Organizational Integration and Perspective

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Abstract: Communication has been found to be an effective factor that facilitates organizational integration and plays key role in developing a perspective by the employees. It gains much ground in the context of large number of stakeholders such as employees, customers as well as other public. Sharing of information about the policies, finding solutions to the problems as well as propagation of ideologies shall be regular features of any organization. They lead to different perspectives and integrate the people at various levels. The purpose of this study is to assess the status of Organizational integration and perspective in Sangam dairy to communicate with its publics to enhance corporate reputation. The study is supported by survey as it was used as the research method to collect data from the different publics in the dairy and study the status of organizational integration and perspective with regard to communication. Recommendations were made to enable the organization to achieve maximum efficiency in communication and improvements that are required so as to help the organization.

I. INTRODUCTION

In its broadest sense communication is considered as not mere exchange of messages but as an individual and collective activity embracing all transmission and sharing of ideas, facts and data. Its main functions in any social system are identified to be as: *information* - collection storage and processing; *socialisation* - the provision of a common fund of knowledge to enable people to operate as effective members of society; *motivation* - the promotion of the aims of society; *debate and discussion* - the provision of facts needed; *education* – the transmission of knowledge; *cultural promotion* - the dissemination of cultural and artistic products; *entertainment* - diffusion for recreation ; and *integration* the provision to all access to the variety of messages. In organizations communication is considered to be the most central process. The importance of effective communication has been recognized through numerous studies in various fields of industry (Downs & Hazen 1977, Pincus 1986, Sparks 1994). Many researchers believe intuitively that a positively perceived communication environment substantially contributes to organizational effectiveness (Pincus 1986).

Within an organisation communication serves a number of general functions. Among which 'information processing' is an important activity. Data are collected and turned into formation which has meaning and purpose. Another function is 'co-orhation'. Communication allows the integration of activity within an organisation. Yet another function is 'visioning' as it expresses thoughts and ideas. It can communicate vision, mission, and strategies among employees throughout the organisation continuously. It can also help in shaping the organisational culture by creating shared understandings. From the individual stand-point communication gives 'opportunities for 'personal expression' as everyone in an organisation have his own news and opinions about work and non- work issues.

The study of organisational communication began in the middle of the 20th century and started gaining a foothold in the 1960s and 1970s. It has grown up as a well-established subject in the academic field and strongly influences organisational practitioners in both the private and public sectors as well as the in the advanced countries, though it is only an emerging field in India. The field of organisational communication is built on a few founding approaches originated in other academic fields, like sociology, psychology and management, and in business and industry Those schools of thought that have strongly influenced the scholarship and practice in organisational communication are : classical approaches, human relations approaches, and human resources approaches.

DeGreene cites many difficulties within organizations. These are transmission problems such as one-sided (especially downward) communication processes, suppression of information, mistakes in the facts being communicated, the grapevine, rumor mill and purposeful distortion (Kitchen & Daly 2002).

Communication Climate, perspective and integration are considered as important components as they influence the satisfaction. It has been assessed with the help of the Communication Satisfaction Questionnaire (CSQ) designed by Downs and Hazen (1977). In an attempt to discover the relationship between communication and job satisfaction eight dimensions were used to rate satisfaction with aspects of communication in the workplace among which Communication Climate, perspective and integration are considered as important components among them. Communication Climate is the extent to which communication motivates and

stimulates workers to meet organizational goals and Organizational Integration is the degree to which individuals receive information about their immediate work environment. Organizational Perspective (Corporate Information) deals with information about the organization as a whole.

According to Clampitt & Downs (1993, p.2), organizational integration revolves around the degree to which individuals receive information about their immediate work environment. This includes the degree of satisfaction with information about departmental plans, the requirements of their jobs and some personnel news. Organizational perspective deals with the comprehensive information and treats the organization as a holistic entity. It includes notification about changes in the organization, information about the organization's financial standing, as well as its overall policies and goals. Especially since dimensions of communication climate and organizational integrity have been perceived homogeneously by the employees, the statements representing those dimensions have been gathered under one factor. This factor is called ¨communication climate and organizational integrity¨ and it builds up the first factor.

