The worker's reaction to the company's policies are ascertained through (1) supervisors, (2) direct communication, (3) Employee satisfaction survey (ESS), (4) meeting the personnel officers or (5) observations by the managers themselves. All the four managers said that they communicate with the top management informally/formally, orally/in writing, whereas they communicate with the workers through notices, formal circulars and sometimes even orally and informally. Another way of getting workers' reactions is suggestion box and house journal. All the four managerial personnel gave the response that through suggestion-box, the management comes to know many constructive suggestions which are acknowledged by the personnel department and sent to HR department. Good suggestions which are accepted by the management are suitably rewarded. This is where the effective communication takes place in the upward direction. So also in house journal (Blue Wings) which is published every quarterly giving information on all the aspects of the company. In fact, all the HODs are regular posters on the house journal, editorial board and are closely associated with it.

In case it is found that the correct information has not reached the workers, the following steps are taken by the management.

1. Clarifying by putting fresh notices or circulars.
2. Instructing the supervisor to remove ambiguity, and
3. Making personal contact with the individuals concerned and express the correct interpretations.

Three managerial personnel said that they did not face any difficulty while communicating with the workers. One manager, however, rightly said that oral communication was no problem, but the notices (written form) are in English and therefore information sometimes, is not properly communicated. They all felt that the existing system of communication was quite adequate and proper.

VIEWS OF HEAD OF DEPARTMENTS

For the communication to be sound and effective, the HODs should play an equally prominent role in getting across the management the workers' view and vice versa. To emphasize the role of union, two HODs at BDA, both were interviewed through Schedule III.

From the first question, it is observed that HODs are internal, recognized by the senior management and does not carry any political color whatsoever.

The second question about collective bargaining got almost similar responses that the HODs believes in collective discussion/debate which, of course, helps towards a better communication. Both the HODs ascertained about their active involvement in discussion right from the stage of putting the issue, to the final discussions with the top management. Another major area of establishing a good rapport is grievance handling by the HODs. As far as possible, the HODs tried to settle them peacefully at the personnel officers level. Both of them agreed that generally the workers approach their immediate supervisors.

They responded that they communicate with the workers both informally and formally (when required). They also hold various meetings. While they communicate with the management either orally, through formal letters or through negotiating committee meetings.

They help the workers in guiding them on matters like leave facilities, social security benefits, wages, etc., by communicating with the respective departments in person. Positive responses were received about their role in making the workers safety conscious. Their role in associating actively with the joint committees was also positive in response.

In the last question as to 'what in your opinion are the barriers in effective communication between management and workers'? One of the representatives said that there was no barrier as such since most of the things were done informally and in mutual spirit, while the other one said that the barriers depend on subject of communication.

CHAPTER V

FINDINGS AND RECOMMENDATIONS

On the basis of the interpretations made in the last two chapters, I shall now put forth my findings and observations and then make some relevant recommendations for all they are worth, to catalyze the existing communication system towards efficiency.

The validity of my hypothesis that 'The longer span of service workers are better informed than those having shorter span of service' -has already been tested in the IIIrd chapter. The present chapter contains the findings whether the validity of the hypothesis holds true or not.

Since the Sample deals with a section of an Aviation company in a warehouse dealing with approx. 200 persons, however due to the lower number sample there would be a slight variation in the data relating to the entire organization.

FINDINGS ABOUT RESPONDENTS KNOWLEDGE

(A) WORKERS' RESPONSES

Leave Facilities

The workers knowledge about the number of days for for which privilege leave, sick leave and casual leave is available and the procedure of application for leave was fairly satisfactory. The longer span of service group was definitely better informed. In order to get information on these leave matters majority of the workers referred either to the agreement or got it from personnel Department. While quite a few of them preferred Supervisors and co-workers (who were knowledgeable) as their source of information.

Wage -Calculation and D.A.

Referring to table 12A it is seen that both the longer span of service group and shorter span of service group workers are equally well informed on the wage earnings and and components of wage-earnings. But when asked about the details like calculation, administration and various deductions permissible the performance of shorter span group was slightly more satisfactory than the longer span group (19: 18 -out of 20).

