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# **“Characteristics of Effective Communicators: *Perceptions of Indian Managers*”**

A Thesis Submitted to Saurashtra University, Rajkot for the  
degree of *Doctor of Philosophy* (Faculty of Business  
Management)

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## **DECLARATION**

I declare that this thesis titled “**Characteristics of Effective Communicators: *Perceptions of Indian Managers***” is a research work done by me under the guidance of **Dr. Pratapsinh Chauhan, Head, Professor & Dean, Department of Business Management, Saurashtra University, Rajkot** and **Dr. Neharika Vohra, Professor, Organizational Behavior Area, Indian Institute of Management, Ahmedabad**

**20<sup>th</sup> July, 2010.**

***Benny Joseph Neelankavil***

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20<sup>th</sup> July, 2010

Benny Joseph Neelankavil

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## Questionnaire

Date

Dear Sir/ Madame,

I am Benny Joseph, working in UST Global as a Senior Manager, pursuing research on 'Characteristics of effective communicators' in the faculty of management studies. As part of my ongoing research I now seek data on the second stage of my research project. Please be kind enough to spare few minutes to fill in the appended questionnaire.

In the first stage of my research, the specific objective was to find out the characteristics of the effective communicators as perceived by managers. The respondents were 74 senior and middle level managers working across the industrial sectors of the country. Based on the perceived identified characteristics I wish to examine specifically the characteristics of managers in the IT industry.

The data generated would be used only for academic purpose and would be duly acknowledged in the research report. You do not need to disclose you identity in any form and all individual level data will be kept confidential.

Questionnaire:

Note: - Think of a person who in your judgment communicates well. With the image of that person in mind think of what makes the person a good communicator. Based on previous research certain characteristics of such communicators have been identified in questions 1-5. Please rank order the aspects identified for each aspect of effective communication. A rank 1 would indicate- lowest priority. Please type/ write your number in the box given below.

1. With respect to the content of communication itself (referred to as message characteristics), rate your priority of the following identified message characteristics when others communicate well (1 is lowest and 3 is highest).



1. Clarity of the message
2. Directness of the message
3. Message is adapted to suit the receiver

2. Irrespective of the content, the delivery of the message is considered to be important rate your priority of the following identified aspects of delivery of the message when others communicate. (1 is lowest and 3 is highest)

1. Appropriate language
2. Accompanied with appropriate non verbal signals.
3. Appropriate tone of voice

3. A good communicator also embodies certain behaviors listed below. Please, rate your priority of the following identified behaviors with respect to the effective communicator. (1 is lowest and 5 are highest).

1. Understand the receiver
2. Concern for others
3. Open to feedback
4. Analytical and organized
5. Good sense of humor

4. The effective communicator also has a personality that compliments his/her communication. Considering Personality aspect of the communicator separately, rate your priority of the following identified personal characteristics for the effective communicator. (1 is lowest and 2 is highest)

1. Had emotional maturity
2. Integrity

5. Effective communication requires certain skills. It is a craft that needs to be learnt and practiced. Considering such Skills of the communicator, rate your priority of the following identified skills. (1 is lowest and 4 is highest)

- 1. Persuasive ability
- 2. Expertise in the area
- 3. Active listening
- 4. Ability to understand the context

6. If we put the above aspects of effective communication together we could compile a list of five aspects as listed below. Please rate your priority of the following pre- identified characteristics when others communicate effectively. (1 is lowest and 5 is highest)

- 1. Message characteristics
- 2. Delivery of the message
- 3. Behavioral aspect of the communicator
- 4. Personality communicator
- 5. Skills of the communicator

7. Do you believe that the above characteristics describe an effective communicator fully? Please circle your answer.

- 1. Yes
- 2. No

8. If yes, please give the reasons for the same?

- 1. ....  
.....
- 2. ....  
.....
- 3. ....  
.....
- 4. ....  
.....

9. If no, please give the reasons for the same?

- 1. ....  
.....
- 2. ....  
.....
- 3. ....  
.....
- 4. ....  
.....

Thank you.

Best Regards,  
Benny Joseph

# **Chapter- 1**

## **Introduction**

- 1.1 Communication:- The Conceptual Framework**
- 1.2 Model /Process of Communication**
- 1.3 Barriers of Communication**
- 1.4 Listening; The Key Aspect of Communication**
- 1.5 Communication:- The Organizational Relevance**
- 1.6 Multiple Channel of Communication in Organization**
- 1.7 Significance of the Study**
- 1.8 Proposed Study**
- 1.9 References**

Human beings spent lot of their time in their everyday life in communicating with others in one form or the other. Communication is fundamental to all living systems also and it has played a pivotal role in every stage of human development. Effectiveness in communication is the life blood of successful interpersonal relationship. Both effective communication and effective relationship are two sides of the same coin (Thayer, 1968). Stephen Covey, the famous management guru categorically talks about communication as the most important skill in human being's life (Covey, 1990).

Organizational communication is a part of interpersonal communication. It is the effective communication which has enabled people to build organizations and societies. Hence communication is very important for organizational effectiveness and it is impossible to conceive of any organization operating without communication (Francis, 1989). The success of an enterprise depends on how its people communicate and coordinate amongst themselves (Gupta, 1993). Many problems in organization can be attributed to poor communication amongst people and inadequate system within organizations (Barton, 1990). Commitment can be increased, change can be facilitated and crisis can be averted in organizations by paying attention to communication systems (Brody, 2000).

## **1.1 Communication:- The Conceptual Framework**

The word communication is derived from the Latin word *communis* or *communicare*, which means to make common or to transmit or to impart. Communication can be defined as a process whereby a person makes

his/her thoughts, desires or knowledge, own and understood to another person (Terry, 1956). Another way of looking at communication is that it is an interpersonal process of sending and receiving symbols with meaning attached to them (Ludlow and Panton, 1996). Communication should result in the exchange of information and shared understanding amongst the people involved in the communication process. Passing of information and building relationships are essential for interpersonal communication. There are two media used for communication, namely verbal and non-verbal (all types of communication other than verbal are included in this). If the correct objective has to be achieved, the receiver should experience a congruity in the different media used by the sender (Pareek, Rao and Pestonjee, 1981).

## **1.2 Model /Process of Communication**

Claude E Shannon, a mathematician, and Warren Weaver, an electrical engineer, developed a model of communication process in 1949 (Shannon & Weaver, 1949). Based the model shown in Exhibit I, the following conclusions can be reached.

1.2. A. The main purpose of communication is to get the message across from the sender to a receiver.

1.2. B. The communication process among human beings works within a social environment that determines the generic experiences of the sender and the receiver.

1.2. C. For effective communication, an understanding of the specific

experiences of the sender and the receiver are essential.

1.2. D. The message goes through the following stages: -i. encoding, ii. dispatching, iii. reception and iv. decoding.

1.2. E. As the message is transmitted from the sender to the receiver, the message diminishes in accuracy and intensity by the time it reaches the receiver. At each stage, depending on the care taken or not taken, the message diminishes its strength

1.2. F. After the message has reached the receiver, the only way to find out, in what strength the message has finally reached the destination is to obtain the feedback.

1.2. G. The important elements of the model of communication are i. Channel, ii. Encoding, iii. decoding, and iv. Feedback.

*1.2. g.i. Channel:*-It is the method used to transport the message from one person to another. The type of channel depends on the message and the approach used to send the message. The process of communication can break down if the channel transporting the message is distorted. For example a warning message shouted in a noisy factory may not be received properly. So in interpersonal communication, the sender should choose the best channel to ensure distortion free communication.

*1.2. G.ii. Encoding:* - Encoding is the process of choosing the best symbols that can be used to represent the thoughts of the sender in communication process. The sender should choose those symbols that he/she thinks; have the greatest chance of being understood by the receiver. Symbols may include words, gestures and facial expressions. The greater the agreement between the sender and the receiver as to the meaning of the symbols, the greater is the mutual understanding.

*1.2. G.iii. Decoding:* - Once the sender has chosen and transmitted the symbols that represent his/her thoughts, the receiver has to decode the message. Two steps take place in the decoding process. Receiver must first perceive the message and then he/she should interpret what has been perceived. Sending a message does not guarantee receiving. Only the correct perception (which is congruent with the intentions of the sender) and interpretation of the perceived message by the receiver ensures the proper reception of message.

*1.2. G.iv. Feedback:* - The best way of understanding symbols is through feedback from the receiver of symbols. Feedback allows the sender to determine how the message was interpreted and if necessary provide an opportunity for him/her to modify future messages. Thus feedback is the connecting link in the two way communication process which ensures the communication process between the receiver and the sender.



### **1.3. Barriers of Communication**

The barriers of communication can come across in number of forms. Some of the common barriers which hinder-the process of communication are mentioned below.

#### **1.3. a. Knowledge**

The knowledge that the sender and the receiver have on the subject matter of communication affects the level of understanding achieved by the receiver. Greater knowledge is not necessarily the key for effective communication but the knowledge that the receiver and the sender have in common is important. If there is a difference in the knowledge level of what is being communicated by the sender of the communication it acts as a barrier in the communication process. So both the sender and receiver must find areas of common knowledge before communication.

#### **1.3. b. Culture**

Persons living in a particular culture share some common features of that culture which may be unique for them. When two persons do not know each other's trademarks or cultures, communication will be very difficult. The more common the culture between the people communicating, the greater is the chance of achieving the understanding the communication objective.

#### **1.3. c. Status**

Barrier to communication may occur when people at different status level communicate each other. When people at the higher level intimidate the persons at the lower level by using complex terms, not allowing two-way

communication, not communicating in common knowledge or simply not listening, the status barrier takes place. It also takes place when the people in the lower level while communicating with the people in the higher level because of fear do not ask questions or act as though they have understood the communication without really understanding the communication.

#### **1.3. D. Emotional state**

The emotional factor or the 'now' factors of both the receiver and the sender affect the whole communication process. For example if the receiver of communication receives a communication when he was totally angry could affect the communication process. The sender should understand the emotional state of the receiver before communicating.

#### **1.3. E. Attitude**

The attitude that people hold about things, peoples, and themselves affect how they react and communicate each other. If a person having a negative attitude against another person will feel uncomfortable around that person and this discomfort could lead to a barrier in the whole process of communication.

#### **1.3. F. The evaluating tendency**

The major barrier to interpersonal communication is our tendency to evaluate, to approve (or to disapprove) the statement of the other person or other group. For example if someone commenting on a discussion makes a statement, "I didn't like what that man said". Usually our response will be either approval or disapproval of the statement expressed. In other

words, our primary reaction is to evaluate it from our point of view or our own frame of reference.

### **1.3. g. Physical barrier**

Physical factors can also affect the communication process. For example in a public speech if the microphone is not working properly it could lead to distortion in the process of communication. So the sender before communicating should make sure that all the physical factors are arranged properly.

A lot of barriers or obstacles could take place in the process of communication. Minimizing the barriers is essential for effective communication.

## **1.4 Listening; The Key Aspect of Communication**

Listening is a key element of communication. It is defined as making a conscious effort to be closely attentive, to pay attention, and to focus on what is being communicated. The motivational speaker Zig Ziglar says people are able to speak at 500 words per minute (with gusts up to 650) but can listen at 1,500 words per minute. That disparity means your mind will get bored and begin to drift if you do not concentrate on what is being said. That is also why listening is a skill. We can all hear, but listening requires us to really concentrate on what is being said. It is something that everyone must work on and develop in order to do it well.

Good listening attitudes and skills confer a great advantage in difficult situations. For example, when Donna Shalala (now president of Miami University) was the new chancellor of the University of Wisconsin-Madison, her first meeting with student government leaders was crashed by Black Student Union leaders, who were angry about the tiny proportion of minority students and faculty, as well as by offensive behaviors from some campus fraternity members (Clark, 2005). Shalala's listening skills, calmness, and promise to do something about real problems defused the entire situation.

Bill Drayton, CEO of Ashoka, is also known as an extremely effective listener (Hayden, 2005a). Ashoka is a global nonprofit organization that aims to find change-making leaders around the world and provide them with support including modest "social venture capital." By this approach, they find that they can transform problematic ingrained institutions and improve lives exponentially. Drayton is seen as a charismatic leader because of his genuine interest in others, his engaging personality, and his advanced listening skills. Kyle Zimmer, an Ashoka board member, said that to be around Drayton is tremendously empowering. His demeanor always makes you feel as if your ideas are heard and will be considered.

Both these examples embody the words of lawyer and media commentator Gerry Spence: "Any really great leader listens" (Adrian, 2001).

### **1.5. Communication: - The Organizational Relevance**

Communication has several goals in the organizations. Some of the prominent goals of communication are elicited below.

### **1.5. A. Information sharing**

The main purpose of communication in organization is to transmit information from a source to the target person/s. Various types of information are transmitted in an organization like policies, rules, changes and developments in the organization etc. Communication helps in all these transfer of information.

### **1.5. B.Feedback**

There is a need to give feedback to the employees on their achievements, to the department on their performance and to the higher management on the fulfillment of the goals. Communication of feedback helps in taking corrective actions, making necessary adjustments and motivating people in developing challenging and realistic plans

### **1.5. C.Control**

Communication helps in the control mechanism. Proper control of various activities in the organization is very essential for the success of any organization.

### **1.5. D.Influence**

Communication helps in influencing people. For example in the training programs the main purpose of the trainer is to influence the Participants in terms of the perspectives and objectives of the organization.

### **1.5. E. Problem Solving**

Communication aims at problem solving. Communication between the management and the union leaders is an example of problem solving. Many group meetings are held in organization for problem solving.

### **1.5. F. Decision –making**

For arriving at a decision several kinds of communication are needed. A more important role is played by the communication of alternative solutions and the exchange of views on various matters.

### **1.5. G. Facilitating change**

The effectiveness of change in organization depends on the clarity of the communication between the managers and the consultants, between the managers and the employees, and amongst the employees themselves in knowing the difficulties of planned change, and taking corrective action.

### **1.5. h. Group building**

Communication helps in building relationships. Even under conditions of severe conflicts, good relations can be restored only if the communication process is continued. If the communication breaks down, the group may disintegrate. Communication provides the necessary lubrication for the proper functioning of a group. The communication of feelings, concern, and support are very important in this context.

### **1.5. i. Inter organizational**

Communication helps in building good linkages between the organization and the outside world. The organization can use its outside world to

increase its effectiveness. So communication plays a critical role in this aspect also.

## **1.6. Multiple Channel of Communication in Organization**

An efficient organization uses multiple channels of communication. To meet the for multiple channel of communication organizations use a network of communication channel. Communication networks are sets of stable contacts among people, through which information is generated and transmitted. The normally used networks of communication in organization are wheel, circular, and free flow as shown in exhibit no.2. The wheel network is a formal structure in which an organization is broken into small groups for communication purposes and in which a group of persons communicates with a central person as shown in the figure below. The circular network makes provision for each person to communicate with two of his /her neighbors. The free flow pattern allows everyone to communicate with others.

## **1.7. Significance of the Study**

Managers have realized that one of the few primary elements associated with management is communication skill. Researchers in communication have also focused on 'communicative competence', which is the ability' to adapt messages appropriate to the interactive context (Spitzberg & Cupach, 1984). It has also been understood as the general ability of the person to interact with the physical and social environment in order to

survive, grow, and thrive (White, 1968). Communicative competence has been mostly used as a yardstick for measuring the quality of interpersonal relationships (Spitzberg & Cupach, 1984).

There is no denying the importance of communication. Researchers have developed elegant models of communication (Berlo, 1960; Dance, 1967; Shannon & Weaver, 1949; Wood, 1982). Most of these models imply that effective communication takes place when the sender carefully encodes the signals, which he or she wishes to transmit, pays attention to the channel of communication, and receives feedback from the receiver to be able to encode his/her message in a better manner. Thus, encoding and delivery of signals are seen as crucial in an effective communication. Skills such as active listening, providing feedback, giving clear instruction etc., are known to be important for managers to effectively communicate. Researchers have also studied group structures and processes facilitate communication (Cornad & Scott, 1998). However, very few researches have been made into the characteristics of effective communicators.

In a theoretical discussion of who is an effective communicator and what is effective communication Thayer (1968) claimed that a communication is to be treated as effective when the communication sent by the sender is understood by the receiver. An effective communicator (sender) is one who takes the available information and context into account and is able to achieve what he/she intends to communicate. Going by Shannon and Weaver's (1949) model an effective communicator is able to encode the message well and an effective communication is where the message is decoded accurately by the receiver. Spitzberg and Cupach (1984) also claim that an effective communicator is able to adapt messages to the



context. All these discussions are theoretical and empirical evidence with respect to who is an effective communicator does not exist.

### **1.8. Proposed Study**

This research is aimed at studying the characteristics of effective communicators, or rather, the effective communicators as perceived by others. It is proposed to study the perceived characteristics of effective communicators. The literature did not reveal as to who is perceived as an effective communicator? Is it someone who is articulate Or is it someone who is eloquent? Or is it someone who is attractive to the receiver? Or is it someone credible to the receiver? Or is it someone who is emotionally matured? Answers to all these questions are unanswered. Questions such as are some behaviors, personality traits and attributes, perceived to be commonly associated with effective communicators; do most people describe effective communicators In similar terms; or are there large differences depending on who the receiver of' communication is, remain unanswered.

Among communication researchers there is a dichotomy regarding the importance of the sender's clarity of sending the message or the decoding of the message by the receiver's perspective. In this study it is proposed that it would be useful to understand the receivers' point of view of effective communication. Thus, this study focuses on systematically collecting perceptions of Indian managers about effective communicators.

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## **Chapter- 2**

### **An Overview of Outsourcing and IT industry**

- 2.1 The History of Outsourcing Industry**
- 2.2 Current Global Outsourcing Trends**
- 2.3 Why Outsource to India?**
- 2.4 IT Industry in India**
- 2.5 Indian IT-BPO; Current Performance**
- 2.6 Impact of IT-BPO Sector on India as a Country**
- 2.7 Future Outlook of IT sector**
- 2.8 References**

## **2.1 The History of Outsourcing Industry**

The idea of outsourcing has its roots in the 'competitive advantage' theory propagated by Adam Smith in his book 'The Wealth of Nations' which was published in the year 1776. Over the years, the meaning of the term 'outsourcing' has undergone a sea-change. What started off as the shifting of manufacturing goods to countries providing cheap labor during the Industrial Revolution, has taken on a new connotation in today's scenario. In a world where information technology has become the backbone of businesses worldwide, 'outsourcing' is the process through which one company hands over part of its work to another company, making it responsible for the design and implementation of certain business process under the requirements and specifications of the outsourcing company.

This outsourcing process is beneficial to both the outsourcing company and the outsourcing service provider. In an outsourcing relationship, the outsourcing service provider enables the outsourcer to reduce operating costs, increase quality in non core areas of business, save on effort and increase in productivity. Since the onset of globalization in India during the early 1990s, successive Indian governments have pursued programs of economic reform committed to liberalization and privatization. Until the year 1994, the Indian telecom sector was under the control of the governmental. The state owned units in India enjoyed a monopoly in the market. In the year 1994, the government announced a policy under which the sector was liberalized and private participation was encouraged. The 'New Telecom Policy' of 1999 brought in further changes with the introduction of IP telephony and ended the state monopoly on international calling facilities. This brought about a drastic reduction heralded the golden era for the

ITES/BPO industry. This in turn ushered in a slew of inbound call center/telemarketing services and data processing centers ([www.outsource2india.com](http://www.outsource2india.com), 2009).

## **2.2. Current Global Outsourcing Trends**

Worldwide technology products and services related spend is estimated to reach USD 1.5 trillion in 2009, a decline of 2.9 per cent over 2008. Worldwide hardware markets were hit worse than software or service markets as a result of the changing economic outlook, with almost 8 per cent decline in 2009 versus 2008. Corporations extended their hardware lifecycle and delayed plans for new hardware acquisitions, also curtailing their discretionary spend. However global corporations leveraged IT to drive organization wide efficiencies, transformation and new business models. While BPO growth moderated on account of lower transaction volumes, overall IT spend was largely driven by a revival in North America and BFSI, along with increased adoption in emerging markets such as APAC and retail/healthcare. A dynamic second half of the year made up for the tepid first half for outsourcing contracts. Recent global M&A activity in the sector indicates stronger services play for global hardware vendors, which will make this segment more competitive for the Indian vendors. Changing customer expectations, emergence of new off shore locations along with new service providers, delivering services through the cloud promise to shake up this industry going forward in a significant manner. (NASSCOM, 2009)

## **2.3. Why Outsource to India?**

Why outsource to India and why do companies outsource to India. India is the most ideal place to outsource to, because India offers several advantages.

India has been a pioneer in providing outsourcing solutions and has been providing a range of outsourcing services to countries across the globe. Today, India can be called as the world's outsourcing hub. Outsourcing to India can help your organization benefit from cost-effective services, high-quality services, reduced operating costs, greater flexibility and faster-time-to-market amongst others. These are just a few reasons why companies outsource to India. Another reason why outsourcing to India makes good business sense is because India has high-end technology and best-of-breed infrastructure. India has now become the world's most preferred outsourcing location. India is also the global hub for software enabled services and software development. Outsourcing to India can give your organization a competitive edge. The following are a list of reasons why companies outsource to India.

### **2.3. A. Cost-effective services**

The number one reason why global organizations outsource to India is because India offers cost-effective services. Outsourcing to India can help you save more than half of your operating costs! India has a large, educated, trained and technically skilled manpower and this number only keeps growing every year. Unlike the west, where technical talent is rare, India has a large pool of highly-skilled professionals. Having a large technically skilled manpower has enabled India to provide cost-effective services without compromising on quality. Outsourcing to India, can help

you save on your operating costs, while increasing your productivity, quality and efficiency.

### **2.3. B. High-quality services**

India uses the latest in software, technology and infrastructure to provide global customers with high-quality outsourcing solutions. India has proved that it is technically superior when compared to other countries that provide outsourcing solutions. So, when you outsource your work to India, you can be assured that the best technology and software would be used for your services. India has the largest English-speaking audience after the U.S. India also has a highly educated manpower that is talented, educated, experienced, technically-skilled and computer literate. Outsource to India and be assured of high-quality services.

### **2.3. C. Time Zone Advantages**

The time zone advantages between India and countries in the U.S and U.K has proved to be another important factor why companies outsource to India. Organizations who wish to provide their customer with 24x7x365 days customer support or helpdesk services can outsource to India.

### **2.3. D. India's stable government**

India has celebrated more than 60 years of democracy and has one of the world's most stable governments. Building up the IT sector has been a top priority for the Indian government. India has a ministry of information technology that quickly approves the implementation of IT projects and streamlines regulatory processes. The Indian government has even released a bill termed as the "IT act 2000" India has been rated to have the



most excellent investment potential in the coming years. The Indian government has given complete support to the IT and ITES industry in India. With ample support from the government, Indians have been able to build high-tech IT parks which has the best in technology and infrastructure. The Indian government has even permitted 100% foreign equity. India's fast growing economy has been yet another reason why companies are outsourcing to India.

### **2.3. E. The Indian Advantage- Global organizations' most preferred choice**

Cost-effective services are one of the primary advantages that India offers, but it is not the only advantage of outsourcing to India. Outsourcing to India can give you access to professional and skilled outsourcing solutions within a fast turnaround time. By outsourcing to India, your organization can concentrate on core business activities and save on time, effort, manpower and infrastructure. More than 20 Indian software companies have achieved the prestigious SEI-CMM level. India also has the highest number of ISO-9000 software organizations. Outsource to India and give your organization a competitive advantage. India has been the most preferred choice among global organization when it comes to outsourcing. In the U.S alone, more than 80% have ranked India as their first choice, when outsourcing software and IT services. The U.S has also recognized India as an outsourcing superpower. The number of organizations outsourcing services to India has only been increasing over the years. This is reason enough to outsource to India. ([www.outsource2india.com](http://www.outsource2india.com), 2009)

### **2.3.F. Ethics of Outsourcing**

The recent months have seen a whole new debate in the U.S. and Europe about the ethical dilemma in offshore outsourcing. Critics are concerned about the widespread loss of jobs in their countries as more and more processes move to low cost countries like India, Philippines and Brazil. Faced with a choice of retaining long term employees at a higher cost to company and outsourcing the same task to cheaper locations where they can be done just as well, what does a company choose?

The primary consideration of corporate leadership is to keep their company competitive. Offshore outsourcing helps companies to make substantial savings on costs, improve profitability and add value to shareholders. Not surprisingly then, most global corporations have adopted outsourcing in a big way. The few that have held out are joining the bandwagon as they find it increasingly difficult to stay competitive without outsourcing.

**2.3. F. i The Offshore Outsourcing Ethical Dilemma :**Companies face a lot of outsourcing issues while trying to send out jobs to cheaper locations. Many of them have to do with employee resentment towards outsourcing while other concerns revolve around ethics of outsourcing practices at the vendor location.

**2.3.F. ii Poor Work Environment at Vendor Location:** Concerns about poor work environment and exploitative HR policies in Indian BPOs (Business Process Outsourcing) may have been the reason why the earliest outsourcing vendors were described as 'sweat shops'. However,

these concerns are all but gone now as more and more customers visit vendor locations in India and see the reality of comfortable and state-of-the-art work centers in India.

**2.3.F. iii. Fall in Service Quality:** Most companies that decide to outsource have to appease widespread concern of employees and shareholders about drops in quality. Can services delivered from half-way across the globe by a set of people who are culturally removed from the parent company meet quality expectations?

**2.3.F.iv. Environmental Issues:** With rising environmental consciousness in U.S. and UK outsourcing companies are concerned that vendor companies may practice environmentally damaging processes.

**2.3.F.v. Cultural Differences:** The cultural differences between the two countries is often cause for worry in any outsourcing venture. Companies in the U.S. are greatly concerned that they may have to deal with governmental issues, bribes and language barriers in the country where they wish to outsource.

**2.3.F.vi Ethical Outsourcing:** Measures for Companies considering Outsourcing Companies deciding to outsource can take the following steps to ensure that they manage the tight rope walk between ethics and outsourcing.

**2.3.F. vii. Proactive Employee Management:** Companies that decide to cutback or outsource jobs need to take several proactive measures to make the transition as easy as possible for affected employees:

- Be open and communicative about the decision to outsource
- Plan the outsourcing strategy well in advance
- Give affected employees early notice so that they have enough time to find replacement work
- Provide a "safety net" for employees who are losing jobs
- Work out severance packages
- Devise opportunities for retraining and transfer of employees into alternative roles
- Alternative recruitment and placement assistance

**2.3.F.Viii. Detailed Vendor Research:** Companies wanting to outsource should make a thorough inquiry into the track record of the vendor, network and infrastructure security systems in place, security awareness of employees, safety of electronic data storage, NDA and SLA formats in use etc. they must also make a detailed investigation of the vendor's past projects, technical competencies and outsourcing ethics.

**2.3.F.ix. Audit Vendor Operations:** Outsourcers should impose stringent standards on the offshore vendors and conduct intermittent audits on the work condition, HR policies, and the environmental practices of the vendor company. ([www.outsource2india.com](http://www.outsource2india.com), 2009)

## **2.4. IT industry in India**

Although the IT industry in India has existed since the early 1980s, it was the early and mid 1990s that saw the emergence of outsourcing. One of the first outsourced services was medical transcription, but outsourcing of business processes like data processing, medical billing, and customer support began towards the end of the 1990s when MNCs established wholly owned subsidiaries which catered to the off shoring requirements of their parent companies. Some of the earliest players in the Indian outsourcing market were American Express, GE Capital and British Airways.

The ITES or BPO industry is a sector in India that has been in existence for a little more than ten years. Despite its recent arrival on the Indian scene, the industry has grown phenomenally and has now become a very important part of the export-oriented IT software and services environment. It initially began as an activity confined to multinational companies, but today it has developed into a broad based business platform backed by leading Indian IT software and services organizations and other third party service providers.

The ITES/BPO market expanded its base with the entry of Indian IT companies. The ITES market of the present day is characterized by the existence of these IT giants who are able to leverage their broad skill-sets and global clientele to offer a wide spectrum of services. The spectrum of services offered by Indian companies has evolved substantially from its humble beginnings. Today, Indian companies are offering a variety of outsourced services ranging from customer care, medical transcription, medical billing services and database marketing, to Web sales/marketing,

accounting, tax processing, transaction document management, telesales/telemarketing, HR hiring and biotech research.

Looking at the success of India's IT industry, the central government identified the ITES sector as a key contributor to the economic growth that prioritized the attraction of FDI in this segment by establishing 'Software Technology Parks' and 'Export Enterprise Zones'. Benefits like tax-holidays generally enjoyed by the software industry were also made available to the ITES/BPO sector. The National Telecom Policy (NTP) was introduced in the year 1999 and the deregulation of the telecom industry opened up national, long distance, and international connectivity to competition. The governments of various states also provided assistance to companies to overcome the recruitment, retention, and training challenges, in order to attract investments to their region.

The National Association of Software and Service Companies (NASSCOM) has created platforms for the dissemination of knowledge and research in the industry through its surveys and conferences. NASSCOM acts as an 'advisor, consultant and coordinating body' for the ITES/BPO industry and liaisons between the central and state government committees and the industry. The ardent advocacy of the ITES/BPO industry has led to the inclusion of call centers in the 'Business Auxiliary Services' segment, thereby ensuring exemption from service tax under the Finance Bill.

These measures have led to a steady inflow of investments by large foreign companies such as Reuters, for establishing large captive ITES/BPO facilities across India. Moreover, the existing ITES/BPO operations of major multi-nationals are also being ramped up to cater to the ever increasing demand for better and speedier services. Almost all of India's top ITES/BPO giants have announced some form of expansion and are in the

process of hiring manpower to fill in the additional seats. India's competitive advantage lies in its ability to provide huge cost savings thereby enabling productivity gains and this has given India an edge in the global ITES/BPO marketplace. NASSCOM studies pinpoint the following factors as the major reasons behind India's success in this industry.

- Abundant, skilled, English-speaking manpower, which is being harnessed even by ITES hubs such as Singapore and Ireland
- High-end telecom and infrastructure which is at par with global standards
- Strong quality orientation among players and their focus on measuring and monitoring quality targets
- Fast turnaround times and the ability to offer 24x7 services based on the country's unique geographic location that allows for leveraging time zone differences
- Proactive and positive policy environment which encourages ITES/BPO investments and simplifies rules and procedures
- A friendly tax structure, which places the ITES/BPO industry on par with IT services companies.

Outsourcing to India offers significant improvements in quality and productivity for overseas companies on crucial parameters such as number of correct transactions, number of total transactions, total satisfaction factor, number of transactions/hours and the average speed of answers. Surveys by NASSCOM also revealed that Indian companies are better focused on maintaining quality and performance standards. Indian ITES/BPO companies are on an ascending curve as far as the quality standards are concerned. Organizations that have achieved ISO 9000 certification are migrating to the ISO 9000:2000 standards and companies

on the CMM framework are realigning themselves to the CMMI model. Apart from investing in upgrading their CRM and ERP initiatives, many Indian ITES companies are beginning to acknowledge the COPC certifications for quality and are working towards achieving COPC licenses. Despite being a fledgling in the global ITES/BPO industry, the Indian ITES industry recorded a growth rate in excess of 50% in the years 2002-03. Industry experts consider this a positive indication of the times to come and a look at the ranking and the revenue and headcount statistics show the potential of the industry. The global ITES/BPO industry was valued at around US\$ 773 billion during the year 2002 and according to estimates by the International Data Corporation worldwide, it is expected to grow at a Compounded Annual Growth Rate (CAGR) of 9% in the future. NASSCOM lists the major indicators of the high growth potential of the ITES/BPO industry in India as the following.

- During the years 2003-04, the ITES-BPO segment achieved a 54 percent growth in revenues as compared to the previous years
- ITES exports accounted for US\$ 3.6 billion in revenues, up from US\$ 2.5 billion during the years 2002-03
- The ITES-BPO segment also proved to be a major opportunity for job seekers, creating employment for around 74,400 additional personnel in India during the years 2003-04
- The number of Indians working for the ITES sector jumped to 245,500 in the year 2004
- In the future, the BPO segment is expected to employ over 1.1 million Indians, according to studies conducted by NASSCOM and leading business Intelligence company, McKinsey & Co. Market research shows



that in terms of job creation, the ITES-BPO industry is growing at over 50 percent

Surveys of the Indian ITES/BPO industry have shown the following trends:

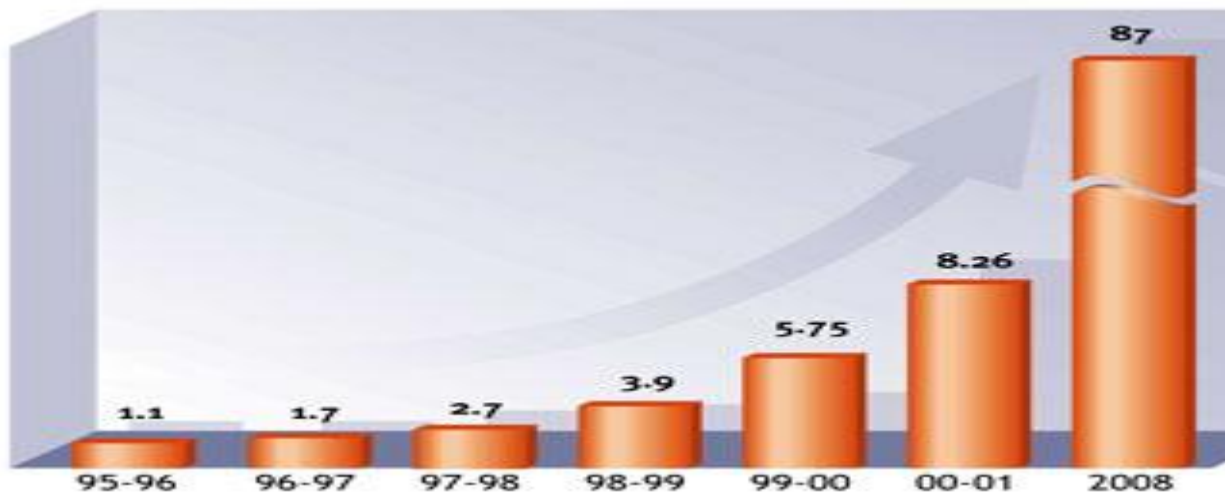
- Customer care: Customer care and support services will continue to lead in terms of revenue generation.
- Finance: With the financial services segment moving into value added domains like insurance claims processing, financial management services and equity research, this segment is expected to clock the highest growth.
- HR services: HR services are also expected to grow in the future.
- Payment services: This segment has also been identified as a high growth area within the industry, and is expected to generate high revenues.
- Administration: Revenues from the administration services segment are expected to increase in the future.
- Content development: The content development services segment which includes engineering and design services, digitization (GIS), animation, network management and biotech research, is expected to clock a large turnover in the future.

