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# Communication Skill and Behaviour Orientation - A Study on Private Sector Organization

**Dr. Swaha Bhattacharya**

Associate Professor, Department of Applied Psychology, University of Calcutta 92, Acharya Prafulla Chandra Road, Kolkata

**ABSTRACT**

*The aim of the present investigation is to study the communication skills and behaviour orientation of the employees engaged in private sector organization. Accordingly, a group of 80 employees were selected as sample in this investigation. A general information schedule, communication skills questionnaire and behaviour orientation questionnaire were used as tools in this investigation. The findings revealed that there seems to be indication of good communication skills and high Machiavellianism behaviour orientation of the employees of private sector organization. Articulation skills differ with respect to age but gender-wise no significant difference was observed. On the contrary, in case of behaviour orientation, no significant difference was observed with respect to age but gender-wise comparisons reveal significant difference in connection with views and overall behaviour orientation. Good articulation skills gives people the impression of a solid, full education and cultured mind, on the other hand, people with high mach suffer from lack of good interpersonal relationships. Measure may be taken to increase better communication skills in comparison to the existing condition and also to reduce the interpersonal conflict as far as possible.*

**KEYWORDS: Communication skills, Behaviour orientation and Private sector organization**

## INTRODUCTION

The private sector is comprised of people organizing themselves into enterprises to carry out production of goods and services to meet market demands and in the process of creating jobs, income and wealth for the economy, the institutions, organizations and agents that provide them support to carry out these functions. Communication is often cited as a critical success factor in private sector organization initiatives. It is the exchange and flow of information and ideas from one person to another. Listening is considered to be the one of the most important part of the communication. On the other hand, general function of feedback is to help a person to improve his personal and interpersonal effectiveness. Individual's behaviour is complicate and complex concept. It is affected by psychological factors as perception, learning, personality and motivation. One of the dilemmas in organizational behaviour is to analyze and improve interpersonal and group bahaviour in organizations. Workplaces are dictated not only by policies but also the personalities of employees. Self-generated feedback for generalizing and maintaining staff performance in a scheme was conducted by Aero (2002). Results show that the staffs are able to attain competency and increase their performance level. Besides this, it can be said that communication skills play in leader's emergence and effectiveness in the organization. Leaders were selected on the basis of their possessions of communication skills. Communicators were related as more effective leader, but they did not lead more productive groups (Riggo and Charles, 2003). Glover (2001) incorporated a consideration of the role that gossip, rumour and the grapevine play when formal systems for communication and consultation are not trusted. They examined the conditions that led to a distinction between the existence of sophisticated human resource systems for communication and positive outcomes in the work place. Avtgis (2000) examined the relationship between unwillingness to communicate and quality of organization in relationship of employees of several organizations. Correlations indicate that people who reported increased communication and high reward in communication also reported greater relational satisfaction and greater perceived organizational influence. Besides this, another study reveals that the negative feedback group was less satisfied but they set higher goals, developed more strategies and performed at higher level than positive feedback group. This study supports the need for continual challenges to improve the learning tasks (Mesch et al, 1994). Employees' perceptions about their jobs wee highly related to participation in decision – making, team work and communication. Communication received the highest marks by employees for creating an employee's supportive environment. It is clear that employee involvement strategies, which increase communication and interaction with others on the job may improve the overall organizational climate. Such strategy appears to accomplish this by increasing employees' job satisfaction and commitment to the organization (Shadur et al., 1999). Considering the above the present investigation has been designed to study the communication skills and behaviour orientation of the employees engaged in private sector organization.

## OBJECTIVES

1. To study the communication skills and behaviour orientation of the employees of private sector organization.
2. To study whether there is any impact of age in connection with communication skills and behaviour orientation.
3. To study whether communication skills and behaviour orientation varies in connection with gender difference of not.

## CONCEPT AND OPERATIONALIZATION

Communication skills : Communication is the activity of conveying information. It requires that the communicating parties share an area of communicative commonality. The communication process is complete when the receiver has understood the message of the sender. Communication skills are repeatable goal directed behaviour. Skills are goal directed because they must be designed to accomplish something.

Behaviour orientation : Interpersonal behavioural style is characterized by the way one interacts with others and is a way by which one can reduce ones insecurities and maximize their self-esteem. For it to be considered a style, it would have to be relatively consistent across time and across a variety of situations. It refers to the process of reciprocal influence or circular causation of bahaviour.

Private sector organization : Private sector is defined as the part of national economy made up of private enterprise. The private sector is comprised of people organizing themselves into enterprises to carry out production of goods and services to meet market demands and in the process creating jobs, income and wealth for the economy and the institutions, organizations and agents that provide them support to carry out these functions.

