

A STUDY ON THE EFFECTIVENESS OF ORGANISATIONAL COMMUNICATION ON EMPLOYEE PRODUCTIVITY AT FEDERAL BANK LTD. WITH SPECIAL REFERENCE TO ALAPPUZHA DISTRICT

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Abstract: The rise of globalization crucially affects communal and organizational lives of individuals in the society. In parallel with these developments, organization management are obliged to develop new management techniques to struggle even harder competition. These modern management techniques, to a large extent, aim to raise employee's performance by using the power of communication. The present paper throws light upon the effectiveness of organisational communication on employee productivity at federal bank ltd

Keywords: Communication, Employee productivity, effectiveness of organisational Communication on employee productivity, Organisational Communication.

I. INTRODUCTION

Communication has a vital role in all the activities aimed at gaining organizational objectives. Effective communication improves job satisfaction, which in turn improves productivity while poor communication results in low employee commitment to the organization. There is therefore the need to explore the relationship between organizational communication and workers performance since communication integrates different units and functions in the organization. Managers have traditionally spent majority of their time communicating in one form or another (face-to-face discussion, memos, notice boards, mass meeting, employees hand book, public lectures, etc.). Today, more and more workers find out that an important aspect of their work is communication which is the mutual exchange of understanding, originating with the receiver that leads to effective and efficient work performance in an organization because it is the essence of management. The basic functions of management (Planning, Organizing, Staffing, Directing and Controlling) cannot be performed well without effective communication. Effective communication between employees and managers is crucial because employees will need to know what is expected of them. Managers have to provide a clear job description for every employee which would make employees accessible to the necessary tools to complete each assignment given to them. Communication covers all activities that the management does to enhance workers performance. Inability of managers of any organization to coordinate a perfect and smooth flow of communication interaction among employees may likely to result in low productivity.

II. RESEARCH PROBLEM

The study focuses on organizational communication and its impact on employee productivity at Federal Bank Ltd. It considers mainly two variables, that is, communication and productivity. These two factors are essential for the success of any organization. Mainly the research focuses on communication related problems and the methods and measures by which the company tries to overcome these problems. How effectively the company can maintain communication within

the organization and its effects are also considered. The core concentration in this study is the level of communication in an organization and how employees perceive communication, and the effects of internal communication on their work capability.

When communication is not effective it creates problems in performance appraisal, job advancement and acknowledgement. Most organizational conflict occur due to breakage in communication. Ineffective communication is detrimental for managers, employees and organizations; it can lead to poor performance, strained interpersonal relations, poor service and dissatisfied customers. For an organization to be successful and gain competitive advantage, efficient channels and technologies that ensure effective communication which in turn influences employee productivity is very crucial.

III. OBJECTIVES OF THE STUDY

Defining the objectives is a crucial part of any research. The major objective of the research is “to study the effectiveness of organizational communication on employee productivity at Federal Bank Ltd.” The secondary objectives, that helps to accomplish the primary objective, are:

1. To understand the need and importance of organizational communication.
2. To gain knowledge regarding communication between different levels in an organization.
3. To identify the factors affecting organizational communication.
4. To find out the effectiveness of technology management, meetings, orientation programmes, feedback mechanism, etc., as an important criteria for internal communication among the employees of the Federal bank Ltd.
5. To assess the overall awareness and reach of the internal communication channels among the employees of the Federal Bank Ltd.

IV. RESEARCH METHODOLOGY

Research always starts with a question or a problem. Its purpose is to find answers to the questions through the application of scientific methods. Research is a systematic and intensive study directed towards a more complete knowledge of the subject under study. Research Methodology may be understood as a science of studying how research is done scientifically. It reveals the steps that are generally adopted by the researcher in studying research problems. The Face to Face survey method is used as the main research tool for collecting data.

V. SIGNIFICANCE OF THE STUDY

The project aims to study the impact of organizational communication on employee productivity and to derive conclusions from the findings. It also aims to analyse the recommendations made by the respondents. Federal bank Ltd. ranks the seventh position among the other private sector banks in India. To take over the top position, it should focus more on the productivity of its employees. The study hopes to enable the Federal Bank Ltd to gain insight to the areas where it has to make improvements so as to enhance the effectiveness of internal communication. So this project becomes critical and important from Federal bank’s perspective as organizational communication has a great impact on employee productivity which in turn is crucial for its success.

Communication produces a healthy work environment. When employees are satisfied with their jobs, they are able to efficiently perform their duties with a positive attitude. Organizations are totally reliant on communication, without communication organizations would not function. If communication is diminished or hampered, the entire organization suffers. Failing to communicate effectively in a workplace creates frustration and confusion among employees. Organizations cannot meet their goals unless they have effective communication. In the triumph of any organization, the relationship between manager and his subordinates plays the significant role. Communication is a ribbon, which binds the management and its official together, and is very obligatory for the success and excellent performance of any organization.

VI. COMMUNICATION CHANNELS IN FEDERAL BANK

1. YAMMER

Yammer is a freemium enterprise social networking service used for private communication within the organization. Access to a Yammer network is determined by user's Internet domain so that only individuals with approved email addresses can join their respective networks.

2. FAME

FAME is an innovative Mobile Application for the employees of the Bank. It promotes internal and employee communication. Using the App, the employees will have access to real-time information like Employee Profile, Branch Profile, Business Dashboard, Leave details, Announcements/Messages, HR Helpdesk, Appreciation forum, Photo/Video gallery, Corporate Discount platform, Feedback/ Survey, Learning Platform & many more, thus ensuring that the employees remain well connected and informed at all times.

3. DAILY MAIL

It is a daily newsletter with a variety of columns that reach out to all Federals in India and abroad. Appreciations, latest and most important updates, inspirational stories, quotes, interesting facts, latest events in the Bank etc., make up the major contents of Daily Mail.