The availability of technically trained and skilled manpower in India is making companies across the world look at the country as a profitable base to shift their high-end support services. Companies like COLT Technology Services are considering outsourcing their technical back-office support work to India. Other areas are high-end network engineering/management support. Another field which is showing immense potential is that of digital

content creation and animation. Animation studios like Walt Disney, MGM and Warner Brothers are already outsourcing low-end work like clean-ups, tweening and modeling to India. The availability of skilled and trained manpower and

India's ability to keep in step with the latest technological advances in the industry is prompting foreign studios to consider India as a base to shift other high-end animation work like storyboarding and developing original content for animated films and TV series. Teleradiology is the next segment that holds great promise, mainly due to the time zone differences and the availability of highly skilled radiologists. Engineering services like CAD/CAM 2D, 3D and CAE modeling and design automation are the latest additions to the ever increasing list of processes being outsourced to India (NASSCOM, 2009)

#### 2.4.A. Growth of Indian IT industry



Graph-1

**India IT Software and Services Industry in US\$ billion; Source: NASSCOM**

Bolstered with such a significant, technically sound resource base, the software industry has grown unimpeded. With a compounded annual growth rate of more than 50% between 1992 and 2001, the Indian software sector has expanded almost twice as quickly as the world-leading U.S. software industry did during the same period, although from a smaller base. India's software industry statistics illustrate the massive strides achieved by this sector and the opportunities the future holds. According to NASSCOM's estimates for the fiscal year 2000-01, the country's software industry is worth \$8.26 billion, up from \$100 million ten years ago. A study conducted by renowned consultancy firm McKinsey and Co., for NASSCOM, has proven why India is becoming the off-shore software development outsourcer's destination of choice. ([www.businessweek.com](http://www.businessweek.com))

#### **2.4. B. Indian IT Industry during the recession, especially in FY 2009**

If there was one word which epitomized the world in 2009, it would be courage. Courage, to pierce the darkness of challenging times and hope, amid at despair. 2009 ushered turbulence, with countries around the world plunging into the recession. The housing bubble burst, followed by the financial crisis creating a domino effect that, but, brought the world to a standstill. While robust fundamentals ensured that the recession impact on India was relatively moderate, in an increasingly globalised environment, it could not escape declining GDP growth, rising unemployment and weakened consumer demand. However, prompt action by governments across the world and stimulus packages helped to contain this downfall and make way for revival by the end of 2009. Over the past decade, the Indian IT-BPO sector has become the country's premier growth engine, crossing

significant milestones in terms of revenue growth, employment generation and value creation, in addition to becoming the global brand ambassador for India. However, the industry performance was affected by these recessionary headwinds as the clients cut their IT budgets, cancelled deals, delayed payments and deals, went bankrupt while others renegotiated pricing, looking for severe pricing cuts and stretching the dollar. The changing demand outlook, customer conversations and requirements acted as a driver to build in greater efficiencies and flexibility within the service delivery and the business models – one which is here to stay. 2009 was also instrumental for more ways than one for the industry. While the industry displayed tenacity and resilience, it also commenced its journey to achieve its aspirations in view of the altered landscape. It commenced working on its agenda to diversify beyond core offerings and markets through new business and pricing models, specializes to provide end-to-end service offerings with deeper penetration across verticals transform the process delivery through re-engineering and enabling technology, innovate through research and development and drive inclusive growth in India by developing targeted solutions for the domestic market. All these measures, along with India's game changing value proposition have helped India widen its leadership position in the global sourcing market. The advent of 2010 has signaled the revival of outsourcing within core markets, along with the emerging markets increasingly adopting outsourcing for enhanced competitiveness. Key demand indicators in the last two quarters such as increased deal flow, volume growth, stable pricing, and faster decision making has made the industry post good results. Though full recovery is expected in another two quarters, development of new growth levers,

improved efficiency and changing demand outlook signifies early signs of recovery

#### **2.4. C. Big decline- US and Global IT markets also**

Looking at the data on a quarterly basis, the (relatively) good news is that the big drops in capital investment in computer and communications equipment and licensed software took place in the first and second quarters of 2009, with declines of business investment in these products down by 13% in Q1 2009 from the year before, and down by 15% in Q2.

#### **2.4. D. i. Software purchases hit bottom in 2009.**

With capital budgets cut for 2009, software license fees will be down by 5% or more for the year, with declines of 9% to 13% in the first two quarters of the year. With more than half of software purchases each year coming in the form of maintenance fees and subscription fees — the relatively constant rates for these revenues will keep total software spending from declining by more than 3% in 2009. However, the downturn is clearly putting pressure on maintenance fees, with companies looking at dropping maintenance support or using cheaper third-party support providers. Subscriptions revenues for SaaS products will grow more strongly. The picture will improve in 2010, with renewed growth in capital investment leading to more purchases of licensed software and total growth of 7.5%. The vendor data on their revenues from sales to US clients shows a similar story of double-digit rates of decline in Q1 and Q2 2009, with -12% in Q1 and -15% in Q2. Although investment analysts for these firms expect that year-over-year revenue declines will continue into 2010. The large computer equipment vendors in our group of vendors have

seen even larger declines of -25% to -30% in the first two quarters of 2009 than the US Department of Commerce data had indicated (-23% to -24%). The same story holds for communications equipment vendors, with US revenues down -18% to -15% versus the -12% to -13% in the US Department of Commerce data. But the large software vendors had smaller revenue decreases (-2% in Q1 and -10% in Q2) than the hardware vendors, and smaller than the -9% and -13% declines in the US Department of Commerce data. (Forrester, 2009)

## **2.5 Indian IT-BPO; Current Performance**

The industry is estimated to aggregate revenues of USD 73.1 billion in FY2010, with the IT software and services industry accounting for USD 63.7 billion of revenues. During this period, direct employment is expected to reach nearly 2.3 million, an addition of 90,000 employees, while indirect job creation is estimated at 8.2 million. As a proportion of national GDP, the sector revenues have grown from 1.2 per cent in FY1998 to an estimated 6.1 per cent in FY2010. Its share of total Indian exports (merchandise plus services) increased from less than 4 per cent in FY1998 to almost 26 per cent in FY2010.

**2.5.A. Exports market:** Export revenues are estimated to gross USD 50.1 billion in FY2010, growing by 5.4 per cent over FY2009, and contributing 69 per cent of the total IT-BPO revenues. Software and services exports (including BPO) are expected to account for over 99 per cent of total exports, employing around 1.8 million employees.

2.5. B. **Geographic focus:** The year was characterized by a strong revival in the US, which increased its share to 61 per cent. Emerging markets of Asia Pacific also contributed significantly to overall growth.

2.5.C. **Vertical markets:** The industry's vertical market mix is well balanced across several mature and emerging sectors. 2009 saw increased adoption of outsourcing from not only our biggest segment i.e., the Banking, Financial Services and Insurance (BFSI), but also new emerging verticals of retail, healthcare and utilities.

2.5. D. • **Service lines:** The IT Services segment aggregated export revenues of USD 27.3 billion, accounting for 55 per cent of total exports. Indian IT service offerings have evolved from application development and maintenance, to emerge as full service players providing testing services, infrastructure services, consulting and system integration. Within that, IT outsourcing exhibited a strong growth, in line with the global trend, driven by increased spend in the remote infrastructure management, application management, testing and SOA segments. Further, cloud computing took centre stage this year, as it offered clients access to best-in-class process management at reduced capital expenditure levels. Even though growth in BPO was single digit for the first time, it still is the fastest growing segment of the industry and is estimated to reach USD 12.4 billion in FY2010, growing at 6 per cent. Increased acceptance of platform BPO solutions was the key highlight, as Indian BPO providers increasingly focused on transforming client businesses through a mix of re-engineering skills, technology enablement, and new service delivery methods. Additionally, the engineering design and products development segments that involve IP

driven service capabilities command an exports revenue share of 20 per cent, generating total revenues of USD 10 billion in FY2010, growing by 4.2 per cent.

**2.5. E. Domestic market:** Domestic IT-BPO revenues are expected to grow at almost 8.5 per cent to reach INR 1,088 billion in FY2010. Rise of Indian corporations facing competitive market conditions through an increasingly globalised Indian market, increased spend by the government in several e-Governance initiatives, enhanced connectivity and increased levels of IT spending are key factors, which make the domestic market lucrative today. Coupled with the fact that companies are looking to improve competitiveness by adopting global best practices, leverage customized service offerings and new delivery models such as SaaS, which ensures greater cost savings. Domestic IT services is expected to grow by 12 per cent in FY2010. While hardware spend is largely expected to remain flat in FY2010, an imminent hardware refresh cycle will positively impact revenues next year. The domestic BPO segment has continued its strong performances over the past few years, growing by 22 per cent over FY2009, to reach INR 108 billion, driven by large deals in the telecom and BFSI space (NASSCOM, 2009)

## **2.6. Impact of IT-BPO Sector on India as a country**

The impact of the IT-BPO sector is multi-pronged as elucidated below:

**2.6. A. Contribution to India's economy-** In addition to a high contribution to the country's GDP and share of exports, the industry and employees



contribute about USD 4.2 billion to the exchequer. Additionally, the downstream effect of the industry's operating and capital expenditure was estimated to be around USD 30 billion, while consumer spending effect from its employees amounted to USD 21 billion in FY2009.

**2.6. B. Enabling regional development-** Also, the industry has played a key role in regional development with IT-BPO intensive states accounting for over 14 per cent of respective state GDPs, with 58 per cent of engineering graduates, and 62 per cent of engineering colleges. IT-BPO intensive states have 100 per cent higher broadband penetration and 50 per cent higher tele-density than the India average, and also account for 75 per cent of SEZs.

**2.6. C. Empowering diverse human assets-** The industry has played its part in empowering a diverse set of human assets – 30 per cent of employment in the age group 18-25 yrs, 4 per cent of employment for economically backward people, over 30 per cent of total employee base are women, 60 per cent of companies offer employment to differently-abled people, while 58 per cent of total employment are originally from Tier-II/III cities.

**2.6.D.Enabling environment for innovation-** The industry has been at the forefront of creating an enabling environment for innovation, with a 29 fold increase in patents over FY2005-FY2008, and average R&D spend of ~1 per cent of revenues.

**2.6.E. Enhancing the brand image of India-** The industry has played a key role in enhancing the brand image of India, by accounting for over 10 per cent of total FDI in the last decade, over 200 cross border acquisitions between FY2005-FY2009, and establishment of over 900 MNC captives in the last decade.

**2.6.F. Facilitating social development-** The industry has imbibed a strong sense of social responsibility with over USD 50 million spent in FY2009 towards CSR activities mainly focused on education, health awareness and ecological development. (NASSCOM, 2009)

## **2.7. Future Outlook of IT sector**

The beginning of the new decade heralds the slow, but steady end of the worst recession in the past 60 years. Global GDP, after declining by 1.1 per cent in 2009, is expected to increase by 3.1 per cent in 2010, and 4.2 per cent in 2011, with developing economies growing thrice as fast as the developed economies. Improving economic conditions signifying return of consumer confidence and renewal of business growth, is expected to drive IT spending going forward. IT services is expected to grow by 2.4 per cent in 2010, and 4.2 per cent in 2011 as companies coming out of recession harness the need for information technology to create competitive advantage. Organizations now recognize IT's contribution to economic performance extending beyond managing expenditures. They expect IT to play a role in reducing enterprise costs, not merely with cost cutting but by changing business processes, workforce practices and information use. Movement toward SaaS and cloud computing, shared services, and more

selective outsourcing will take firmer shape as near-term priorities to address constrained IT budgets. Government IT spending continues to rise across the world, focusing on infrastructure, and security. Other areas of spending include BPM, data management, on demand ERP, virtualization, and efforts to increase and deliver enterprise managed services on IP networks. Business process outsourcing spending in 2010 is expected to be increasingly driven by F&A segment and procurement, followed by HR outsourcing. Providers will increase their focus on developing platform BPO solutions across verticals and services. 2010 is also expected to be an IT hardware refresh year with Windows 7 driving the replacement cycle, albeit in a highly cost constrained environment. Lower configured systems, lower ASPs, virtualization and consolidation will mean that the increase in replacement demand will not necessarily be reflected in increased levels of spend. Growth in outsourcing is expected to supersede overall IT spend reaffirming its potential to not only support short term, tactical goals of cost savings, but also long term advantages of increased competitiveness, efficiencies and access to emerging markets. Within outsourcing, off shoring will see increased acceptance as off shore based providers grow and traditional service providers ramp up off shore delivery capabilities. Even though India has a 51 per cent market share of the off shoring market, there is tremendous headroom for growth as current off shoring market is still a small part of the outsourcing industry. Significant opportunities exist in core vertical and geographic segments of BFSI and US, and emerging geographies and vertical markets such as Asia Pacific, retail, healthcare and government respectively. Development of these new opportunities can triple the current addressable market, and can lead to Indian IT-BPO revenues of USD 225 billion by 2020. The industry also has

the potential to transform India by harnessing technology for inclusive growth. However, realization of this potential will involve mitigation of several challenges that India faces currently. Costs are expected to rise with wage inflation and increased attrition. While India has ample supply of talent, it is largely trainable in nature, not employable. This leads to incremental training costs and increased downtime for the industry, which is challenging keeping in mind quality talent availability in competing countries. Currently, over 90 per cent of total revenues are generated from the seven Tier-I locations, which are nearing peak capacities in terms of infrastructure support. India has to quickly develop other delivery locations to achieve its 2020 vision. There are concerns around security – both physical and data related, in service delivery, which would need to be addressed. Currency fluctuations have also dented India's competitiveness, and steps need to be taken to address India's increased risk perception. A key impact of the recession has been the rise of protectionist sentiments in major markets for the industry. The impending discontinuation of fiscal incentives and frequent changes in fiscal regulations are making the business environment more challenging. Last but not the least, a number of new outsourcing destinations seeking to emulate India's success have emerged, offering multiple fiscal and training incentives, making them cost competitive. Concerted action by all stakeholders around below parameters is required to capture the opportunities and mitigate future risks. In doing so, stakeholders (industry, NASSCOM and the government) will need to act together in an unprecedented manner:

**2.7. A. Catalyzing growth beyond today's core markets:** Breaking ground in new markets (verticals, geographies, segments) through reinvented offerings and business models.

**2.7. B. Establishing India as a trusted global hub for professional services:** Building a conducive business environment (improved infrastructure, public services, corporate governance, and security) and a strong global image. This will require the stakeholders to address risk issues associated with India, and make serious efforts to build a strong global brand.

**2.7.C. Harnessing ICT for inclusive growth:** Stimulating inclusion of citizens by enabling technology led solutions in healthcare, financial services, education and public services, leading to increased connectivity, improved soft infrastructure, and a balanced regional development.

**2.7. D. Developing a high caliber talent pool:** Bridging a crucial talent gap by addressing gaps in tertiary education, at the same time fuelling efforts to upgrade curriculum, faculty and training methodologies.

**2.7. E. Building a pre-eminent innovation hub in India:** Encouraging intellectual property, establishing distinctive capabilities and fuelling entrepreneurship. India's technology and business services industry has flourished in the last decade. A bright future lies ahead and the industry has much to look forward to, with the potential to quadruple its revenues over the next decade. Several macro-economic and social trends will support the rise of the IT-BPO sector in the future, in core and emerging markets.

However, it is imperative for industry stakeholders to break out of the traditional mould that resulted in past successes and step up to the aspirations of the future. This would need new business models, reinvented service offerings and an enabling environment supported by adequate levels of infrastructure and talent. India faces serious competition from other global sourcing locations, and to retain its advantage, concerted effort is needed by all stakeholders. Development of Tier-II/III cities to support major delivery locations is an imperative, along with upgrading the overall quality of talent pool. The government needs to continue nurturing this industry with incentives and a simplified tax structure that will promote investments, and also will need to drive the domestic industry by spending on e-Governance projects. (NASSCOM, 2009)

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# **Chapter – 3**

## **Review of literature**

- 3.1 Introduction**
- 3.2 Communicating Information**
- 3.3 Communicating with Actions and Attitude**
- 3.4 The Positive Influence of Communication**
- 3.5 Interpersonal communication**
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### **3.1.Introduction**

Effectiveness in communication is the life blood of successful interpersonal relationship. Both effective communication and effective relationship are two sides of the same coin (Thayer, 1968).

As Gene Klann mentions by the attribute 'communication' what is meant is also the attitudes and skills that underlie effective direct interpersonal interaction (Klann, 2007). More basically, communication is simply the transmission of meaning between a sender and a receiver. Notice the primary emphasis on meaning, as opposed to simply data, information, or feelings. There are, of course, several methods of interpersonal communication—written, verbal, and nonverbal signs, attitudes, and body language, as well as communication through actions and appearance. Listening is important, too. Winston Churchill said that communication is the difference between mere management and leadership. Anthony Robbins, the well-known motivational speaker, believes that the way we communicate with others and ourselves determines the quality of our lives. Gerald R. Ford, the thirty-eighth president of the United States, gave this piece of advice (Ford, 1979): "If I went back to college again, I'd concentrate on two areas: Learning to write and to speak before an audience. Nothing in life is more important than the ability to communicate."

It isn't always easy to know when communication is happening. George Bernard Shaw captured the unique difficulty of this attribute when he said that the biggest problem in communication is the illusion that it has taken place (Hargie & Tourish, 2004). Every one of us sends out meaning from a certain frame of reference or worldview, and those on the receiving end

filter the attempted message through their own, often different, frame and worldview. The endless possibilities for confusion and misunderstanding make it critical to recognize that because instructions or information was “communicated” doesn’t necessarily mean it was understood. Many times nothing could be further from the truth. As key principles of effective communication, therefore, at a minimum, a good leader always uses the simplest language, repeats the message, and checks for understanding.

### **3.2 Communicating Information**

In addition to communicating meaning, communicating information is a separate important consideration. Communicated information is the oil and grease that helps an organization operate smoothly. Your cadre and your employees in general need information to do their jobs effectively. More important, they need information to be emotionally connected to the organization. Information increases understanding, confidence, and respect. It makes the recipient feel part of the team—an important part of the organization—and aware of what is going on. Feeling informed can create a positive sense of intimacy within the organization. Not receiving information will feed junior leader and employee insecurities. This will inevitably result in the practice of MSU (Making Stuff Up). The problem with MSU is that what your subordinates and employees make up will inevitably be worse than reality, no matter how bad that reality is! This can all be avoided if you as a leader pay faithful attention to sharing and distributing information.

Roger Ailes, chairman and CEO of Fox News Channel, believes that keeping information flowing is a crucial part of his leadership success

(Hayden, 2005b). His philosophy is that the more open the operation, the better. His personal style of operation includes appearing at a podium in the newsroom every quarter to bring people up to date, reinforce the vision and values of the organization, and answer questions for as long as employees have them to ask. He is convinced his cadre and the employees feel more connected to the group enterprise as a result of his open approach. He also gets good ideas from their input. He says: I am always surprised when leaders don't do that. When I was down in the pits I used to assume the suits were sitting up there all the time trying to figure out some way to screw me. And that's a natural reaction if you are cut off from management. The problem with many leaders is that they are not open to dialogue with their staff. A leader who does not fear making a decision naturally has no fear of openness. I might make a counter call, because I am relying on my own experience, or because there are factors they don't know about, but I'll listen to everybody and then I'll say no, let's do it this way, and I'll take the consequences for that. [Hayden, 2005b, p. 58]

### **3.3 Communicating with Actions and Attitude**

A person's attitude and actions must also be regarded as extremely powerful methods of communication. Attitude refers to manners of acting, feeling, or thinking that show one's disposition, opinion, mood, or mental set.

Presence, visibility, and availability can have a very strong impact. It communicates that the leader cares about those being led and what they are doing, has an interest in the organization, and has a desire to know what is going on. Being present, visible, and available is also an effective

way to get to know your people as human beings and not simply employees.( Ngwenyama and Lee 1997)

### **3.4 The Positive Influence of Communication**

Effective interpersonal communication is the primary means by which humans relate to one another. The more effective the communication, the greater is the strength of the bond. Without communication, there is no leadership at all.

In addition, a leader's effective communication validates the cadre of leaders and others who are being led. It transmits a message that the leader cares. Normal human beings will virtually always respond to any form of validation, because it meets their social (highest) need.

The leader's communication casts vision. In doing this it establishes direction, shapes goals and objectives, reinforces key values, and clarifies tasks. It creates a focus and concentration that drives the efforts of everyone on the team, business unit, or within the organization.

Communication also reveals and provides welcome insights about the leader. It can disclose the leader's authenticity, sincerity, genuineness, and virtually every other aspect of a leader's character.

Communication makes the emotional connection that is so critical in effective leadership. (Klann, 2007).

### **3.5 Interpersonal communication**

It's difficult to imagine a life that doesn't require interacting with other people. We likely use interpersonal communication every day—to handle complaints from a demanding client, to persuade your boss to give you some time off, or to comfort a friend dealing with a difficult relationship and every aspect of personal and professional life.

Interpersonal communication (IPC) has been defined many ways. Some scholars define IPC based on the situation and number of participants involved (e.g., Miller, 1978). Using Miller's definition, IPC occurs between two individuals when they are close in proximity, able to provide immediate feedback and utilize multiple senses. Others define IPC based on the degree of "personalness," or perceived quality, of a given interaction (e.g., Peters, 1974). In Peters's view, IPC includes communication that is personal and occurring between people who are more than acquaintances. Another view of IPC is a goals approach; that is, IPC includes communication used to define or achieve personal goals through interaction with others (e.g., Canary, Cody, & Manusov, 2003). For the purpose of examining interpersonal communication theory, we argue that IPC encompasses a number of these definitions. Interpersonal communication includes those messages that occur between two, interdependent persons; IPC messages are offered to initiate, define, maintain, or further a relationship. Interpersonal communication is more than just saying a polite hello to the salesclerk in our favorite department store and then scurrying away never to be seen again. Instead, it refers both to the content and quality of messages relayed and the possibility of further relationship development. We present four theories in this chapter

that are critical to current understandings of interpersonal communication and the relationships that develop from these communications. First, the systems perspective takes an interactional view of relationship maintenance by focusing on repeated and interdependent dealings. The second theory, politeness theory, clarifies the strategies individuals use to maintain their “face” or sense of desired public image. Third, social exchange theory evaluates relationships on the basis of rewards and costs; this ratio of benefits to drawbacks explains whether a relationship will continue as well as whether partners will feel satisfied. Fourth, the dialectical perspective describes the contradictions individuals inevitably face within their personal relationships and explains how management of these contradictions can predict a relationship’s success or failure?

### **3.5. A. System Perspective;**

Rather than one specific theory, systems approaches are a constellation of theories that share common assumptions and concepts. Although we have classified this approach as an interpersonal communication theory, in reality systems theories are used to explain nearly all communication contexts, including small group and organizational communication. The core of all systems approaches is a focus on the interdependence that develops whenever people interact with each other. In this chapter, we focus on some common assumptions of systems perspectives and then the axioms of one specific approach, the work of the Palo Alto Group.

### **3.5. B. Assumptions of the Systems Perspective:-**

A central assumption of systems approaches is that communication is the means by which systems are created and sustained (Monge, 1973). In

addition, systems approaches provide both macro and micro approaches to studying the communication that takes place in relationships. As a macro approach, systems approaches allow for recognition of how larger social institutions (such as a company or, larger still, a national culture) might influence smaller groups of people such as work groups or families. As a micro approach, systems theories provide a way to understand how individuals and interpersonal relationships between individuals might influence the group as a whole. In short, systems approaches center on the mutual influence between system members, as well as between subsystems, systems, and suprasystems. First, of course, one has to define what is meant by the term system. A system is a group of individuals who interrelate to form a whole (Hall & Fagen, 1968). Examples of systems are a family, a work group, and a sports team. Any time that a group of people has repeated interaction with each other, they represent a system. Systems are embedded in a hierarchy, with systems existing within other systems (Pattie, 1973). Accordingly, a subsystem is a smaller part of the group as a whole: the defensive line of a football team or the parents in a family. A suprasystem is the larger system within which the system operates: the National Football League is a suprasystem for an individual football team, and the extended kinship network would be a suprasystem for a nuclear family. More than simply focusing on these sorts of interrelationships, however, there are several assumptions inherent in systems approaches. Systems theories believe in nonsummativity, which means that the whole is greater than the sum of its parts (Fisher, 1978). Think of some of the favorite sports teams. Some sports teams have few superstars, but when they work together, they win a lot of games. On the other hand, some teams have “big-name” athletes, but as systems, these

teams are not successful. From a systems perspective, individuals in and of themselves don't make or break the system. Instead, the system as a whole might work together to create more than what might be accomplished by those individuals alone. This ability to achieve more through group effort than individual effort is positive synergy (Salazar, 1995). Of course, occasionally negative synergy occurs, meaning the group achieves less than the individual parts would suggest (Salazar, 1995). Nevertheless, the point of non-summativity is that the whole is qualitatively and quantitatively different from the individual components. A major reason non-summativity takes place is because of interdependence (Rapoport, 1968). Interdependence means that all system members are dependent on all other system members; if one group member drops the ball, literally or figuratively, the group as a whole is unlikely to achieve its goals. Many of you probably have had this experience at work, because there are few professional positions in which an individual operates completely independently. In the example of a newspaper, the failure of an advertising sales rep to meet his or her deadline means the editor can't determine how many pages an issue will have, which means a writer doesn't know whether his or her story will run in that issue and also that the production people can't do preproduction. Every member of a system is dependent on every other member. Another principle central to systems approaches is homeostasis (Ashby, 1962). Homeostasis refers to the natural balance or equilibrium within groups. From a systems perspective, homeostasis is not meant to imply that change doesn't happen. Instead, it is the tendency for a given system to maintain stability in the face of change. This effort at stability can be either functional or dysfunctional for the system. On one hand, a successful system that achieves homeostasis is likely to continue



to be successful. However, imagine a system that has a great deal of conflict, which impedes the system's ability to achieve its goals. Homeostasis would suggest that efforts to reduce the conflict might only engender more conflict, because conflict is the "natural" balance of that group. Thus, systems theory recognizes that when a system experiences a novel situation, whether positive or negative, its members will somehow adjust to maintain stability, whether that stability is positive or negative. A final systems concept of interest in the study of interpersonal communication is equifinality. Equifinality suggests that there are multiple ways to achieve the same goal (von Bertalanffy, 1968). Let's say a production group is challenged with the goal of increasing revenues by 10 percent. They can do so by selling more product, increasing the prices of the old product, reducing manufacturing costs of the old product, developing new products, or reducing the workforce needed to make the product, among other things. In short, there are multiple paths the group might take to achieve its goals. In addition, at any given time, there are multiple goals that the group can address. If a group is not only trying to increase revenues but also trying to increase employee morale, it might choose to develop new products, which would simultaneously increase revenues and morale. The group might decide that morale is more important than revenues, however, and focus on that rather than the revenue issue. In summary, systems approaches focus on the communication that takes place among groups of interacting individuals. It focuses on patterns of communication that exist to sustain homeostasis and achieve systemic goals. The approach also recognizes the influences of larger suprasystems as well as subsystems. As a theoretical approach, it is typically perceived as a description of interpersonal communication,

rather than as providing specific testable principles (Fitzpatrick & Ritchie, 1992). One specific systems approach, the Palo Alto Group, has, however, had a profound impact on the study of communication. We turn to this specific systems theory next.

### **3.6. Interpersonal communication in organizations**

When we bring both respect and interpersonal savvy to our work relationships, we do more than make people feel good. We enhance personal and organizational performance. Customers are more likely to return to companies that treat them well. Staff shows more loyalty to supportive employers. Cohesive teams are more productive. Individuals with strong people skills are more likely to succeed—and far less likely to be fired.

As the workplace grows more complex and competitive, managing our work relationships becomes even more essential *and* difficult. Today's challenges in organizational life include:

*Doing more with less*—enhancing productivity and collaboration among teams with depleted numbers and morale

*Bringing people together*—bridging the gaps posed by diversity and virtual workplaces to promote understanding and effective communication

*Building leadership*—developing managers who bring out the best in their people, rather than put out fires among them

All of these situations pose daily interpersonal dilemmas as we deal with customers, colleagues, supervisors, and people who may report to us.

Unfortunately, for many of us the workplace is not an interpersonal bed of roses. Tensions among co-workers are increasing. In one recent survey nearly 70% of people at work reported themselves the victims of rudeness and put-downs from fellow workers—and they retaliated by bad-mouthing the company, missing deadlines, and treating customers disrespectfully.

Silberman and Freda believe that the worst way to respond to these mounting interpersonal tensions is by retaliating, despairing, or becoming cynical. These reactions only perpetuate the negativity. The only way out of the morass is to work people-smart. What's more, we believe that anyone can. (Silberman and Freda, 2004)

As a result of this opportunity, Silberman and Freda have identified six “strategies” that separate the person who works people-smart from those who do not. They are called as “strategies” because they go beyond “skills.” They are the basic approaches people take with others that allow them to succeed in key relationships . . . and garner success. (Silberman and Freda, 2004)

### **3.6.A Increasing Importance of Organizational Communication**

Views of organizational communication can be categorized as those that view organizational communication as one aspect of an organization versus those that see it as the underlying basis of the organization itself. An example of the former is exemplified by Drenth et al. (1998), who define communication as the sending and receiving of messages by means of symbols and see organizational communication as a key element of organizational climate. The latter viewpoint is reflected by Myers and Myers (1982:xv) who define organizational communication as “the central binding

force that permits coordination among people and thus allows for organized behavior,” and Rogers and Rogers (1976:3) who argue that “the behavior of individuals in organizations is best understood from a communication point of view.” In many ways, organizations have evolved in directions that make the latter view more appropriate. Changes confronting organizations and the associated changes in organizational forms have made organizational communication increasingly important to overall organizational functioning. For example:

- ◆ Work is more complex and requires greater coordination and interaction among workers
- ◆ The pace of work is faster
- ◆ Workers are more distributed
- ◆ Simultaneous, distributed work processes are more common
- ◆ Knowledge and innovation are more critical to an organization’s competitive advantage
- ◆ Communication technologies and networks are increasingly essential to an organization’s structure and strategy.

Communication is not only an essential aspect of these recent organizational changes, but effective communication can be seen as the foundation of modern organizations (Grenier and Metes 1992; D’Aprix 1996; Witherspoon 1997; von Krogh et al. 2000).

### **3.6.B Factors affect effective interpersonal communication**

A person’s interpersonal life is dependent on that person’s facility for making his or her thoughts, feelings, and needs known to others and on that person’s receptiveness to the attempts of others to share similar data

with him or her. Communication, a multifaceted phenomenon, is the result of efforts by individuals toward this end. Communication can be considered in simplistic terms as the sending and receiving of messages, as both elements must be present for communication to take place. However, the fundamental transaction of message sent and received does not presuppose that communication has occurred. Often, it has only partially occurred or has been aborted entirely as a result of the circumstances surrounding the occasion when the communication attempt was made. These circumstances may be environmental, emotional, verbal-skill oriented, phenomenological, or resulting from a host of conditions present within the individuals who are attempting to relate. (Fitzpatrick & Ritchie, 1992).

An analogy may help to clarify the concept of the effect of circumstances on the effectiveness of sending and receiving messages. In the late afternoon when you observe a sunset, the sun often appears to be a deep red, larger and less intense than it seems at midday. This is due to the phenomenon of *refraction*, the bending of the light rays as they pass through the earth's atmosphere, and the higher density of dust in the air through which the light passes as the sun goes down. The sun has already moved below the horizon, but it is still in sight because its emissions are distorted by the conditions of the medium through which they must travel. In a similar way the messages that we send to one another are often refracted by intrapersonal, interpersonal, and environmental conditions that contribute to the atmosphere in which we are relating. I may distort my message to you by giving out mixed messages verbally and symbolically, and you may distort what you hear because of your own needs and

experiences. The two of us may be located in an environment, physical and psychological, that contributes to the difficulty in clearly sharing what we intend. In an atmosphere of suspicion, for example, we may both become unduly cautious in our communication.