Organizational Integration

As communication evolves, research continues to develop, and this specialization continues to redefine itself. In the early stages, the emphasis was on the organizational leaders giving public presentations. More recently emphasis has been focused on all levels of interaction in organizations. As interpersonal relationships constitute a large part of organizational communication, a great deal of research focuses on how they are conducted within the framework of organizational hierarchies. Thus, the communication in superior-subordinate relationships is a focal point for many organizational researchers (Stohl & Redding, 1987; Putnam & Cheney, 1985). Daniels, Spiker, and Papa's (1997) describe Mc Gregor's contributions: "as management theorists became familiar with Maslow's work. They soon realized the possibility of connecting higher-level needs to worker motivation. If organizational goals and individual needs could be integrated people would acquire self-esteem and, ultimately, self-actualization through work and motivation would be self-sustaining" (p. 33). Employees facing anxiety or high uncertainty regarding issues of great relevance may conjure scenarios that are often worse than the reality, even to the extent of attributing malevolent intentions to management. Employers can reduce that uncertainty by communication (DiFonzo & Bordia 1998).

The purpose of this study is to examine how the communication influenced the organizational perspective and organizational integration. Basing on the above, the researcher assessed the importance of communication at Sangam dairy and different aspects such as integration and perspective of communication and how influence the company. Sangam, a milk processing dairy was studied. The company was established in 1989, in cooperative sector in Guntur district of Andhra Pradesh. With more than 1200 permanent employees and a strong marketing division the dairy has milk producers, milk buyers and procurement as well as marketing staff as stake holders.

Objectives

The researcher tried
1. To find out the rate of organizational integration among the staff
2. To find out the organizational perspective of the staff in relation to the communication
3. To understand the ability of staff as communicators

II. METHODOLOGY

The study used quantitative analysis as the sole research paradigm for organizational communication; it offers the best approach in that it explains deeply the communication interaction process. It delves deeper into issues that the quantitative method cannot explain. This method is used in collecting relevant data about the status of comm. Integration, perspective and communication climate and their contribution to the satisfaction among publics of the oraganisation. The study has a sample size of 250 people who were randomly selected. Again purposive sampling was used in the research to get rich information for in-depth analysis of the core issues being studied above.

CSQ is "arguably the best measure of communication satisfaction in the organizational arena" (Clampitt and Downs, 1993) and Communication audits consistently show that though not all communication climate, communication with supervisors (Madlock, 2008), and personal feedback are the dimensions most strongly correlated with overall communication satisfaction (Downs and Adrian, 2004, p. 155; Downs and Hazen, 1977). The study therefore used questionnaire for data gathering as questionnaires made it easy to collect large quantities of data from considerable number of people who are working in the organization. The researcher administered questionnaires to a total of 250 across all the four groups of stakeholders.

III. DATA ANALYSIS

Here in this study Organizational communication is linked to organizational commitment in several ways. As was discussed earlier almost half of the employees are working in production based departments which need to work in shifts and the rest are either into marketing or administration that don't demand shift duties. Generally in companies less number of employees work in night shifts compared to those in day shifts.

But here in all the three shifts, more or less equal number of employees is found working as it is a milk and milk products manufacturing company. Milk is collected in evening also and processed in the night to distribute it in early hours.

The communication spectrum of employees is not very broad in this case. Majority interacts with maximum of 50 persons and the rest do not come under their ambit. This reflects the tendency of private companies where the communication is highly structured and limited medium which is evident. With regard to the number of employees the respondents deal with regularly, 53% said that they would interact with below 20 employees followed by 20-50 employees (40.6%), 50-100 employees (4.3%) and above 100 employees (2.1%).

Mean distribution also shows that the interaction with the peer groups and others is more. Very few people communicate regularly with top management and superiors also. Compared to them employees communicate more with lower cadre i.e. subordinates.

They were also asked about the information related to organizational integration. With regard to organizational integration, in case of dept./org. policies and goals 33.8% of the respondents are sharing information regularly followed by very regularly (15.0%). In case of requirements of job, 53.8% of the respondents are sharing information regularly followed by normally (32.5%), very regularly (8.1%).In case of pay and benefits, 46.6% of the respondents are sharing information normally followed by regularly (21.8%), very regularly (9.0%). In case of promotions, 40.6% of the respondents are sharing information normally followed by rarely (38.0%), regularly (11.5%) and very regularly (5.1%). In case of progress in job, 39.3% of the respondents are sharing information regularly, followed by very regularly (5.6%). In case of mistakes, 43.2% of the respondents are sharing information normally, followed by regularly (25.2%) and very regularly (6.8%). With regard to failures, 49.1% of the respondents are sharing information normally followed very regularly (5.1%). In case of others, 45.7% sharing information normally and a small number very regularly (1.3%) (Table 1).