Here the appropriate suggestion would be that both the categories of workers should be communicated about the method of computation of wages, incentives, overtime, and allowances either orally or through formal bulletins. Talking about D.A. the longer span of service group was comparatively better placed in possessing information since all 20 respondents of longer span were (fully or partly) informed, while only 17 of the shorter span were knowledgeable.

Mediclaime.Contributions and Benefits

The knowledge of both the groups about Mediclaime. benefits, deductions, procedure to claim benefits as Table 17 shows is not very satisfactory. Even among the longer span of service group only 6 respondents were adequately informed, while the performance of the shorter span of service group was only 3/20 who knew well about Mediclaime Scheme. Most of the respondents were seen to be not aware about Medicalbenefits. Moreover all the employees of the company get good medical benefits and sickness benefits. Respondents from both the groups had fairly good knowledge about their contribution to the scheme. But none knew about the employer's contribution. Very few were knowledgeable about the procedure to claim the benefits provided by Cashless mediclaime.

Here in ordinary circumstances I would have made the suggestion of taking good care to communicate to the workers about Cashless mediclaime. scheme. But this may not be worth considering when the organization offers handsome benefits for all the employees (As special cases).

Provident Fund -Gratuity

All the workers were aware of the existence of the provident fund scheme. Twentynine (out of 40) respondents were fairly satisfactory in their responses (including those fully knowledgeable and partly knowledgeable). But on the whole longer span group was better informed (19:10) compared to the shorter span group. None of the shorter span group was fully knowledgeable about provident fund while 5 of the longer span group were fully knowledgeable. Ten of the shorter span group were poor in their responses. This indicates the inexperience in-service and less exposure to the information of the workers belonging to the shorter span of service. As regards Gratuity again the longer span group were better informed, whereas 90% of the workers from the shorter span group did not know about the gratuity. The Personnel Department was the most frequented source of information on matters of provident fund and gratuity. From the aforesaid analysis it becomes very clear that the longer span of service workers are comparatively better informed on these matters. I personally feel that if new recruits in their Informal Induction are informed simultaneously of provident fund and gratuity, it would definitely improve the communications and knowledge on these areas.

Miscellaneous : Grievance Procedure, Official Trainings and Standing Orders

Grievance Procedure

There exists an informal grievance procedure in the organization. Out of 40 respondents only 8 knew about the existing procedure correctly, while others (32) were either ignorant or knew very little about the various steps involved in the grievance procedure. Even of these 8, 6 were from the longer span of service group showing that the longer span group workers were well conversant with it. This could be due to (1) knowledge gathered or (2) experience or (3) involvement in some misconducts during their service. All the 40 respondents said that they represent their grievances orally and to the immediate supervisor except two respondents who said that they present their grievances to HODs. The extent of information on this item cannot be ascertained here. More than 50% of the respondents preferred the Personnel Department as the right source of information on grievance procedure, others either directed themselves to supervisors or notice board or even Department head.

Official Trainings

All the workers from the longer span group were aware of the existence of Official trainings while 17 of the shorter span group had the information. Because of the longer experience in the organisation and in most cases having attended trainings, many of the longer span group workers had a very good knowledge about the various trainings, reasons and refresher durations. The extent of information with the shorter span group was not satisfactory. Moreover many of the respondents (both longer span and shorter span) were not happily placed about the knowledge of safety committee. A few did not even know that there is a safety committee.

Talking about the sources of information on the decisions and deliberations being communicated to the workers, majority of the workers from both the groups considered department representatives, Personnel Department, and co-workers as their sources for information in the order of importance.

Standing Orders

Again the longer span group workers had a better information about the existence of Standing Orders (13 out of 20) compared to the shorter service group (6 out of 20). However except two workers nobody knew about the provisions, even important ones like late-coming, absence without leave, misconducts etc., were not known. Another important thing to note would be in spite of most of the young workers being educated, were not knowledgeable on Standing Orders

when there are printed copies of Standing Orders (in English). This reveals the lack of interest on the part of these workers.

The organization in this case can encourage the supervisors to tell the workers about Standing Orders and explain its importance in forming the base of a company. Here the limitation is that only those workers who read English can read them (since the Standing Orders are printed in English).