Although it is unlikely that totally non-refracted communication is a possibility over time between any two people or with significant others with whom we must deal interpersonally, an awareness of conditions that block and alter the intention of sent and received messages may produce less refraction and better communication in the long run.

Some of the conditions that cause refraction can be labeled and examined in light of their impact on effective communications:

- preoccupation
- emotional blocks
- hostility
- charisma
- past experiences
- hidden agendas
- inarticulateness
- stereotyping
- physical environment
- mind wandering
- defensiveness
- relationships
- status

**3.6.B.i Preoccupation.** A person who is focusing on internal stimuli may listen in such a way that none of the message comes through or so little of

it that he or she cannot grasp the message appropriately and may respond in such a way that the blocking of the message is apparent. A story is told of a columnist in New York who attended numerous cocktail parties and had come to believe that a certain socialite was so preoccupied with making an outstanding impression on her guests that she was unable to hear anything they were saying. To test his theory he came late to her next party; when he was greeted effusively at the door by the hostess, he said, "I'm sorry to be late, but I murdered my wife this evening and had a terrible time stuffing her body into the trunk of my car." The super-charming hostess beamed and replied, "Well, darling, the important thing is that you *have* arrived, and now the party can really begin!"

**3.6.B.ii. Emotional blocks.** A second condition may be an emotional block to the direction that the message is taking. Words may have become charged with emotion for a person, possibly due to that person's conditioning in childhood or to current circumstances in his or her life at the time the communication attempt is made. An example might be of the well-intentioned but unaware adult white male, who, in speaking to an adult black male, makes reference to "you colored boys." Similarly, a woman who is having difficulty in conceiving a child may not be able to discuss Aunt Mary's comment, "Now that you and Bob have been settled for a few years, it would be nice to start a family"; or she may find herself responding irrationally to a lecture on population control.

**3.6.B.iii. Hostility.** Hostility may create refraction of messages. This can occur when communicating with a person with whom you are angry or it may be a carryover from a recent experience. It may also be the subject

matter that arouses hostility. When two people are engaged in a hostile confrontation, each often distorts messages from the other in such a way that provides fuel for further venting of hostility. A husband and a wife may have the following type of exchange of messages: *He*: “I really thought I was helping you when I . . .” *She*: “Are you trying to tell me that I was incapable of . . .” *He*: “You aren’t capable of much of anything! Just look at the state of our finances.” The husband’s intended message was “I know I’ve made you angry by my action. Where did I go wrong?” The angry wife chose to interpret the word “help” as an accusation that she lacked the resources to handle the situation. Her message elicits further distortion and hostility from the husband. In another example, a woman may come home from just having had a confrontation with her boss and may carry over her hostility to her family by overreacting to her husband’s messages concerning the day’s irritations, or she may simply filter out all messages and respond in monosyllables to any attempts at communication. The subject matter being dealt with may engender hostility and thereby distort the message. A father may comment that his son should plan to have his hair trimmed for his sister’s wedding and find that his message has been refracted as an all-encompassing criticism of his son’s life style.

**3.6.B.iv. Charisma.** The charisma of the sender of a message may affect how the message is received. Political candidates are often chosen more for their possession of this quality than for their other attributes. A charismatic person can often make tired, trivial messages seem new and important to the recipient; however, this too can become detrimental to communication, as the receiver of the message is less likely to question or ask for clarification of the message. How often have we come away



enthusiastically from having heard a dynamic speaker, only to discover that we cannot actually remember the content of the speech? Conversely, a person who has something important and unique to say to us may not be able to hold our attention in such a fashion that we hear the message he or she is sending.

**3.6.B.v. *Past experience.*** Our experience can predispose us to refraction. If our weekly staff meetings have always been a waste of time, we may come into each succeeding meeting expecting not to give the messages that are sent much consideration or to hear them as having no relevant implications. Staff meetings may also nurture another kind of condition that may create message refraction.

**3.6.B.vi. *Hidden agendas.*** A person with a special interest, that is, a hidden agenda, may hear all messages only in reference to his or her own needs or may not be able to hear messages that do not relate to his or her own interest. If the hidden agenda is in competition with the message of another employee, he or she may reject all suggestions made by that other employee or may attempt to manipulate others into distorting the other employee's messages. The person with the hidden agenda might make such comments as "Of course, Chris has no real expertise in this area" or "We all know that the administration will never buy that, Chris." He or she may dismiss an excellent idea from someone with a fresh perspective.

**3.6.B.vii. *Inarticulateness.*** Simple inarticulateness, or lack of verbal skill, may distort the intention of the sender. As clarity is essential for the true message to be received, a person may never be able to communicate

effectively if he or she has never developed verbal skills. If the receiver of the message is unaware of the sender's difficulty, he or she may dismiss the messages or distort them. Verbal patterns that are culturally determined may also hinder communication, as they could function as lack of skill when the message is received. A person from a minority culture may be quite articulate within his or her peer group but may fail to get messages through when speaking to a person from another culture. It is at this point that verbally administered standardized intelligence tests become invalid. An Appalachian child was once being tested by a psychometrist, who asked that the child name the seasons of the year. The child replied, "Deer season, possum season, fishing season . . ." The child showed an excellent grasp of seasonal variation throughout the year; but because his response was not the standard one, his score on the test was reduced.

**3.6.B.viii. Stereotyping.** Culturally determined verbal patterns may lead to another type of communication distortion—stereotyping. Eliza Doolittle in the musical *My Fair Lady* was "heard" and understood as a charming, if unconventional, lady once her speech patterns had been altered from their original cock-ney flavor. However, Eliza had not changed her values or increased her worth as a person in changing her speech patterns; the only change was in her ability to send messages as a refined lady rather than as the stereotype of a thoroughly dismissible guttersnipe. Another type of stereotyping that causes adjustments in a person's perceptual prism is that of the visual impact of the speaker. A very conventional person may "hear" all attempts at communication as radical if the speaker has an unconventional physical appearance. A conservative member of the faculty at an urban university in the United States may hear a bearded colleague

say “Perhaps some of the experimental programs, such as the bachelor’s degree in general studies, would serve the needs of our particular group of students better than the traditional degree programs seem to do,” and may angrily dismiss the idea as an attempt to downgrade the “standards” of the university. Yet a colleague with a conservative appearance might make the identical proposal, and the faculty member might respond with “Yes, we need to have more flexibility for our particular student population.” (Fisher, 1978).

**3.6.B.ix. Physical environment.** The environment alone may create conditions under which communication cannot take place effectively. A stuffy, warm room may make it impossible to send and receive messages accurately. A person’s physical state may also be detrimental to communication. Any teacher will expound at length on the decline in understanding on the part of students as summer approaches in a classroom that is not air conditioned. Physical environment may contribute to another condition that may get in the way of communications.

**3.6.B.x. Mind wandering.** This is a state to which all are susceptible. It distracts from the message sent in much the same way that preoccupation distracts, but the internal stimulus may never focus on any topic for more than a few seconds. This inability to focus for long on internal stimuli will generalize to the external stimulus of a sender’s message.

**3.6.B.xi. Defensiveness.** This leads to continual refraction of messages received. The insecurity of the person tends to distort questions into accusations and replies into justifications. A wife may ask her husband if he

happened to pick up a loaf of bread on his way home from work. Her intention is informational, that is, she is planning to go out anyway and will pick up some bread at the same time, if he has not already bought some. The issue is duplication of effort. The insecure husband, however, may respond as if the issue were his ability to meet her needs. “No, I didn’t. I can’t think of everything, you know, when I’m busy with a huge project at work. I suppose you think my buying a loaf of bread is more important than concentrating on my job!”

**3.6.B.xii. Relationships.** When we are attempting to communicate with another person, we are giving out two sets of messages simultaneously, content and relationship. The other person may be so preoccupied with hearing any cues about the latter that the content is lost or seriously refracted. For example, a boss tells her secretary that she has a set of instructions for her and that she wants her to be sure that she gets them right. If the secretary is insecure in her relationship with the boss, she may hear an implication that she is being evaluated negatively. Consequently, the secretary may distort her hearing of the boss’s instructions.

**3.6.B.xiii. Status.** Perhaps the most difficult condition to overcome in communications is that of status, as it encompasses most of the elements that have already been discussed. A person in a position of high status may find communication difficult with most of the people with whom he or she must interact, as his or her perceived power differentially affects various people. One person may be preoccupied with impressing the source of power, while another may be defensive, feeling that his or her job or status is threatened by the powerful person. In addition, any high-status

person must deal with the hostility of the envious, the stereotyping of the power worshiper, the past experiences with other high-status individuals that people may be generalizing from, and the emotional elements generated by all of these conditions.

The means of alleviating these conditions that interfere with the communication process are as varied as the people who must deal with them. The key, however, is in becoming aware of the conditions that are interfering with the process and attempting to modify behavior in such a way that messages are less often and less severely refracted. (Salazar, 1995).

### **3.7. Communicative action or behavior**

The classical information-transmission model introduced by Shannon and Weaver (1949) has transformed into more active, psychological, and social models of communication (Axley, 1984).

Communicative action (a behavior) takes place in relation to three additional factors—culture, society, and person—that together constitute the “lifeworld,” which serves as the context for communication. In order for goals to be achieved, coordination between communicators is necessary, as is the commitment of communicators to behave in certain ways, which is assumed to be part of establishing relationships.

Habermas talks about two characteristics underlying communicative action: rationality and complexity. Communicative action is based on the senders’ obligation to provide the reasoning for the validity of their claims, and furthermore, these claims may be rooted in or regulated by the life world shared by the communicators. The complexity of implementing

communicative action grows with the need for coordination and type of action orientation (goals, norms, and values). The distinction between goals and resources is common in social (and organizational) analysis, but the difference between norms and values requires explanation. Norms are the orders of interpersonal relationships accepted by society for the purposes of regulating practices and habitual behavior. Norms are expected to be validated not only against standards of rationality but also against standards of relationships. In contrast, engrained in the culture are values of objects of utility that are not usually put to tests of validity. We regard an organization as a social system that can be characterized by resources, goals, norms, and culture. Moreover, we assume that organizations rely on coordinated action and, indeed, act under norms of rationality in the sense that actors of the organization are guided by their goals, norms and culture on how to act in order to produce desired outcomes (Thompson 1967). Communication complexity has already been discussed. In other words, one can substitute “person” with an actor in an organization, replace “society” with organization, and consider “culture” as both organizational and national culture. Finally, in this organizational setting, we take communicative action to be an ideal form of organizational communication. Indeed, several studies of information systems have recently used the theory of communicative action to understand organizational communication (e.g., Ngwenyama and Lee 1997; Ngwenyama and Lyytinen 1997). The framework however, is adapted to form the basis for design. First, while the theory of communicative action has little connection with the physical aspects of communication, a model leading to design must address the interaction between the communicator and the media. The levels of context are necessary but not sufficient for designing

information technology; they must be complemented with lower levels of abstraction that describe the physical functions and form of communication (Rasmussen 1986). Therefore, in our model, behavior will be described in greater detail as communication strategies, medium, and message. Second, Habermas' categories of goals and actions, which he sees as universal, may be inadequate to capture the idiosyncrasies of a specific setting such as an organization (Sharrock and Button 1997). Therefore, we use the principles of communicative action, but do not adopt the detailed classifications. Third, in the theory of communicative action, a situation represents a temporally and spatially defined segment of the life world that is delimited in relation to goals, but there is little concern with how the situation affects behavior. Therefore, in our model, situation will be characterized more specifically as task and sender-receiver distance to demonstrate how they affect behavior. Recent studies have used Searle's (1969) theory of speech acts (e.g., Moore 1998; but see criticism by Janson and Woo (1996), Habermas's (1984, 1987) theory of communicative action (e.g., Mingers 1995; Ngwenyama and Lee 1997; but see criticism by Sharrock and Button 1997), and a combination of both Searle and Habermas (e.g., Schoop 1997).

### **3.8. Communication Impact**

Communication impact is defined as Mutual Understanding and Relationship The first implication of the theory of communicative action is a definition of communication impact. Habermas (1984, 1987) claims that four conditions are necessary for a communicative act to take place: (1) the

act must be comprehensible, so that the receiver can understand the sender; (2) the act must be true, so that the receiver can share the sender's knowledge; (3) intentions must be expressed truthfully, so that the receiver can trust the sender; and (4) the act must be appropriate within some normative context so that the receiver can agree with the sender within this value system. Communication is at once an act of building a mutual understanding between sender and receiver and building a relationship between them. The relationship is necessary for gaining a commitment from the receiver to the sender or the larger group to which they belong. In fact, it is the act of communication more than the informational content that produces this commitment (Huff et al. 1989). Although some may regard the third condition to be somewhat naïve, truthful expressions of intentions are the basis for the commitment necessary in social exchange (Blau 1964). These four conditions of validity allow us to develop two mirror perspectives: (1) defining mutual understanding and relationship as the impact of successful communication and (2) characterizing impediments to action and to relationships as poor communication. While Habermas combines understanding and relationship, we separate the two, acknowledging that they are interwoven yet assuming that people can distinguish between the two. *Mutual understanding* refers to the first and second conditions (a comprehensible and true message) and is associated with the action oriented aspect of communication. Mutual understanding includes not only the receiver's understanding of the message, but also the sender's awareness that the recipient of the message has understood it. *Relationship* refers to the third and fourth conditions (trustworthiness and appropriateness) and is associated with the dimension of relationships within the communicative act (Habermas 1984). Successful communication



necessitates both aspects, but their relative importance may depend on the precise communication goal. For example, if the sender's goal is to convey the price of a product, then mutual understanding is the desired impact. On the other hand, if the goal is to influence the receiver to purchase the product, then the communication must not only be comprehensible, but also appropriate. Relationship and mutual understanding are, of course, closely interrelated. Indeed, work relationships, and more specifically, mutual trust, facilitate a more productive flow of information (Hart and Saunders 1997; Nelson and Coopriider 1996). Moreover, relationships build trust, which can be described as the confidence that the receiver will fulfill obligations and behave in a fair and predictable manner (Anderson and Weitz 1989). Communication is, therefore, more effective when trust and commitment are high (e.g., Dore 1983; Williamson 1975). Explanations perceived to be timely and sufficiently detailed to allow for adequate understanding of the message are more likely to lead to trust (Whitener et al. 1998). In fact, any communication between managers and subordinates that appears to be open builds trust (Gabarro 1978). On the other hand, faulty communication and unsuccessful interaction make it impossible to reduce psychological distances between people (Schein 1996). Thus, mutual understanding and relationship are intimately related. The four conditions of communication invalidity also allow us to investigate poor communication as an impediment to action and relationship. Such a perspective is useful for two reasons: in practical terms, failures in communication are often easier to measure than successful communication, while conceptually, a focus on communication invalidity can serve to explain behavior that attempts to overcome impediments to action. In line with the action perspective adopted here,

poor communication can be defined as an impediment to action, that is to say, any exchange of information that leaves the receiver unable, unwilling, or unsure of how to proceed with the sender's intended impact. Taking a similar approach, De Bono (1976) considers thinking from the point of view of action and defines an effective explanation as one that allows an individual to decide on what to do next. High levels of communication complexity can lead to communication failures. Cognitive complexity and dynamic complexity impede mutual understanding by making it difficult to understand and share knowledge, which are the first two conditions of successful communication noted by Habermas (1984). Affective complexity primarily impedes the processes of building trust and setting an appropriate normative context of the communication that is acceptable to both receiver and sender. These are the third and fourth conditions of successful communication. Overcoming high complexity is thus central to successful communication. In theories of human information processing, it is generally agreed that higher complexity results in poorer performance, although extremely low levels of complexity may reduce performance by failing to arouse sufficient attention (Rasmussen 1986; Schroder et al. 1967).

### **3.9. Communication Strategies.**

The four classes of communication goals and their inherent sources of communication complexity are used below to explain the choice of communication strategies. Communication strategies may be defined as the means by which communication goals can be fulfilled. Such strategies are needed to overcome the complexities of the communication process.

The communication strategies mentioned below are evolved from previous research in communication, human information processing, and organizational behavior, as well as from the observation of Dov Te'eni (2001). The terms communication strategies, patterns of communication behavior, communication preferences, and communication styles were used interchangeably to search the literature. The list of strategies selected here is likely to be incomplete. However, it is at least representative of the three different stages in the communication process: the creation of a message by the sender, the transmission of the message between sender and receiver, and the receipt of the message by the receiver. Communication is achieved by being more or less active in the following activities: (1) creation—building cognitive and affective components in the message; (2) transmission—controlling the information transmission through planning and through testing; and (3) receipt—considering the receiver's perspective on the issue and affecting the receiver's information processing. These strategies can be seen as the centerpiece of the communication process. Contextualization may be described as the provision of explicit context in the message. It requires the sender to build an explicit interpretation of the issue as opposed to noting only the desired reaction or core message. Thus, contextualization is central to theories of comprehension and is necessary for improved problem solving performance (Kintsch 1988; Mayer 1985; van Dijk and Kintsch 1983). Context is usually constructed through layers around the core message that explains, among other issues, the following: how an action can be performed; how it can be broken down into sub-actions; how the action answers its motivation; what information may be related to the message; what alternative interpretations are possible. Piaget, for example, discusses

understanding as "the 'how' and 'why' of the connections observed and applied in action" (1978, pp. 218). In information systems, the term "communication strategies" is borrowed from the literature on inter-language communication to denote ways in which people tackle and overcome problems in pursuing a communicative goal (Kasper and Kellerman 1997).

### **3.10. Context for the current study**

As mentioned earlier, researchers have developed elegant models of communication (Berlo, 1960; Dance, 1967; Schramm, 1955; Shannon & Weaver, 1949; Wood, 1982). Most of these models imply that effective communication takes place when the sender carefully encodes the signals, which he or she wishes to transmit, pays attention to the channel of communication, and receives feedback from the receiver to be able to encode his/her message in a better manner. Thus, encoding and delivery of signals are seen as crucial in an effective communication. Skills such as active listening, providing feedback, giving clear instruction etc., are known to be important for managers to effectively communicate. Researchers have also studied group structures and processes facilitate communication (Comad & Scott, 1998). However, very few researches have been made into the characteristics of effective communicators.

In a theoretical discussion of who are an effective communicator and what is effective communication Thayer (1968) claimed that a communication is to be treated as effective when the communication sent by the sender is understood by the receiver. An effective communicator

(sender) is one who takes the available information and context into account and is able to achieve what he/she intends to communicate. Going by Shannon and Weaver's (1949) model an effective communicator is able to encode the message well and an effective communication is where the message is decoded accurately by the receiver. Spitzberg and Cupach (1984) also claim that an effective communicator is able to adapt messages to the context. All these discussions are theoretical and empirical evidence with respect to who is an effective communicator does not exist. Also there aren't any study with respect to IT industry in terms of the characteristics of the effective communicators pertaining to IT industry. These are the contexts for the current study.

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# **Chapter- 4**

## **Research Methodology**

- 4.1. The Problem**
- 4.2 Objective of the Study**
- 4.3 Hypotheses of the Study**
- 4.4 Universe of the Study**
- 4.5 Methodology**
- 4.6 Data Analysis and Findings**
- 4.7 Outline of the Chapter Plan**
- 4.8 Limitations of the Study**
- 4.9 References**

A detailed overview of the methodology used for this study is mentioned here in this chapter. This chapter covers, defining the problem of the study, coming up with the main and sub objectives of the study, defining the hypothesis of the study, describing the sample design, highlighting the tools used for data collection, explaining the methods of data analysis and mentioning the limitations of the study.

#### **4.1. The Problem**

The subject of research is “Characteristics of effective communicators: *Perceptions of Indian Managers*”

#### **4.2 Objective of the study**

The purpose of this study is to find out the perceptions of Indian managers about the characteristics of effective communicators. The various objective of this study are as follows;

- i. To find out the characteristics of effective communicators as perceived by managers
- ii. Examine whether there is a significant difference amongst these identified characteristics as perceived by the managers working in different companies of an IT industry.

### **4.3 Hypotheses of the study**

- a. There is no significant difference in the characteristics of effective communicators as perceived by managers.
- b. There is no significant difference between the core managers and functional managers in terms of their priorities on the identified characteristics of communicators.

### **4.4 Universe of the study**

The universe of this study consists of all Indian managers working in Indian organizations.

### **4.5 Research Design**

The study is exploratory in nature and is based on identification of characteristics of effective communicators. It is carried out in two stages, in the first stage the characteristics of effective communicators were identified as perceived by managers representing the industrial sector of the country. In the second stage attempts was made to prioritize the identified characteristics and ascertain whether there is a significant difference in the same as per the priority given by the respondents. Prioritization is done by selecting the sample from among the managers in the IT industry.

#### **4.5 .A. The data frame**

The study is based on primary data as well as secondary data. Primary data was elicited through a focus group discussion in the first stage. In the second stage of the research a structured questionnaire was administered

to elicit information on the identified variables. Secondary data was used to supplement the information received from the primary sources.

#### **4.5. B. Variables of the study**

In the first stage of the study the focus was on identification of characteristics of **effective communicators**. The variables included in the second stage were the components of each of the characteristics identified in the first stage. These include the following

- a. Message characteristics
  - i. Clarity
  - ii. Direct
  - iii. Adopted to suit the level of the receiver
- b. Delivery of the message
  - i. Appropriate language
  - ii. Accompanied with appropriate non verbal signals.
  - iii. Appropriate tone of voice
- c. Behavioral aspect of the communicator
  - i. Understand the receiver
  - ii. Concern for others
  - iii. Open to feedback
  - iv. Analytical and organized
  - v. Good sense of humor
- d. Personality aspect of the communicator
  - i. Had emotional maturity
  - ii. Integrity

- e. Skills of the communicator
  - i. Persuasive ability
  - ii. Expertise in the area
  - iii. Active listening
  - iv. Ability to understand the context

#### **4.5. C. Sampling technique and Sample frame**

The sampling technique and sampling frame used in each of the stages are mentioned below.

##### **4.5. C.i. Stage-1**

Purposive sampling was used for the first stage of data collection. The data was collected using focus group discussion. In a focus group discussion, the moderator guides the interview while the small group discusses the topic that she/he raises. What the participants in the group say during the discussions are essential data in focus group discussion (Morgan & Krueger, 1998).

The sample for the first stage of the study consisted of 100 top and middle level managers working in Indian organizations. These 100 middle and senior managers were the participants of management development program conducted at Indian Institute of Management, Ahmedabad and were from senior and middle level bank managers from Cochin. From these two groups 12 focus group discussions were conducted. In each group there were 6 to 8 middle and senior managers were there. However, only 74 responses were worth pursuing, of which 66 were men and 8 were women. Out of the 12 focus group discussions, 11 groups comprised middle and senior managers participating in various Management

Development Programs at Indian Institute of Management, Ahmedabad. One group comprised 6 senior bank managers in Cochin.

#### **4.5. C.i.a Procedure used for focus group**

A typical focus group began with participants introducing themselves. They were then asked to provide details such as their names, designation, and the organization they worked for on a preformatted sheet. After all the participants had filled the demographic details they were then asked to think of someone whom they knew personally and who they thought was an effective communicator. It was decided that an effective communicator be not defined because that would bias the participants views and the focus group discussions may get shaped by the definition given to them rather than invoke original ideas. Thus, the focus group began with simply asking the participants to think about an effective communicator. There were almost in every focus group one or two participants who wanted to know what was meant by an effective communicator. We would ask them to think of someone who they thought communicated effectively. Though in the beginning participants were a little uncomfortable with the ambiguity but as the session progressed the discomfort disappeared.

All the participants were then asked to write down the name of the person, their relationship with the person, and also jot down why they thought the person was an effective communicator. The participants took an average of 8 to 10 minutes to complete this task. After all participants had finished jotting down points the first author lead the focus group discussion for 25 to 30 minutes. The participants were asked to discuss characteristics of effective communicators keeping real life characters in mind. Participants

were discouraged from using examples of dead diplomats or larger than life film figures to describe effective communicators. The names of the participants were written when they introduced themselves on a chart of the sitting plan. Two focus groups were also audio recorded but owing to inadequate recording facilities the recorded audio tape was found to be of not much use and thus audio recording of further focus group discussion was discontinued. We intervened in the discussion to ask for clarifications only when absolutely necessary. Also sometimes we would ask quieter members what they thought or what they would like to contribute to the discussion. In situations where we felt someone was unable to say what they wanted to say we would intervene by calling that person by his/her name to say what he/she wanted to articulate. In a typical focus group a discussant would say something and others would question him/her about what he/she meant and a rich discussion would evolve around that topic. The author noted whatever emerged as the conclusion from the discussion. In some cases someone would say something and many others would simply agree with that.

Before concluding the focus group we would also ask if there were any other characteristics that someone had jotted down and not discussed. This would provide an opportunity for everyone to examine their lists and also for the- quieter participants to sometimes discuss their viewpoints. The focus groups concluded with us thanking all the participants for their co-operation and participation. The lists and proformas were collected at that point.



#### **4.5. C.ii. Stage-2**

The outcome of the first stage was the identification of the perceived characteristics of communicators. This came to five broad categories of characteristics. In the second stage managers of the IT industry was asked to prioritize the variables within each identified characteristic. The data was collected using a structured questionnaire (as shown exhibit 4 of the appendix) from the different managers working in the Indian IT industry. IT companies selected for this purpose were companies where in the employee strength is more than 1000 people. The sample was drawn from among the managers of the IT industry. Managers for this purpose would be classified as core managers and functional managers. Core managers are managers in charge of technical operations, while functional managers represent managers from the functions of marketing, HR, finance and operations. The average ratio of the core and functional managers in the population is maintained in the sample also. The stage two of this study is based on a sample of 315 respondents.

Stratified sampling technique is used for this purpose. Managers identified are the people who have a managerial role with a minimum of three people directly reporting to them. In the questionnaire managers are asked to prioritize based on their preference on the perceived characteristics identified as a part of the first stage of the study. They are also asked whether they would agree or disagree with the identified perceived characteristics along with the reason for their opinion.

## 4.6 Analysis.

The analysis was done in two stages as mentioned below.

### 4.6. A. Stage-1

The data collected from 12 focus group discussions was analyzed in three phases. In the first phase all unique responses were tabulated. In the second phase the number and the percentage of the participants that mentioned each of the unique characteristics were identified. Further an attempt was made to categorize the responses to make meaning out of the data which was phase III of analysis. In phase III the 17 characteristics were conceptually categorized. This was done to be able to make meaning out of the data.

### 4.6. B. Stage-2

The following were the tools used for analysis in the second stage of the research work;

**Arithmetic Mean:** One of the main characteristics of a data distribution is the arithmetic mean or average. Average values of ranking by respondents were calculated for each variable and for easy understanding bar diagrams are also plotted.

**Z-test for proportion:** The proportion of respondents in favor of the identified qualitative characteristics was calculated through Z test. We have to tested the null hypotheses  $H_0: p = p_0$  against the alternative hypotheses  $H_1: p \neq p_0$ , where  $p$  is the population proportion and  $p_0$  is a specified value (in our study  $p_0=75\%$ ).

The test statistic is  $Z = \frac{\bar{p} - p_0}{\sqrt{\frac{p_0 q_0}{n}}}$ .

where  $\bar{p}$  is the sample proportion and  $q_0 = 1 - p_0$

If the calculated value of Z is greater than the 0.05 level critical value (1.96) obtained from standard normal table then we must reject  $H_0$  in favor of  $H_1$ .

**Kendall's Coefficient of Concordance:** Kendall's Coefficient of Concordance (W) is a measure of degree of agreement among 'k' respondents who are ranking a given set of 'n' choices (without tied ranks). We have to test the following hypotheses:

$H_0$ : the rankings disagree (the k respondents ranked independently)

$H_1$ : the ranking agree

Compute a sum of ranks  $SR_i$  for each row. Then  $S = \sum (SR_i - n\bar{SR})^2$ , where  $\bar{SR} = \frac{k+1}{2}$  is the mean of the  $SR_i$ s. Then  $W = \frac{S}{\frac{1}{12}k^2(k^3 - n)}$  is the Kendall

Coefficient of Concordance and must be between 0 and 1. If  $k(n-1)W$  [which is distributed as Chi-square with  $n-1$  degrees of freedom] is greater than the 0.05 level critical value obtained from Chi-square table for  $(n-1)$  degrees of freedom, the  $H_0$  must be rejected. The details of these tools used are given in Chapter 5.

#### **4.7 . Outline of the chapter plan**

The present study is divided into six chapters, which are as under;

## *Chapter-1*

### Introduction

This chapter deals with the introduction to this entire research. It also highlights the scope, relevance, objectives, hypothesis and an overview of the methodology of research.

## *Chapter-2*

### An overview of outsourcing and IT industry

This chapter gives an introduction to outsourcing industry in general and a brief description to Indian IT industry. The history, growth and the dynamic changes affecting the outsourcing an IT industry is also discussed here in this chapter.

## *Chapter – 3*

### Review of literature

A detailed review of literature is done as a part of this study from books, periodicals, journals and different publications which are relevant to the study published both at national and international levels. A brief description of the review of literature is highlighted in this chapter.

## *Chapter-4*

### Research Methodology

A detailed overview of the methodology used for this study is mentioned here in this chapter. This chapter covers, defining the problem of the study, coming up with the main and sub objectives of the study, defining the

hypothesis of the study, describing the sample design, highlighting the tools used for data collection, explaining the methods of data analysis and mentioning the limitations of the study.

### *Chapter-5*

#### Analysis of Data.

This chapter provides the details of how the data was analyzed in both the stages. The various phases in which the analysis of focus group discussion was done are given in detail. The priorities of IT managers in terms of the identified characteristics were surveyed and tested. The details on the relative significance of each variable in terms of each characteristic are reported. An attempt is made to find out whether there is a significant difference between the responses of core managers and functional managers in the IT industry.

### *Chapter –6*

#### Findings, Conclusion and Suggestions

This chapter provides findings and conclusion based on the analysis carried out. The findings for each of the analysis are given in detail. It also highlights the major conclusion from the study and comes up with specific suggestion for improving organization efficiency based on this study

### **4.8. Limitations of the study**

The following are the limitations of the study;

- a. This study is based on the perceptions of managers. Perception is influenced by time in which the data was collected and the context in which the respondents were at the time of data collection.
- b. For meeting the target of 315 respondents the questionnaires had to be sent to 500 managers.
- c. The data collection was subject to limitations of social science research

#### **4.9 References:-**

Morgan, D., Krueger, R (1998). Focus group guidebook. New Delhi: Sage.

## **Chapter- 5**

### **Analysis of Data**

**6.1. Stage-1- Analysis of the Focus Group Discussion**

**6.2. Stage-II- Analysis of the questionnaire; Arithmetic mean**

**& Kendall's Coefficient of Concordance**

**a. Message characteristics**

**b. Delivery of the message**

**c. Behavioral aspect of the communicator**

**d. Personality aspect of the communicator**

**e. Skills of the communicator**

**f. Pre-identified characteristics of effective communicator**

**6.3. Z- test for proportion for pre-identified characteristics of  
Effective Communicators**



This chapter provides the details of how the data was analyzed in both the stages along with the findings of each of the analysis. The various phases in which the analysis of focus group discussion was done are given in detail, the priorities of IT managers in terms of the identified characteristics were surveyed and tested and the details on the relative significance of each variable in terms of each characteristic are reported. An attempt is also made to find out whether there are significant differences between the responses of core managers and functional managers in the IT industry.

The analysis of data collection was done in two stages. The data collected through focus group discussion was analyzed in stage 1 and the data collected through structured questionnaire was analyzed in stage 2. The following are the stage wise analysis

## **6. 1 Stage-1- Analysis of Focus Group Discussion**

The data in the first stage was collected through 12 focus group discussions. This was analyzed in three phases. In the first phase all unique responses were tabulated. The number of respondents giving identical responses was recorded. 47 such responses were recorded as shown in exhibit 3 in the appendix. The resulting preliminary table was scrutinized and it was found that there were overlaps in the 47 responses only different words were used to refer to the same thing. For example, in the first phase of the analysis it was found that characteristics like ability to relate with the receiver had a frequency of 5, empathize with the receiver had frequency of 6, and understanding the receiver had frequency of 22. In the second phase, both the ability to relate with the receiver and empathize

with the receiver was grouped under the heading 'understanding the receiver. Thus in the second phase, 'understanding the receiver' had a frequency of 33. 17 distinct characteristics for effective communicators were thus arrived at second phase, and are listed in Table 1.

Table 1. Identified Characteristics of Effective Communicators in the second phase

Sl. No.	Characteristics	Descriptions	Frequencies Percentages
1	Clarity	In thought In speech In words In expression In purpose	46* 62@
2	Understand the Receiver	Ability to relate with the receiver Empathize with the Receiver Assess the level of the receiver	33 44

		Different people should be addressed Differently	
3	Concern for Others	Regularly meets people Friendly Sociable Approachable	32 43
4	Good Listening Skills	Patient hearing Speak less	30 41
5	Appropriate Language	Lucid and crisp Sentences No jargon Lay person's language Speaks fluently Grammatically correct Good vocabulary Appropriate words	29 39
6	Designed to make the receiver	Conveys the message Properly	26 35

	understand	Describes the context Stresses important Points Does background research	
7	Proper non verbal Communication	Correct body language Good eye contact Proper dressing	24 32
8	Open to feedback	Accepts suggestions Shares information Open to feedback	23 31
9	Possess emotional Maturity	Cool in temperament Knows how to use correct emotions	22 30
10	Perceived Expertise	In-depth knowledge Fundamentals sound Tremendous knowledge Good preparation on the subject	18 24

11	Directness	Precise  No beating around the Bush  Optimum delivery  Does not repeat  Unnecessarily	14  19
12	Understanding of the context	Understands the requirements of the Situation  Adapts to situations  Knows the Environmental Pressures  Observation skills	14  19
13	Integrity	Action in tune with  the words  Trust worthy	14  19
14	Good Persuasion		14

	Skills		19
15	Humorous		9
			12
16	Analytical and		8
	Organized		10
17	Appropriate tone		6
	of voice		8

\*Number of participants suggesting this characteristic

@ Percentage of participants. N=74

The number and the percentage of the participants that mentioned each of the 17 characteristics are also shown in Table 1. Any response with frequency less than 10% of the respondents needs to be treated with caution because it may represent idiosyncratic views of only few participants. Further an attempt was made to categorize the responses to make meaning out of the data which was phase III of analysis.