4. BULLETIN

Bulletins are printed booklets that contain the latest circulars, instructions, formats, forms etc., that pertain to various aspects of banking and HR related matters of the employee. It is published on a weekly basis.

5. STAFF MEETING

Staff meetings are an excellent way for all the employees to get together and discuss various work related and unofficial matters. It is also an arena for employees to share information and gain knowledge.

6. FEDERAL REACH

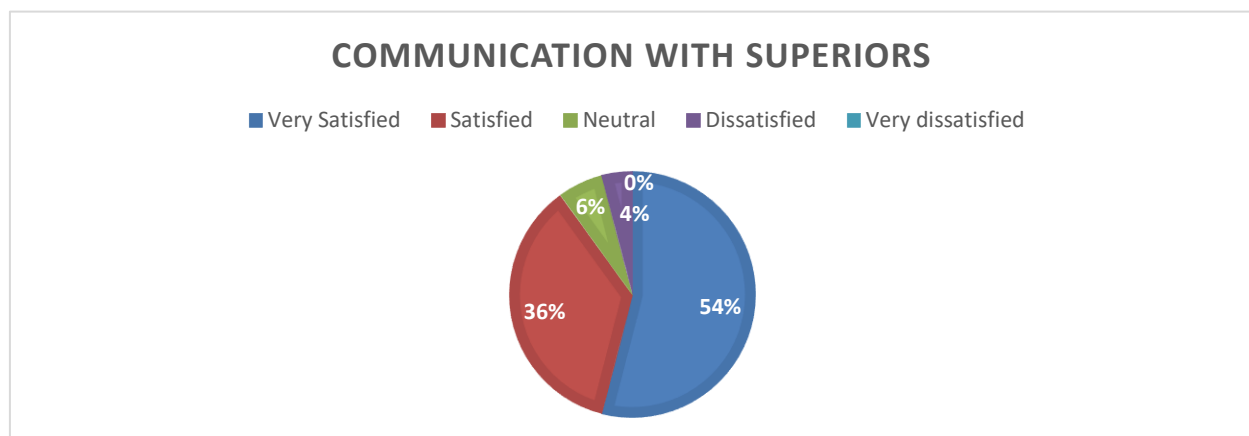
Federal Reach is a quarterly in house magazine brought out by the HR Department which has served as a media through which not just the employees, but also the extended Federal Family find ways to express their talents. Each issue discusses relevant subjects relating to banking and general living. It contains a variety of columns like travelogues, articles on banking and other relevant issues, cultural heritage, book reviews, stories, poetry and a series of interactive competitions in the magazine to engage all the readers and thus helps in holistic development.

7. HELLO HR

It is an earnest effort to reach out to the employees directly. The Bank has launched “Hello HR” programme, wherein the desirous employee can call up the Head of HR and his team directly to express their thoughts and concerns.

VII. DATA ANALYSIS AND INTERPRETATION

The data collected in the research were not simply because it contained unnecessary information and over or under emphasized facts. Therefore only relevant data were included in the analysis chapter. For better understanding, the collected data are simply tabulated and are also represented in the form of diagram and charts. Interpretation of the data is also given to share the meaningful information.

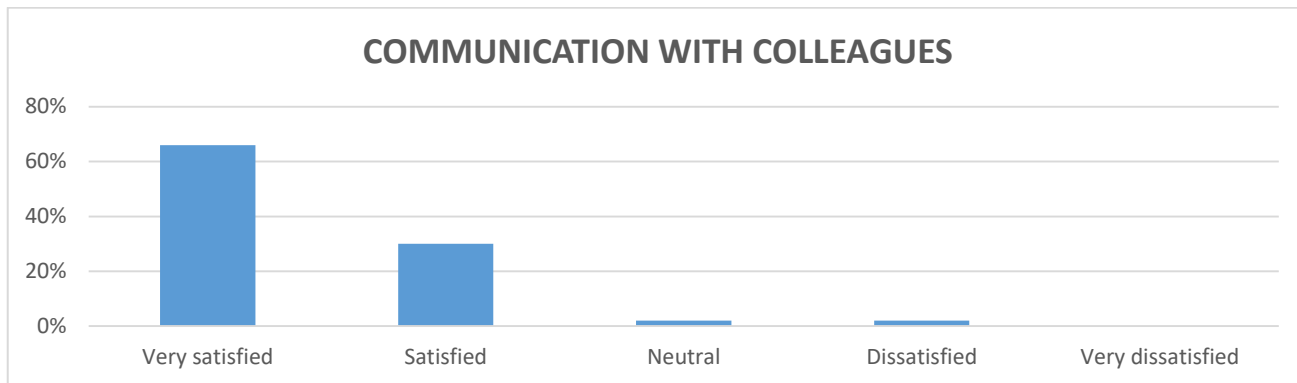


Source: Primary Data

FIGURE 1: Communication with superiors

INTERPRETATION

By analysing the above pie chart, it is found that 54% of the employees responded that they are very satisfied, 36% of the employees responded that they are satisfied, 6% of the employees responded that they are neutral, 4% are dissatisfied and none are very dissatisfied about rapport with superiors facilitating smooth communication.