## HYPOTHESES

**Hypothesis – I :**
Communication skills of the employees of private sector organization differ significantly in terms of age difference.
**Hypothesis – II :**
Communication skills of the employees of private sector organization differ significantly in terms of gender difference.
**Hypothesis – III :**
Behaviour orientation of the employees of private sector organization differs significantly in terms of age difference.
**Hypothesis – IV :**
Behaviour orientation of the employees of private sector organization differs significantly in terms of gender difference.

## STUDY AREA AND SAMPLE :

A group of 80 employees (40 male and 40 female) of private sector organization were selected as sample in this investigation. The pertinent characteristics of the subjects are as follows :

Age group : 31 – 40 years and 41 – 50 years.
Gender : Equal gender ratio.

Education : At least graduate.
Service : At least five years in the same organization.

**TOOLS USED :**

1. General Information Schedule : It consists of items like name, address, age, gender, educational qualification etc.
2. Communication Skills Questionnaire : It consists of 18 statements and has three dimensions, viz., feedback, listening and articulation. There are five categories, viz., strongly agree, agree, undecided, disagree and strongly disagree to answer the questions. The scoring rationale is high score indicates good communication skills and vice-versa. Odd-even split-half reliability is 0.81
3. Behaviour Orientation Scale : This questionnaire is a measure of Machiavellian belief and attitude of an individual in interpersonal relationship. It consists of 41 statements and has three dimensions, viz., tactics, views and morality. The questionnaire is rated against a five point scale. 33 items are in a pro-Machiavellian direction and is scored 1 for strong disagreement and 5 for strong agreement. 8 items are in anti-Machiavellian direction and is scored for disagreement and 1 for strong agreement. Odd-even split-half reliability is 0.62

**ADMINTRATION, SCORING AND STATISTICAL TREATMENT**

The general information schedule, communication skills questionnaire and behaviour orientation scale were administered to the subjects by giving proper instruction. Data were collected and properly scrutinized. Scoring was done with the help of standard scoring key. Frequency and percentages were calculated for general information schedule. Mean and S.D. were calculated for other two questionnaires. Comparisons were made applying t-test.

**RESULTS AND INTERPRETATION**

The general characteristics data inserted in Table – 1 reveals the characteristic features of the subjects, under study.

**Table – 1 : General characteristic features of the subjects, under study**

| General | Male | | Female | | Comb. | |
|---|---|---|---|---|---|---|
| Age in yrs | frequency | percentage | frequency | percentage | frequency | percentage |
| 31 – 40 | 18 | 45.00 | 23 | 57.50 | 41 | 51.25 |
| 41 – 50 | 22 | 55.00 | 17 | 42.50 | 39 | 48.75 |
| Education | | | | | | |
| Graduate | 22 | 55.00 | 13 | 32.50 | 35 | 43.75 |
| Post. Gra. | 18 | 45.00 | 27 | 67.50 | 45 | 56.25 |

Data inserted in Table – 2 reveals the communication skills of the employees who are between the ages 31 to 40 years and 41 to 50 years engaged in private sector organization. Comparative picture reveals no significant difference between these two groups in terms of feedback and listening skills but articulation skills differ significantly. Besides this, it can be said that there seems to be indication of comparatively good feedback skill than that of the listening and articulation skills. Overall picture reveals no significant difference between these two groups. Thus, the Hypothesis – I which postulates, "Communication skills of the employees of private sector organization differ significantly in terms of age difference" – is rejected except for articulation skill.

**Table – 2 : Comparison between the employees of private sector organization who are between the ages 31 to 40 years and 41 to 50 years in terms of communication skills**

| Categories | 31 to 40 | years | | 41 to 50 | years | | |
|---|---|---|---|---|---|---|---|
| | N | Mean | S.D. | N | Mean | S.D. | t-value |
| Feedback | 39 | 21.61 | 2.99 | 41 | 21.52 | 2.5 | 0.28* |
| Listening | 39 | 18.60 | 3.71 | 41 | 17.38 | 3.2 | 1.58* |
| Articulation | 39 | 20.91 | 2.52 | 41 | 19.71 | 2.2 | 2.27** |
| Total | 39 | 61.12 | 7.18 | 41 | 58.61 | 5.4 | 1.88* |

**Score range :**
Feedback skill : 6 – 30
Listening skill : 6 – 30
Articulation skill : 6 – 30
Total : 18 – 90
High score indicates good communication skills and vice-versa
* Difference is insignificant ** p < 0.01

When comparison was made between the male and female group of employees engaged in private sector organization, no significant difference was observed in terms of communication skill. Overall picture reveals that there seems to be indication of good communication skills of both the group. Thus, the Hypothesis – II, which states, "Communication skills of the employees of private sector organization differ significantly in terms of gender difference" – is rejected in this investigation.