In phase III the 17 characteristics were conceptually categorized. This was done to be able to make meaning out of the data. The conceptual categorization revealed five factors. According the phase III of the analysis the following five broad categories were found out for the characteristics of effective communicators as perceived by managers; Message Characteristics, Delivery of the message, behavioral aspect, personality aspect and skills of the communicators.

## **6.2. Stage-II Analysis of the questionnaire; Arithmetic mean & Kendall's Coefficient of Concordance**

The second stage of the analysis was done by finding the Arithmetic mean, Z-test for proportion and Kendall's Coefficient of Concordance. Please note that the company names had to be hidden as two companies out of the five companies did not give permission to reveal their identity for this study. The five companies from where the data was collected are named in this report as C1, C2, C3, C4 and C5 respectively.

**6.2. B. Arithmetic Mean:** One of the main characteristics of a data distribution is the arithmetic mean or average. Average values of ranking by respondents were calculated for each variable and for easy understanding bar diagrams are also plotted.

**6.2.C Kendall's Coefficient of Concordance:** Kendall's Coefficient of Concordance (W) is a measure of degree of agreement among 'k' respondents who are ranking a given set of 'n' choices (without tied ranks). We have to test the following hypotheses:

$H_0$ : the rankings disagree (the k respondents ranked independently)

$H_1$ : the ranking agree

Compute a sum of ranks  $SR_i$  for each row. Then  $S = \sum (SR_i - n\bar{SR})^2$ , where

$\bar{SR} = \frac{(k+1)n}{2}$  is the mean of the  $SR_i$ s. Then  $W = \frac{S}{\frac{1}{12}k^2(k^3 - n)}$  is the Kendall

Coefficient of Concordance and must be between 0 and 1. If  $k(n-1)W$  [which is distributed as Chi-square with  $n-1$  degrees of freedom] is greater than

the 0.05 level critical value obtained from Chi-square table for (n-1) degrees of freedom, the  $H_0$  must be rejected

The arithmetic mean and the Kendall's Coefficient of Concordance for the responses for each of the questions for core and functional managers of each company, amongst the five companies and entire core and functional managers separately are given below.

Table 2: Average ranking and Kendall's Coefficient of Concordance between Core and Functional Managers of C1 for message characteristics

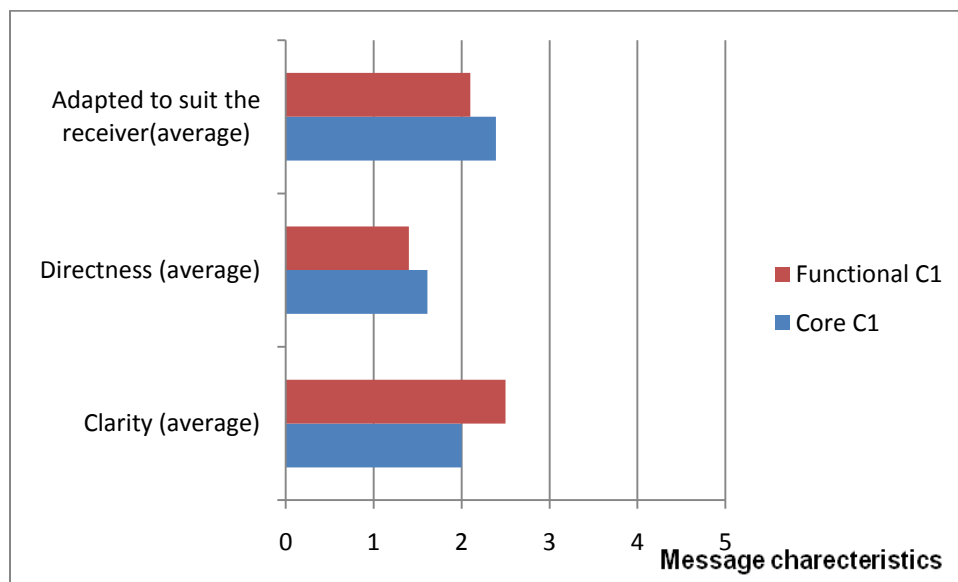
<b>Company name</b> <b>Item</b>	Core C1	Functional C1
Total No	65	19
Clarity (average)	2	2.5
Directness (average)	1.61	1.4
Adapted to suit the receiver(average)	1.4	2.1
W	0.32	0.35
Chi-square Value	41.44	13.36
0.05 level Critical Value	5.99	5.99

From table 2 it is seen that the average ranking between Core and Functional Managers of C1 for clarity in message characteristics are 2 and 2.5 respectively where as for directness of message it is 1.61 and 1.4 and for message adapted to suit the receiver it is 2.39 and 2.1. The bar diagram showing the average rankings of Core and Functional Managers of C1 with respect message characteristics are shown in figure 2 below. From the



table 2 it is found that the Kendall's coefficient of Concordance ( $W$ ) and its test of significance of ranking between core and functional managers of C1 for message characteristics for core managers of C1 the value of  $W$  is 0.32 and for functional managers of C1  $W$  is computed as 0.35. The obtained value of  $W$  is tested for significance. The Chi-square values obtained are 41.44 and 13.36 respectively and are much higher than the 0.05 level critical value obtained from Chi-square table with 2 degrees of freedom. Hence we must reject the null hypothesis of disagreement of core and functional managers of C1 in ranking the message characteristics.

*Figure 2: Bar diagram showing the average rankings of Core and Functional Managers of C1 with respect message characteristics*



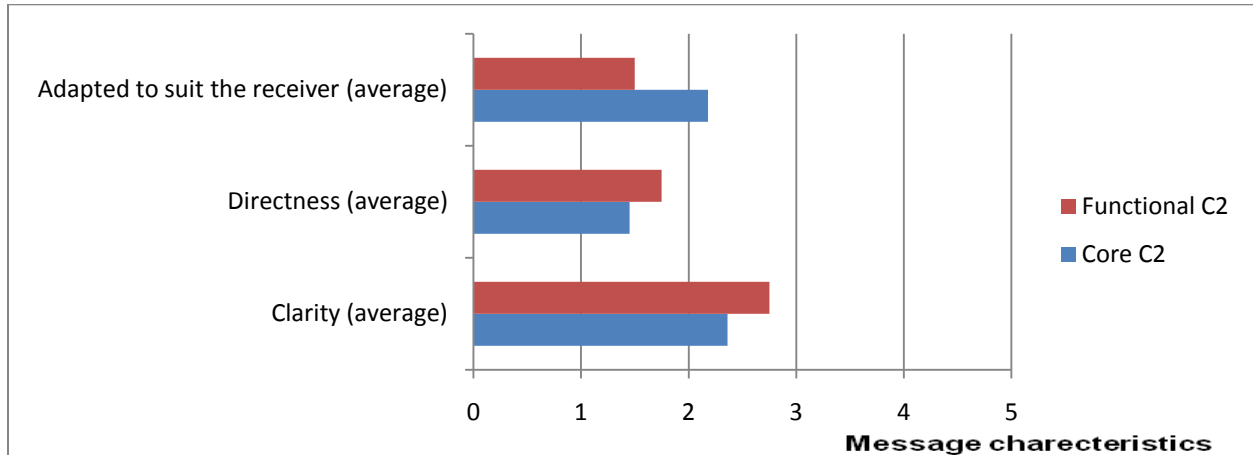
*Table 3: Average ranking and Kendall's Coefficient of Concordance between Core and Functional Managers of C2 for message characteristics*

<b>Company name</b> <b>Item</b>	Core C2	Functional C2
Total No	52	12
Clarity (average)	2.36	2.75
Directness (average)	1.45	1.75
Adapted to suit the receiver(average)	2.18	1.5
W	0.30	0.45
Chi-square Value	31.25	10.75
0.05 level Critical Value	5.99	5.99

From Table 3 it is seen that the average ranking between Core and Functional Managers of C2 for clarity in message characteristics are 2.36 and 2.75 respectively where as for directness of message it is 1.45 and 1.75 and for message adapted to suit the receiver it is 2.18 and 1.5. The bar diagram showing the average rankings of Core and Functional Managers of C2 with respect message characteristics are shown in figure 3 below. From the table 3 it is found that Kendall's coefficient of Concordance (W) and its test of significance ranking between core and functional managers of C2 for message characteristics. For core managers of C2 the value of W is 0.30 and for functional managers of C1 W is computed as 0.45. The obtained value of W is tested for significance. The Chi-square values obtained are 31.25 and 10.75 respectively and are much higher than the 0.05 level critical value obtained from Chi-square table with 2

degrees of freedom. Hence we must reject the null hypothesis of disagreement of core and functional managers of C2 in ranking the message characteristics.

*Figure 3: Bar diagram showing the average rankings of Core and Functional Managers of C2 with respect message characteristics*

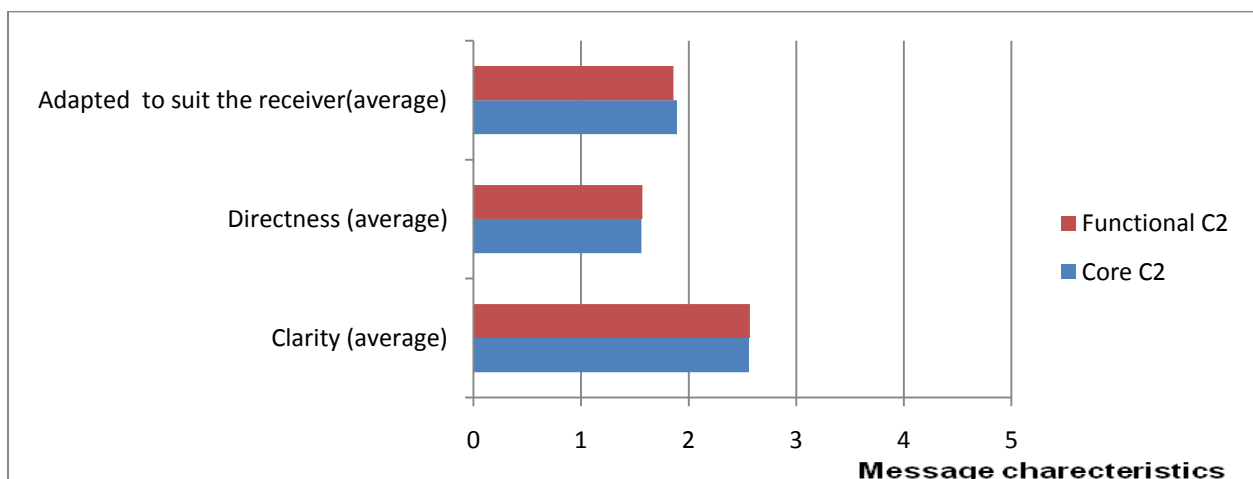


*Table 4: Average ranking and Kendall's Coefficient of Concordance between Core and Functional Managers of C3 for message characteristics*

<b>Company name</b>	Core C3	Functional C3
<b>Item</b>		
Total No	50	13
Clarity (average)	2.56	2.57
Directness (average)	1.56	1.57
Adapted to suit the receiver(average)	1.89	1.86
W	0.29	0.30
Chi-square Value	29.19	7.68
0.05 level Critical Value	5.99	5.99

From Table 4 it is seen that the average ranking between Core and Functional Managers of C3 for clarity in message characteristics are 2.56 and 2.57 respectively where as for directness of message it is 1.56 and 1.57 and for message adapted to suit the receiver it is 1.89 and 1.86. The bar diagram showing the average rankings of Core and Functional Managers of C3 with respect message characteristics are shown in figure 4 below. From table 4 it is seen that for the core managers of C3 the value of  $W$  is 0.29 and for functional managers of C1  $W$  is computed as 0.30. The obtained value of  $W$  is tested for significance. The Chi-square values obtained are 29.19 and 7.68 respectively and are much higher than the 0.05 level critical value obtained from Chi-square table with 2 degrees of freedom. Hence we must reject the null hypothesis of disagreement of core and functional managers of C3 in ranking the message characteristics.

*Figure 4: Bar diagram showing the average rankings of Core and Functional Managers of C3 with respect message characteristics*



*Table 5: Average ranking and Kendall's Coefficient of Concordance between Core and Functional Managers of C4 for message characteristics*

<b>Company name</b> <b>Item</b>	Core C4	Functional C4
Total No	40	14
Clarity (average)	1.4	2
Directness (average)	2.5	1.61
Adapted to suit the receiver(average)	2	2.39
W	0.73	0.32
Chi-square Value	58.40	8.99
0.05 level Critical Value	5.99	5.99

From Table 5 it is seen that the average ranking between Core and Functional Managers of C4 for clarity in message characteristics are 1.4 and 2 respectively where as for directness of message it is 2.5 and 1.61 and for message adapted to suit the receiver it is 2 and 2.39. The bar diagram showing the average rankings of Core and Functional Managers of C4 with respect message characteristics are shown in figure 5 below. For core managers of C4 the value of W is 0.73 and for functional managers of C4 W is computed as 0.32. The obtained value of W is tested for significance. The Chi-square values obtained are 58.40 and 8.93 respectively and are much higher than the 0.05 level critical value obtained from Chi-square table with 2 degrees of freedom. Hence we must reject the null hypothesis of disagreement of core and functional managers of C4 in ranking the message characteristics.

Figure 5: Bar diagram showing the average rankings of Core and Functional Managers of C4 with respect message characteristics

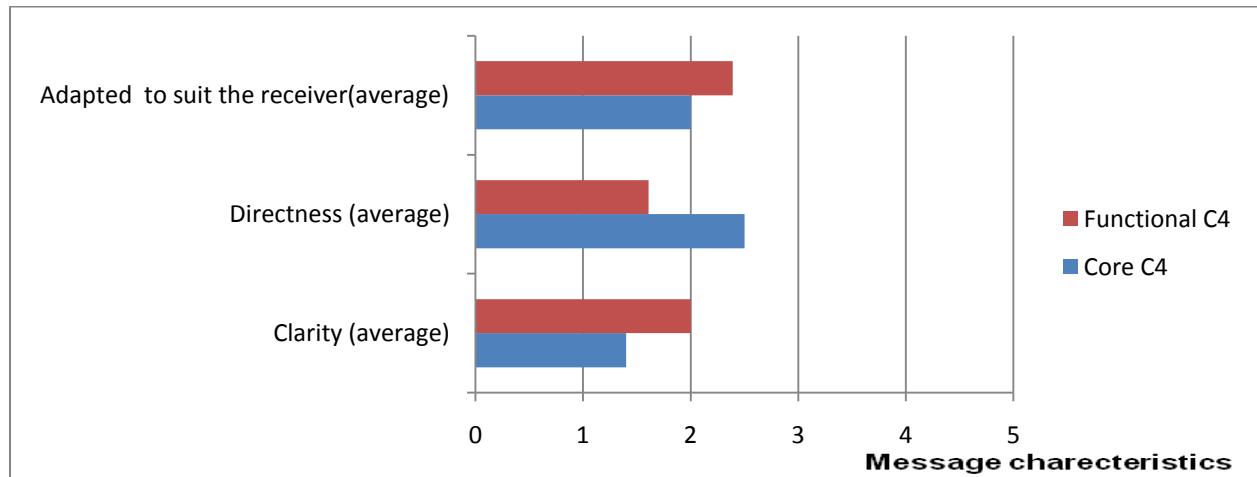
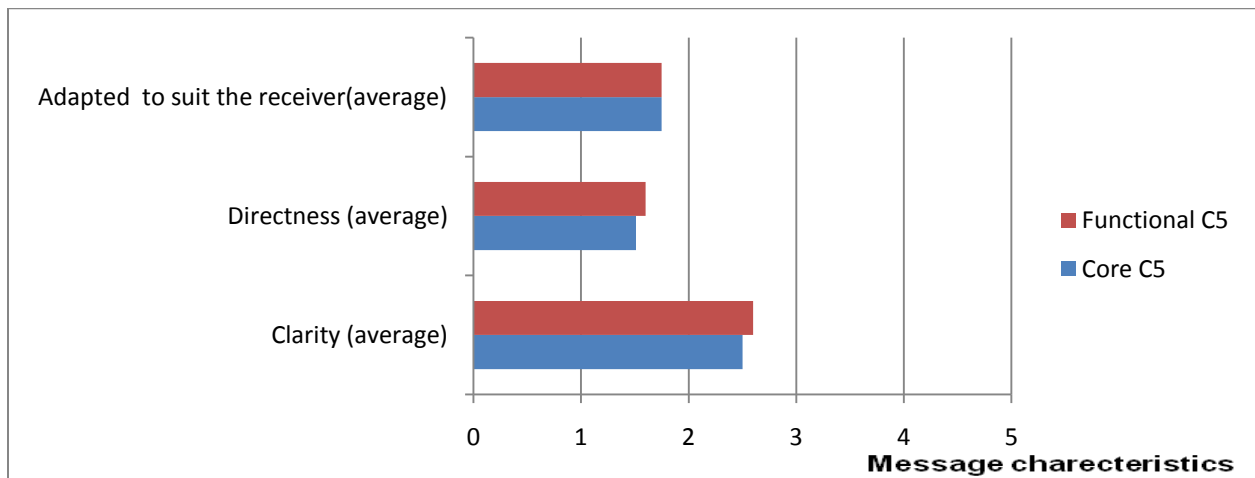


Table 6: Average ranking and Kendall's Coefficient of Concordance between Core and Functional Managers of C5 for message characteristics

Company name Item	Core C5	Functional C5
Total No	38	12
Clarity (average)	2.5	2.6
Directness (average)	1.51	1.75
Adapted to suit the receiver (average)	1.75	
W	0.31	0.32
Chi-square Value	23.44	7.62
0.05 level Critical Value	5.99	5.99

From Table 6 it is seen that the average ranking between Core and Functional Managers of C5 for clarity in message characteristics are 2.5 and 2.6 respectively where as for directness of message it is 1.51 and 1.6 and for message adapted to suit the receiver it is 1.75 and 1.75. The bar diagram showing the average rankings of Core and Functional Managers of C5 with respect message characteristics are shown in figure 6 below. For core managers of C5 the value of W is 0.31 and for functional managers of C5 W is computed as 0.32. The obtained value of W is tested for significance. The Chi-square values obtained are 23.44 and 7.62 respectively and are much higher than the 0.05 level critical value obtained from Chi-square table with 2 degrees of freedom. Hence we must reject the null hypothesis of disagreement of core and functional managers of C5 in ranking the message characteristics.

*Figure 6: Bar diagram showing the average rankings of Core and Functional Managers of C5 with respect message characteristics*



*Table 7: Average ranking and Kendall's Coefficient of Concordance between Core and Functional Managers of C1 for delivery of the message*

<b>Company name</b> <b>Item</b>	Core C1	Functional C1
Total No	65	19
Appropriate language (average)	2.06	2.2
Accompanied with non- verbal signals (average)	1.72	1.6
Appropriate tone of voice(average)	2.22	2.2
W	0.07	0.12
Chi-square Value	8.48	4.56
0.05 level Critical Value	5.99	5.99

From Table 7 it is seen that the average ranking between Core and Functional Managers of C1 for appropriate language in delivery of the message are 2.06 and 2.2 respectively where as for accompanied with appropriate non verbal signals it is 1.72 and 1.6 and for appropriate tone of voice it is 2.22 and 2.2. The bar diagram showing the average rankings of Core and Functional Managers of C1 with respect to delivery of the message are shown in figure 7 below. From table 7 we can also see that core managers of C1 are in agreement in ranking various aspects of to delivery of the message where as for functional managers of C1 they are disagreement in ranking since the calculated Chi-square value is less than the table value



Figure 7: Bar diagram showing the average rankings of Core and Functional Managers of C1 with respect to delivery of the message

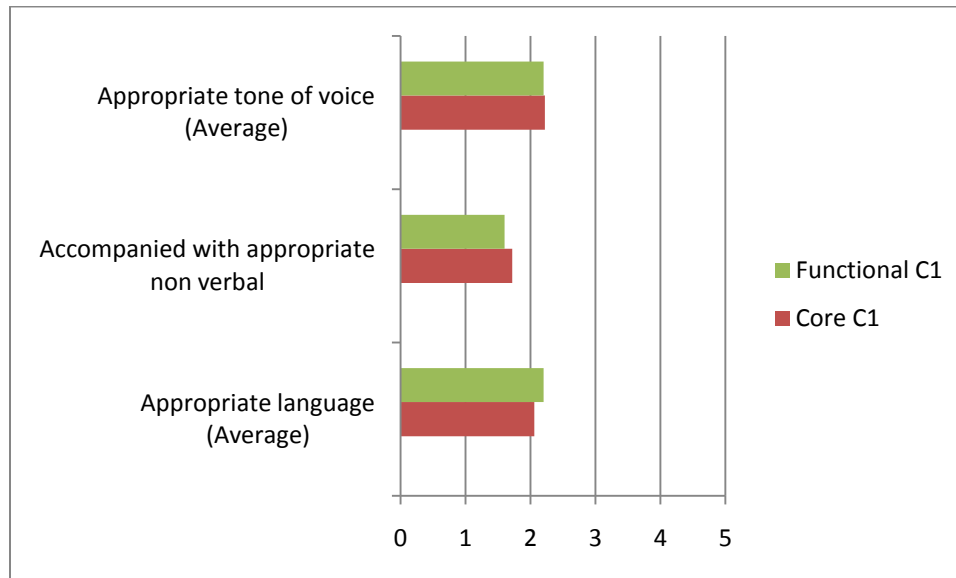


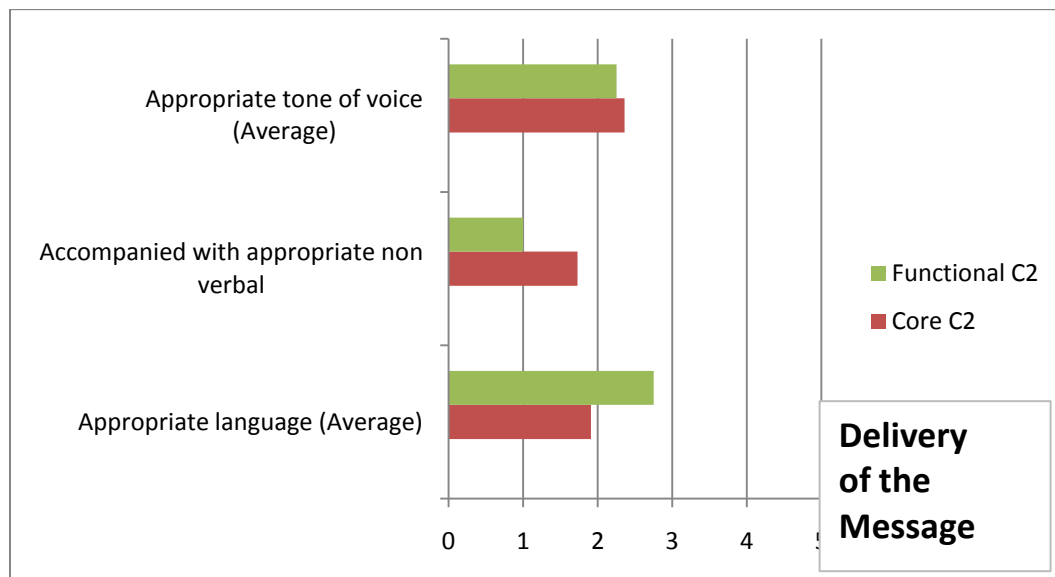
Table 8: Average ranking and Kendall's Coefficient of Concordance between Core and Functional Managers of C2 for delivery of the message

Company name \ Item	Core C2	Functional C2
Total No	52	12
Appropriate language (average)	1.91	2.75
Accompanied with non-verbal signals (average)	1.73	1
Appropriate tone of voice(average)	2.36	2.25
W	0.11	0.88
Chi-square Value	10.95	19.50

0.05 level Critical Value	5.99	5.99
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From Table 8 it is seen that the average ranking between Core and Functional Managers of C2 for appropriate language in the delivery of the message are 1.91 and 2.75 respectively where as for accompanied with appropriate non verbal signals in the message it is 1.73 and 1.00 and for appropriate tone of voice it is 2.36 and 1.25. The bar diagram showing the average rankings of Core and Functional Managers of C2 with respect delivery of the message are shown in figure 8 below. Also table 8 shows that both core and functional managers of C2 are in agreement of ranking different aspects of to delivery of the message since the calculated values are much higher than the table values.

*Figure 8: Bar diagram showing the average rankings of Core and Functional Managers of C2 with respect delivery of the message*



*Table 9: Average ranking and Kendall's Coefficient of Concordance between Core and Functional Managers of C3 for delivery of the message*

Company name Items	Core C3	Functional C3
Total No	50	13
Appropriate language (average)	2.56	2.52
Accompanied with non- verbal signals (average)	1.22	1.29
Appropriate tone of voice(average)	2.22	2.19
W	0.49	0.41
Chi-square Value	48.52	10.54
0.05 level Critical Value	5.99	5.99

From Table 9 it is seen that the average ranking between Core and Functional Managers of C3 for appropriate language in the delivery of the message are 2.56 and 2.52 respectively where as for accompanied with appropriate non verbal signals in the message it is 1.22 and 1.29 and for appropriate tone of voice it is 2.22 and 2.19. The bar diagram showing the average rankings of Core and Functional Managers of C3 with respect to delivery of the message are shown in figure 9 below. Table 9 shows that both core and functional managers of C3 are in agreement of ranking different aspects of to delivery of the message since the calculated values are much higher than the table values.

Figure 9: Bar diagram showing the average rankings of Core and Functional Managers of C3 with respect to delivery of the message

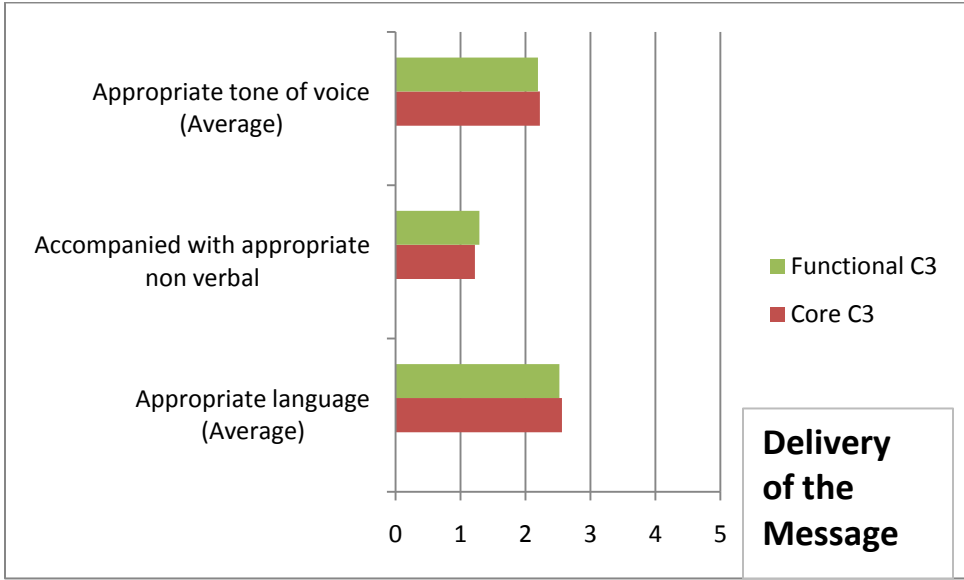


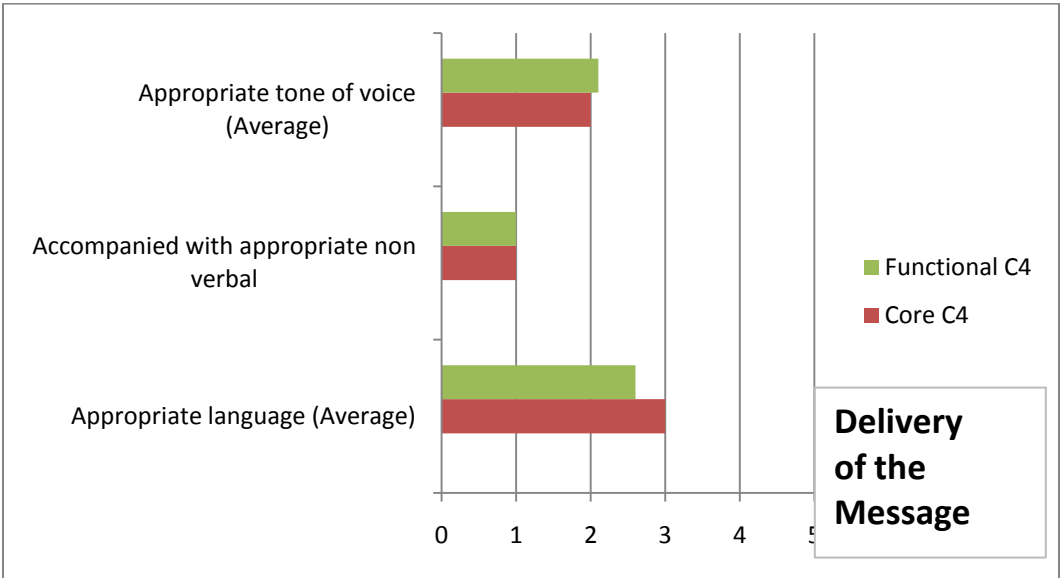
Table 10: Average ranking and Kendall’s Coefficient of Concordance between Core and Functional Managers of C4 for delivery of the message

<b>Company name</b>	Core C4	Functional C4
<b>Item</b>		
Total No	40	14
Appropriate language (average)	3	2.6
Accompanied with non-verbal signals (average)	1	1
Appropriate tone of voice(average)	2	2.1

W	1.00	0.67
Chi-square Value	80	18.76
0.05 level Critical Value	5.99	5.99

From Table 10 it is seen that the average ranking between Core and Functional Managers of C4 for appropriate language in the delivery of the message are 3 and 2.6 respectively where as for accompanied with appropriate non verbal signals in the message it is 1 and 1 and for appropriate tone of voice it is 2 and 2.1. The bar diagram showing the average rankings of Core and Functional Managers of C4 with respect to delivery of the message are shown in figure 10 below. Table 10 shows that both core and functional managers of C4 are in agreement of ranking different aspects of to delivery of the message since the calculated values are much higher than the table values.

*Figure 10: Bar diagram showing the average rankings of Core and Functional Managers of C4 with respect to delivery of the message*



*Table 11: Average ranking and Kendall's Coefficient of Concordance between Core and Functional Managers of C5 delivery of the message*

<b>Company name</b> <b>Item</b>	Core C5	Functional C5
Total No	38	12
Appropriate language (average)	1.91	2.52
Accompanied with non- verbal signals (average)	1.73	1.29
Appropriate tone of voice(average)	2.36	2.19
W	0.11	0.41
Chi-square Value	8.00	9.73
0.05 level Critical Value	5.99	5.99

From Table 11 it is seen that the average ranking between Core and Functional Managers of C5 for appropriate language in the delivery of the message are 1.91 and 2.52 respectively where as for accompanied with appropriate non verbal signals in the message it is 1.73 and 1.29 and for appropriate tone of voice it is 2.36 and 2.19. The bar diagram showing the average rankings of Core and Functional Managers of C5 with respect to delivery of the message are shown in figure 11 below. Table 11 shows that both core and functional managers of C5 are in agreement of ranking different aspects of to delivery of the message since the calculated values are much higher than the table values.

