



ROLE AND COGNITIVE SCOPE OF COMMUNICATION SKILLS IN ORGANIZATIONAL MOTIVATION CONTROL AND DIRECTION

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ABSTRACT

The study which is mainly based on the facts relating to the communication skills of the different levels of officers and teachers of State Institute of Education Allahabad U.P, State Institute of Science Allahabad U.P and English Language Teaching Institute Allahabad U.P. in India and their level of awareness regarding the importance of communication skills in organizational motivation. The study reveals that majority of the officers and teachers have positive opinions regarding the importance of communication course designed for officers and teachers. Most of the respondents were officers and teachers of institutes and ABSA's. They have completed communication course given by ELTI Allahabad, but majority of them are dissatisfied with it. The study also discloses that many of them had never received any training on communication skill. The majority of the officers and teachers opine that there should be compulsory training program on communication skills for government officers and employees. Academicians should design and conduct communication courses keeping their application perspectives in view. Moreover government employers should arrange compulsory training program on communication skill for their employees. In developing countries like India government holds governing and service sectors and results into thousands of big organizations and interact within organization and out of organization. government organization run programs directly involved with human and for human for the same training in communication skills is the need of the hour. Still compulsory training programs on communication skill do not exist in any of the respondent's government organizations.

KEYWORDS Communication Skill, Training, Communication Course, organizational motivation

INTRODUCTION

Government officers and employees irrespective of their areas and levels spend much of their working hours to communicate because they get things done by and with people and in getting things done by and with people there is no alternative to communication skill. It has been estimated that at all organizational levels at least 75% of each workday is consumed in communication. Today, government officers and employees must have the quality of leadership.

Our economy is moving from the agro-based economy to industrial economy and the private sector is getting much importance to face the challenges of the global market. Although government officers and employees spend much of their working hours in communication, there is poor knowledge-base regarding the communication skill of our Government officers and employees, their level of awareness regarding the importance of communication skill and their levels of satisfaction and expectations regarding the training program on communication skill of their organizations.

Indian government runs a number of projects for human welfare with rich human involvement. For the success of the projects both intra organizational motivation and inter organizational motivation is required. It has been found and well-known that people cooperate with government officials only when their immediate interest is at stake or when they can be punished but at usual conditions they do

not cooperate with officials and that is one of major reason of failure of many projects. the government officials fail to convince and motivate people due to lack of their motivational skills and that is because of their less attention and almost no training on communication skills. Private sectors are performing better in this regard as their employees at different level are trained with good communication skills be it a salesman or high level executives communication skills is their fist qualification along with their hard skills.

The importance of communication skills in any government organization is high and should be made a priority if it is not already. The importance of communication skills exists because without communication no real motivation or effective work could ever be carried out. So, the importance of communication skills in any government organization is to promote more effective interactive practices and allow individuals within the organization and out of the organization to feel comfortable communicating with others and to feel informed with the information they are receiving. By recognizing the importance of communication skills and implementing them in the professional life government employees and projects will perform better because everyone will know what is expected and how to perform. The researcher tried to address the following specific study issues relating to the communication skill of the

government officers and employees of state government in India:

1. Do the government officers and employees think that the communication course is important for them?
2. Did the government officers and employees under this study complete communication course?
3. Did the government officers and employees (who have completed communication course) get any help from the communication course?
4. What benefits have they received from the communication course?
5. Did the government officers and employees get any training on communication skill?
6. Who organize this training on communication skill?
7. What are the opinions of the government officers and employees towards the training, which they have attended regarding communication skill?
8. Do the government officers and employees think that communication course is important for the executives?
9. Do the government officers and employees think that there should be compulsory communication training program for government officers and employees at organization?

OBJECTIVES OF THE STUDY

In light of the above-mentioned study issues, the following are the objectives of the study:

1. To make a knowledge-base regarding the officers opinions towards the importance of communication course for government officers and employees;
2. To make a knowledge-base regarding the completion of communication course by government officers and employees and their opinions regarding the benefits received by the completion of communication course;
3. To focus on the executives' training on communication skill and their opinions regarding it;
4. To determine the different levels of executives' opinions regarding their own communication skill ;
5. To determine the different levels of executives' opinions regarding the existence of compulsory training program in the organizations on communication skill for executives.

METHODOLOGY OF THE STUDY

The study focused on both secondary and primary sources. The secondary sources of data include relevant books and journals. The study collected most of the data from primary source through structured questionnaire.