Table 1: Percentage distribution of the respondents according to sharing of information with regard to organizational integration

Sl. No.	Variable	Very Regularly		Regularly		Normal		Rarely		Very Rarely	
		fr	%	fr	%	fr	%	fr	%	fr	%
1	Dept/Org. Policies and goals	35	15.0	79	33.8	54	23.1	61	26.1	5	2.1
2	The requirements of job	19	8.1	126	53.8	76	32.5	10	4.3	3	1.3
3	Pay and benefits	21	9.0	51	21.8	109	46.6	49	20.9	4	1.7
4	Promotions	12	5.1	27	11.5	95	40.6	89	38.0	11	4.7
5	Progress in Job	13	5.6	92	39.3	81	34.6	40	17.1	8	3.4
6	Mistakes	16	6.8	59	25.2	101	43.2	36	15.4	22	9.4
7	Failures	12	5.1	35	15.0	115	49.1	44	18.8	28	12.0
8	Others	3	1.3	26	11.1	107	45.7	53	22.6	45	19.2

When the sample were enquired about the aspects related to organizational perspective 54.3% of the respondents have opined that to some extent organization encourages difference of opinion followed by to a great extent (26.5%), average(16.7%) and very less (2.6%). In other case, 62.4% of the respondents to some extent have influence on operations in their unit followed by to a great extent (22.6%), average (12.0%), very less (2.1%) and less (0.9%). In other case, 59% of the respondents are involved to some extent in achievement of organization goals followed by to a great extent (33.8%) and average (7.3%). In others case, 61.1% of the respondents to a great extent like to work for organization. In other case, 44% of the respondents have opined that to a great extent boss understands their job needs followed by to some extent (32.1%) (Table 2).

Table 2: Percentage distribution of the respondents according to the aspects with regard to organizational perspective

Sl. No.	Variable	To a great extent		To some extent		Average		Less		Very Less	
		fr	%	fr	%	fr	%	fr	%	fr	%
1	The extent of organization encourages difference of opinion	62	26.5	127	54.3	39	16.7	-	-	6	2.6
2	The extent of influence on operations in their unit	53	22.6	146	62.4	28	12.0	2	0.9	5	2.1
3	The extent of involvement in achievement of organizational goals	79	33.8	138	59.0	17	7.3	-	-	-	-
4	The extent of liking to work for organization	143	61.1	78	33.3	13	5.6	-	-	-	-

| 5 | The extent of Boss understanding their job needs | 103 | 44.0 | 75 | 32.1 | 52 | 22.2 | 3 | 1.3 | 1 | 0.4 |

With regard to organizational perspective, 60.3% of the respondents were satisfied about company policies and goals followed by very much satisfied (34.6%). In case of decisions made, 69.7% of the respondents are satisfied, followed by very much satisfied (24.4%) and normal (6.0%). In case of technical aspects, 67.5% of the respondents are satisfied followed by very much satisfied (21.8%). In case of programs/services, 65.4% of the respondents are satisfied, followed by very much satisfied (20.9%). About relations with unions, 54.7% of respondents are normal followed by satisfied (28.2%), very much satisfied (9.0%). About Government action affecting the organization, 59.8% are normal, followed by satisfied (28.2%), very much satisfied (8.1%). In case of organization's profits and financial standing, 61.5% of the respondents are satisfied followed by very much satisfied (31.6%) and normal (6.8%). In case of accomplishments or failures of the company, 47.0% of the respondents are satisfied followed by normal (34.6%), very much satisfied (17.9). In case of others, 56.0% of the respondents are normal, followed by satisfied (26.5%) and very much satisfied (4.7%) (Table 3).