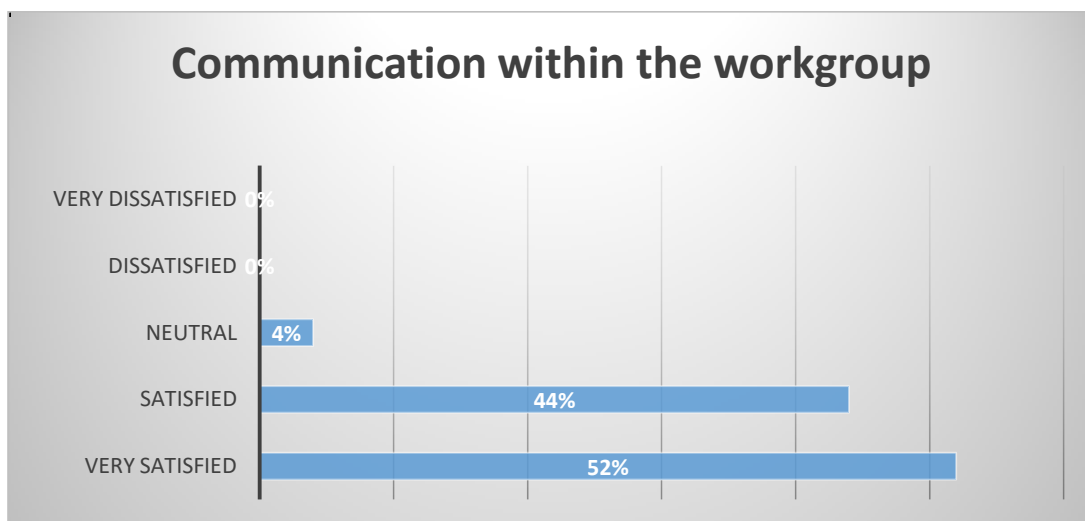


Source: Primary Data

FIGURE 2: Communication with colleagues

INTERPRETATION

By analysing the above chart, it is found that 66% of the employees responded that they are very satisfied, 30% of the employees responded that they are satisfied, 2% of the employees responded that they are neutral, 2% are dissatisfied and none are very dissatisfied about rapport with colleagues facilitating smooth communication.



Source: Primary Data

FIGURE 3: Communication within the work group

INTERPRETATION

By analysing the above chart, it is found that 52% of the employees responded that they are very satisfied, 44% of the employees responded that they are satisfied, 4% of the employees responded that they are neutral, none are dissatisfied and none are very dissatisfied about communication within the workgroup with regard to group plans and projects.

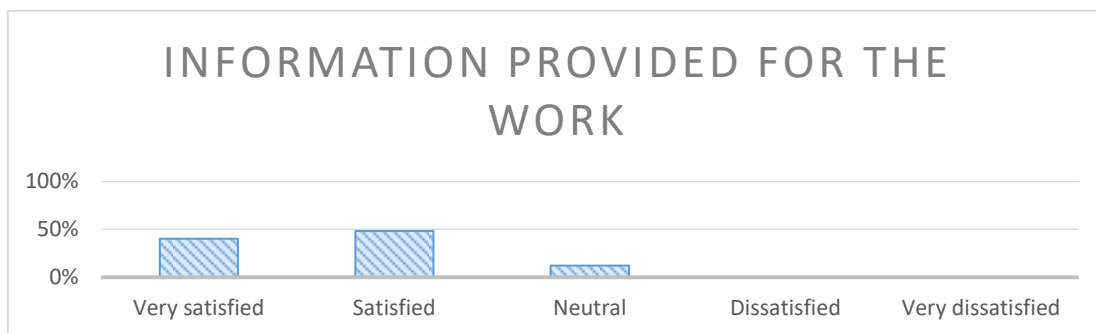


Source: Primary Data

FIGURE 4: Communication about organizational goals and objectives

INTERPRETATION

By analysing the above pie chart, it is found that 34% of the employees responded that they are very satisfied, 50% of the employees responded that they are satisfied, 12% of the employees responded that they are neutral, 2% are dissatisfied and 2% are very dissatisfied of the communication about organizational goals and objectives and strategies to achieve them.

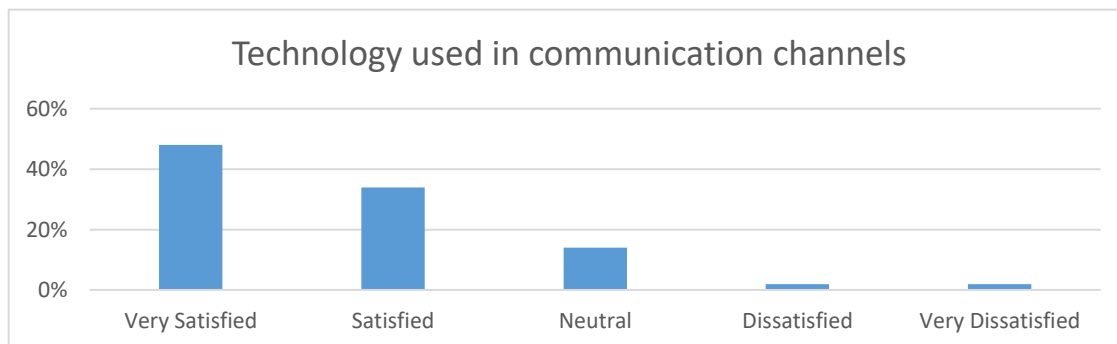


Source: Primary Data

FIGURE 5: Information provided for the completion of work

INTERPRETATION

By analysing the above chart, it is found that 40% of the employees responded that they are very satisfied, 48% of the employees responded that they are satisfied, 12% of the employees responded that they are neutral, none are dissatisfied and none are very dissatisfied about effectiveness of information provided for the work.