(B) ROLE OF SUPERVISORS

The supervisors at BDA are involved in the process of communication right from the first stage when new workers are casually and informally inducted to the job. These supervisors have risen from rank and file; hence they are able to establish a good rapport with workers without much difficulty. They are expected to communicate with the workers on technical as well as non-technical matters. As a matter of fact all the supervisors believed in this thinking. Therefore they not only communicate to the workers on non-technical matters like leave facilities, standing orders, social security benefits, grievance procedure etc., but also undertake extra effort to direct them to proper sources in case of any doubts or difficulty.

This has helped in creating good faith in supervisors on the part of workers. The best example to support this is the fact that most of the workers approach supervisor when they have a grievance or complaint. However, here I would like to comment on the reply of one supervisor who said that he was not expected to communicate on non-technical matters but he did communicate on such matters when necessary. Probably he was not aware of the significance of such duties towards establishing better supervisor- employee relations.

The only suggestion that could be made is that the importance of communicating on non-technical matter has to come from the top management who should see to it that they have regular informal meetings with the supervisors. Fortunately the organization seems to believe in this philosophy.

All the supervisors are well conversant with the matters under study, hence they do not find it difficult to communicate either ways (upwards and downwards). As a link between the top management and workers they play key role of informing the workers about the management's policies and decisions (when deemed necessary) and to the management about the reactions and responses of the workers.

Apart from this some supervisors are actively involved in Official trainings like Safety Awareness Group, Security trainings, Airport Driving Permit, Code of conduct, Sexual harassment, Employee Satisfaction survey etc which helps the management to get feed back as a

result of which management can direct and control certain matters. All the supervisors regard House Journal AHR and Suggestion Box Scheme as effective measures in building up communications, contribute to safety and feed-back systems.

A small hint here would be that supervisors should be delegated with enough authority and entrusted with the work of not-only supervising but all related matters especially non-technical which are already discussed.

(C) ROLE OF MANAGEMENT

The managerial personnel of the organization realize their role in communication. All of them are aware of their responsibility to communicate on matters of production and non-production as well. In fact one of the manager rightly emphasized on personal and informal communication with the workers if one wants the required production target to be fulfilled. Most of the management officials feel that the workers should be adequately informed on matters pertaining to personnel policy, employee benefits etc.. But it is observed that on certain items like Standing Orders, Grievance Procedure, Mediclaim benefits -contribution -procedure, the workers are not well informed therefore these matters need special consideration by the management.

This could be done either by keeping 'Employee Handbook' for reference or distributing literatures on these matters. The very fact that 28 out of 40 workers are educated upto secondary level indicates that with a little effort from the management side a desirable change towards effective communication system can be brought about. Even supervisors could be asked to have informal meetings with workers periodically.

Another tip about House Journal would be that since majority of the workforce is Marathi knowing and most of the workers know hindi it would be worthwhile to bring out House Journal or other important bulletins in Marathi or Hindi too along with English.

(D) ROLE OF HEAD OF DEPARTMENTS

In the communication network of BDA HODs plays a prominent role. The Maintenance manager/Station manager/Station safety manager and Security and Admin manager are actively involved in getting across the management, the workers' views and suggestions. Both HODs interviewed were regular intractors with employees of the company and worked for the union during spare hours. It is interesting to note that both of them said that HODs believes in collective discussion i.e. negotiating across the table. This has definitely helped the organization in having informal communication spirit both ways.

The HODs are responsible for ensuring running of the station at this facility. These include individual grievances, wage deductions, incentives, leave facility, social security benefits and so on. They are settled by HODs either through personal communication with the department concerned or directly the workers to approach the appropriate person in the department. The HODs undertake efforts to make workers aware of their responsibilities.

The HODs communicate to the workers

- 1 • Informally and orally.
2. Through formal circulars and letters, and
3. By holding special Staff meetings

while on the other side they communicate with the management

1. Orally and informally.
2. Through formal letters.
3. At the negotiating meetings, and
4. Special HOD meets.

The fact that the HODs give good co-operation in making workers conscious of their obligations e.g. -Regular in attendance, Higher standards of discipline, and Production consciousness, is worth appreciating.