Figure 11: Bar diagram showing the average rankings of Core and Functional Managers of C5 with respect to delivery of the message

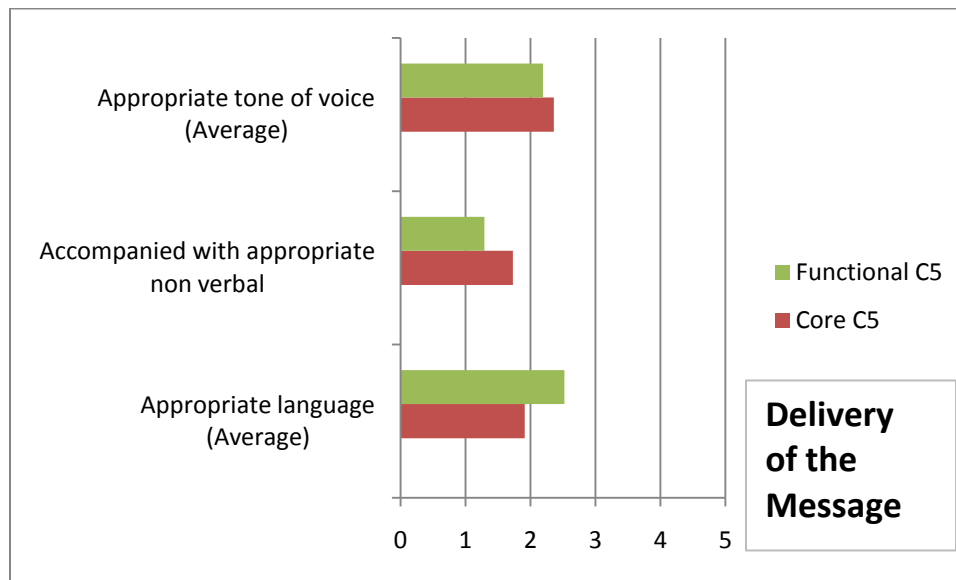
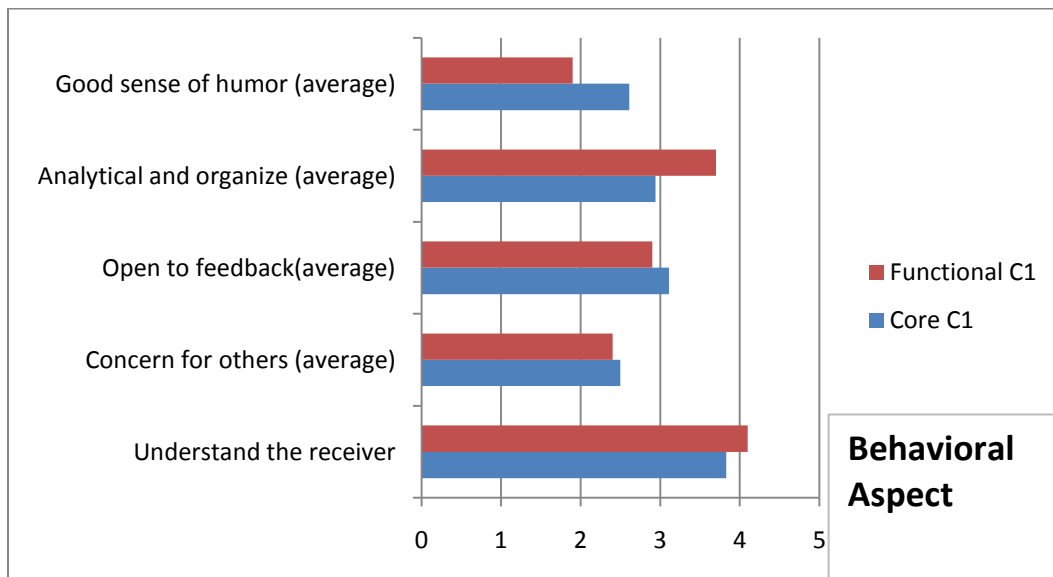


Table 12: Average ranking and Kendall's Coefficient of Concordance between Core and Functional managers of C1 for behavioral aspects of the communicator

Company name \ Item	Core C1	Functional C1
Total No	65	19
Understand the receiver	3.83	4.1
Concern for others	2.5	2.4
Open to feedback	3.11	2.9
Analytical and organize	2.94	3.7
Good sense of humor	2.61	1.9
W	0.17	0.38
Chi-square Value	43.25	29.15
0.05 level Critical Value	9.49	9.49

From Table 12 it is seen that the average ranking between Core and Functional Managers of C1 for understand the receiver are 3.83 and 4.1, that for concern for other are 2.5 and 2.4, that for open to feed back are 3.11 and 2.9, that for analytical and organize 2.94 and 3.7 and for good sense of humor 2.61 and 1.91. The bar diagram showing the average rankings of Core and Functional Managers of C1 with respect to behavioral aspects of the communicator are shown in figure 12 below. Table 12 shows that both core and functional managers of C1 are in agreement of ranking different aspects of behavior since the calculated values are much higher than the table values.

*Figure 12: Bar diagram showing the average rankings of Core and Functional Managers of C1 with respect to behavioral aspects of the communicator*





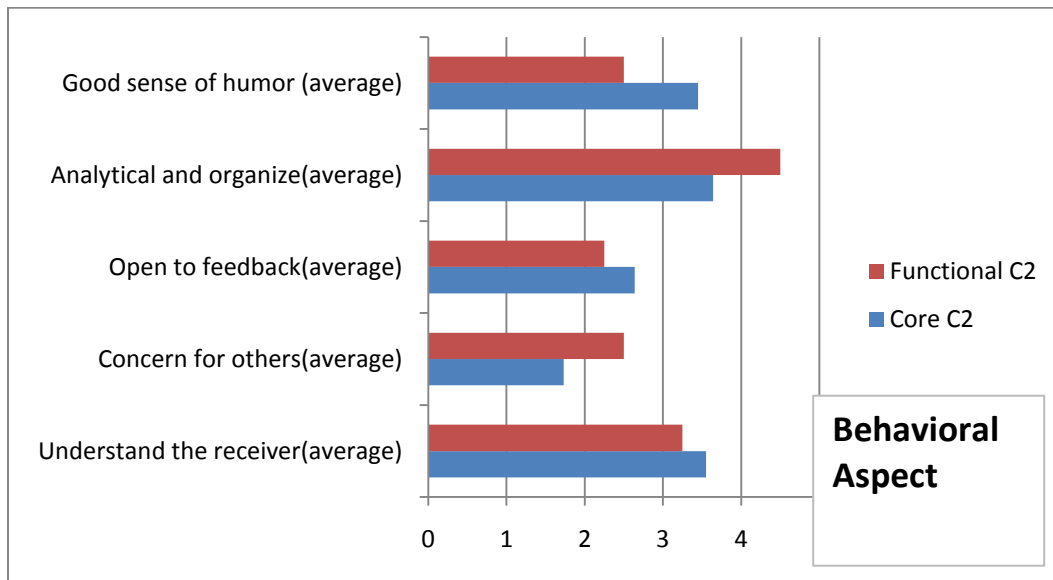
*Table-13. Average ranking and Kendall's Coefficient of Concordance between Core and Functional managers of C2 for behavioral aspects of the communicator*

<b>Company name</b> <b>Item</b>	Core C2	Functional C2
Total No	52	12
Understand the receiver	3.55	3.25
Concern for others	1.73	2.5
Open to feedback	2.64	2.25
Analytical and organize	3.64	4.5
Good sense of humor	3.45	2.5
W	0.32	0.39
Chi-square Value	18.87	9.49
0.05 level Critical Value	9.49	9.49

From Table 13 it is seen that the average ranking between Core and Functional Managers of C2 for understand the receiver are 3.55 and 3.25, that for concern for other are 1.73 and 2.5, that for open to feed back are 2.64 and 2.25, that for analytical and organize 3.64 and 4.5 and for good sense of humor 3.45 and 2.5. The bar diagram showing the average rankings of Core and Functional Managers of C2 with respect to behavioral aspects of the communicator are shown in figure 13 below. Table 13

shows that both core and functional managers of C2 are in agreement of ranking different aspects of behavior since the calculated values are much higher than the table values.

*Figure 13: Bar diagram showing the average rankings of Core and Functional Managers of C2 with respect to behavioral aspects of the communicator*



*Table 14: Average ranking and Kendall's Coefficient of Concordance between Core and Functional managers of C3 for behavioral aspects of the communicator*

<b>Company name</b>	Core C3	Functional C3
<b>Item</b>		
Total No	50	13
Understand the receiver	4.11	3.81

Concern for others	2.33	2.38
Open to feedback	2.56	2.17
Analytical and organize	4.22	3.67
Good sense of humor	1.78	1.93
W	0.54	0.38
Chi-square Value	108.14	19.68
0.05 level Critical Value	9.49	9.49

From Table 14 it is seen that the average ranking between Core and Functional Managers of C3 for understand the receiver are 4.11 and 3.81, that for concern for other are 2.33 and 2.38, that for open to feed back are 2.56 and 2.17, that for analytical and organize 4.22 and 3.67 and for good sense of humor 1.78 and 1.93. The bar diagram showing the average rankings of Core and Functional Managers of C3 with respect to behavioral aspects of the communicator are shown in figure 14 below. Table 14 also shows that both core and functional managers of C3 are in agreement of ranking different aspects of behavior since the calculated values are much higher than the table values.

Figure 14: Bar diagram showing the average rankings of Core and Functional Managers of C3 with respect to behavioral aspects of the communicator

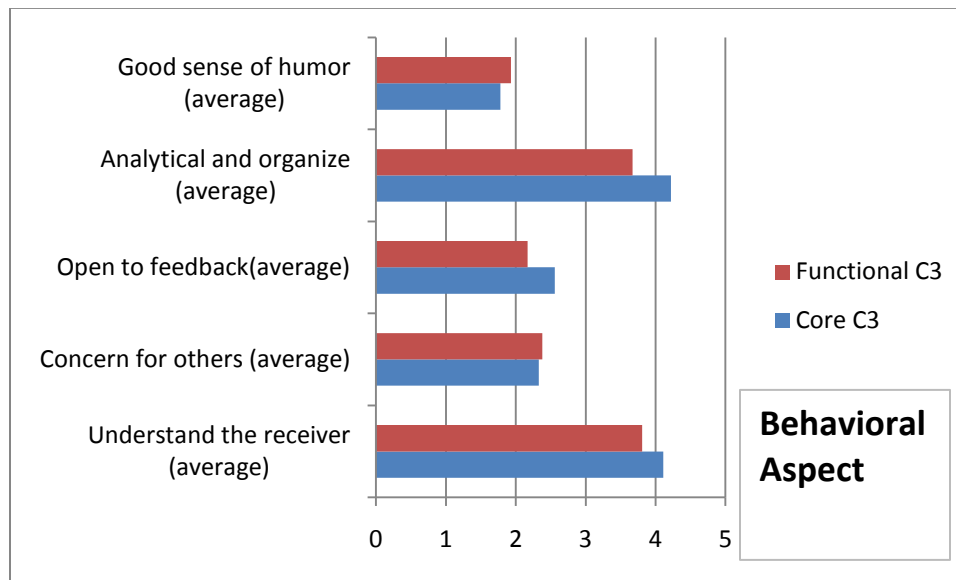


Table 15: Average ranking and Kendall's Coefficient of Concordance between Core and Functional managers of C4 for behavioral aspects of the communicator

Company name \ Item	Core C4	Functional C4
Total No	40	14
Understand the receiver	3	3.75

Concern for others	3	2.35
Open to feedback	3	3.19
Analytical and organize	5	3.67
Good sense of humor	1	1.92
W	0.86	0.32
Chi-square Value	136.89	17.93
0.05 level Critical Value	9.49	9.49

From Table 15 it is seen that the average ranking between Core and Functional Managers of C4 for understand the receiver are 3 and 3.75, that for concern for other are 3 and 2.35, that for open to feed back are 3 and 3.19, that for analytical and organize 5 and 3.67 and for good sense of humor 1 and 1.92. The bar diagram showing the average rankings of Core and Functional Managers of C4 with respect to behavioral aspects of the communicator are shown in figure 15 below. Table 15 also shows that both core and functional managers of C4 are in agreement of ranking different aspects of behavior since the calculated values are much higher than the table values.

Figure 15: Bar diagram showing the average rankings of Core and Functional Managers of C4 with respect to behavioral aspects of the communicator

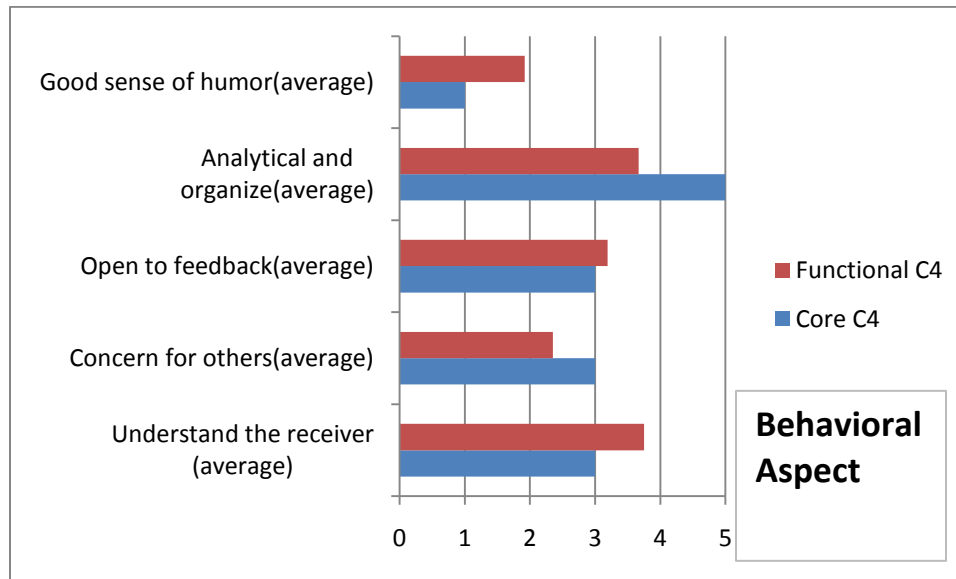


Table 16 Average ranking and Kendall's Coefficient of Concordance between Core and Functional managers of C5 for behavioral aspects of the communicator

Company name \ Item	Core C5	Functional C5
Total No	38	12
Understand the receiver	3.7	3.71
Concern for others	2.5	2.3
Open to feedback	3.11	3.1
Analytical and organize	2.94	3.67

Good sense of humor	2.61	1.9
W	0.15	0.32
Chi-square Value	22.42	15.52
0.05 level Critical Value	9.49	9.49

From Table 16 it is seen that the average ranking between Core and Functional Managers of C5 for understand the receiver are 3.7 and 3.71, that for concern for other are 2.5 and 2.3, that for open to feed back are 3.11 and 3.1, that for analytical and organize 2.94 and 3.67 and for good sense of humor 2.61 and 1.9. The bar diagram showing the average rankings of Core and Functional Managers of C5 with respect to behavioral aspects of the communicator are shown in figure 16 below. Table 16 shows that both core and functional managers of C5 are in agreement of ranking different aspects of behavior since the calculated values are much higher than the table values.

Figure 16: Bar diagram showing the average rankings of Core and Functional Managers of C5 with respect to behavioral aspects of the communicator

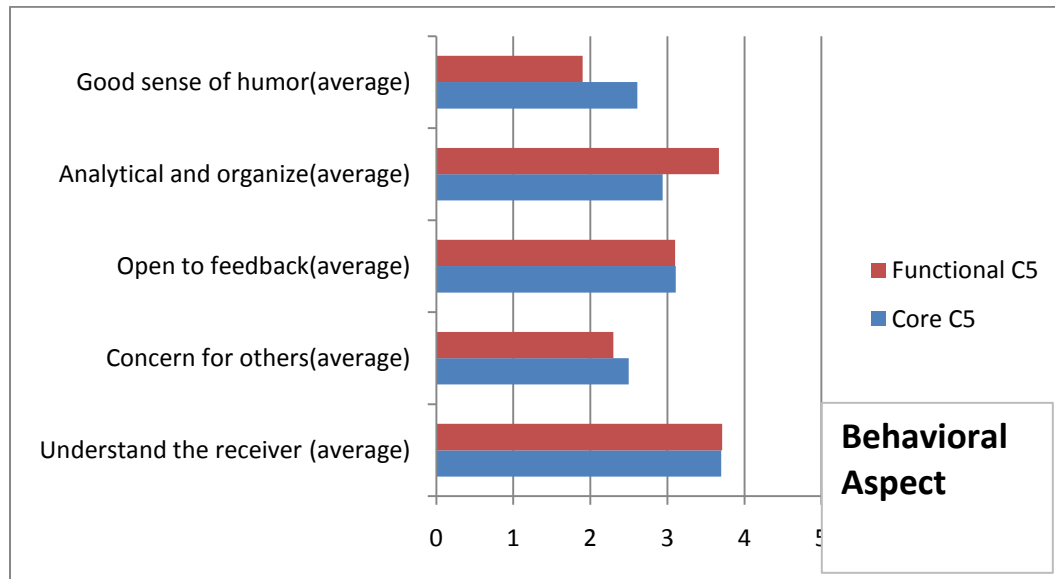


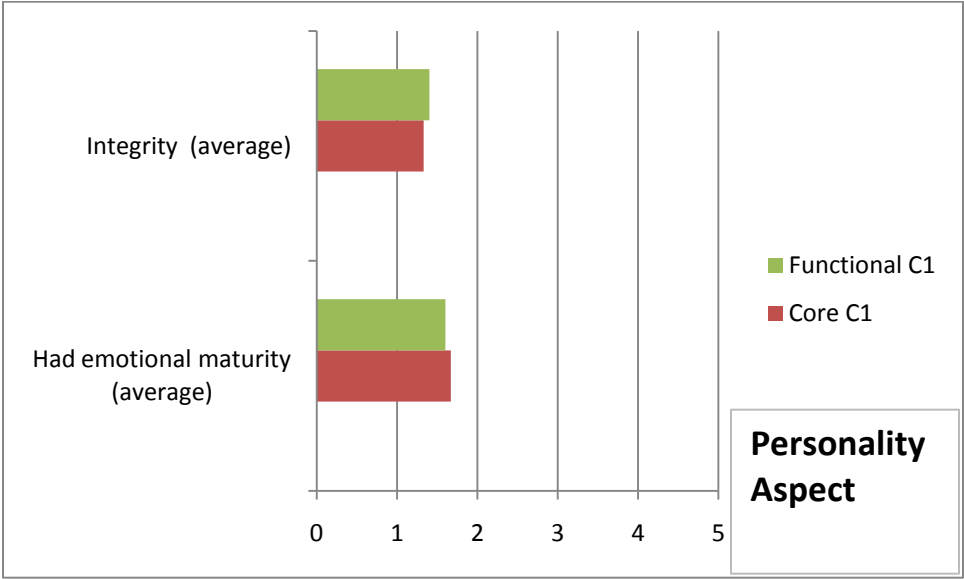
Table 17: Average ranking and Kendall's Coefficient of Concordance between Core and Functional managers of C1 for personality aspect of the communicator

Company name \ Item	Core C1	Functional C1
Total No	65	19
Had emotional maturity	1.67	1.6
Integrity	1.33	1.4
W	0.29	0.10
Chi-square Value	18.79	1.90
0.05 level Critical Value	3.84	3.84



From Table 17 it is seen that the average ranking between Core and Functional Managers of C1 for emotional maturity are 1.67 and 1.6 and that for integrity are 1.33 and 1.4. The bar diagram showing the average rankings of Core and Functional Managers of C1 with respect to personality aspect of the communicator are shown in figure 17 below. Table 17 also shows that the core managers of C1 are in agreement of ranking to personality aspect whereas the functional managers of C1 are in disagreement of ranking.

*Figure 17: Bar diagram showing the average rankings of Core and Functional Managers of C1 with respect to personality aspect of the communicator*



*Table 18: Average ranking and Kendall’s Coefficient of Concordance*

*between Core and Functional managers of C2 for personality aspect of the communicator*

<b>Company name</b> <b>Item</b>	Core C2	Functional C2
Total No	52	12
Had emotional maturity	1.55	1.5
Integrity	1.45	1.5
W	0.03	0.00
Chi-square Value	1.3	0.00
0.05 level Critical Value	3.84	3.84

From Table 18 it is seen that the average ranking between Core and Functional Managers of C2 for emotional maturity are 1.55 and 1.5 and that for integrity are 1.45 and 1.5. The bar diagram showing the average rankings of Core and Functional Managers of C2 with respect to the personality aspect of the communicator are shown in figure 18 below. Table 18 also shows that the core managers of C2 are in agreement of ranking to personality aspect where as the functional managers of C2 are in disagreement of ranking.

Figure 18: Bar diagram showing the average rankings of Core and Functional Managers of C2 with respect to the personality aspect of the communicator

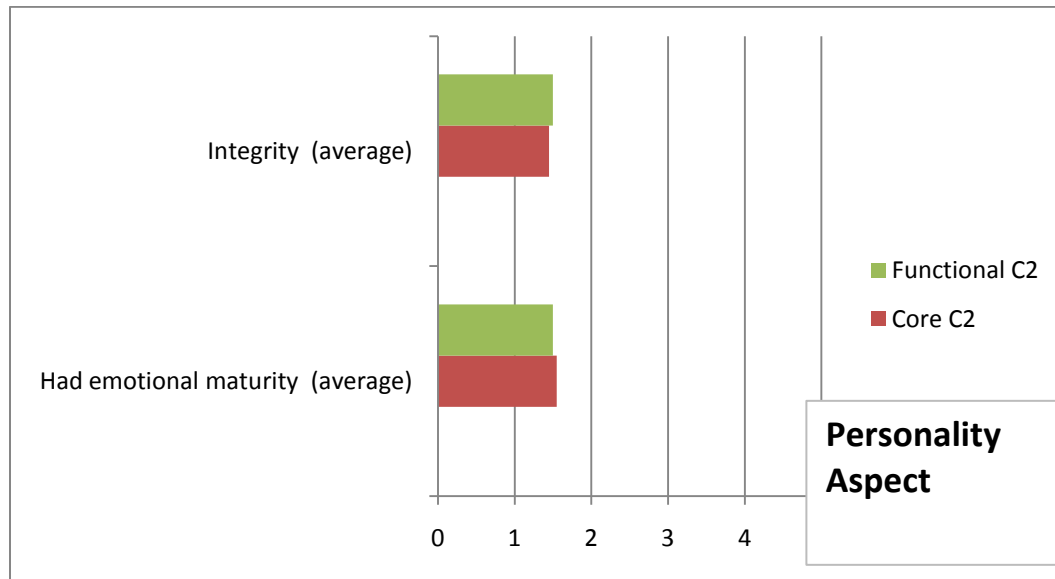
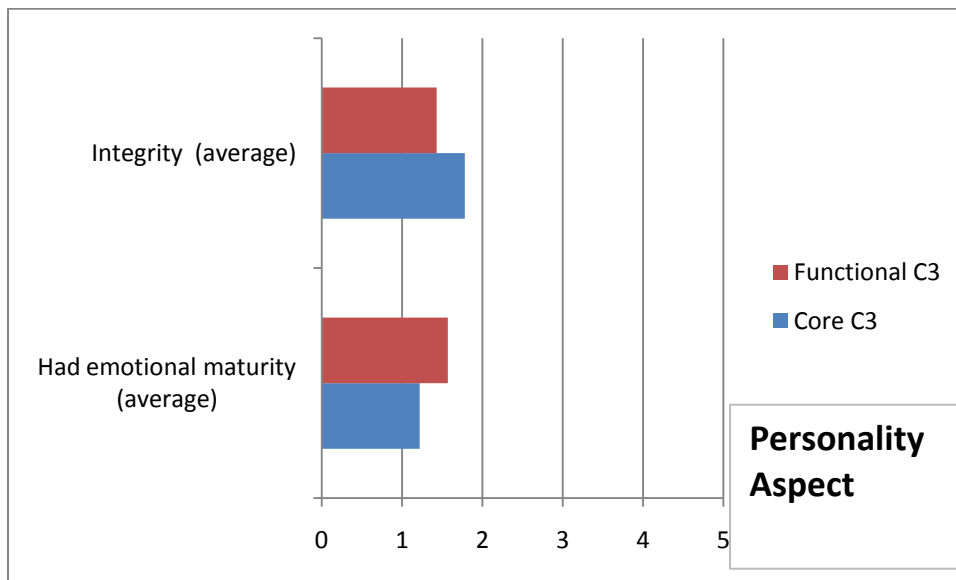


Table 19: Average ranking and Kendall's Coefficient of Concordance between Core and Functional managers of C3 for personality aspect of the communicator

Company name \ Item	Core C3	Functional C3
Total No	50	13
Had emotional maturity	1.22	1.57
Integrity	1.78	1.43
W	0.78	0.05
Chi-square Value	39.20	0.64
0.05 level Critical Value	3.84	3.84

From Table 19 it is seen that the average ranking between Core and Functional Managers of C3 for emotional maturity are 1.22 and 1.57 and that for integrity are 1.78 and 1.43. The bar diagram showing the average rankings of Core and Functional Managers of C3 with respect to personality aspect of the communicator are shown in figure 19 below. Table 19 also shows that the core managers of C3 are in agreement of ranking to personality aspects where as the functional managers of C3 are in disagreement of ranking.

*Figure 19: Bar diagram showing the average rankings of Core and Functional Managers of C3 with respect to personality aspect of the communicator*



*Table 20: Average ranking and Kendall's Coefficient of Concordance between Core and Functional managers of C4 for personality aspect of the communicator*

<b>Company name</b> <b>Item</b>	Core C4	Functional C4
Total No	40	14
Had emotional maturity	1	1.5
Integrity	2	1.3
W	0.29	.10
Chi-square Value	18.79	1.40
0.05 level Critical Value	3.84	3.84

From Table 20 it is seen that the average ranking between Core and Functional Managers of C4 for emotional maturity are 1.00 and 1.5 and that for integrity are 2 and 1.3. The bar diagram showing the average rankings of Core and Functional Managers of C4 with respect to personality aspect of the communicator are shown in figure 20 below. Table 20 also shows that the core managers of C4 are in agreement of ranking to personality aspect where as the functional managers of C4 are in disagreement of ranking.

Figure 21: Bar diagram showing the average rankings of Core and Functional Managers of C4 with respect to personality aspect of the communicator

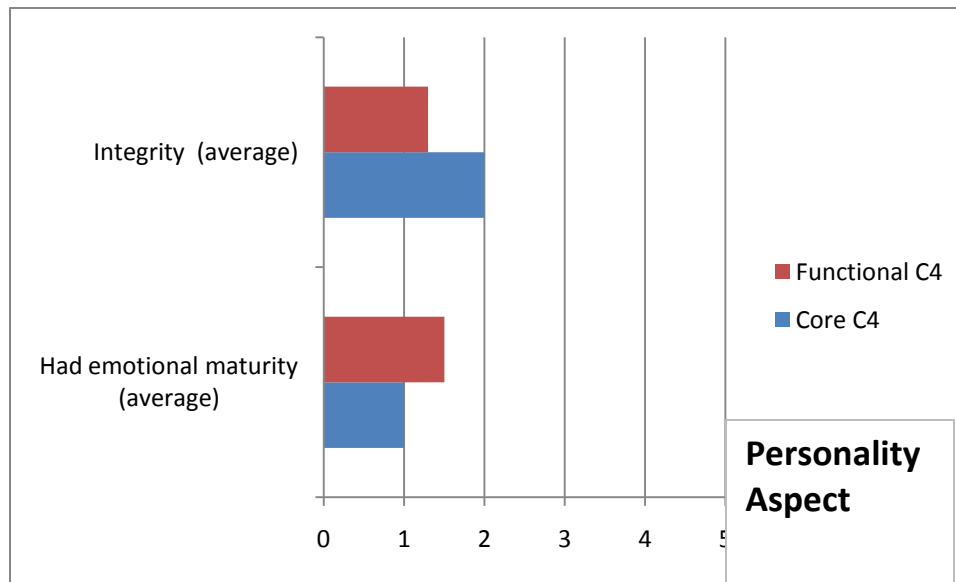


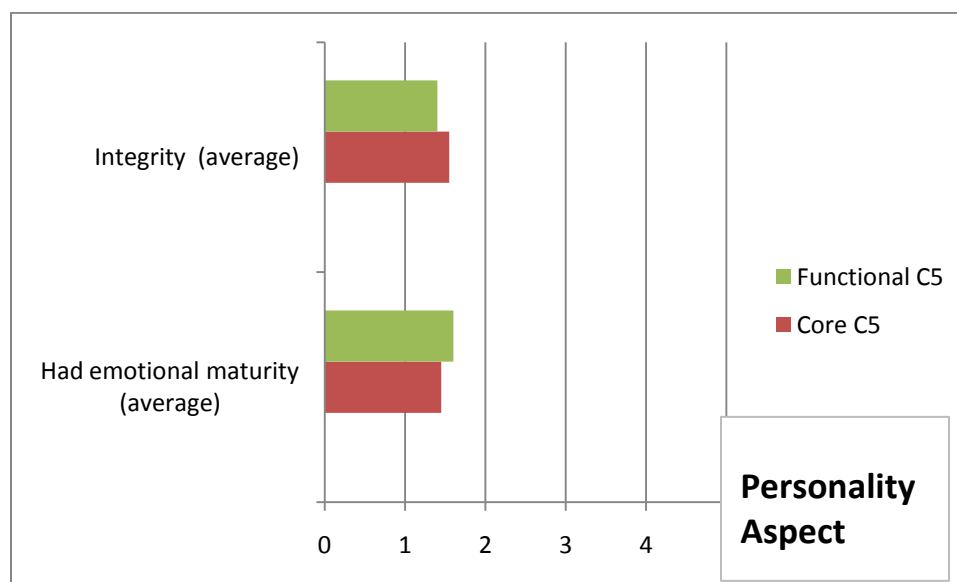
Table 22: Average ranking and Kendall's Coefficient of Concordance between Core and Functional managers of C5 for personality aspect of the communicator

Company name	Core C5	Functional C5
<b>Item</b>		
Total No	38	12
Had emotional maturity	1.45	1.6
Integrity	1.55	1.4
W	0.03	0.10
Chi-square Value	0.95	1.20

0.05 level Critical Value	3.84	3.84
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From Table 22 it is seen that the average ranking between Core and Functional Managers of C5 for emotional maturity are 1.45 and 1.6 and that for integrity are 1.55 and 1.4. The bar diagram showing the average rankings of Core and Functional Managers of C5 with respect to personality aspect of the communicator are shown in figure 22 below. Table 22 also shows that the core managers of C5 are in agreement of ranking to personality aspect where as the functional managers of C5 are in disagreement of ranking.

*Figure 22: Bar diagram showing the average rankings of Core and Functional Managers of C5 with respect to the personality aspect of the communicator*



*Table 23: Average ranking and Kendall's Coefficient of Concordance between Core and Functional managers of C1 for skills of the communicator*

<b>Company name</b> <b>Item</b>	Core C1	Functional C1
Total No	65	19
Persuasive ability	2	2.1
Expertise in the area	2	2.2
Active listening	2.89	2.5
Ability to understand the context	3.11	3.2
W	0.21	0.17
Chi-square Value	41.44	9.94
0.05 level Critical Value	7.82	7.82

From Table 23 it is seen that the average ranking between Core and Functional Managers of C1 for persuasive ability are 2 and 2.1, that for expertise in the area are 2 and 2.2, for active listening 2.89 and 2.5 and for ability to understand the context are 3.11 and 3.2. The bar diagram showing the average rankings of Core and Functional Managers of C1 with respect Skills of the communicator are shown in figure 23 below. Table 23 also shows that the core and functional managers of C1 are in perfect agreement in ranking different aspects of skills.



Figure 23: Bar diagram showing the average rankings of Core and Functional Managers of C1 with respect Skills of the communicator

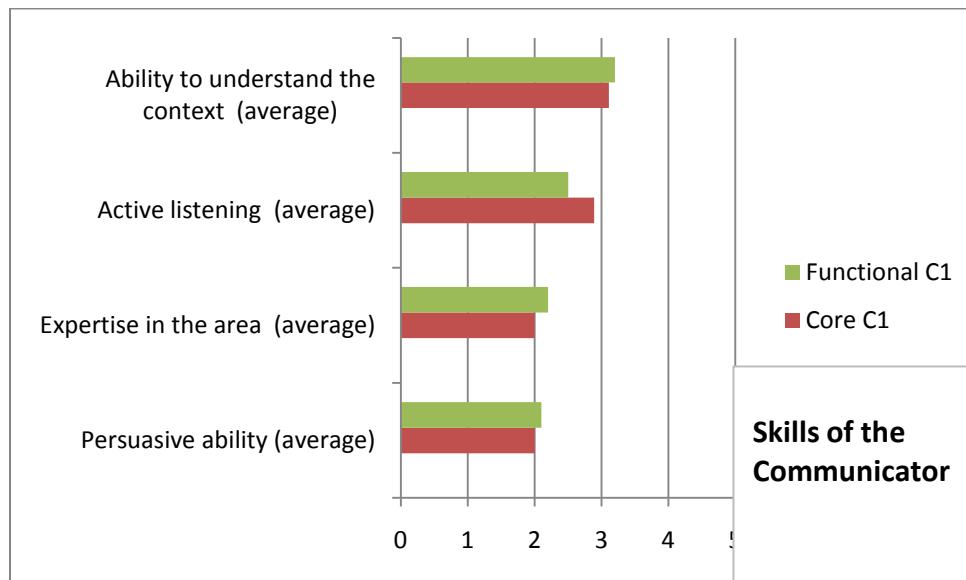
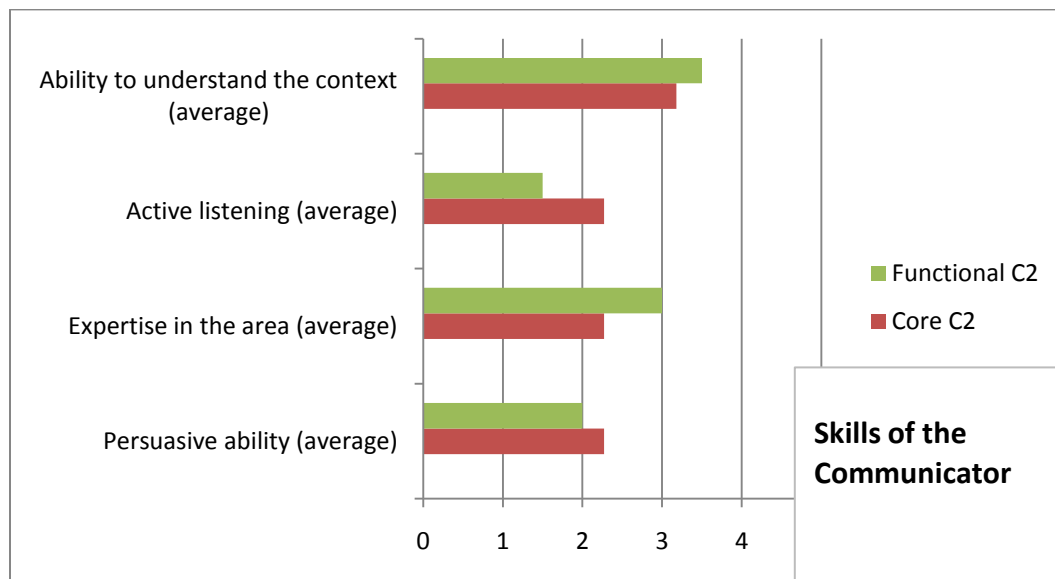


Table 24: Average ranking and Kendall's Coefficient of Concordance between Core and Functional managers of C2 for skills of the communicator

Company name \ Item	Core C2	Functional C2
Total No	52	12
Persuasive ability	2.27	2
Expertise in the area	2.27	3
Active listening	2.27	1.5
Ability to understand the context	3.18	3.5
W	0.13	0.54
Chi-square Value	20.88	19.50
0.05 level Critical Value	7.82	7.82

From Table 24 it is seen that the average ranking between Core and Functional Managers of C2 for persuasive ability are 2.27 and 2, that for expertise in the area are 2.27 and 3, for active listening 2.27 and 1.5 and for ability to understand the context are 3.18 and 3.5. The bar diagram showing the average rankings of Core and Functional Managers of C2 with respect Skills of the communicator are shown in figure 24 below. Table 24 also shows that the core and functional managers of C2 are in perfect agreement in ranking different aspects of skills.

