A Study of Communication Linkages Behaviour in Management of Dairy Co-operatives

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ABSTRACT
Communication linkage behaviour play an important role for communication and co-ordination among and within the organization in achieving the performance and goals of the organization. The management personnel at the different levels must be intentionally identifies, develop, maintain and nurture the communication linkages in the organization. The lowest score of communication linkages at the ULM and MLM could not be said a good sign for the future of the organization. Therefore, it is necessary to enhance the inter and intra organizational communication linkages as well as at all the levels for better co-ordination among and within allied departments.

Key words
Communication linkages, organizational communication and organizational performance

Introduction
Communication linkages are important tools of management and vehicles for co-ordination and communication in the organization. The established linkages allows free and smooth flow of information among the incumbents of the organization, which in turn helps in increasing the efficiency. The management personnel at the different levels must be intentionally identifies, develop, maintain and nurture the communication linkages in the organization.

Communication Linkage
There are two types of communication linkages systems existing in each and every organization i.e. (1) Internal and (2) External
In the internal communication linkages, the messages which are transmitted include memos, bulletins and meetings etc. These are meant for the people within the organization. The external communication linkages are used for transmission as an external messages and include advertising campaigns, sales efforts and civil duties. These linkages are used for the public and the environments for outside the organization. The ideas flows and everyone involve usually finds it easier to apply available resources and skills to the task at hand.
The four types of communication linkages which were involved within and outside the organization by the management personnel are studied as the communication linkage behavior. The four types of communication linkages are as under:
(1) Functional Linkage: These linkages supply physical inputs and services and also utilize the outputs of agricultural and/ or small industrial projects.
(2) Normative Linkage: These linkages connect the project organization sharing the same goals, values for norms.
(3) Diffuse Linkage: These linkages provide allies and support for the programme
(4) Enabling Linkages: These linkages tie the project to organization which provide authority, funds and bureaucratic resource.
The organizational personnel must intentionally identified, develop, maintain and nurture these above mentioned all the linkages.

Methodology:
The present study was conducted under the aegis of Pradeshik Co-operative Dairy Federation Ltd. (P.C.D.F.) in Uttar Pradesh. The sampling design of the study was comprised of four hierarchical management levels viz. upper, middle, lower, and staff respectively. The composite sampling size of 64 was comprised of upper (16), middle (16), lower (16) and staff (16) levels of management respectively. The area of the present study was 16 District Dugdh Utpadak Sahakari Sangh Ltd. (D.U.S.S. Ltd.) of western U.P. which are commonly known as District Milk Union also.

In the study, comprising all the four linkages into the communication linkages behavior was studied by using the modified scale developed by Verma (1987). A total of 15 statements were constructed and rated on Five Point Continuum scale i.e. strongly agree to strongly disagree. The respondents were asked to tick (✓) on any one of the five point scale attributed as strongly agree, agree, undecided, disagree and strongly disagree with their respective scores of 5, 4, 3, 2 and 1 respectively. The total score obtained by the respondents at all the four levels of management for each statement were added up after multiplying the respective weightage and divided by the total number of respondents to obtain the mean scores for respective levels of management for the organization. An average mean score was also calculated.

Discussion
The Communication linkage behavior of the management personnel at the different levels of management has been presented in the Table -1 given below. It is evident from the table-1 that majority of the management personnel (3.52) were found to be in favour of establishing communication linkages with others. The maximum score (3.59) was obtained by the management personnel at the LLM followed by the SLM management personnel (3.50) and ULM (3.49) respectively. The lowest score (3.47) was found at the MLM in the organization. The reason for obtained higher score by the management personnel at the LLM might be due to the fact that these personnel being the new in the organization are with full of enthusiasm, energetic and young and wants to established the communication linkages within and outside the organization whenever they get the opportunity. It was the opinion of these management personnel that they should have regular rapport with higher authority, social gathering with superiors as well as subordinates, flexibilities to norms, values and principles, extend favours to the loyal subordinates, friendly relations after office hours regardless of ranks and files as well as no restriction to meet the superiors in the organization. The above reasons shall be, therefore, helpful in creating a good organizational climate for the well functioning of the organization.

Table 1: Communication Linkage Behaviour Score at different Levels of Management
(Maximum Score= 5.00)

<table>
<thead>
<tr>
<th>Levels of Management</th>
<th>Communication Linkage Behaviour Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upper( ULM )</td>
<td>3.49</td>
</tr>
<tr>
<td>Middle( MLM )</td>
<td>3.47</td>
</tr>
<tr>
<td>Lower( LML )</td>
<td>3.59</td>
</tr>
<tr>
<td>Staff( SLM )</td>
<td>3.50</td>
</tr>
<tr>
<td>Mean Score</td>
<td>3.52</td>
</tr>
</tbody>
</table>

N=64

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The MLM personnel were found to have lower score on communication linkages, which shows that they have stagnancy in the organization as they had passed a long service and have a less opportunity for their promotion. They took their job as a routine work without enthusiasm. They also have a fear of transfer every time on their mind and therefore, they have not in favor of more communication linkages with others.

The ULM personnel were obtained a medium score regarding the communication linkages. This shows that ULM personnel have medium communication linkages without and outside the organization. This situation is not said to be fair for any organization as communication linkage establishment is the need of the hour and these linkages must be extended as far as possible within and outside the organization, which would ultimately assist in arranging the resources for the organization.

Conclusion

In the study, it might be concluded that the communication linkages play an important role for co-ordination among and within the organization. The lowest score of communication linkages at the ULM and MLM could not be said a good sign for the future of the organization. Therefore, it is necessary to enhance the inter and intra organizational communication linkages as well as at all the levels for better co-ordination among and within allied departments.

References