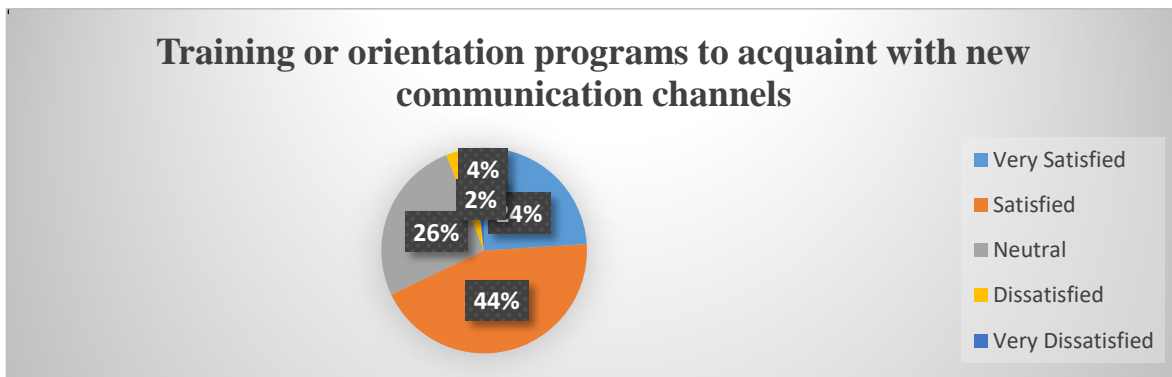


Source: Primary Data

FIGURE 6: Technology used in communication channels

INTERPRETATION

By analysing the above chart, it is found that 48% of the employees responded that they are very satisfied, 34% of the employees responded that they are satisfied, 14% of the employees responded that they are neutral, 2% are dissatisfied and 2% are very dissatisfied about technology used in communication channels.

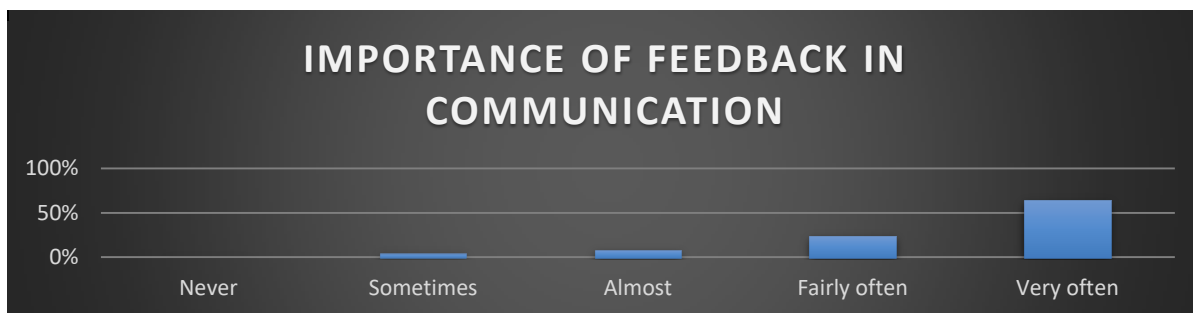


Source: Primary Data

FIGURE 7: Training or orientation programs to acquaint with new communication channels

INTERPRETATION

By analysing the above pie chart, it is found that 24% of the employees responded that they are very satisfied, 44% of the employees responded that they are satisfied, 26% of the employees responded that they are neutral, 4% are dissatisfied and 2% are very dissatisfied about training or orientation programs to acquaint with new communication channels.

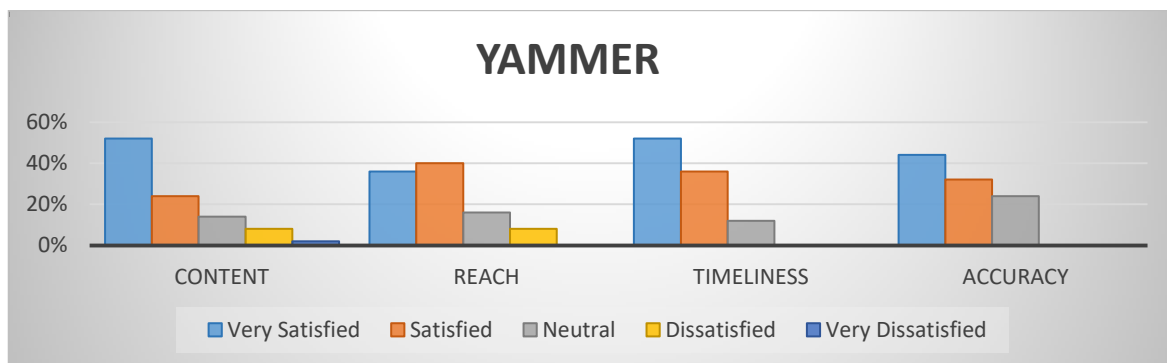


Source: Primary Data

FIGURE 8: Importance of feedback in communication

INTERPRETATION

By analysing the above chart, it is found that 64% of the employees responded very often, 24% of the employees responded fairly often, 8% of the employees responded sometimes, 4% responded almost and none responded never about the importance of feedback in communication.