**Table – 3 : Comparison between the male and female employees of private sector organization in terms of communication skills**

| Categories | Male | | | Female | | | t-value |
|---|---|---|---|---|---|---|---|
| | N | Mean | S.D. | N | Mean | S.D. | |
| Feedback | 40 | 22.15 | 2.96 | 40 | 21.05 | 2.50 | 1.79* |
| Listening | 40 | 18.06 | 3.70 | 40 | 17.97 | 3.46 | 0.06* |
| Articulation | 40 | 20.59 | 2.80 | 40 | 20.05 | 2.05 | 1.00* |
| Total | 40 | 60.80 | 7.09 | 40 | 59.07 | 5.52 | 1.23* |

**Score range :**
Feedback skill : 6 – 30
Listening skill : 6 – 30
Articulation skill : 6 – 30
Total : 18 – 90
High score indicates good communication skills and vice-versa
* Difference is insignificant

Comparison was also made between the two groups of employees who are between the ages 31 to 40 years and 41 to 50 years engaged in private sector organization in terms of behaviour orientation. Comparative picture reveals no significant difference between the two groups. The Hypothesis – III which postulates, "Behaviour orientation of the employees of private sector organization differs significantly in terms of age difference" – is rejected in this investigation.

**Table – 4 : Comparison between the employees of private sector organization who are between the ages 31 to 40 years and 41 to 50 years in terms of behaviour orientation**

| Categories | 31 to 40 | years | | 41 to 50 | years | | t-value |
|---|---|---|---|---|---|---|---|
| | N | Mean | S.D. | N | Mean | S.D. | |
| Tactics | 39 | 44.80 | 5.80 | 41 | 45.30 | 4.78 | 0.56* |
| Views | 39 | 66.39 | 6.19 | 41 | 68.50 | 7.33 | 1.03* |
| Morality | 39 | 14.61 | 2.20 | 41 | 14.20 | 2.31 | 1.12* |
| Total | 39 | 125.80 | 9.75 | 41 | 128.00 | 9.42 | 0.84* |

*** Difference is insignificant**

Data inserted in Table -5 reveals the comparative picture between the male and female employees engaged in private sector organization in terms of behaviour orientation. It can be said from the findings that significant difference was observed between the two groups in connection with views but no significant different was observed regarding tactics and morality. Findings also reveal that mean score is higher for male group than that of the female group. The Hypothesis – IV which states, "Behaviour orientation of the employees of private sector organization differs significantly in terms of gender difference" – is rejected for tactics and morality and is accepted for views and overall behaviour orientation.

**Table – 5 : Comparison between the male and female employees of private sector organization in terms of behaviour orientation**

| Categories | Male | | | Female | | | t-value |
|---|---|---|---|---|---|---|---|
| | N | Mean | S.D. | N | Mean | S.D. | |
| Tactics | 40 | 45.57 | 5.66 | 40 | 44.75 | 5.06 | 0.68* |
| Views | 40 | 70.25 | 6.84 | 40 | 65.11 | 5.50 | 3.70** |
| Morality | 40 | 14.15 | 2.57 | 40 | 14.65 | 1.94 | 0.98* |
| Total | 40 | 129.97 | 11.92 | 40 | 124.50 | 9.73 | 2.24** |

*** Difference is insignificant ** p < 0.01**

**MAJOR FINDINGS OF THE STUDY**

- Overall picture reveals that there seems to be indication of good communication skills of the employees engaged in private sector organization.
- Gender-wise comparison reveals no significant difference in terms of communication skills.
- Articulation skill is better among the employees who are between the ages 31 to 40 years than those who are between the ages 41 to 50 years.
- Behaviour orientation of the employees engaged in private sector organization does not differ significantly with respect to their age.
- Gender-wise comparisons reveal significant difference for views and overall behaviour orientation.

**CONCLUDING REMARKS**

Good articulation gives people the impression of a solid, full education and culture mindedness and thus it is needed for the employees to choose their speaking habits carefully. In this investigation, those who are 31 to 40 years have good articulation skill than those who are 41 to 50 years. They speak on matters where they are able to bring more clarity or to help others in case of discussion. Speaking from a desire to add something or just get ones voice heard will not add to the perceived level of articulation. In connection with behaviour orientation, it can be said that tactics used by male and female employees are similar with both sexes believing that honesty is always the best option and that it is not possible to compromise with anyone who sticks to his moral stands. They also believe that it is wise to back out of commitments if one gains by doing so and that it is best to try and avoid displeasing people when taking decisions and maintain harmony. Behaviour orientation of employees of private sector organizations does not differ with respect to their age. But overall behaviour orientation and specially views differ between the male and female employees of private sector organization. Measure may be taken to increase better communication skills in comparison to the existing condition and also to reduce the interpersonal conflict as far as possible.

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