*Figure 24: Bar diagram showing the average rankings of Core and Functional Managers of C2 with respect Skills of the communicator*



*Table 25: Average ranking and Kendall's Coefficient of Concordance between Core and Functional managers of C3 for skills of the communicator*

<b>Company name</b> <b>Item</b>	Core C3	Functional C3
Total No	50	13
Persuasive ability	1.56	1.86
Expertise in the area	2.67	3.05
Active listening	2.22	2.33
Ability to understand the context	3.56	2.76
W	0.43	64.94
Chi-square Value	0.20	7.83
0.05 level Critical Value	7.82	7.82

From Table 25 it is seen that the average ranking between Core and Functional Managers of C3 for persuasive ability are 1.56 and 1.86, that for expertise in the area are 2.67 and 3.05, for active listening 2.22 and 2.33 and for ability to understand the context are 3.56 and 2.76. The bar diagram showing the average rankings of Core and Functional Managers of C3 with respect Skills of the communicator are shown in figure 25 below. Table 25 also shows that the core and functional managers of C3 are in perfect agreement in ranking different aspects of skills.

Figure 26: Bar diagram showing the average rankings of Core and Functional Managers of C3 with respect Skills of the communicator

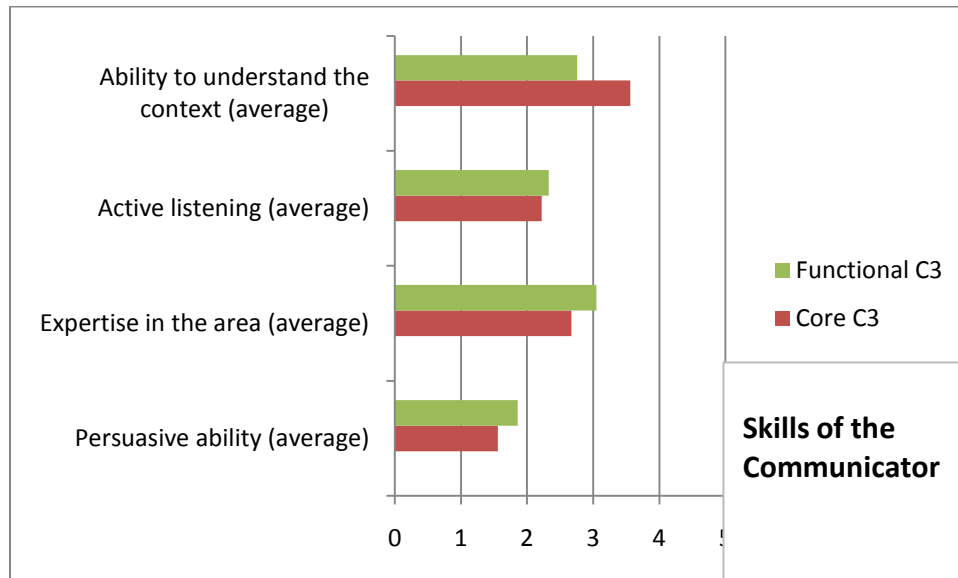


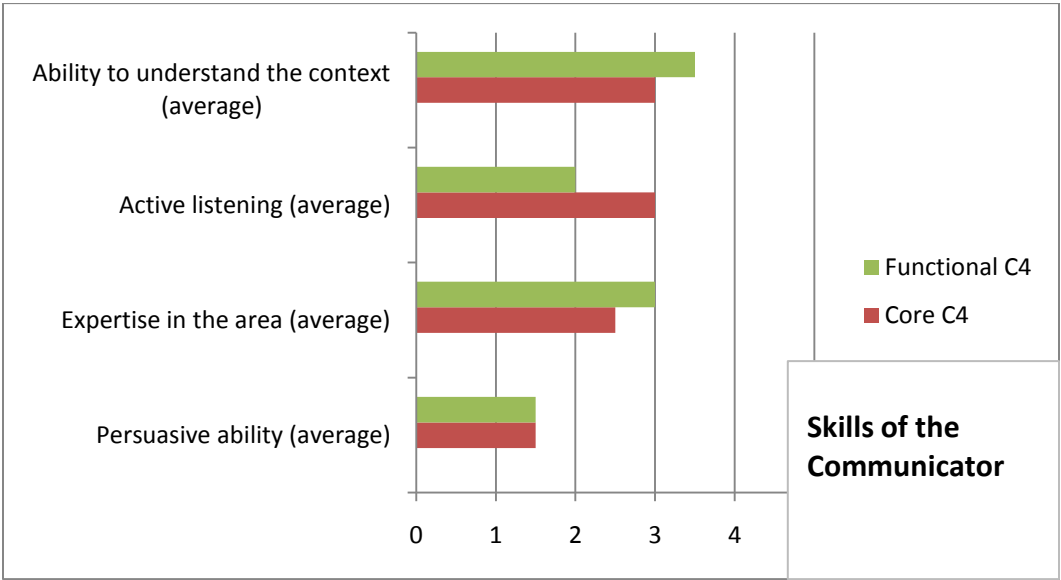
Table 27: Average ranking and Kendall's Coefficient of Concordance between Core and Functional managers of C4 for skills of the communicator

Company name \ Item	Core C4	Functional C4
Total No	40	14
Persuasive ability	1.5	1.5
Expertise in the area	2.5	3
Active listening	3	2
Ability to understand the context	3	3.5
W	0.31	0.54

Chi-square Value	37.50	22.50
0.05 level Critical Value	7.82	7.82

From Table 27 it is seen that the average ranking between Core and Functional Managers of C4 for persuasive ability are 1.5 and 1.5, that for expertise in the area are 2.5 and 3.0, for active listening 3 and 2 and for ability to understand the context are 3.0 and 3.5. The bar diagram showing the average rankings of Core and Functional Managers of C4 with respect Skills of the communicator are shown in figure 27 below. Table 27 also shows that the core and functional managers of C4 are in perfect agreement in ranking different aspects of skills.

*Figure 27: Bar diagram showing the average rankings of Core and Functional Managers of C4 with respect Skills of the communicator*



*Table 28: Average ranking and Kendall's Coefficient of Concordance between Core and Functional managers of C4 for skills of the communicator*

<b>Company name</b> <b>Item</b>	Core C4	Functional C4
Total No	38	12
Persuasive ability	2.3	1.85
Expertise in the area	2.28	3
Active listening	2.29	2.3
Ability to understand the context	3.18	2.76
W	0.13	0.20
Chi-square Value	15.06	7.09
0.05 level Critical Value	7.82	7.82

From Table 28 it is seen that the average ranking between Core and Functional Managers of C5 for persuasive ability are 2.3 and 1.85, which for expertise in the area are 2.28 and 3.0, for active listening 2.29 and 2.3 and for ability to understand the context are 3.18 and 2.76. The bar diagram showing the average rankings of Core and Functional Managers of C5 with respect Skills of the communicator are shown in figure 28 below. Table 28 shows that the core and functional managers of C5 are in perfect agreement in ranking different aspects of skills.

Figure 28: Bar diagram showing the average rankings of Core and Functional Managers of C5 with respect Skills of the communicator

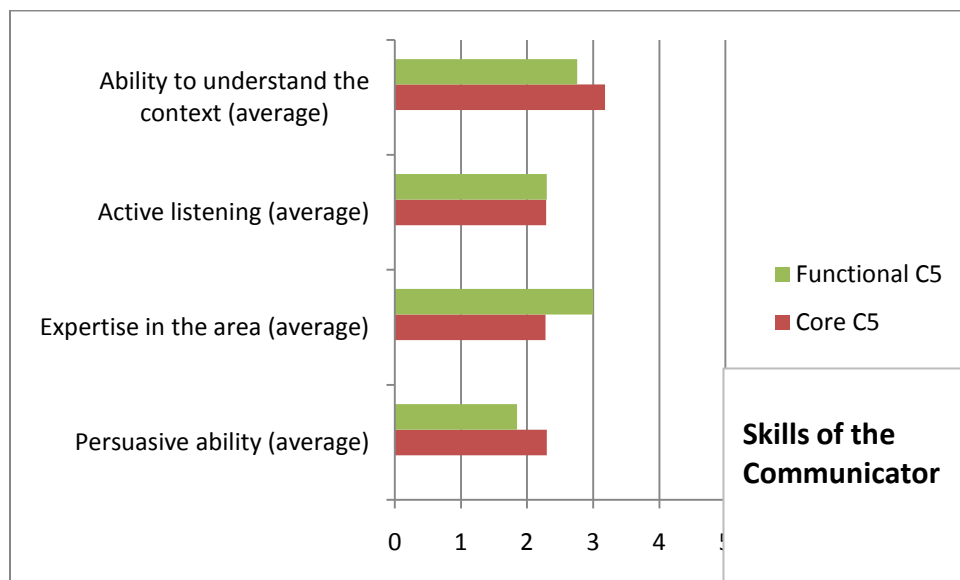


Table 29: Average ranking and Kendall's Coefficient of Concordance between Core and Functional managers of C1 for the pre-identified characteristics of the communicator

Company name Item	Core C1	Functional C1
Total No	65	19
Message characteristics	2.67	2.4
Delivery of the message	2.94	3.8
Behavioral aspect	2.44	2.8
Personality aspect	2.83	2.2

Skills of the communicator	4.11	3.8
W	0.17	0.23
Chi-square Value	43.86	17.63
0.05 level Critical Value	9.49	9.49

From Table 29 it is seen that the average ranking between Core and Functional Managers of C1 for message characteristics are 2.67 and 2.4, that for delivery of the message are 2.94 and 3.8, for behavioral aspects of the communicator it is 2.44 and 2.8, that for to personality aspect of the communicator are 2.83 and 2.2 and that for Skills of the communicator of the communicator are 4.11 and 3.8. The bar diagram showing the average rankings of Core and Functional Managers of C1 with respect Pre-identified of the communicator are shown in figure 29 below. Table 29 also shows that the core and functional managers of C1 are in agreement in rating pre-identified characteristics



Figure 29: Bar diagram showing the average rankings of Core and Functional Managers of C1 with respect Pre-identified characteristics of the communicator

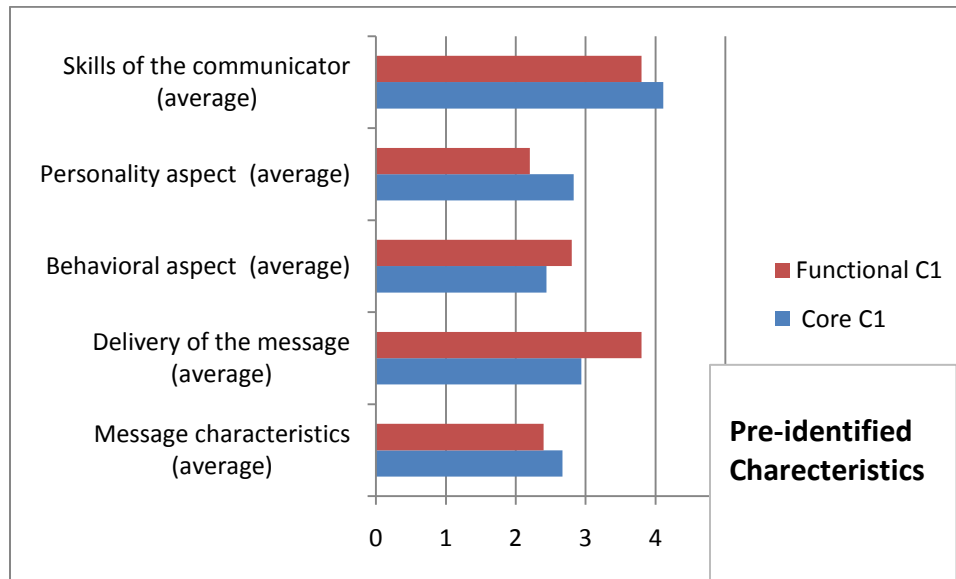


Table 30: Average ranking and Kendall's Coefficient of Concordance between Core and Functional managers of C2 for the pre-identified characteristics of the communicator

Company name \ Item	Core C2	Functional C2
Total No	52	12
Message characteristics	2.55	2.75
Delivery of the message	4.18	3
Behavioral aspect	2.36	1.75
Personality aspect	2.55	2.5
Skills of the	3.36	5

communicator		
W	0.23	0.59
Chi-square Value	48.60	28.20
0.05 level Critical Value	9.49	9.49

From Table 30 it is seen that the average ranking between Core and Functional Managers of C2 for message characteristics are 2.55 and 2.75, that for delivery of the message are 4.18 and 3, for behavioral aspects of the communicator it is 2.36 and 1.75, that for to personality aspect of the communicator are 2.55 and 2.5 and that for Skills of the communicator of the communicator are 3.36 and 5. The bar diagram showing the average rankings of Core and Functional Managers of C2 with respect Pre-identified of the communicator are shown in figure 30 below. Table 30 shows that the core and functional managers of C2 are in agreement in rating pre-identified characteristics

Figure 30: Bar diagram showing the average rankings of Core and Functional Managers of C2 with respect Pre-identified characteristics of the communicator

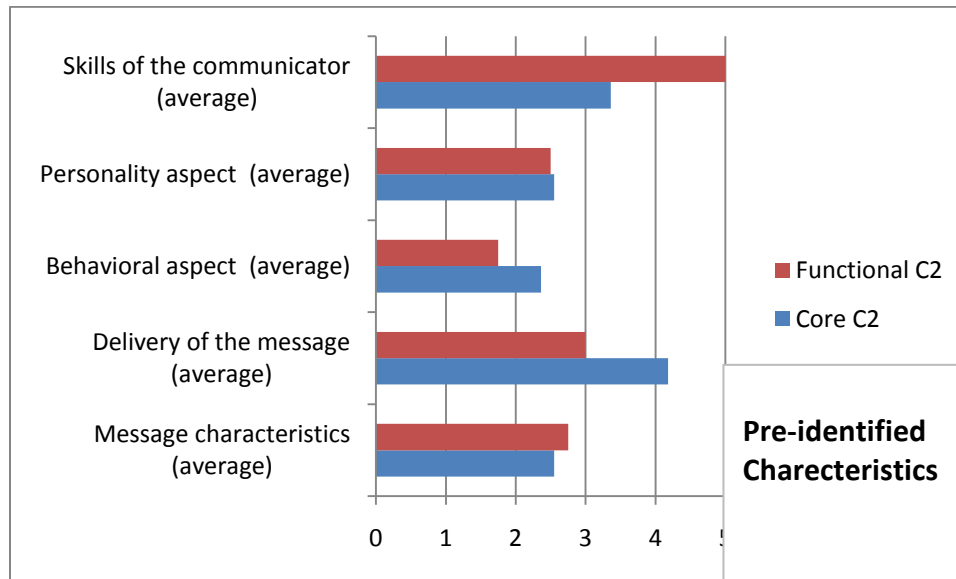


Table 31: Average ranking and Kendall's Coefficient of Concordance between Core and Functional managers of C4 for the pre-identified characteristics of the communicator

Company name \ Item	Core C4	Functional C4
Total No	40	14
Message characteristics	2	2.3
Delivery of the message	4.5	3.7
Behavioral aspect	2	2.6
Personality aspect	2	2.1
Skills of the	4.5	3.7

communicator		
W	0.75	0.24
Chi-square Value	120	13.26
0.05 level Critical Value	9.49	9.49

From Table 31 it is seen that the average ranking between Core and Functional Managers of C4 for message characteristics are 2 and 2.3, that for delivery of the message are 4.5 and 3.7, for behavioral aspects of the communicator it is 2 and 2.6, that for to personality aspect of the communicator are 2 and 2.1 and that for Skills of the communicator of the communicator are 4.5 and 3.7. The bar diagram showing the average rankings of Core and Functional Managers of C4 with respect Pre-identified of the communicator are shown in figure 31 below. Table 31 shows that the core and functional managers of C4 are in agreement in rating pre-identified characteristics

Figure 31: Bar diagram showing the average rankings of Core and Functional Managers of C4 with respect Pre-identified characteristics of the communicator

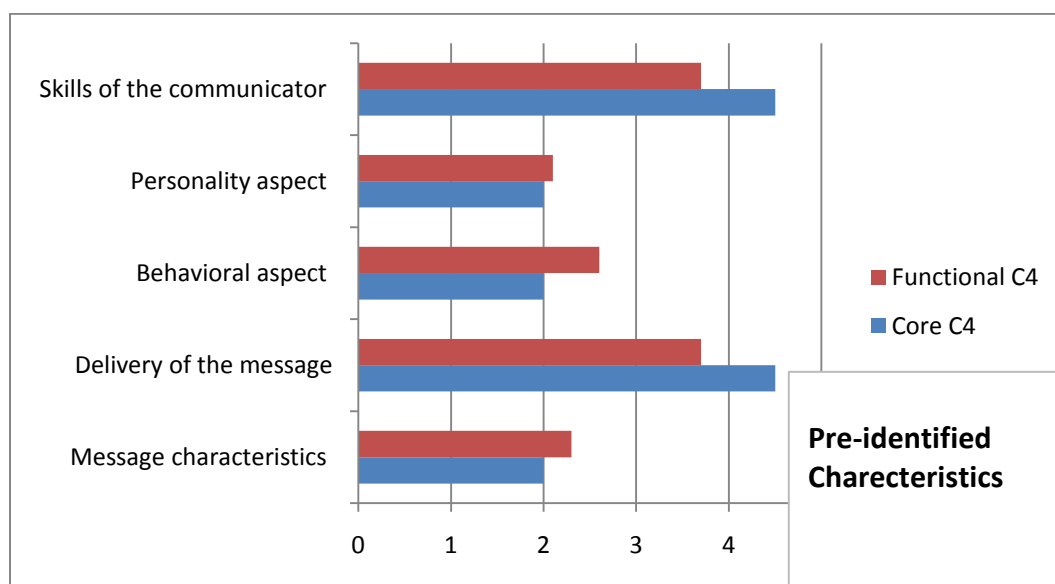


Table 32: Average ranking and Kendall's Coefficient of Concordance between Core and Functional managers of C5 for the pre-identified characteristics of the communicator

Company name Item	Core C5	Functional C5
Total No	38	12
Message characteristics	2.8	2.73
Delivery of the message	4.1	3
Behavioral aspect	2.2	1.74
Personality aspect	1.7	2.4
Skills of the	3.8	5

communicator		
W	0.42	0.60
Chi-square Value	63.66	28.88
0.05 level Critical Value	9.49	9.49

From Table 32 it is seen that the average ranking between Core and Functional Managers of C5 for message characteristics are 2.8 and 2.73, that for delivery of the message are 4.1 and 3, for behavioral aspects of the communicator it is 2.2 and 1.74, that for to personality aspect of the communicator are 1.7 and 2.4 and that for Skills of the communicator of the communicator are 3.8 and 5. The bar diagram showing the average rankings of Core and Functional Managers of C5 with respect Pre-identified of the communicator are shown in figure 32 below. Table 32 shows that the core and functional managers of C5 are in agreement in rating pre-identified characteristics

Figure 32: Bar diagram showing the average rankings of Core and Functional Managers of C5 with respect Pre-identified characteristics of the communicator

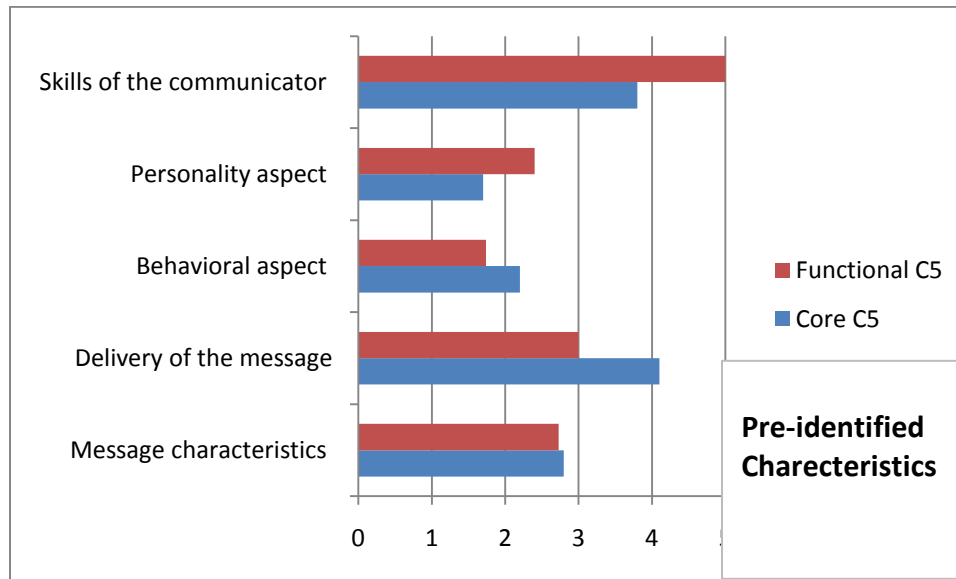
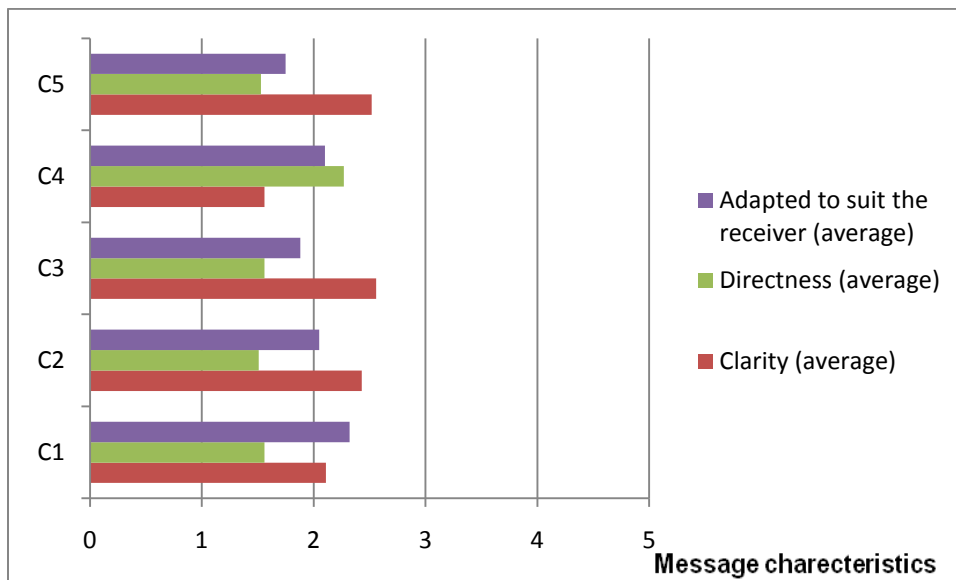


Table 33: Average ranking and Kendall's Coefficient of Concordance amongst different companies for message characteristics

Company name \ Item	C1	C2	C3	C4	C5
Total No	84	64	63	54	50
Clarity (average)	2.11	2.43	2.56	1.56	2.52
Directness (average)	1.56	1.51	1.56	2.27	1.53
Adapted to suit the receiver (average)	2.32	2.05	1.88	2.10	1.75
W	0.15	0.22	0.26	0.14	0.27
Chi-square Value	25.99	27.78	32.83	15.03	27.19
0.05 level Critical Value	5.99	5.99	5.99	5.99	5.99

Table 33 shows the average rankings for message characteristics given by different companies. The highest average ranking was given by C3 for message clarity followed by C5 for clarity where as the lowest ranking was given by C2 for directness. Table 33 shows that managers of all companies are in perfect agreement in ranking message characteristics since all the calculated Chi-square values are greater than the critical values obtained from Chi-square table.

*Figure 33: Bar diagram showing the average rankings of different companies with respect to message characteristics*



*Table 34: Average ranking and Kendall's Coefficient of Concordance amongst different companies for message delivery*

Company name \ Item	C1	C2	C3	C4	C5
Total No	84	64	63	54	50



Appropriate language (Average)	2.09	2.07	2.55	2.90	2.06
Accompanied with appropriate non verbal signals. (Average)	1.69	1.59	1.23	1.00	1.62
Appropriate tone of voice (Average)	2.22	2.34	2.21	2.03	2.32
W	0.07	0.14	0.47	0.90	0.12
Chi-square Value	12.53	18.26	58.98	97.31	12.31
0.05 level Critical Value	5.99	5.99	5.99	5.99	5.99

Table 34 shows the average rankings for delivery of the message given by different companies. The highest average ranking was given by C4 for language followed by C3 for language where as the lowest ranking was given by C4 for signal. Table 34 shows that managers of all companies are in prefect agreement in ranking to delivery of the message since all the calculated Chi-square values are greater than the critical values obtained from Chi-square table.

Figure 34: Bar diagram showing the average rankings of different companies with respect message characteristics

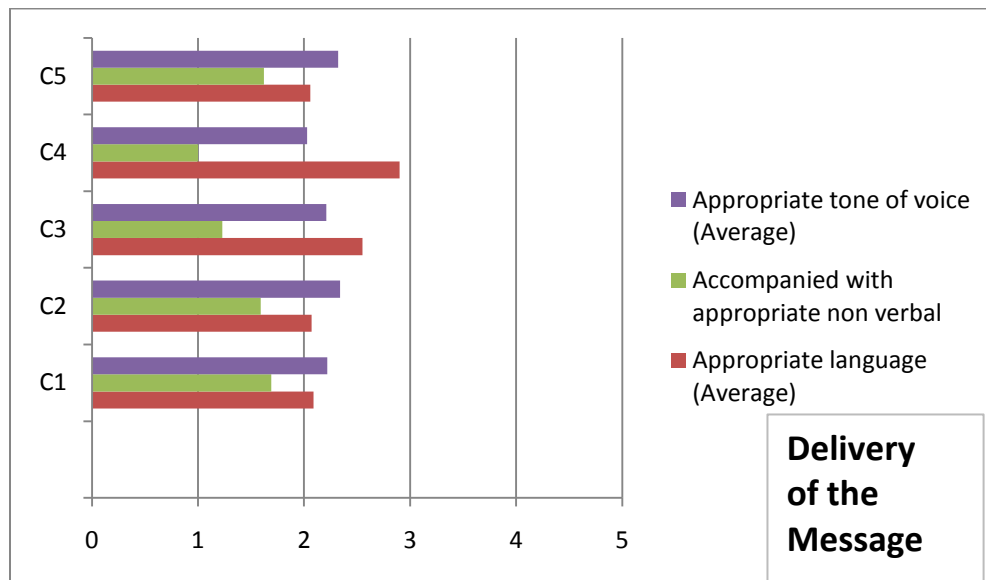


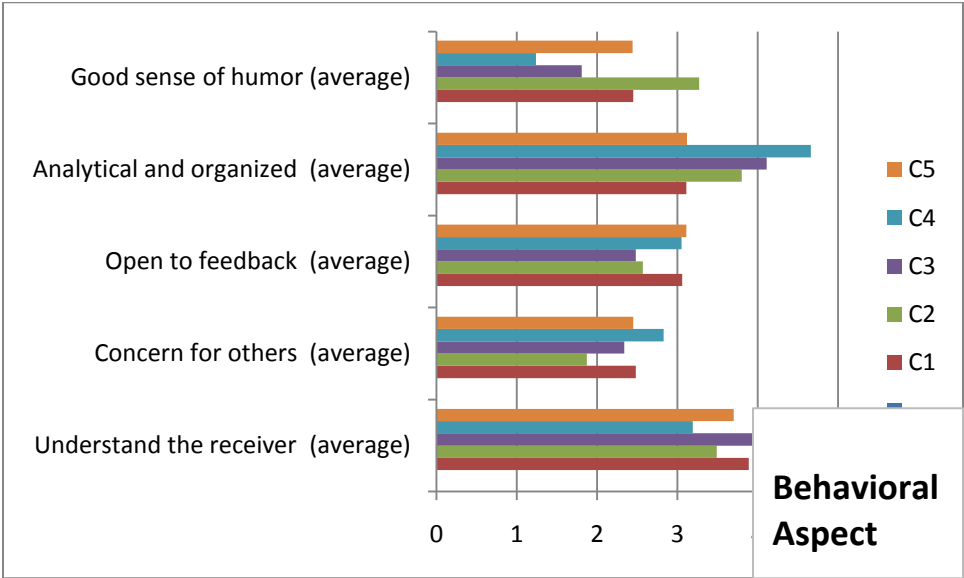
Table 35: Average ranking and Kendall's Coefficient of Concordance amongst different companies for behavioral aspect of the communicator

Company name \ Item	C1	C2	C3	C4	C5
Total No	84	64	63	54	50
Understand the receiver	3.89	3.49	4.05	3.19	3.70
Concern for others	2.48	1.87	2.34	2.83	2.45
Open to feedback	3.06	2.52	2.48	3.05	3.11
Analytical and organized	3.11	3.80	4.11	4.66	3.12
Good sense of humor	2.45	3.27	1.81	1.24	2.44

W	0.15	0.27	0.46	0.64	0.17
Chi-square Value	50.12	69.9	116.52	138.31	34.04
0.05 level Critical Value	9.49	9.49	9.49	9.49	9.49

From Table 35 it is seen the highest ranking was given by C4 for analytic and organize and lowest by C4 for good sense of humor. The bar diagram showing the average rankings of Core and Functional Managers of C1 with respect to behavioral aspects of the communicator are shown in figure 35 below. Table 35 shows that managers of all companies are in perfect agreement in ranking behavioral aspects of communicators since all the calculated Chi-square values are greater than the critical values obtained from Chi-square table.

*Figure 35: Bar diagram showing the average rankings of different companies to behavioral aspects of the communicator*



*Table 36: Average ranking and Kendall's Coefficient of Concordance amongst different companies for personality aspect*

<b>Company name</b> <b>Item</b>	C1	C2	C3	C4	C5
Total No	84	64	63	54	50
Had emotional maturity	1.65	1.54	1.29	1.13	1.49
Integrity (average)	1.35	1.46	1.71	1.82	1.51
W	0.24	0.02	0.43	0.86	0.00
Chi-square Value	19.96	1.06	27.20	64.07	0.10
0.05 level Critical Value	3.84	3.84	3.84	3.84	3.84

From Table 36 it is seen that highest ranking was given by C4 for integrity and lowest by C4 for emotional maturity. The bar diagram showing the average rankings of Core and Functional Managers of C1 with respect to the personality aspect of the communicator are shown in figure 36 below. Table 36 shows that managers of all companies, except C2 and C5, are in perfect agreement in ranking to personality aspect of communicators since all the calculated Chi-square values are greater than the critical values obtained from Chi-square table.