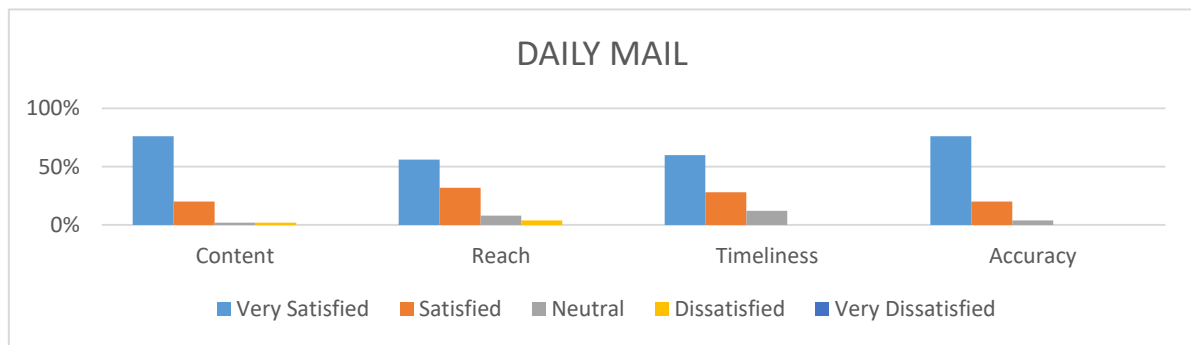


Source: Primary Data

FIGURE 9: YAMMER

INTERPRETATION

By analysing the above chart, it is found that 52% are very satisfied, 24% are satisfied, 14% responded neutral, 8% are dissatisfied and 2% are very dissatisfied about the content of Yammer, 36% are very satisfied, 40% are satisfied, 16% responded neutral, 8% are dissatisfied and none are very dissatisfied about the reach of Yammer, 52% are very satisfied, 36% are satisfied, 12% responded neutral, none are dissatisfied and none are very dissatisfied about the timeliness of Yammer, 44% are very satisfied, 32% are satisfied, 24% responded neutral, none are dissatisfied and none are very dissatisfied about the accuracy of Yammer.

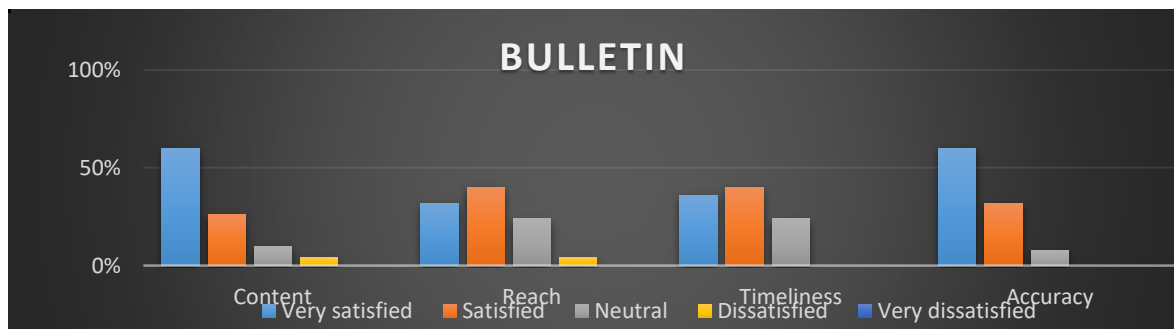


Source: Primary Data

FIGURE 10: DAILY MAIL

INTERPRETATION

By analysing the above chart, it is found that 76% are very satisfied, 20% are satisfied, 2% responded neutral, 2% are dissatisfied and none are very dissatisfied about the content of Daily Mail, 56% are very satisfied, 32% are satisfied, 8% responded neutral, 4% are dissatisfied and none are very dissatisfied about the reach of Daily Mail, 60% are very satisfied, 28% are satisfied, 12% responded neutral, none are dissatisfied and none are very dissatisfied about the timeliness of Daily Mail, 76% are very satisfied, 20% are satisfied, 4% ,none are dissatisfied and none are very dissatisfied about the accuracy of Daily Mail.

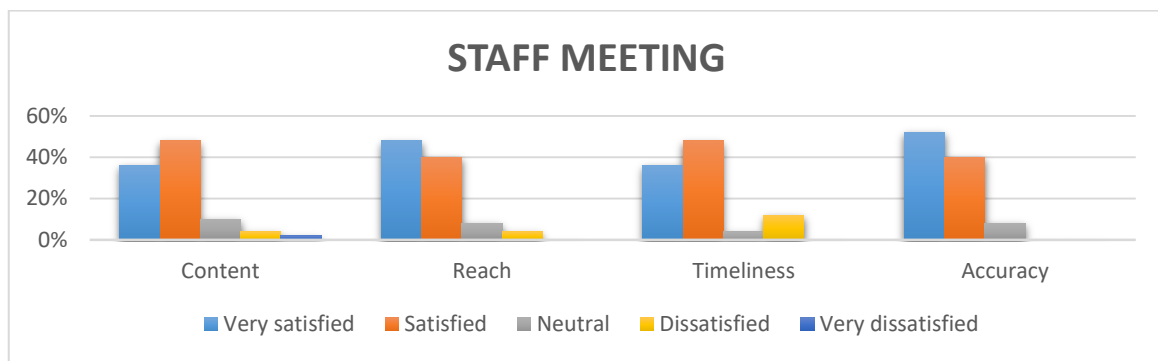


Source: Primary Data

FIGURE 11: BULLETIN

INTERPRETATION

By analysing the above chart, it is found that 60% are very satisfied, 26% are satisfied, 10% responded neutral, 4% are dissatisfied and 0% are very dissatisfied about the content of Bulletin, 32% are very satisfied, 40% are satisfied, 24% responded neutral, 4% are dissatisfied and none are very dissatisfied about the reach of Bulletin, 36% are very satisfied, 40% are satisfied, 24% responded neutral, none are dissatisfied and none are very dissatisfied about the timeliness of Bulletin, 60% are very satisfied, 32% are satisfied, none are dissatisfied and none are very dissatisfied about the accuracy of Bulletin.