Every study carries with it certain conclusions. The final observations of this study have been as under :

- (1) The overall communication system prevailing in the organization is to a large extent effective. Workers knowledge over many of the items under study was satisfactory. This could be partly because, about 75% of the workers have been educated upto a secondary level.
- (2) Both oral/written and informal/formal modes of communications are used depending on the subject of communication. However, preference is given to informal communication.
- (3) The supervisors form an important channel of communication and their role in this process is well recognized and accepted both by the workers and the management.
- (4) Management also emphasizes on communication.
- (5) HODs are actively involved in the process, right from setting minor matters at the unit, to the settling of charter of demands at the corporate level.

(6) By and large the workers with longer span of service are better informed on the matters covered under this study. Hence the hypothesis of this study holds true.

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IMPORTANCE OF COMMUNICATION IN INDUSTRY

Interview Schedule for Workers

(Please put Tick for the responses, when alternatives are provided)

Name of the Facility :

PERSONAL DATA

1. Name ;

3. Sex: Male/Female

4. Level of Education I Literate/Illiterate.

(a) if educated, state the level:

(b) any technical qualification :

5. (a) Mother tongue :

(b) Languages: Speak Read Write

6. (a) Category of the Job : Highly skilled/skilled/semi-skilled/unskilled.

(b) Length of service : years

(c) statue of employment: 1. Permanent

2. temporary

3. casual

4. any other

(d) Department : Designation :

(e) How long have you been working in this Organisation?

___ years.

7. How much, on average, do you receive as earnings per month?

Rs. _____

(a) Do you know your wage scale? Yes/No.

If yes, state : Rs.

Are you a member of a Trade Union? Yes/No.

If yes, what is its name?

DETAILED INFORMATION :

INDUCTION:

1. When you joined this organization,

(a) Were you given a briefing about the organization, its products; about your department and your job?

Yes/No.

(b) Were you introduced to your supervisors and co-workers?

Yes/No.

(c) Were you informed about your emoluments, shift timings, promotion prospects, leave facilities, etc.?

Yes/No.

(d) Were you given any booklet throwing light on certain items under (a) and (c)?

Yes/No.

If 'No' for (a), (b), (c) and (d), how did you come to know about items under Q. (a), (b) and (c)?'

2. If, atleast one 'yes' to question in 1,

(a)by whom (1) Personnel Officer/Labour Officer/somebody from the Personnel/Labour department. Supervisor in your department/somebody from your department.

(b) in what way (1) Casually (2) Informally but thoroughly (3) Systematically as a part of the formal induction program.

STANDING ORDERS:

3. Are you aware of the standing orders in your Organisation?

Yes/NO.

If yes, (a) Have you read them from the notice board?

Yes/NO.

If No, how have you come to know these?

(1) From co-workers;

(2) through instances of misconduct,

(3) any other.

A.Do you know the provisions under the standing orders when your conduct is likely to amount to misconduct? (.e.g. late-coming, overstay of leave, insubordination, etc.)

If 'yes', give details:

LEAVE FACILITIES; PAID HOLIDAYS:

What leave facilities are you entitled to?

a. Privilege leave

b. Casual leave

c. Sick leave

(A)How did you come to know about these?

(B)Do you know how to apply for leave?

YES/NO.

(C) How did you come to know about the paid holidays you get in a year?

1. from the Notice Board

2. from the co-workers

3. from the supervisor

SOCIAL SECURITY:

4. What do you know about the social security measures like:

(1)the employees State Insurance Act

a. about the 'amount that is deducted from your wage,

b. about the benefits you can claim,

c. about the procedure to be adopted for claiming the benefits.

(2) the retirement provision like Employees' Provident

Fund Act?

a. about the amount that is deducted as contribution from your wages,

b. about the purposes for which you can ask for the loan,

c. about the procedure to secure the loan.

(A) Do you know what amount is deducted from your wages as contributions under the above two measures?

Yes/No.

(B) What benefits can you claim under the Cashless Mediciam?

(e) To what extent and for what purposes can you ask for loan from Provident Fund?

Extent/Purposes :

(D) Do you know the procedure to claim the benefits under Cashless Mediciam and to secure the loan from the Provident Fund?

YES/NO.

(3) What amount of gratuity are you entitled to and after how many years?

Amount : Rs. _____

After years. _____

(c) Does a retrenched worker get compensated?

Yes/No.