The field

The study collected data from State Institute of Education Allahabad U.P, State Institute of Science Allahabad U.P and English Language Teaching Institute Allahabad U.P. Jila Panchayat Shahadol M.P. in India India.

Selection of Sample

The study selects 10 sample from each institute from officers and executives who had at least five years of experience handling both internal and external operations. From training centers specially those officers were selected who were directly involved in training and education program who had wider role of motivators . So, purposive sampling was adopted in selecting sample enterprises. Initially, the study took 200 sample employees

belonging to different levels using convenient sampling and among these 200 government officers and employees 50 government officers and employees were selected from top level, 75 were selected from mid level and the rest 100 were selected from bottom level 60 belonging to mid level and the rest belonging to bottom.

Analysis

The collecting data have been analyzed using percentage, mean and standard deviation.

LITERATURE REVIEW

Most of the studies conducted on the communication skill of the government officers and employees have been reviewed in the following basis :

Bennett and Olney (1986) in "Executives Priorities for Effective Communication in an Information Society" found that executives in selected Fortune 500 companies throughout the United States opined that effective communication skills are more important now than ever before for business success and these skills will remain as a critical component of the information society. The researchers mentioned that the educators should give emphasis on the findings of this research in reviewing and developing realistic business communication curricula. Papa and Tracy (1988) in "Communicative Indices of Employee Performance with New Technology" found significant positive relationships between each of the communication variables and employee productivity with new technology. Barker and Others (1992) used a listening effectiveness inventory to measure perceived listening ability among managers who were leaders in a professional management association in the United States and Canada. The study found statistically significant differences for training and gender and insignificant differences were found for age. Dowd and others (1994) in "What Corporations Seek in MBA Hires: A Survey" conducted a study among MBA candidates and found that 85% of the recruiters hold communication skill as the most important skill. Swanson and others (1994) in "Business Communication: A highly valued course in Business ministration" asked 500 undergraduate and graduate students to rank all core business courses and they ranked business communication first among all core courses.

FINDINGS OF THE STUDY

This study presents findings on the effects that organizational communication has on employee and concerned people motivation and performance. The organizations chosen for this research study are State Institute of Education Allahabad U.P, State Institute of Science Allahabad U.P and English Language Teaching Institute Allahabad U.P. Jila Panchayat Shahadol M.P. in India . These organizations are well known in India for its diversified education and development projects.. SIS, SIE ELTI ALLABAD are proud to educate biggest number students in the world they have the responsibility of training two lac teachers .

Opinions towards the Importance of Communication Course

The results one reveals that majority (80.30%) of the officers' opinion is constructive concerning the significance of communication course for the officers and employees . The table 01 also reveals that although a very

few percentage of the mid and low level government officers and employees think that communication course is not important for the government officers and employees but none of the top level government officers and employees agree with this opinion.

The result two shows that government officers and employees belonging to different levels have completed communication course and their number is more (58.11%) than that of government officers and employees who did not (41.89%) complete the communication course.

The result three shows that among those government officers and employees who have completed communication course (58.11%) majority (90.70%) of them informed that they have been not benefited by the communication course. Majority of the government officers and employees belonging to the three different levels have not been benefited by the communication course.

Design and execution of the Communication Course

A question was asked to those government officers and employees who have completed communication course but think that they did not receive any benefit from the completion of communication course. The question was, whether they think that the communication course was not designed and executed from the practical point of view. All of them opined that their course was neither designed nor executed from the practical point of view. Academicians should give emphasis on this comment in designing communication course.

Opinions regarding the Compulsory Training Program on Communication Skill

The results reveals that majority (90%) of the government officers and employees think that there should be compulsory training program on communication skill for the executives.

CONCLUSIONS

The study revealed that majority of the government officers and employees of state government in India thinks that course on communication and communication skills with its special attention on motivation are important for them and their professional delivery and career success. The study found that the number of government officers and employees (belonging to different administration levels of state government) who have appreciated communication course is greater than those government officers and employees who did appreciate or recognize the role of communication skills in organizational motivation. This is a very positive sign for the government concerns in India because there is little

doubt about the significance of communication skills for the government officers. However, majority of the government officers and employees who have completed communication course expressed dissatisfaction and informed that they have not been benefited from completing communication course. There is no dearth of doubt that although the effectiveness of communication course

might vary, but there will be an impact of course completion on participants' communication skill.

All the government officers and employees who are not satisfied with communication course think that the course contents of the communication course are not targeted to practical usage or application. The academicians who design such courses should consider this feedback seriously

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