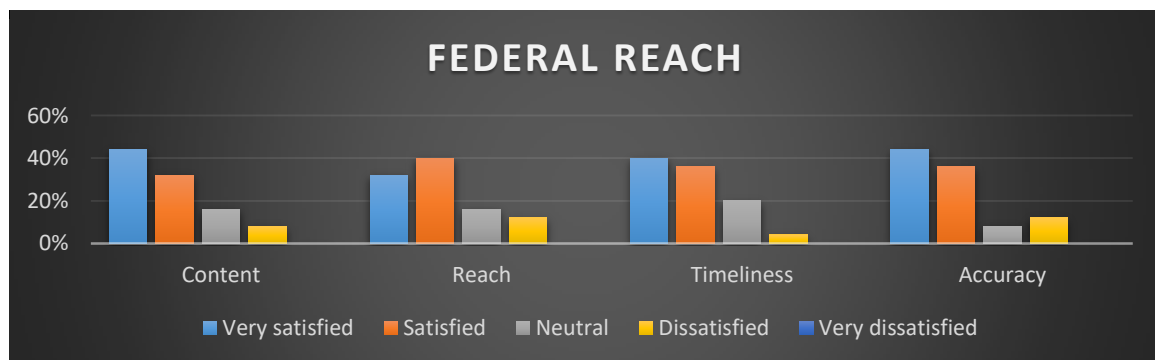


Source: Primary Data

FIGURE 12: STAFF MEETING

INTERPRETATION

By analysing the above chart, it is found that 36% are very satisfied, 48% are satisfied, 10% responded neutral, 4% are dissatisfied and 2% are very dissatisfied about the content of Staff Meeting, 48% are very satisfied, 40% are satisfied, 8% responded neutral, 4% are dissatisfied and none are very dissatisfied about the reach of Staff Meeting, 36% are very satisfied, 48% are satisfied, 4% responded neutral, 12% are dissatisfied and none are very dissatisfied about the timeliness of Staff Meeting, 52% are very satisfied, 40% are satisfied, 8% responded neutral, none are dissatisfied and none are very dissatisfied about the accuracy of Staff Meeting.

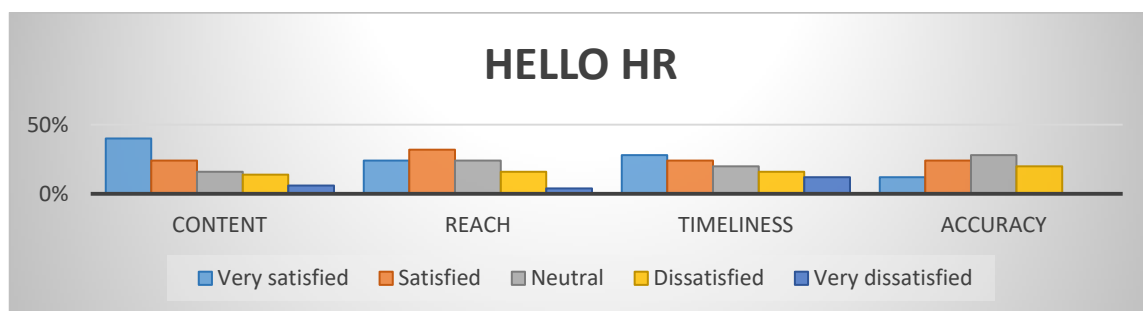


Source: Primary Data

FIGURE 13: FEDERAL REACH

INTERPRETATION

By analysing the above chart, it is found that 44% are very satisfied, 32% are satisfied, 16% responded neutral, 8% are dissatisfied and none are very dissatisfied about the content of Federal Reach, 32% are very satisfied, 40% are satisfied, 16% responded neutral, 12% are dissatisfied and none are very dissatisfied about the reach of Federal Reach, 40% are very satisfied, 36% are satisfied, 20% responded neutral, 4% are dissatisfied and none are very dissatisfied about the timeliness of Federal Reach, 44% are very satisfied, 36% are satisfied, 8% responded neutral, 12% are dissatisfied and none are very dissatisfied about the accuracy of Federal Reach.

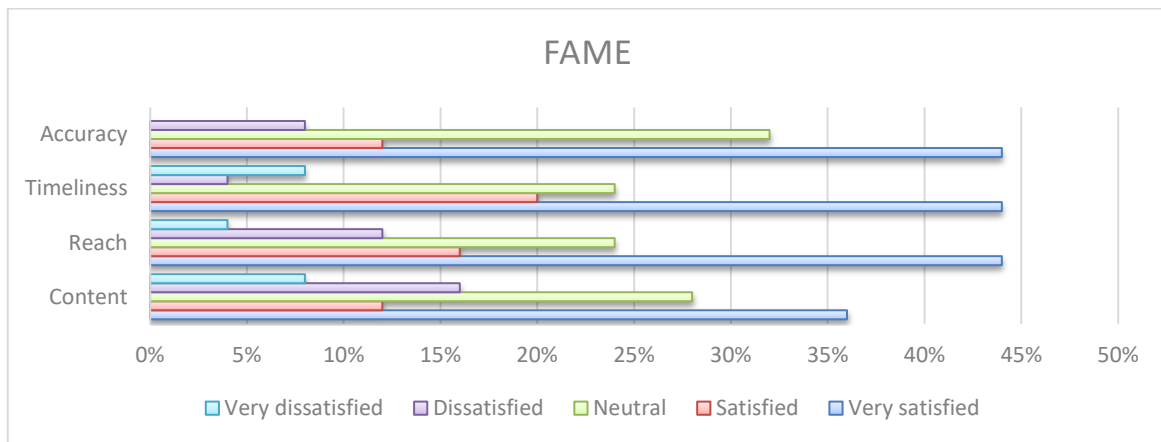


Source: Primary Data

FIGURE 14: HELLO HR

INTERPRETATION

By analysing the above chart, it is found that 40% are very satisfied, 24% are satisfied, 16% responded neutral, 14% are dissatisfied and 6% are very dissatisfied about the content of Hello HR, 24% are very satisfied, 32% are satisfied, 24% responded neutral, 16% are dissatisfied and 4% are very dissatisfied about the reach of Hello HR, 28% are very satisfied, 24% are satisfied, 20% responded neutral, 16% are dissatisfied and 12% are very dissatisfied about the timeliness of Hello HR, 12% are very satisfied, 24% are satisfied, 28% responded neutral, 20% are dissatisfied and 16% are very dissatisfied about the accuracy of Hello HR .

