

Study of Internal Communication Gap between Management and Employees



Communication

KEYWORDS : Management, Employees, Internal Communication, Communication

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ABSTRACT

Communication is the process of sharing ideas, information, and messages with others in a particular time and place. The purpose of this study was to discover whether or not there was a communication gap between the top level as well as middle level management and the employee working within organization. The data was collected from the employee through the use of questionnaire. The study is carried out in the urban part of western India especially in Gujarat. This includes cities like Ahmedbad, Surat, Rajkot, Jamnagar. The sample size of 100 employees were selected from these major cities of Gujarat state. The researcher has applied convenient sampling design. Results found that Employees received limited amount of information within organization. Most of the employees admitted to hearing information through grapevine. As the experience within the organization increase, it appears as though this particular group had a negative view of internal communication.

INTRODUCTION

Communication is the process of sharing ideas, information, and messages with others in a particular time and place. Communication includes writing and talking, as well as nonverbal communication, visual communication and electronic communication. Communication is not only important in personal life but also in business, education and in any other situation where people encounter each other. The purpose of this study was to discover whether or not there was a communication gap between the top level as well as middle level management and the employee working within organization. The data was collected from the employee through the use of questionnaire.

Over the past ten years, the researcher had the opportunity to work within an organization in which communication is vital to its employees. The researcher had overheard numerous conversations regarding the lack of communication between the middle level as well as top level management and it's employees. With this in mind, a study was completed to determine if there was an internal communication gap that existed between the parties. When there is an internal communication gap within an organization, there is usually a breakdown in the way information is sent from the sender to the receiver. This is precedent in organizations that have a top down hierarchy. In this type of hierarchy it can be difficult for bottom level employees to obtain

information regarding changes within the organization.

RATIONALE OF STUDY

Based upon conversations among the employees, this study is important because there appears to be a lack of communication within the organization. Some of the employees feel as though the middle level management have daily meetings, but no information is shared regarding the changes or procedures. When there is an internal communication gap it becomes difficult for anyone to effectively achieve goals.

PURPOSE OF STUDY

The purpose of this study is to determine whether or not there's an internal communication gap that exist between the employees and management.

The objectives of this study was to:

- 1) Discover whether or not there is an internal communication gap between employees and management
- 2) Identify the ways in which employees usually receive most of their information.

REVIEW OF LITERATURE

Communication barriers can pop-up at every stage of the communication process (which consists of sender, message, channel,

receiver, feedback and context) and have the potential to create misunderstanding and confusion. To be an effective communicator and to get your point across without misunderstanding and confusion, your goal should be to lessen the frequency of these barriers at each stage of this process with clear, concise, accurate, well planned communications (Fowler & Manktelow, 2005).

Internal communication is more important today than in previous years because the business and market conditions are more complex. There is a lot of information in the marketplace and it's crucial that employees understand it. The development of a strategic internal communication strategy and its implementation can provide a number of benefits to organizations such as keeping employees motivated and engaged and sharing clear, consistent messages with employees in a timely manner (Black Enterprise, Clemons, pg 46).

SCOPE OF STUDY

The study is carried out in the urban part of western India especially in Gujarat. This includes cities like Ahmedbad, Surat, Rajkot, Jamnagar. The universe of the study consists of the urban Indian employees residing in the major cities of Gujarat state.

SAMPLING DESIGN

The sample size of 100 employees were selected from these major cities of Gujarat state with various geographical areas like Ahmedabad, Surat, Rajkot and Jamnagar. All the respondents were administered structured questionnaire. The researcher has applied convenient sampling design.

DATA COLLECTION AND ANALYSIS

The cross sectional descriptive research design is used for conducting this research because it enables the researcher to study the problem at given point of time of the population of interest. Structured questionnaire has been employed to get information.

DATA ANALYSIS AND INTERPRETATION

The representatives that responded to the survey are 36% of the participants were employed for less than 3 years, 58 % for 3 to 5 years and 6 % for 10 to 15 years. Analysis of this study is as under:

Table 1: "Table showing what best describes communication within this organization?"

Item response	%
Keeps us fully informed	3
Keeps us Fairly well informed	19
Keeps us adequately informed	27
Gives us only a limited amount of information	40
Doesn't tell us much at all about what is going on	11
Total	100

Table 2: “Table showing information needed to do job”

Item response	%
Strongly agree	6
agree	49
Neutral	39
Strongly disagree	6
Total	100

Table 3: “Table showing sources from which you usually receive most of the information?”

Item Response	%
Grapevine	28
Notice Board	2
Head of department	26
Middle management	10
Group meetings	16
Email/SMS	18
Total	100

Table 4: “Table showing overall satisfaction with the communications within your organization”

Item Response	%
Very satisfied	1
Satisfied	26
Neutral	43
Very dissatisfied	30
Total	100

FINDINGS:**Following are the findings of this study:**

- Majority 36% of the participants were employed for less than 3 years, 58 % for 3 to 5 years and 6 % for 10 to 15 years.
- Majority 40% respondents say they get only limited amount of information in organization
- Majority 49% agree that they have all the information to do their job
- Majority 28% respondents say that they receive most of the information through grapevine in organization
- Majority 43% of the respondents feel that they are neutral i.e. neither satisfied nor too dis-satisfied with the communications within the organization

- Majority 48% feel that they usually believe the information that they receive
- Majority 42% respondents feel that they are undecided on whether management considers their ideas or concerns

CONCLUSION

Face-to-face communication remains the number one style of communicating within the organizations. Research has also found that lack of communication within an organization can decrease productivity, lower morale and be the cause of the serious workplace issues. Most of the employees admitted to hearing most of the information through grapevine. As the number of years increased in experience within the organization, it appears as though this particular group had a negative view of internal communication. Some of the employees also feel lack of communication as their voice is not been heard.

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