Table 3: Percentage distribution of the respondent's satisfaction to the aspects with regard to organizational perspective

Sl. No.	Variable	Very much satisfied		Satisfied		Normal		Not satisfied		Not at all satisfied	
		fr	%	fr	%	fr	%	fr	%	fr	%
1	About Company policies and goals	81	34.6	141	60.3	11	4.7	1	0.4	-	-
2	Decisions made	57	24.4	163	69.7	14	6.0	-	-	-	-
3	Technical aspects	51	21.8	158	67.5	19	8.1	6	2.6	-	-
4	Programs/ services	49	20.9	153	65.4	30	12.8	2	0.9	-	-
5	About relations with unions	21	9.0	66	28.2	128	54.7	14	6.0	5	2.1
6	Government action affecting the organization	19	8.1	66	28.2	140	59.8	8	3.4	1	0.4
7	Organization's Profits and financial standing	74	31.6	144	61.5	16	6.8	-	-	-	-
8	Accomplish- ments or failures of the company	42	17.9	110	47.0	81	34.6	-	-	1	0.4
9	Others	11	4.7	62	26.5	131	56.0	16	6.8	14	6.0

IV. DISCUSSION

Age. More than one third is in age group of 31- 40 years range, followed by 51-60 years (17.5%) indicates congregation of man power in one group. This distribution of age of staff in the organization shows that more number of them are found in 31-40 years compared to other group. The reason being that after 1995 many of the staff are appointed exclusively under the company act and are bound by company rules. Another reason is that the company preferred to employ those who have educational qualifications and also skills and by the time they attained them they would have reached 30s.

Table 4: Statistics of correlation between Age and Level of education

		Age	Level of Education
Age	Pearson Correlation	1	.302**
	Sig. (2-tailed)		.000
	N	234	234
Level of Education	Pearson Correlation	.302**	1
	Sig. (2-tailed)	.000	
	N	234	234

**. Correlation is significant at the 0.01 level (2-tailed).

Caste. In the cotemporary Indian conditions caste would influence the working style of any company and if it is a private company it definitely shall have its own impact. In Government companies the recruitment is based on the reservation policy wherein all the castes especially backward caste people are given opportunity for getting selected to the jobs. But here the organization is in private sector with the philosophy of cooperative spirit and another feature is it is located in the sensitive part of the coastal region where the caste divide is glaring. Another important observation is that the constitution of board of the company would also determine the communication pattern. But here it is interesting to know that people from backward community and scheduled castes have also presence indicates that these castes have become sensible about the opportunities and probably the management is also proactive in supporting them. As per the distribution of the population and educational status even those from SC community are also found which indicates that despite the company which was in cooperative and now headed by a board dominated with upper caste people is getting more professional and recruiting people with talent and skill (Table 5).

Table 5: Cross tabulation between caste and Level of education

		Level of Education						Total
		Post Graduation	Degree	Intermediate	SSC	Below SSC	None	
Caste	OC	58	71	11	10	2	1	153
	BC	23	29	1	4	4	0	61
	SC	8	7	1	1	1	1	19
	ST	0	0	0	1	0	0	1
Total		89	107	13	16	7	2	234

x^2=25.902 df=15 p value = 0.039 and is significant at 0.05 level

They were also asked about the information related to organizational integration. With regard to dept./org. policies and goals one third are sharing information regularly, nearly one fourth do it rarely and 23.1% do it, normally. In case of requirements of job, more than half of the respondents are sharing information regularly, one third normally and 8.1% very regularly. In case of Pay and benefits, 46.6% of the respondents are sharing information normally, followed by rarely (20.8%), regularly (21.8%). In case of promotions, 40.6% of the respondents are sharing information normally followed by rarely (38%), regularly (11.5%).In case of progress in job, more than one third of the respondents are sharing information regularly, one third do it normally and 17.1% do it rarely. In case of mistakes less than half of the respondents are sharing information normally, one fourth do it regularly and 15.4% do it rarely. In case of failures half of the respondents are sharing information normally, one fifth rarely and 15% do it regularly. In case of others, 45.7% are sharing information normally, one fourth do it rarely and one fifth do it very rarely. The above data showed that the information sharing among the publics at various levels is regular but not very regular indicates that they do not prefer to participate in communication very widely and limited to certain levels.

When the sample were enquired about the aspects related to organizational perspective half of the respondents have opined that, to some extent organization encourages difference of opinion, one fourth said it is to a great extent 16.7% said it is average. On influence on operations in their unit nearly two thirds of the respondents said that it is found to some extent, 22.6% said it is experienced to a great extent and 12% said it is average. In achievement of organization goals more than half of the respondents were involved to some extent, one third to a great extent and 7.3% said it is average. In other case, 61.1% of the respondents to a great extent liking to work for organization, one third say it is to some extent and average (5.6%). With regard to the extent of boss understanding their job needs 44% of the respondents have opined that it is experienced to a great extent, one third said it is found to some extent and 22.2% say it is average.