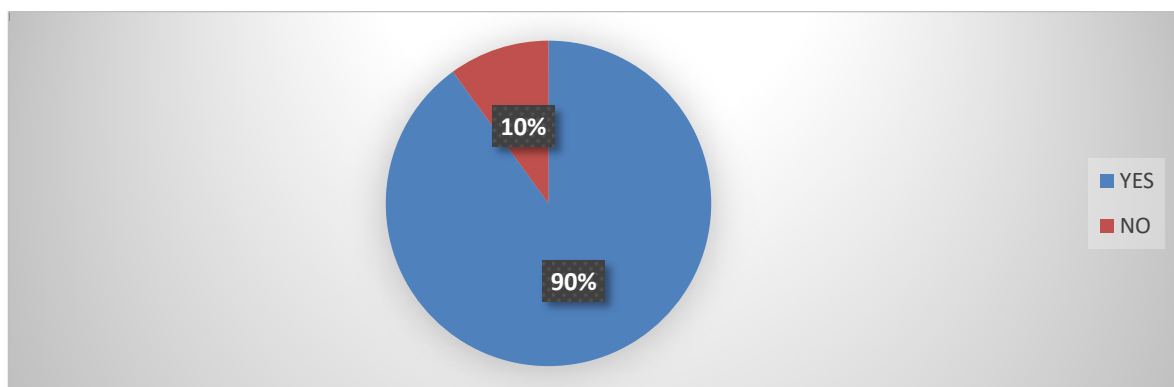


Source: Primary Data

FIGURE 15: FAME

INTERPRETATION

By analysing the above chart, it is found that 36% are very satisfied, 12% are satisfied, 28% responded neutral, 16% are dissatisfied and 8% are very dissatisfied about the content of FAME, 44% are very satisfied, 16% are satisfied, 24% responded neutral, 12% are dissatisfied and 4% are very dissatisfied about the reach of FAME, 44% are very satisfied, 20% are satisfied, 24% responded neutral, 4% are dissatisfied and 8% are very dissatisfied about the timeliness of FAME, 44% are very satisfied, 12% are satisfied, 32% responded neutral, 8% are dissatisfied and 4% are very dissatisfied about the accuracy of FAME.

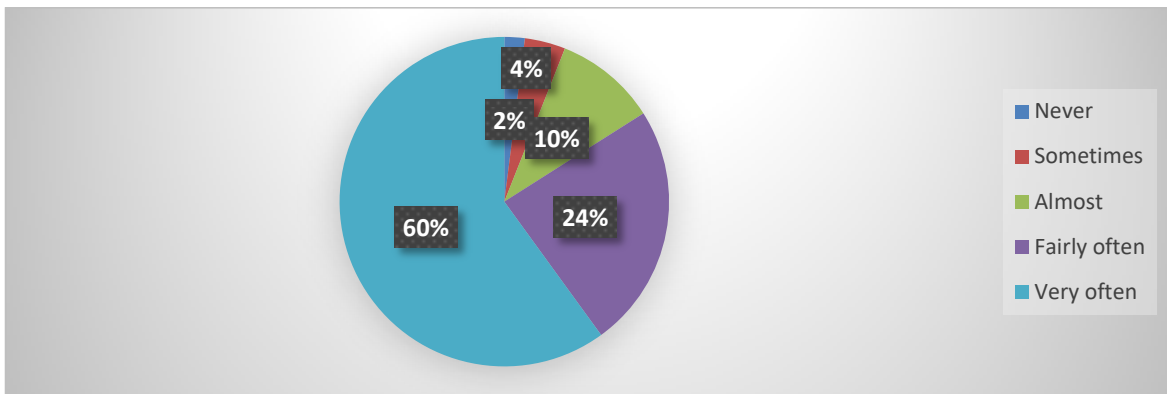


Source: Primary Data

FIGURE 16: Do you think communication has a great influence on productivity?

INTERPRETATION

By analysing the above pie chart, it is found that 90% of the employees responded that communication influences productivity and only 10% were of the opinion that communication has no influence on productivity.

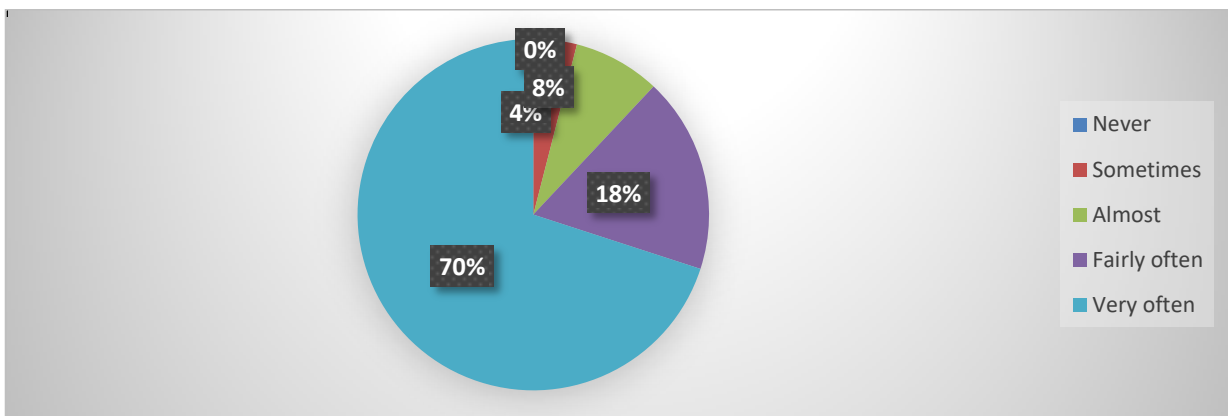


Source: Primary Data

FIGURE 17: Is informal communication a necessary factor for better work performance?