If yes, how much : _____

INDIVIDUAL GRIEVANCES:

5. What procedure do you adopt for the redressal of your individual grievances?

I take them to my immediate supervisor.

I take them to Personnel Officer.

I prefer to approach the HOD.

(B) I present my grievances orally/in writing to

(C) Are you aware of any formal grievance procedure in your organization?

YES/NO.

If yes, 1. What are the steps involved in this?

2. How do you know about the same? ✓

WAGE PAYMENT:

6.(A) Do you know the components of your wage earnings?

YES/NO.

If yes, what are the components?

Give details about its calculation, administration, deductions, etc.

(B) How did you come to know these?

(C) Do you get Night Allowance. -If yes, Give details.

(D) Is there any incentive system in your department?

YES/NO.

If yes, 1. Was it explained to by the supervisor?

2. Have you known about it through co-workers?

Yes/NO.

7. Do you have Official Trainings, in your organisation?

Yes/NO.

If yes, give details :

(A) If the Official trainings are there, did you attend any of these?

Yes/No.

If yes, give details :

If No, how are the decisions, deliberation of These official trainings made known to other workers?

SAFETY:

8. Do you know how to work on your machine with maximum safety?

Yes/No.

(A) How have you come to know about the safety guards, devices and precautions?

(B) Are the safety posters displayed in your department?

Yes/No.

(C) "I came to know about the importance of safety

1. through the instructions given by the immediate supervisor.

2. through the suggestions given by the co-workers

3. through a formal safety education programme conducted by the organisation.

4. through other methods: (please specify).

SUGGESTION BOX:

9. Is there any suggestion box scheme in your organisation?

Yes/No.

(A) Do you give suggestions?

Yes/No.

If 'yes', what procedure do you adopt?

IMPORTANCE OF COMMUNICATION IN INDUSTRY

Interview Schedule for Managerial Personnel (including Supervisors)

(Please put Tick for the responses when alternatives are provided;

Name of the Facility :

PERSONAL DATA:

1.

Name: 2. Age: 3. Sex: Male/Female

4. (a) Mother tongue :

(b) Can you speak the language commonly spoken by the workers?

Yes/No. .

5. Educational qualification :

6. Position held in the organization: Executive/Managerial/Supervisory.

(a) Department

(b) Designation

(c) How long have you been working in this organization? _____ yrs

And in the present position? _____ yrs

(d) How did you get the present position in the organisation?"

a. promoted from a lower position

b. direct appointment.

(B) How do you know, if and when the Suggestion is accepted?

1. Is there any House-Journal in your organization?

Yes/No.

If 'yes', 1. how frequently is it published?

2. Do you read it? YES/NO.

3. Does it give useful information about the organization, its staff and workers?

YES/No/Sometimes.

4. What is your general opinion about the Journal.

1. Do you have Notice Boards displaying the notices in your organisation?

Yes/NO.

If yes, 1. Are they well maintained and kept up-to-date?

YES/NO.

2. Do you read those and how regularly?

YES/NO.

DETAILED INFORMATION:

INDUCTION:

1. Do you have a formal induction program for the new employees in your organization?

Yes/No.

If yes, in what way are you associated with this program.

2. over which areas do you impart information to the new employees? e.g. leave facilities, shift timings, grievance procedure, etc.

3. Is the information given orally and/or in a written form?

If 'no', are the new employees at least informally inducted to organization to their respective departments?

Yes/No.

4. Are the new employees left on their own as regards knowing their work, their department and the organisation?

YES/NO.

STANDING ORDERS:

2. (a) Are the standing orders of the organisation suitably displayed on the Notice Board?

Yes/No.

(b) Do you take up any other efforts to make the provisions of the Standing Orders known to workers?

Yes/No.

If 'yes', give details:

LEAVE FACILITIES WELFARE FACILITIES, SOCIAL SECURITY AND RETIREMENT BENEFITS:

3. Are any efforts made by the management to communicate and instruct workers as regards the following items?

Yes/No.

a. shift timings - permissible late-coming. j

b. leave facilities - procedure to avail of

c. benefits under the cashless mediclaim - procedure to avail of

d. provision under cashless mediclaim - procedure to obtain loans

e. welfare facilities - how to make use of

If 'yes' to any. in what way are you associated with such efforts?