With regard to organizational perspective, more than half of the respondents are satisfied about company policies and goals, one third are very much satisfied and 4.7% say it is normal. In case of decisions made, more than two thirds of the respondents are satisfied, one fourth are very much satisfied and 6.0% say it is normal. In case of technical aspects, two thirds of the respondents are satisfied, more than one fifth are very much satisfied and 8.1% say it is normal. In case of programs/services, two thirds of the respondents are satisfied, one fifth are very much satisfied and 12.8% are normal. About relations with unions, half of respondents say it is normal, more than one fifth say they are satisfied and 9% are very much satisfied. About Government action affecting the organization nearly 60% says it is normal, more than one fourth are satisfied and few are very much satisfied. In case of organization's profits and financial standing nearly 61.5% of the respondents are satisfied, one third are very much satisfied and 6.8% say it is normal. In case of accomplishments or failures of the company nearly half of the respondents are satisfied, one third say it is normal and 17.9% are very much satisfied. In case of others, 56.0% of the respondents are normal, one fourth is satisfied and 6.8% are not satisfied.

With regard to organizational perspective, one fourth of the respondents have opined that, organization encourages difference of opinion to as well as influence on operations in their unit, to a great extent. With regard to achievement of organization goals one third said it is to a great extent and 61.1% of the respondents to

a great extent they like to work for organization whereas less than half of the respondents have opined that to a great extent, boss understand their job needs (Table 2).

With regard to organizational perspective, 60.3% of the respondents were satisfied about company policies and goals, and one third are very much satisfied and same is status in case of decisions made, as well as technical aspects. In case of programs/services, one third are satisfied, followed by very much satisfied. About relations with unions and about Government action affecting the organization, one fourth are satisfied. In case of organization's profits and financial standing, 61.5% of the respondents are satisfied, with regard to accomplishments or failures of the company, half of the respondents are satisfied and in case of others, one fourth are satisfied (Table 3).

Half of the respondents say that to some extent company's communication make their identity or feel a vital part and the same number have the opinion that, to some extent staff has ability at various levels as communicators. Almost all of them have received information needed to do the job in time.

Suggestions

Basing on the study the following suggestions are being offered to improve the communication processes.

- ➢ Employees should be updated regularly about Company policies and goals as well as decisions made so that they can spruce up the planning and implementation of work schedules effectively.
- ➢ Since this is the age of technology and technical aspects are getting updated regularly the company shall make the employees also update their technical skill and it may organize workshops regularly to do so.
- ➢ Satisfaction with the Programs/services rendered is very meager and needs to be developed to a great extent.
- ➢ It is always better to have warm relations with unions as its efforts to satisfy the publics with the help of management shall sink to the ground level and keep the employees happy and satisfied.
- ➢ Publics should be appraised about the government action affecting the organization.
- ➢ Publics must be made aware of the Organization's Profits and financial standing etc. so that they involve themselves more and do the needful to realize the goals set by the management.
- ➢ Along with the accomplishments failures of the company also must be made public so that the immediate environment make note of it.
- ➢ In the changing scenario of globalization to with stand the competition the organizations have to change the policies and simultaneously the employees should be briefed to accomplish them successfully.
- ➢ Most importantly they should be updated about the requirements of the job, the mistakes as well as the failures so that the staff tries to overcome them and try to realize the goals of the organisation.
- ➢ At personal levels also the staff expects to know about the prospects of pay, benefits and avenues of promotions. The HR department may be entrusted the job of updating the staff and counsel them about the proceedings of promotions and delays if at all.
- ➢ The organization should encourage and respect the difference of opinion among the publics at various departments and among those in the same departments radically as it unites the publics and motivate them to work for the betterment unitedly.
- ➢ The extent of influence on operations in their unit must be reviewed and stabilized so that maximum output is made possible.
- ➢ For achievement of organizational goals the management has to regularly opt for the feedback from the publics and plug the gaps if at all.
- ➢ Motivate the internal public as well as externals to create passion and interest about the work for organization
- ➢ Extent of liking shall be improved by liberalize the procedures and create more understanding about their job needs.
- ➢ Steps should be taken to make the boss realize and understand the job needs which must be fulfilled to the core.

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