Figure 36: Bar diagram showing the average rankings of Core and Functional Managers of C1 with respect to personality aspect of the communicator

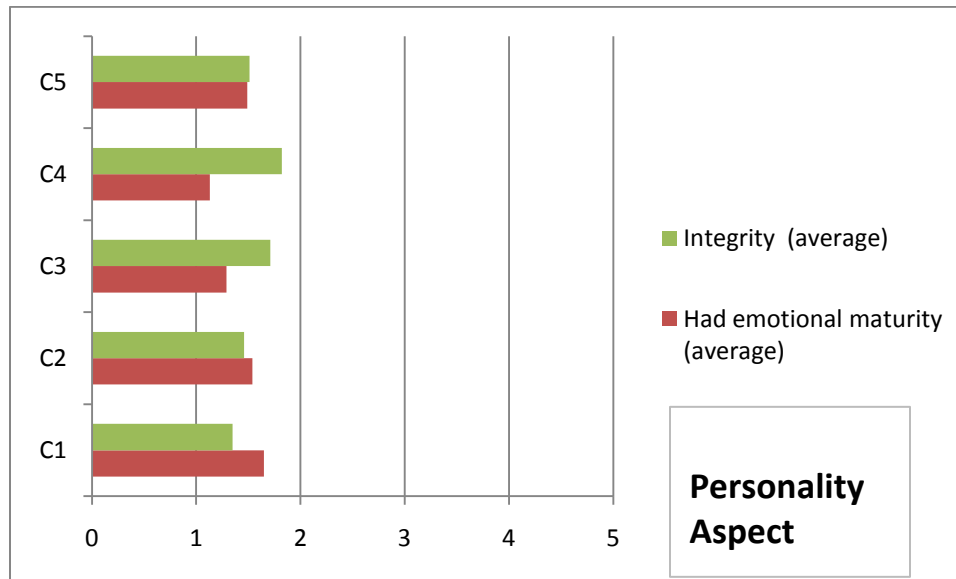


Table 37: Average ranking and Kendall's Coefficient of Concordance amongst different companies for skills of the communicator

Company name \ Item	C1	C2	C3	C4	C5
Total No	84	64	63	54	50
Persuasive ability (average)	2.02	2.22	1.62	1.50	2.19
Expertise in the area (average)	2.05	2.41	2.75	2.63	2.45
Active listening (average)	2.80	2.13	2.24	2.74	2.29

Ability to understand the context(average	3.13	3.24	3.39	3.13	3.08
W	0.19	0.16	0.35	0.30	0.11
Chi-square Value	48.03	31.27	65.75	49.17	15.77
0.05 level Critical Value	7.82	7.82	7.82	7.82	7.82

From Table 37 it is seen the highest ranking was given by C3 for ability to understand the concept and lowest ranking by C4 for persuasive ability. The bar diagram showing the average rankings of Core and Functional Managers of C1 with respect Skills of the communicator are shown in figure 37 below. Table 37 shows that managers of all companies are in perfect agreement in ranking skills of communicators since all the calculated Chi-square values are greater than the critical values obtained from Chi-square table.

Figure 37: Bar diagram showing the average rankings of Core and Functional Managers of C1 with respect Skills of the communicator

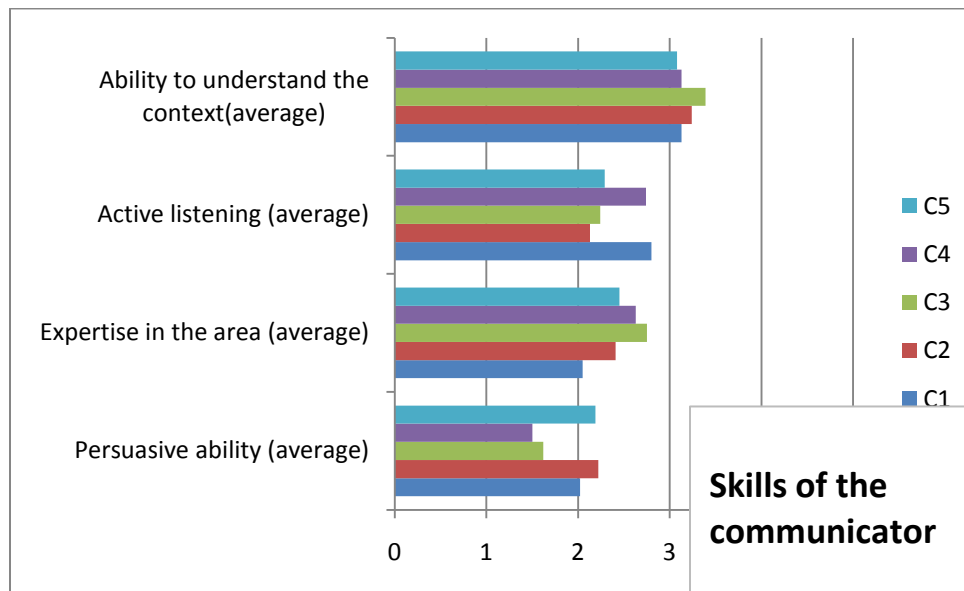


Table 38: Average ranking and Kendall's Coefficient of Concordance amongst different companies for pre-identified characteristics of effective communicator

Company name \ Item	C1	C2	C3	C4	C5
Total No	84	64	63	54	50
Message characteristics (average)	2.61	2.59	2.96	2.08	2.78
Delivery of the message (average)	3.13	3.96	4.00	4.29	3.84
Behavioral aspect of the communicator (average)	2.52	2.25	2.41	2.16	2.09

Personality communicator (average)	2.69	2.54	2.16	2.03	1.87
Skills of the communicator (average)	4.04	3.67	2.09	1.87	4.09
W	0.16	0.23	0.35	0.58	0.40
Chi-square Value	53.06	59.26	88.02	126.34	80.35
0.05 level Critical Value	9.49	9.49	9.49	9.49	9.49

From Table 38 it is seen that the highest ranking was given by C4 for Skills of the communicator of communication and lowest by C5 by to personality aspect of communication. The bar diagram showing the average rankings of Core and Functional Managers of C1 with respect Pre-identified of the communicator are shown in figure 38 below. Table 38 shows that managers of all companies are in prefect agreement in ranking pre-identified characteristics of communicators since all the calculated Chi-square values are greater than the critical values obtained from Chi-square table.



Figure 38: Bar diagram showing the average rankings by both the Core and Functional Managers of each of the company respect Pre-identified characteristics of the communicator

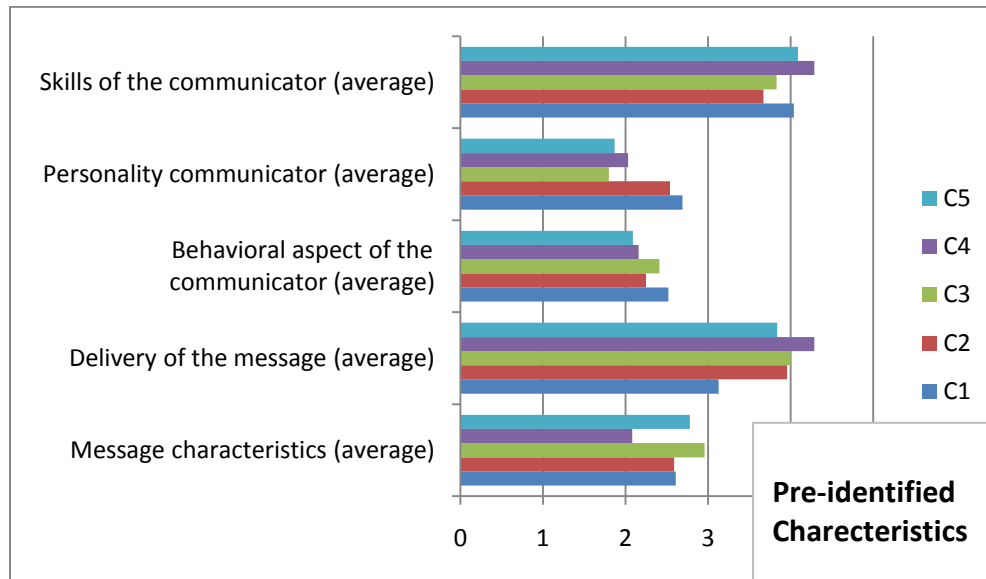


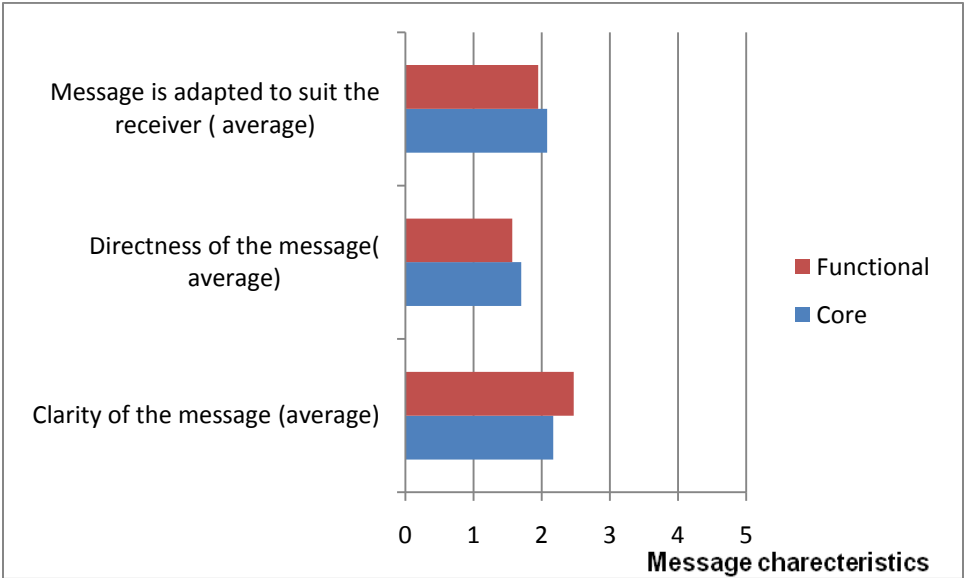
Table 39: Average ranking and Kendall's Coefficient of Concordance between all the Core and Functional Managers for message characteristics

Type of the manager \ Item	Core	Functional
Total No	245	70
Clarity of the message (average)	2.17	2.47
Directness of the message( average)	1.70	1.57
Message is adapted to suit the receiver ( average)	2.08	1.95
W	0.32	0.55

Chi-square Value	155.58	76.93
0.05 level Critical Value	5.99	5.99

From Table 39 it is seen that the average ranking between Core and Functional Managers of C1 for clarity in message characteristics are 2 and 2.5 respectively where as for directness of message it is 1.61 and 1.4 and for message adapted to suit the receiver it is 2.39 and 2.1. The bar diagram showing the average rankings of Core and Functional Managers of C1 with respect message characteristics are shown in figure 39 below. Table 39 shows that the core and functional managers of different companies are in perfect agreement with the ranking of message characteristics since the calculated Chi-square values are greater than the critical values obtained from Chi-square table.

*Figure 39: Bar diagram showing the average rankings of Core and Functional Managers of with respect message characteristics*



*Table 40: Average ranking and Kendall's Coefficient of Concordance between all the Core and Functional Managers for delivery of the message*

Type of the manager \ Item	Core	Functional
Total No	245	70
Appropriate language (Average)	2.25	2.58
Accompanied with appropriate non verbal signals. (Average)	1.50	1.27
Appropriate tone of voice (Average)	2.24	2.19
W	0.18	0.45
Chi-square Value	89.43	63.41
0.05 level Critical Value	5.99	5.99

From Table 40 it is seen that the average ranking between Core and Functional Managers of C1 for clarity in to delivery of the message are 2.06 and 2.2 respectively where as for accompanied with appropriate non verbal signals in the message it is 1.72 and 1.6 and for appropriate tone of voice it is 2.22 and 2.2. The bar diagram showing the average rankings of Core and Functional Managers of C1 with respect to delivery of the message are shown in figure 40 below. Table 40 shows that the core and functional managers of different companies are in perfect agreement with the ranking of message characteristics since the calculated Chi-square values are greater than the critical values obtained from Chi-square table.

Figure 40: Bar diagram showing the average rankings of Core and Functional Managers of with respect to delivery of the message

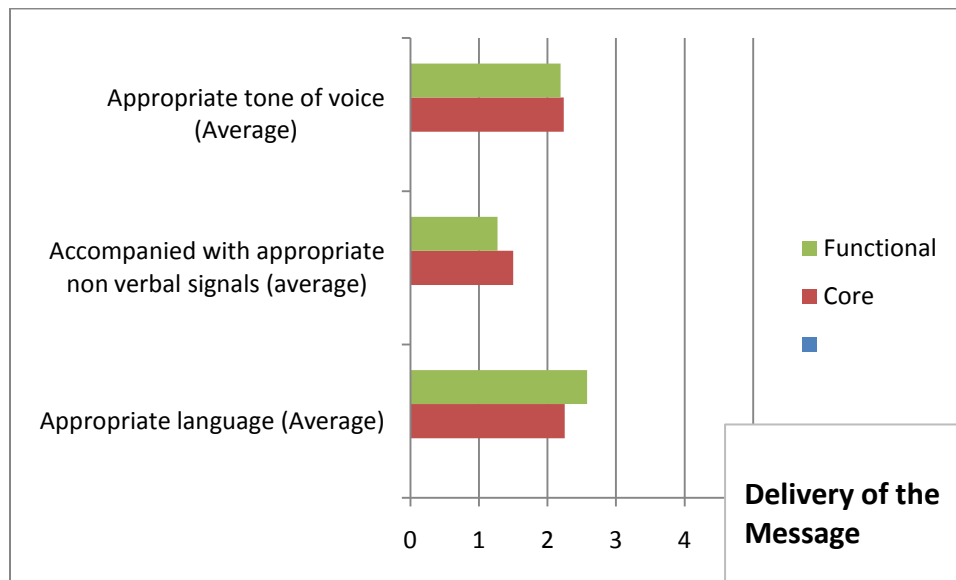


Table 41: Average ranking and Kendall's Coefficient of Concordance between all the Core and Functional Managers for behavioral aspect

Type of the manager \ Item	Core	Functional
Total No	245	70
Understand the receiver (average)	3.67	3.76
Concern for others (average)	3.29	3.64
Open to feedback (average)	2.88	2.75
Analytical and organized (average)	3.27	3.39
Good sense of humor (average)	2.36	2.01

W	0.14	0.25
Chi-square Value	139.90	71.19
0.05 level Critical Value	9.49	9.49

From Table 41 it is seen that the average ranking between Core and Functional Managers of C1 for understand the receiver are 3.83 and 4.1, that for concern for other are 2.5 and 2.4, that for open to feed back are 3.11 and 2.9, that for analytical and organize 2.94 and 3.7 and for good sense of humor 2.61 and 1.91. The bar diagram showing the average rankings of Core and Functional Managers of C1 with respect to behavioral aspects of the communicator are shown in figure 41 below. Table 41 shows that the core and functional managers of different companies are in perfect agreement with the ranking of message characteristics since the calculated Chi-square values are greater than the critical values obtained from Chi-square table.

Figure 41: Bar diagram showing the average rankings of Core and Functional Managers of with respect to behavioral aspects of the communicator

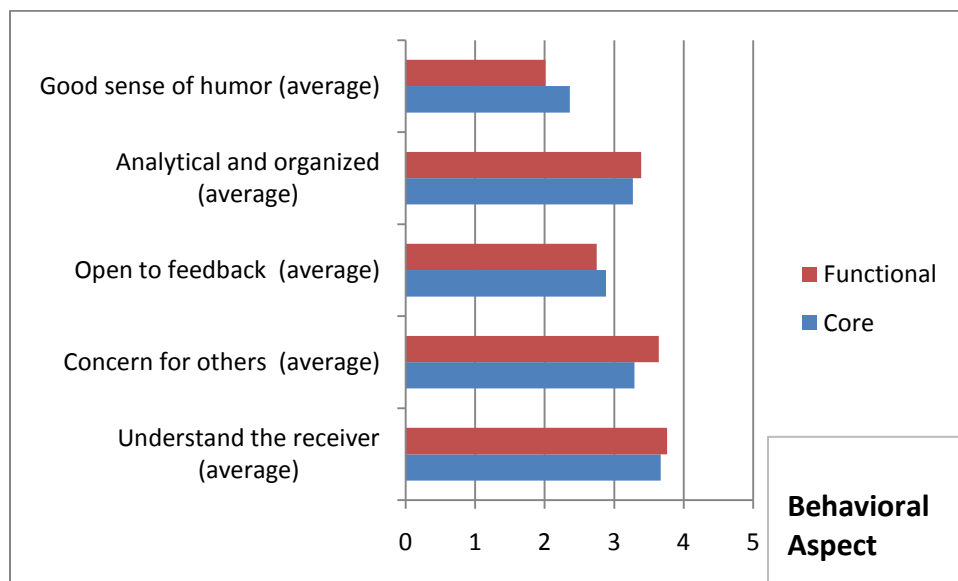
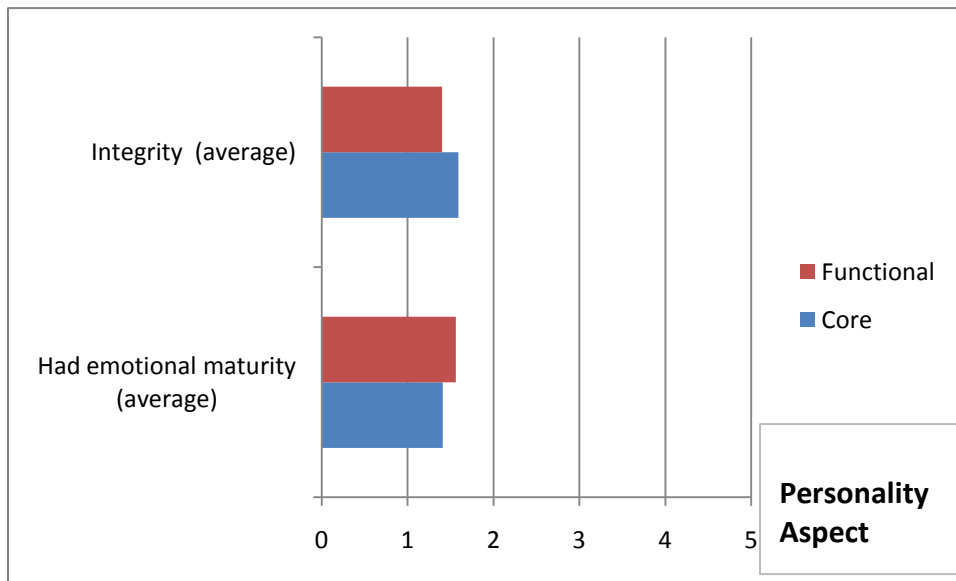


Table 42: Average ranking and Kendall's Coefficient of Concordance between all the Core and Functional Managers for personality aspect

Type of the manager \ Item	Core	Functional
Total No	245	70
Had emotional maturity (average)	1.41	1.56
Integrity (average)	1.59	1.40
W	0.08	0.06
Chi-square Value	20.21	4.18
0.05 level Critical Value	3.84	3.84

From Table 42 it is seen that the average ranking between Core and Functional Managers of C1 for emotional maturity are 1.67 and 1.6 and that for integrity are 1.33 and 1.4. The bar diagram showing the average rankings of Core and Functional Managers of C1 with respect to the personality aspect of the communicator are shown in figure 42 below. Table 42 shows that the core and functional managers of different companies are in perfect agreement with the ranking of message characteristics since the calculated Chi-square values are greater than the critical values obtained from Chi-square table.

*Figure 42: Bar diagram showing the average rankings of Core and Functional Managers of with respect to the personality aspect of the communicator*



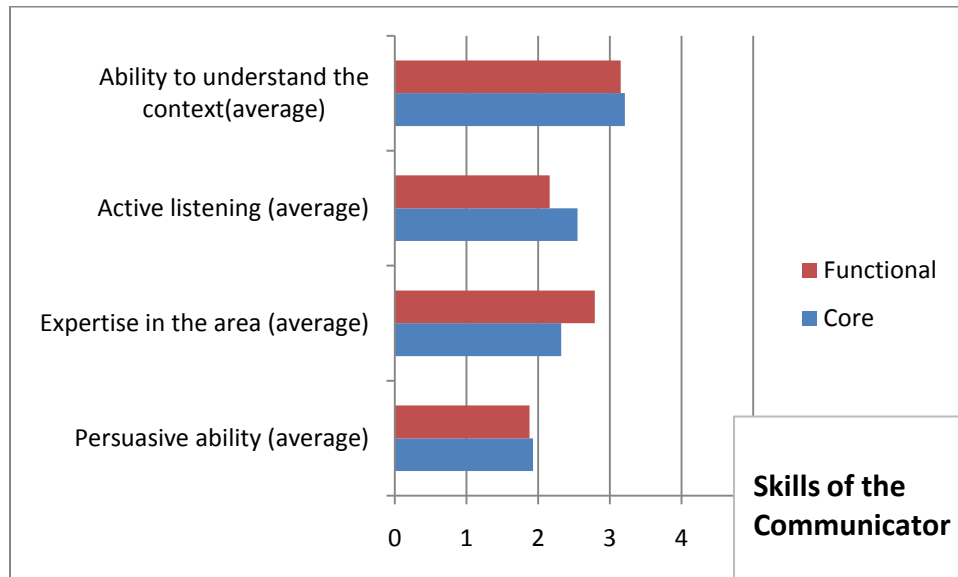
*Table 43: Average ranking and Kendall's Coefficient of Concordance between all the Core and Functional Managers for skills of the communicator*

Type of the manager \ Item	Core	Functional
Total No	245	70
Persuasive ability (average)	1.93	1.88
Expertise in the area (average)	2.32	2.79
Active listening (average)	2.55	2.16
Ability to understand the context(average)	3.21	3.15
W	0.17	0.21
Chi-square Value	128.00	44.22
0.05 level Critical Value	7.82	7.82

From Table 43 it is seen that the average ranking between Core and Functional Managers of C1 for persuasive ability are 2 and 2.1, which for expertise in the area are 2 and 2.2, for active listening 2.89 and 2.5 and for ability to understand the context are 3.11 and 3.2. The bar diagram showing the average rankings of Core and Functional Managers of C1 with respect Skills of the communicator are shown in figure 43 below. Table 43 shows that the core and functional managers of different companies are in perfect agreement with the ranking of message characteristics since the calculated Chi-square values are greater than the critical values obtained from Chi-square table.



*Figure 43: Bar diagram showing the average rankings of Core and Functional Managers of with respect Skills of the communicator*



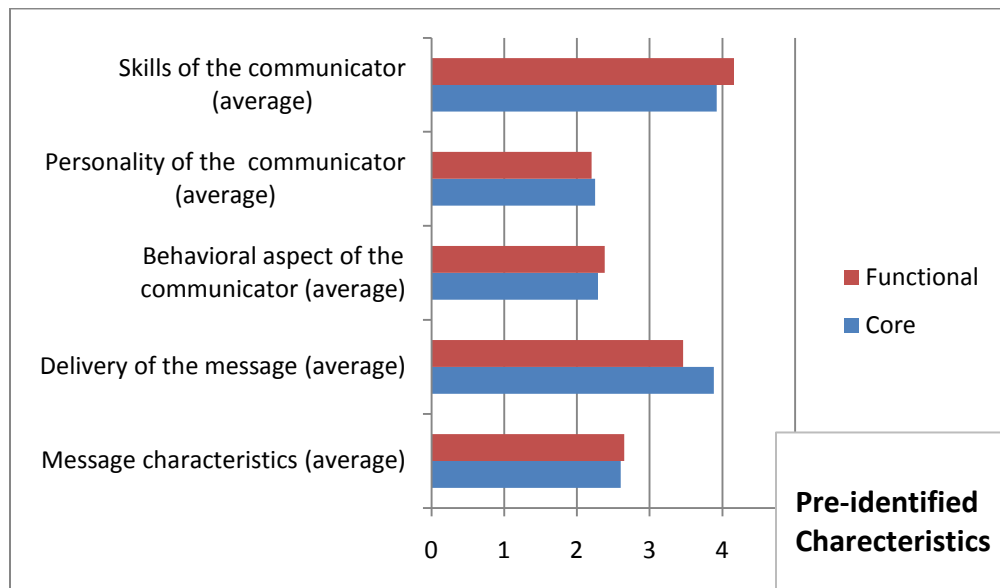
*Table 44: Average ranking and Kendall's Coefficient of Concordance between all the Core and Functional Managers for pre-identified characteristics of effective communicators*

Type of the manager \ Item	Core	Functional
Total No	245	70
Message characteristics (average)	2.60	2.65
Delivery of the message	3.88	3.46

(average)		
Behavioral aspect of the communicator (average)	2.29	2.38
Personality of the communicator (average)	2.25	2.20
Skills of the communicator (average)	3.92	4.16
W	0.28	0.27
Chi-square Value	279.08	75.33
0.05 level Critical Value	9.49	9.49

From Table 44 it is seen that the average ranking between Core and Functional Managers of C1 for message characteristics are 2.67 and 2.4, that for delivery of the message are 2.94 and 3.8, for behavioral aspects of the communicator it is 2.44 and 2.8, that for the personality aspect of the communicator are 2.83 and 2.2 and that for Skills of the communicator of the communicator are 4.11 and 3.8. The bar diagram showing the average rankings of Core and Functional Managers of C1 with respect Pre-identified of the communicator are shown in figure 44 below. Table 44 shows that the core and functional managers of different companies are in perfect agreement with the ranking of message characteristics since the calculated Chi-square values are greater than the critical values obtained from Chi-square table.

Figure 44: Bar diagram showing the average rankings of Core and Functional Managers with respect Pre-identified of the communicator



### **6.3. Z- test for proportion of pre-identified characteristics of effective communicators**

**6.3. A. Z-test for proportion:** The proportions of respondents in favor of certain qualitative characteristics were calculated through Z- test for proportion. We have to test the null hypotheses  $H_0: p = p_0$  against the alternative hypotheses  $H_1: p \neq p_0$ , where  $p$  is the population proportion and  $p_0$  is a specified value (in our study  $p_0=75\%$ ).

$$\text{The test statistic is } Z = \frac{\bar{p} - p_0}{\sqrt{\frac{p_0 q_0}{n}}}$$

where  $\bar{p}$  is the sample proportion and  $q_0=1- p_0$

If the calculated value of Z is greater than the 0.05 level critical values (1.96) obtained from standard normal table then we mC1 reject  $H_0$  in favor of  $H_1$ . We have collected the sample percentages of respondents in various groups who are in favor of the pre-identified characteristics of effective communicators and then used the sample information to test (Using Z-test) the null statistical hypothesis that “approximately 75% of the Managers of various companies were in favor of the identified various characteristics effective communicators”. The data and results of Z-test are given in the following tables.

*Company wise Z-test*

Table 45: Percentage of respondents of core and functional managers at C1 who are in favor of the pre-identified characteristics of effective communicators and the results of Z-test.

Company Name	Favor (%)	Against (%)	Z-Value
Core C1	88	12	2.93
Functional C1	74	26	0.30

From table 45, we can infer that 88% of the core managers of C1 who are in favor of the pre-identified characteristics of effective communicators. The calculated Z value is 2.93 which are much higher than the 0.05 level critical value of 1.96 from standard normal table. Thus we must reject the null hypothesis. The inference is that more than 75 % of the core managers of C1 are in favor of the pre-identified characteristics of effective communicators. Similarly for functional managers of C1 the support percentage is 74% and the Z value is 0.30 indicating that we must accept

the null hypothesis. That is approximately 75% of the functional managers of C1 are in favor of identified message characteristics. The diagram showing the above information is given in figure 45:

Figure 45: Percentage of respondents of core and functional managers at C1 who are in favor of the pre-identified characteristics of effective communicators

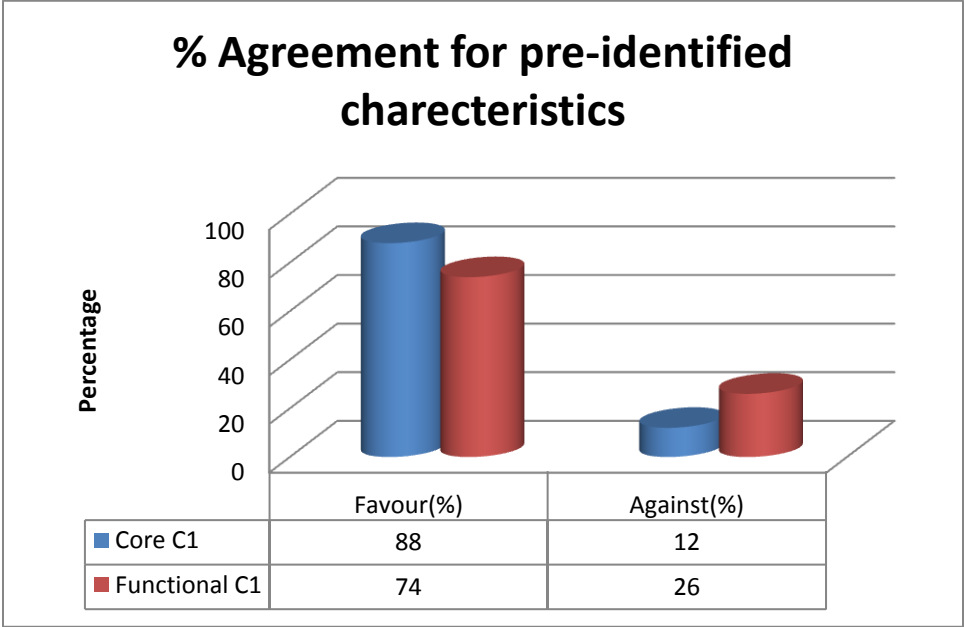


Table 46: Percentage of respondents of core and functional managers at C2 who are in favor of the pre-identified characteristics of effective communicators for effective communicators and the results of Z-test.

Company Name	Favor (%)	Against (%)	Z-Value
Core C2	83	17	1.98
Functional C2	83	17	1.98

From table 46, we can infer that 83% of the core managers of C1 are in favor of the pre-identified characteristics of effective communicators. The calculated Z value is 1.78 which is higher than the 0.05 level critical value of 1.96 from standard normal table. Thus we must reject the null hypothesis. The inference is that more than 75 % of the core managers of C2 are in favor of the pre-identified characteristics of effective communicators. Similarly for functional managers of C2 the support percentage is 83% and the Z value is 1.98 indicating that we must reject the null hypothesis. That is more than 75% of the functional managers of C2 are in favor of identified message characteristics. The diagram showing the above information is given in figure 46:

Figure: 46. Percentage of respondents of core and functional managers at C2 who are in favor of the pre-identified characteristics of effective communicators for effective communicators

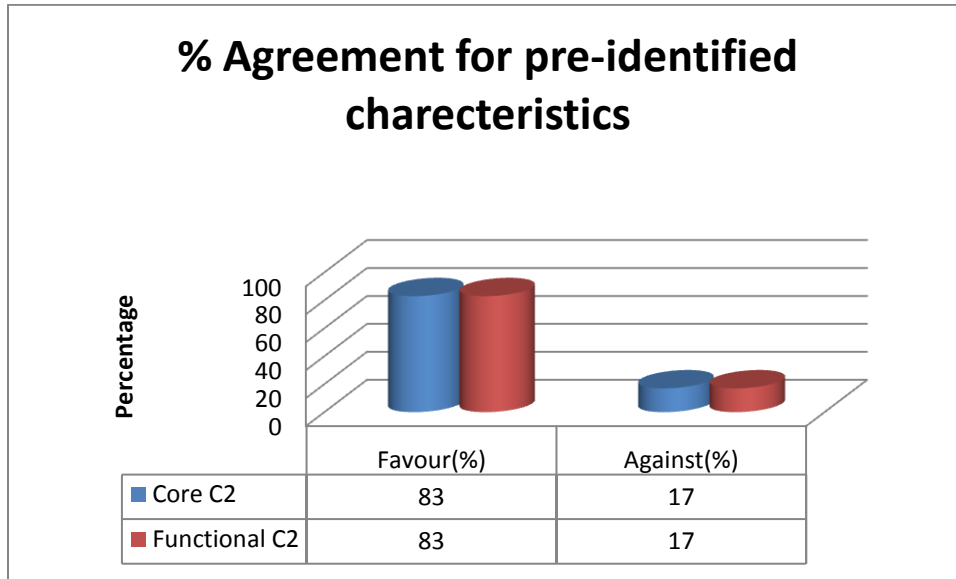


Table 47: Percentage of respondents of core and functional managers at C3 who are in favor of the pre-identified characteristics of effective communicators for effective communicators and the results of Z-test.

<b>Company Name</b>	<b>Favor (%)</b>	<b>Against (%)</b>	<b>Z-Value</b>
<b>Core C3</b>	80	20	1.15
<b>Functional C3</b>	92	8	4.00

From table 47, we can infer that 80% of the core managers of C1 are in favor of the pre-identified characteristics of effective communicators. The calculated Z value is 1.15 which is lower than the 0.05 level critical value of

1.96 from standard normal table. Thus we must accept the null hypothesis. The inference is that approximately 75 % of the core managers of C3 are in favor of the pre-identified characteristics of effective communicators. Similarly for functional managers of C2 the support percentage is 92% and the Z value is 4.00 indicating that we must reject the null hypothesis. That is more than 75% of the functional managers of C2 are in favor of the identified characteristics. The diagram showing the above information is given in figure 47:

Figure: 47. Percentage of respondents of core and functional managers at C3 who are in favor of the pre-identified characteristics of effective communicators for effective communicators

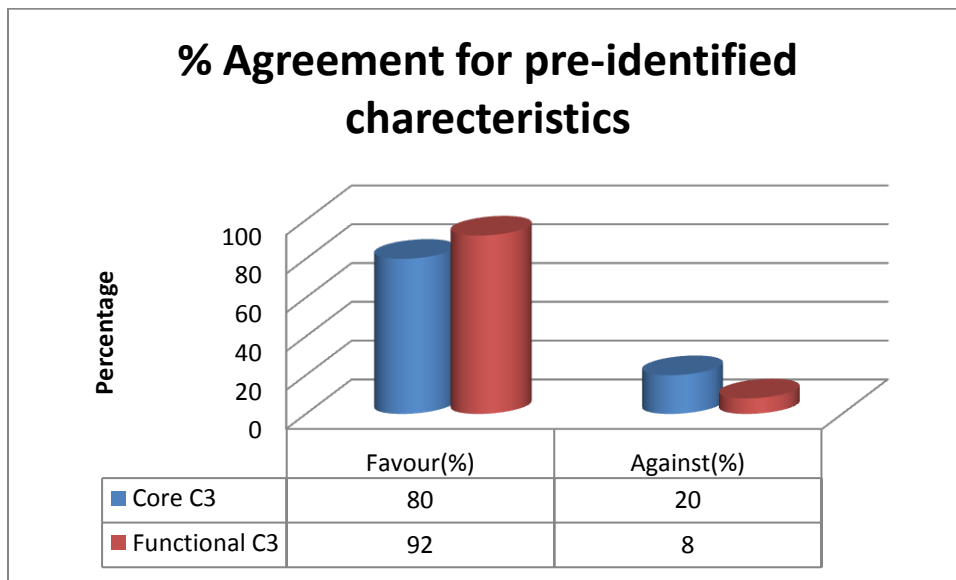




Table 48: Percentage of respondents of core and functional managers at C4 who are in favor of the pre-identified characteristics of effective communicators for effective communicators and the results of Z-test.