INDIVIDUAL GRIEVANCES:

4. How are the individual grievances of the workers handled in the organisation?

1. Is there any formal grievance procedure? Yes/No.

If 'yes', i. what are the steps involved.

2. In what way do you play a role in this procedure?

If 'no' for (a) how are the grievances handled informally?

WAGE INCENTIVES:

5. Is there any incentive scheme in your department/organisation? YES/NO.

(a) What efforts are/were made to give the details of the scheme to the workers?

OFFICIAL TRAININGS:

6. Do you have Official trainings in your organisation?

Yes/NO.

If

'yes', give details:

Do you associate yourself with any of these trainings and in what capacity? Yes/No.

Do you encourage workers' representatives in these trainings to put forth their Views? Yes/No.

How do you communicate the result of these trainings to the workers in the organization?

SAFETY:

7. Do you undertake efforts to make workers safetyconscious?

Yes/No.

(a) Are the safety posters displayed in different department? Yes/No.

(b) Are safety education programs conducted in the organization? Yes/No.

(c) As a supervisor, do you instruct workers on the different aspects of safety? Yes/No.

AS A LINK BETWEEN MANAGEMENT AND WORKERS:

8. As a link between the top management and the workers

(a) Do you inform the workers about the decisions taken by the management?
Yes/No/Sometimes.

(b) Do you convey the response and the reactions of the workers to the managements' decisions?

YeS/NO/Sometimes.

9. As a link between the top management and the workers

(a) How do you communicate with higher management?

i. informally and orally.

ii. formally and inwriting.

(b) How do you communicate with workers?

i. through notices on Notice Boards.

ii. through formal circulars.

iii. orally and formally.

(c) Do you talk with workers only on technical matters/matters pertaining to work OR do you talk with them informally on other matters also?

(d) What modes of communication do you always use and insist on others to make use of?
Formal/Informal/Oral/Written.

10. Give details about some of the schemes and activities of your organization having a bearing on communication like suggestion box scheme, house journal, etc.

IMPORTANCE OF COMMUNICATION IN INDUSTRY

Interview Schedule for the Head of department

(Please put Tick , for the responses when alternatives are provided)

Name of the factory :

PERSONAL DATA:

1. Name:
2. Age :
3. Sex : Male/Female.
4. Level of education :
5. Mother tongue :
6. Position held in the Organisation :
 - (a) How long have you been working for this Organisation?
 - (b) How many hours do you work in the company?
- ii How long were you in the capacity of HOD?
- iii Do you work for other social committees in spare time?

DETAILED INFORMATION:

1. Are you affiliated to any Central Trade Union Organization and/or to a Political Party? Yes/No.

If 'yes' give details.

2. Do you believe in discussion/debate bargaining i.e. in negotiating across the table with the Workers/Management?

Yes/NO.

If 'yes', how and in what way do you associate yourself in presenting common issues of the workers before the higher management :

3. How are individual grievances handled by your position?

(a) Do workers often come to you before going with their individual grievances to their immediate supervisors or to the officers in Personnel Department?

(b) Do you take up such grievances with the Personnel Officer and try to resolve them?

4. How do you communicate with workers?

- a. Informally and orally
- b. Through formal circulars and notices. AND/OR
- c. By holding gate meetings.
- d. At the time of the Union meetings.

5. How do you communicate with the Senior management?

- a. Informally and orally.
- b. Through formal letters.
- c. At the negotiation meetings.
- d. As members of the leadership committees

6. What efforts do you undertake to make workers aware of the facilities, benefits and the claims they are entitled to get under different labour laws?

e.g. Cashless mediclaim benefits

Bonus

Loan advances as against P.F.

Leave facilities

Incentive earnings etc.

In what way do you help them to avail of these?

7. Do you try to make them safety-conscious?

Do you or any of your colleagues have any safety education program for this purpose?

8. Do you associate yourself enthusiastically with any of the official trainings in the organization?

(a) How regularly do you attend the trainings?

(b) How do you communicate to your members on knowledge gained by such trainings?

9. Do you try to make workers conscious of their obligations also?

e. g. regularity in attendance

higher standards of discipline

production conscious.

10. What in your opinion are the barriers in effective communication between the management and workers?