<b>Company Name</b>	<b>Favor (%)</b>	<b>Against (%)</b>	<b>Z-Value</b>
<b>Core C4</b>	85	15	2.31
<b>Functional C4</b>	86	14	2.47

From table 48, we can infer that 85% of the core managers of C4 are in favor of the pre-identified characteristics of effective communicators. The calculated Z value is 2.31 which are higher than the 0.05 level critical value of 1.96 from standard normal table. Thus we must reject the null hypothesis. The inference is that more than 75 % of the core managers of C4 are in favor of the pre-identified characteristics of effective communicators. Similarly for functional managers of C4 the support percentage is 86% and the Z value is 2.47 indicating that we must reject the null hypothesis. That is more than 75% of the functional managers of C4 are in favor of identified message characteristics. The diagram showing the above information is given in figure 48:

Figure: 48. Percentage of respondents of core and functional managers at C4 who are in favor of the pre-identified characteristics of effective communicators for effective communicators.

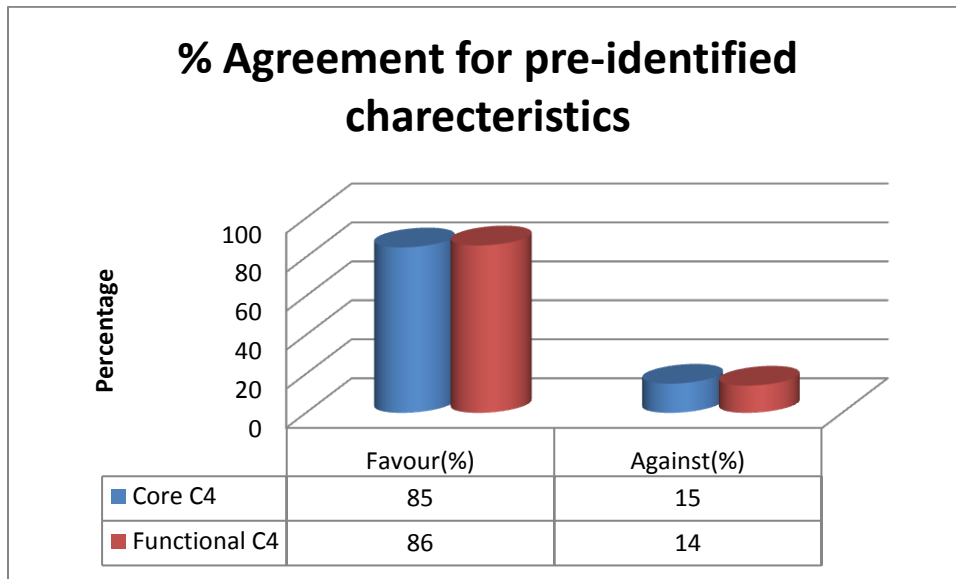


Table 49: Percentage of respondents of core and functional managers at C5 who are in favor of the pre-identified characteristics of effective communicators for effective communicators and the results of Z-test.

Company Name	Favor (%)	Against (%)	Z-Value
Core C5	84	16	2.13
Functional C5	83	17	1.98

From table 49, we can infer that 85% of the core managers of C4 are in favor of the pre-identified characteristics of effective communicators. The calculated Z value is 2.13 which are higher than the 0.05 level critical value

of 1.96 from standard normal table. Thus we mC1 reject the null hypothesis. The inference is that more than 75 % of the core managers of C5 are in favor of the pre-identified characteristics of effective communicators. Similarly for functional managers of C4 the support percentage is 83% and the Z value is 1.98 indicating that we mC1 reject the null hypothesis. That is more than 75% of the functional managers of C5 are in favor of identified message characteristics. The diagram showing the above information is given in figure 49:

Figure: 49. Percentage of respondents of core and functional managers at C5 who are in favor of the pre-identified characteristics of effective communicators for effective communicators

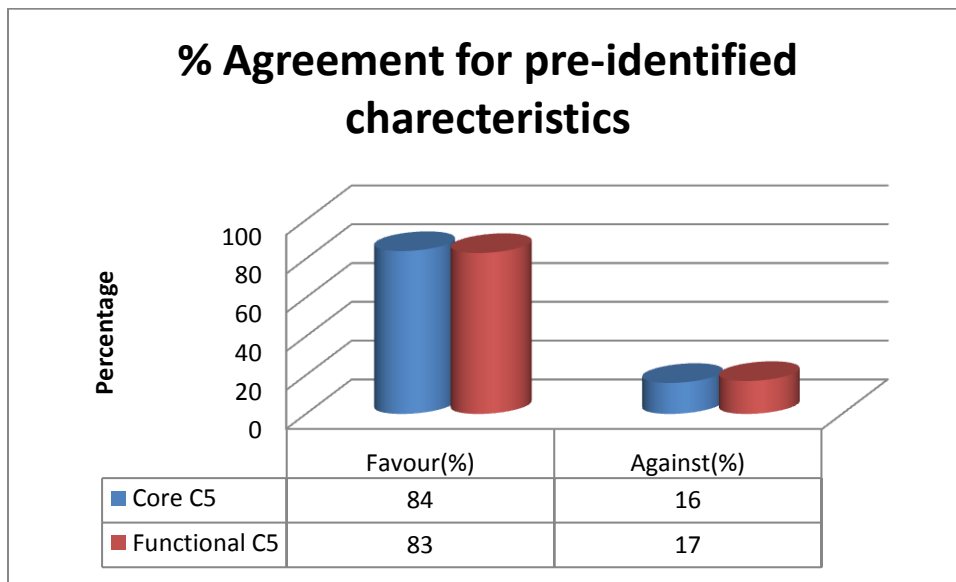


Table 50: Percentage of respondents of total core and functional managers who are in favor of the pre-identified characteristics for effective communicators and the results of Z-test.

<b>Type of Managers</b>	<b>Favor (%)</b>	<b>Against (%)</b>	<b>Z-Value</b>
<b>Total Core</b>	84	16	2.13
<b>Total Functional</b>	83	17	1.98

From table 50, we can infer that 84% of the core managers support in favor of the pre-identified characteristics of effective communicators. The calculated Z value is 2.13 which are higher than the 0.05 level critical value of 1.96 from standard normal table. Thus we mC1 reject the null hypothesis. The inference is that more than 75 % of the core managers are in favor of the pre-identified characteristics of effective communicators. Similarly for functional managers the support percentage is 83% and the Z value is 1.98 indicating that we mC1 reject the null hypothesis. That is more than 75% of the functional managers are in favor of identified message characteristics. If we consider total managers, then 84% are in favor with Z-value 2.13, indicating than more than 75% support the pre-identified characteristics of effective communicators. The diagram showing the above information is given in figure 50:

Figure: 50. Percentage of respondents of total core and functional managers who are in favor of the pre-identified characteristics for effective communicators

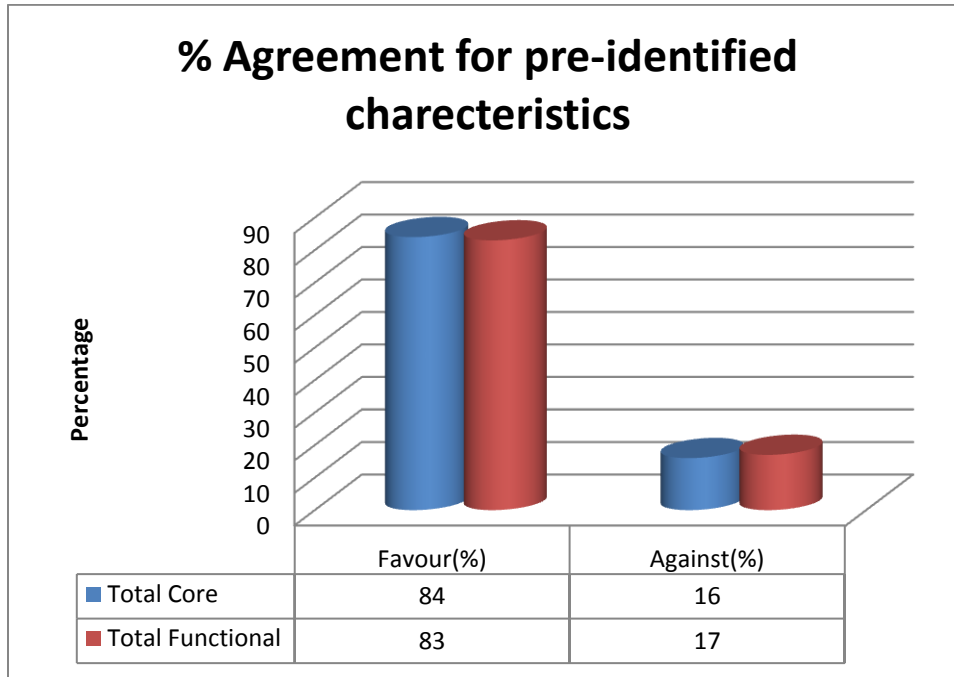
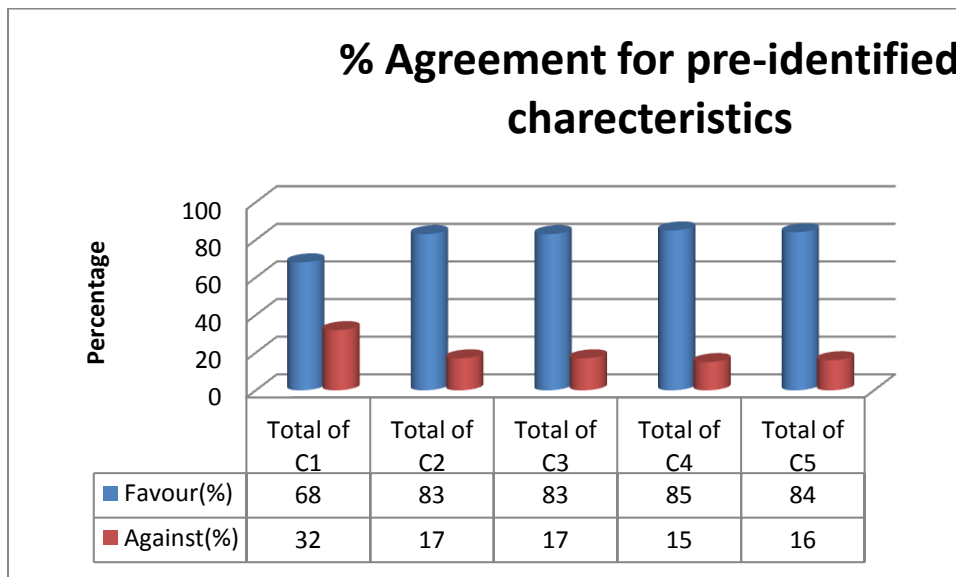


Table 51: Percentage of respondents of total managers of each of the company who are in favor of the pre-identified characteristics for effective communicators and the results of Z-test.

<b>Name of the company</b>	<b>Favor (%)</b>	<b>Against (%)</b>	<b>Z-Value</b>
<b>Total of C1</b>	68	32	1.61
<b>Total of C2</b>	83	17	1.98
<b>Total of C3</b>	83	17	1.98
<b>Total of C4</b>	85	15	2.31
<b>Total of C5</b>	84	16	2.13

From table 51, we can infer that 64% of the managers of C1 support in favor of the pre-identified characteristics of effective communicators. The calculated Z value is 1.61 which is lower than the 0.05 level critical value of 1.96 from standard normal table. Thus we mC1 accept the null hypothesis. The inference is that less than 75 % of the managers of C1 are in favor of the pre-identified characteristics of effective communicators. For managers of C2 84% are in support with Z-value 1.98 implies that more than 75% are in favor. Similarly more than 75% of the managers of C3, C4 and C5 are also in favor. The diagram showing the above information is given in figure 51:

Figure: 51. Percentage of respondents of total managers of each of the company who are in favor of the pre-identified characteristics for effective communicators



## **Chapter- 6**

### **Findings, Conclusion and Suggestions**

**6.1 Findings of the Study**

**6.2 Conclusion from the Study**

**6.3 Suggestions**

**6.4 References**

## **6.1. Findings of the study**

The following are the finding of the two stages of this study.

### **6.1. A.Stage-1**

According the phase III of the analysis the following five broad categories were found out for the characteristics of effective communicators as perceived by managers; Message Characteristics, Delivery of the message, behavioral aspect, personality aspect and skills of the communicators. These are presented in Table 52. Three responses could be classified as characteristics of the message, 3 characteristics were related to delivery of the message, 5 characteristics were related to behavior of the communicator, 2 of the characteristics were to personality aspect and traits associated with an effective communicator, and 4 responses were skill based needs for effective communication.

Table 52

#### **Conceptual Analysis of the Characteristics of an Effective Communicator**

Message Characteristics	Delivery of the message	Behavioral	Personality	Skills
Clarity	Accompanied with	Understand the	Has	Persuasive



<p>Direct</p> <p>Adopted to suit the level of the receiver</p>	<p>appropriate non verbal signals</p> <p>Appropriate tone of voice</p>	<p>receiver</p> <p>Concern for others</p> <p>Open to Feedback</p> <p>Analytical and Organized</p> <p>Good sense of humor</p>	<p>emotional</p> <p>Maturity</p> <p>Integrity</p>	<p>ability</p> <p>Expertise in the area</p> <p>Active listening</p> <p>Ability to Understand the Context</p>
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In our research we found that effective communicators were those who worked hard at understanding the context, understanding the receiver, and adapting the message to the level of the receiver. The finding in this study with respect to the importance of adapting the message to the receiver has also been pointed out by Spitzberg and Cupach's (1984) work on communicative competence. Openness to feedback with the intention to further modifying communication, being clear, direct, analytical, organized were seen as necessary to make the communication effective. Skills such

as the use of appropriate use of language, tone of voice, non-verbal gestures, ability to persuade, and ability to add humor to the message (to be communicated) were given their due importance. It was also interesting that certain personality traits such as integrity and emotional maturity were also said to be associated with effective communicators. The findings make it evident that it is not only the ability of the individual to articulate or speak clearly, or the ability to listen well but also the perceived integrity, perceived concern for the receiver, and openness to ideas of others that describe an effective communicator. It has been found that trust worthiness, expertise, composure of the speaker, similarity to audience and extroversion influence judgments of credibility of the communicator (Ferguson, 1999). The findings of this study show that an effective communicator has to be perceived as credible. Further research in this direction may be useful.

### **6.1. B. Stage-II**

The analysis of the rankings by the respondents from five companies of the IT industry for the 17 variables was done by finding the arithmetic mean, doing Z test and Kendall's co-efficient of concordance which came up with the following findings.

### **Message characteristics**

In C1 the highest average ranking (2.5) for message characteristics was received for clarity of the message which was given by the functional managers of C1. The lowest average ranking (1.4) for message characteristics were received for directness of the message which was given by the functional managers of C1. Also it was found that the core and

functional managers of C1 are in agreement of ranking the message characteristics

In C2 the highest average ranking (2.75) for message characteristics was received for clarity of the message which was given by the functional managers of C2. The lowest average ranking (1.45) for message characteristics were received for directness of the message which was given by the core managers of C2. Also it was found that the core and functional managers of C2 are in agreement of ranking the message characteristics.

In C3 the highest average ranking (2.57) for message characteristics was received for clarity of the message which was given by the functional managers of C3. The lowest average ranking (1.56) for message characteristics were received for directness of the message which was given by the core managers of C3. Also it was found that the core and functional managers of C2 are in agreement of ranking the message characteristics.

In C4 the highest average ranking (2.5) for message characteristics was received for directness of the message which was given by the core managers of C4. The lowest average ranking (1.4) for message characteristics were received for clarity of the message which was given by the core managers of C4. Also it was found that the core and functional managers of C4 are in agreement of ranking the message characteristics.

In C5 the highest average ranking (2.6) for message characteristics was received for clarity of the message which was given by the functional managers of C5. The lowest average ranking (1.51) for message

characteristics were received for directness of the message which was given by the core managers of C5. Also it was found that the core and functional managers of C5 are in agreement of ranking the message characteristics.

When a company wise analysis was done for message characteristics it was found that the highest average ranking (2.56) for the message characteristics was received for clarity which was given by the C3 Company. The lowest average ranking (1.51) for the message characteristics were received for directness which was given by the C2 Company. Also managers of all companies are in perfect agreement in ranking message characteristics.

Finally the total responses of all core managers and functional managers were analyzed separately for message characteristics and it was found that the highest average ranking (2.5) between the core and functional managers for the message characteristics was received for clarity of the message which was given by the functional managers. The lowest average ranking (1.4) for the message characteristics of the communicator were received for directness of the message which was given by the functional managers. Also the core and functional managers of different companies are in perfect agreement with the ranking of message characteristics.

### **Message delivery**

In C1 the highest average ranking (2.22) for delivery of the message was received for tone of voice which was given by the core managers of C1. The lowest average ranking (1.6) for delivery of the message was received

for appropriate non-verbal signals which was given by the functional managers of C1. Also we could see that core managers of C1 are in agreement in ranking various aspects of to delivery of the message where as for functional managers of C1 they are disagreement in ranking

In C2 the highest average raking (2.75) for delivery of the message was received for appropriate language which was given by the functional managers of C2. The lowest average ranking (1) for delivery of the message was received for appropriate non-verbal signals, which was given by the functional managers of C2. Also it was found that the both core and functional managers of C2 are in agreement of ranking different aspects of to delivery of the message.

In C3 the highest average raking (2.56) for delivery of the message was received for appropriate language which was given by the core managers of C3. The lowest average ranking (1.22) for the delivery of the message was received for appropriate non-verbal signals which was given by the core managers of C3. Also it was found that the core and functional managers of C3 are in agreement of ranking different aspects of to delivery of the message.

In C4 the highest average raking (3) for delivery of the message was received for appropriate language which was given by the core managers of C4. The lowest average ranking (1) for delivery of the message was received for appropriate non-verbal signals which was given by both core and functional managers of C4. Also it was found that the core and functional managers of C4 are in agreement of ranking different aspects of to delivery of the message.

In C5 the highest average ranking (2.52) for delivery of the message was received for appropriate language which was given by the functional managers of C5. The lowest average ranking (1.29) for delivery of the message was received for appropriate non-verbal signals which was given by functional managers of C5. Also both core and functional managers of C5 are in agreement of ranking different aspects of delivery of the message since the calculated values are much higher than the table values

When the company wise analysis was done for message delivery it was found that the highest average ranking (2.90) for the delivery of the message was received for language aspect which was given by the C4 company. The lowest average ranking (1) for delivery of the message was received for signal which was given by the C4 company. Also those managers of all companies are in perfect agreement in ranking delivery of the message.

Finally the total responses of all core managers and functional managers were analyzed separately for delivery of the message and it was found that the highest average ranking (2.58) between the core and functional managers was for appropriate language which was given by the functional managers. The lowest average ranking (1.27) for the delivery of the message characteristics of the communicator was received for accompanied with appropriate non-verbal signals which was given by the functional managers. Also the core and functional managers of different companies are in perfect agreement with the ranking of message delivery.

## **Behavioral aspects**

In C1 the highest average ranking (3.83) for behavioral aspects of the communicator was received for understanding the receiver which was given by the functional managers of C1. The lowest average ranking (1.19) for behavioral aspects of the communicator were received for good sense of humor which was given by functional managers of C1. Also it was found that the core and functional managers of C1 are in agreement of ranking different aspects of behavior since the calculated values are much higher than the table values.

In C2 the highest average ranking (4.5) for behavioral aspects of the communicator was received for *analytical and organized* which was given by the functional managers of C2. The lowest average ranking (1.73) for behavioral aspects of the communicator was received for concern for others which was given by core managers of C2. Also it was found that both core and functional managers of C2 are in agreement of ranking different aspects of behavior since the calculated values are much higher than the table values.

In C3 the highest average ranking (4.22) for behavioral aspects of the communicator was received for *analytical and organized* which was given by the core managers of C3. The lowest average ranking (1.78) for behavioral aspects of the communicator were received for good sense of humor which was given by core managers of C3. Also both core and functional managers of C3 are in agreement of ranking different aspects of behavior.

In C4 the highest average ranking (5) for behavioral aspects of the communicator was received for *analytical and organized* which was given by the core managers of C4. The lowest average ranking (1) for behavioral aspects of the communicator were received for good sense of humor which was given by core managers of C4. Also both core and functional managers of C4 are in agreement of ranking different aspects of behavior since the calculated values are much higher than the table values.

In C5 the highest average ranking (3.71) for behavioral aspects of the communicator was received for understand the receiver which was given by the functional managers of C5. The lowest average ranking (1.9) for behavioral aspects of the communicator were received for good sense of humor which was given by functional managers of C5. Also both core and functional managers of C5 are in agreement of ranking different aspects of behavior since the calculated values are much higher than the table values.

When the company wise analysis was done for behavioral aspect it was found that the highest average ranking (4.66) for behavioral aspect of the communicator was received for analytical and being organized aspect which was given by the C4 Company. The lowest average ranking (1.24) for the behavioral aspect was received for good sense of humor, which was given by the C4 Company. Also the managers of all companies who have participated in the study are in perfect agreement in ranking behavioral aspects of the communicators

Finally the total responses of all core managers and functional managers were analyzed separately for behavioral aspect and it was found that the highest average ranking (4.1) between the core and functional managers for



the behavioral aspects of the communicator was received for understanding the receiver which was given by the functional managers. The lowest average ranking (1.9) for the behavioral aspects of the communicator were received for good sense of humor which was given by the functional managers. Also the core and functional managers of different companies are in perfect agreement with the ranking of behavioral aspect of the communicator.

### **Personality aspect**

In C1 the highest average ranking (1.67) for the personality aspects was received for emotional maturity which was given by the core managers of C1. The lowest average ranking (1.33) for the personality aspects were received for integrity which was given by core managers of C1. Also the core managers of C1 are in agreement of ranking to personality aspect where as the functional managers of C1 are in disagreement of ranking.

In C3 the highest average ranking (1.78) for the personality aspects was received for integrity which was given by the core managers of C3. The lowest average ranking (1.22) for the personality aspects were received for emotional maturity which was given by core managers of C3. Also the core managers of C3 are in agreement of ranking to personality aspect where as the functional managers of C3 are in disagreement of ranking.

In C4 the highest average ranking (2) for the personality aspects was received for integrity which was given by the core managers of C4. The lowest average ranking (1) for the personality aspect was received for emotional maturity which was given by core managers of C4. Also the core

managers of C4 are in agreement of ranking to personality aspect where as the functional managers of C4 are in disagreement of ranking.

In C5 the highest average ranking (1.6) for the personality aspects was received for emotional maturity which was given by the functional managers of C5. The lowest average ranking (1.4) for the personality aspect was received for integrity which was given by functional managers of C5. Also the core managers of C5 are in agreement of ranking to personality aspect where as the functional managers of C5 are in disagreement of ranking.

When the company wise analysis was done for personality aspect it was found that the highest average ranking (1.82) for to personality aspect of the communicator was received for integrity which was given by the C4 company. The lowest average ranking (1.13) for the personality aspect of the communicator was received for had emotional maturity which was given by the C4 Company. Also the managers of all companies, except C2 and C5, are in perfect agreement in ranking to personality aspect of communicators.

Finally the total responses of all core managers and functional managers were analyzed separately for personality aspect and it was found that the highest average ranking (1.67) between the core and functional managers for the personality aspect of the communicator was received for emotional maturity the message which was given by the core managers. The lowest average ranking (1.33) for the personality aspect of the communicator was received for integrity which was given by the core managers. Also the core

and functional managers of different companies are in perfect agreement with the ranking of personality aspects of the communicator.

### **Skills of the communicator**

In C1 the highest average ranking (3.2) for the skills of the communicator aspects was received for ability to understand the context which was given by the core managers of C1. The lowest average ranking (2) for the skills of the communicator was received for expertise in the area and persuasive ability and expertise in the area both of it were given by the core managers of C1. Also the core and functional managers of C1 are in perfect agreement in ranking different aspects of skills.

In C2 the highest average ranking (3.5) for the skills of the communicator aspects was received for ability to understand the context which was given by the functional managers of C2. The lowest average ranking (1.5) for the skills of the communicator were received for active listening which was given by the functional managers of C2. Also the core and functional managers of C2 are in perfect agreement in ranking different aspects of skills.

In C3 the highest average ranking (3.56) for the skills of the communicator aspects was received for ability to understand the context which was given by the core managers of C3. The lowest average ranking (1.56) for the skills of the communicator were received for persuasive ability which was given by the core managers of C3. Also the core and functional managers of C3 are in perfect agreement in ranking different aspects of skills.

In C4 the highest average ranking (3.5) for the skills of the communicator aspects was received for ability to understand the context which was given by the functional managers of C4. The lowest average ranking (1.5) for the skills of the communicator were received for persuasive ability and active listening which was given by the core and functional managers of C4. Also the core and functional managers of C4 are in perfect agreement in ranking different aspects of skills.

In C5 the highest average ranking (3.18) for the skills of the communicator aspects was received for ability to understand the context which was given by the core managers of C5. The lowest average ranking (1.85) for the skills of the communicator were received for persuasive ability which was given by the functional managers of C5. Also the core and functional managers of C5 are in perfect agreement in ranking different aspects of skills.

When the company wise analysis was done for skills of the communicator it was found that the highest average ranking (3.39) for the skills of the communicator was received for ability to understand the context which was given by the C3 company. The lowest average ranking (1.50) for the skill of the communicator was for persuasive ability, which was given by the C4 Company. Also the managers of all companies are in perfect agreement in ranking skills of communicators.

Finally the total responses of all core managers and functional managers were analyzed separately for skills of the communicator and it was found that the highest average ranking (3.2) between the core and functional

managers for the skills of the communicator was received for ability to understand the context which was given by the functional managers. The lowest average ranking (2) for the skills of the communicator were received for persuasive ability and expertise in the area which was given by the core managers. Also the core and functional managers of different companies are in perfect agreement with the ranking of skills of the communicator.

### **Pre-identified characteristics**

In C1 the highest average ranking (5) for the pre-identified characteristics of the communicator aspects was received for Skills of the communicator of the communicator which was given by the functional managers of C1. The lowest average ranking (1.75) for the pre-identified characteristics of the communicator were received for the behavioral aspects of the communicator which was given by the functional managers of C1. Also the core and functional managers of C1 are in agreement in rating pre-identified characteristics

In C2 the highest average ranking (5) for the pre-identified characteristics of the communicator aspects was received for Skills of the communicator of the communicator which was given by the functional managers of C2. The lowest average ranking (1.75) for the pre-identified characteristics of the communicator were received for the behavioral aspects of the communicator which was given by the functional managers of C2. Also the core and functional managers of C2 are in agreement in rating pre-identified characteristics

In C4 the highest average ranking (4.5) for the pre-identified characteristics of the communicator aspects was received for Skills of the communicator of the communicator and delivery of the message both of which was given by the core managers of C4. The lowest average ranking (2) for the pre-identified characteristics of the communicator was received for message characteristics, behavioral aspects of the communicator and the personality aspect of the communicator which was given by the core managers of C4. Also the core and functional managers of C4 are in agreement in rating pre-identified characteristics

In C5 the highest average ranking (5) for the pre-identified characteristics of the communicator aspects was received for Skills of the communicator of the communicator which was given by the functional managers of C5. The lowest average ranking (1.7) for the pre-identified characteristics of the communicator were received for the personality aspect of the communicator which was given by the core managers of C5. Also the core and functional managers of C5 are in agreement in rating for pre-identified characteristics

When the company wise analysis was done for pre-identified characteristics for effective communicators it was found that the highest average ranking (4.29) for the pre-identified characteristics of the communicator was received for delivery of the message and skills of the communicator both of which was given by the C4 company. The lowest average ranking (1.80) for the pre-identified characteristics of the communicator were received for to personality aspect of the communicator which was given by the C3 Company. Also the managers of all companies

are in perfect agreement in ranking pre-identified characteristics of communicators.

The total responses of all core managers and functional managers were analyzed separately for pre-identified characteristics of effective communicators and it was found that the highest average ranking (4.16) between the core and functional managers for the pre-identified characteristic was received for skills of the communicator which was given by the functional managers. The lowest average ranking (2.25) for the pre-identified characteristic was received for personality aspect which was given by the core managers. Also the core and functional managers of different companies are in perfect agreement with the ranking of the pre-identified characteristics of the effective communicators.

Finally from the Z test for proportion it was found that more than 75 % of the core managers of C1, C3, C3, C4, and C5, more than 75 % of the functional managers of C1, C3, C3, C4 and C5, more than 75 % of managers of each of the companies C1, C3, C3, C4 and C5, more than 75 % of the separate total of core managers and functional managers are all in favor of the of the pre-identified characteristics of effective communicators

## **6.2 Conclusion from the Study**

Models of communication (Dance, 1967; Shannon & Weaver, 1949) emphasize the importance of encoding, channel of communication, decoding, and feedback. The results of this study strengthen this

conceptualization of the communication process and emphasize the importance given to proper encoding and skills required for the same. The results show that encoding, which is the process of choosing the best symbols that can be used to represent the thoughts of the sender in a communication process is best done by acquiring expertise and understanding the context of the receiver.

The assertion of Thayer (1968) about the importance of the message being understood by the receiver is also supported in the perceptions of effective communicators in this study. In addition, this research highlights the importance of the role of behavioral and personality traits of the communicator in the communication process. More research in this direction is required to understand the association between effective communication and personality traits.

Another serendipitous finding of the study was that in 73% of the cases the respondents had identified the more effective communicator to be a superior to them, for example, their immediate boss or someone in the top management in their organization. It is possible that managers are oriented towards and pay greater attention to the communication of their superiors and therefore identify with them and their communication. It has also been claimed that power related issues play an important role in the receiving of any communication (Smeltzer & Waltman, 1984). These assertions are interesting and require further research.

When the pre-identified 5 characteristics were analyzed it was found that under the broad category of message characteristics, clarity was given maximum importance by most of the people and directness was given least



importance. Under the different variables of delivery of the message appropriate language was given the maximum importance and surprisingly least importance was give for the use of appropriate use of non-verbal signals. While in the behavioral aspect both understanding the receiver and being analytical and organized during the communication has been given lot of importance by the respondents, where as humor part in communication was given least importance amongst the variables of behavioral aspect. The variables emotional maturity and integrity were given almost equal importance under category of personality factors. It is very important to note that unanimously everyday who participated in the survey gave the maximum priority for the variable ability to understand the context under the category of skills of the communicator.

The majority of the respondents gave importance to the broad category of the skills of the communicator amongst the five pre-identified characteristics. This essentially means that again the variable of ability of the communicator to understand the context is very important in terms of effective communication.

Another important observation from the study was that in most of the cases rankings amongst the various respondents in the IT industry had perfect agreement. This clearly shows that the above points mentioned as a summary of findings has to be taken as clear indication for devising strategies for developing competencies for the priorities identified through the ranking.

Similarly majority of the respondents from the IT industry were in alignment with the pre-identified characteristics done in the first part of the study. This

really brings forth the importance of coming up with competency improvement models for the five broad categories as mentioned in table 52.

### **6.3 Suggestions**

The results of this study have very important implications in two dimensions; one for business schools and two for business houses.

The results of this study bring to the fore the inadequacy of many communication courses that simply emphasize on the delivery and form of the message. Individuals attending these courses may go with the false sense of adequacy that having learnt how to communicate clearly and how to listen well they can be effective in their respective domains. Business houses after realizing the importance of communication should focus on developing these 17 identified characteristics of communicators amongst all their employees. There should be well structured training programs in organizations to enhance these characteristics amongst its employees.

Notwithstanding the importance of the skills of communication, the importance of knowing the subject well, of being sincere, of attending to the characteristics of the receiver of being credible need to be also emphasized. Skills related to delivery of messages may be easier to train however certain behavioral and personality factors may not be so easily trained and thus training people to be effective communicators may not be an easy task.

As effective communication skills is very imperative in IT industry and there has to be structured and consistent effort from the side of the IT

organizations to device competence improvement framework around the five broad factors identified. There has to planned learning initiatives on how the message needs to be drafted and how the appropriate language needs to used contextual to the situation should be arranged in the IT organizations. Proper orientation to the people on the importance of understanding the receiver very well and the need to understand the context while communicating have to emphasized quite well in the organization.

In short this study highlights the need to train people on crafting the message with appropriate identified message characteristics along with the identified skills related to the delivery of the message which may be easy to train people on. At the same time the need to develop competencies on certain identified categories of behavioral and personality aspects of the communicators have to be given lot of importance which may not be as easy as the other two aspects. Thus enabling people to become effective communicators is not only extremely vital but also quite exigent in today's world.

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