INTERPRETATION

By analysing the above pie chart, it is found that 60% of the employees responded very often, 24% responded fairly often, 10% responded almost, 4% responded sometimes, 2% responded never about the statement that informal communication is a necessary factor for better work performance.

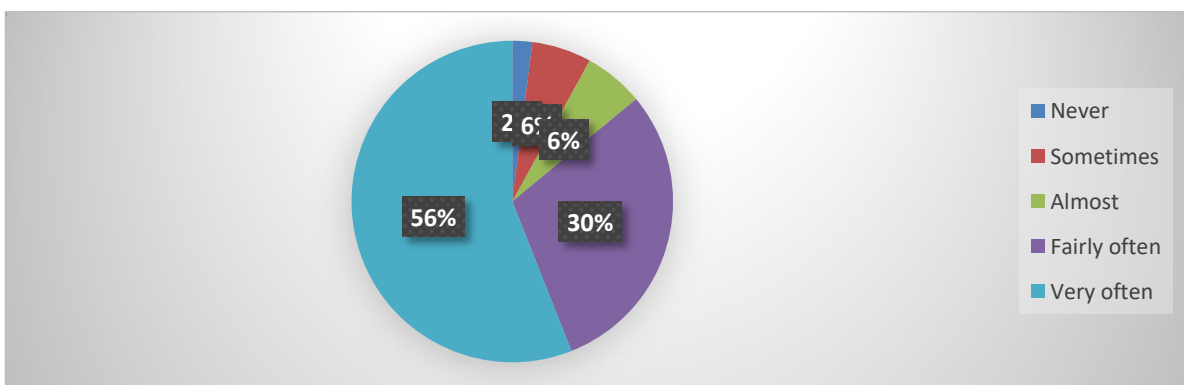


Source: Primary Data

FIGURE 18: Does lack of communication resulted in increase in workload?

INTERPRETATION

By analysing the above pie chart, it is found that 70% of the employees responded very often, 18% responded fairly often, 8% responded almost, 4% responded sometimes, none responded never about the statement that lack of communication results in increase in workload.

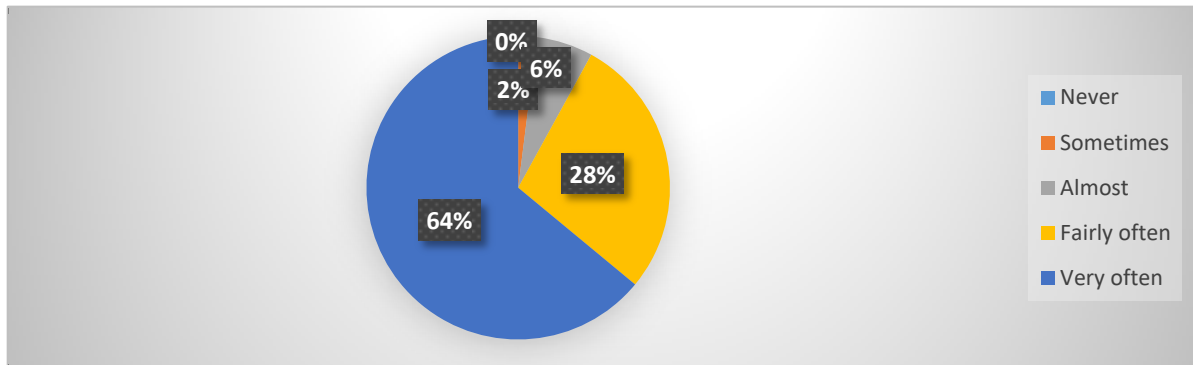


Source: Primary Data

FIGURE 19: Have you faced any situation that resulted in the failure of any plan/project due to communication gap?

INTERPRETATION

By analysing the above pie chart, it is found that 56% of the employees responded very often, 30% responded fairly often, 6% responded almost, 6% responded sometimes, 2% responded never to the statement that communication gap has resulted in the failure of plans/projects .



Source: Primary Data

FIGURE 20: Does lack of communication with top level managers adversely affected your work potential?

INTERPRETATION

By analysing the above pie chart, it is found that 64% of the employees responded very often, 28% responded fairly often, 6% responded almost, 2% responded sometimes, none responded never to the statement that lack of communication adversely affects work potential.

VIII. CONCLUSION

The research entitled “a study on the effectiveness of organizational communication on employee productivity at Federal Bank Ltd.” convey the impact of organizational communication on employee productivity at Federal Bank. The success of any organization depends upon its employees’ productivity and one of the major factor that greatly influences productivity is organizational communication. From the research undertaken, it is found that most of the employees of the Federal Bank Ltd. Are highly satisfied with the communication channels used in the organization. Both vertical and horizontal communication is satisfactory for the employees.

The employees of the Federal Bank are cognizant about the importance of organisational communication. The bank effectively communicates its plans, strategies, objectives and goals on a regular basis to the employees. Continuous improvement of communication channels is executed along with training workshops for the employees to acquaint with the new ones. The employees are satisfied with the upward communication as the bank always try to collect feedback from them and the managers give importance to their suggestions and opinions. Almost all the employees faced difficulty in doing their work at times when communication is not effective. The employees are satisfied of the communication with superiors and colleagues and they are of the opinion that feedback is essential for effective communication. The productivity of employees decreased at times of lack of communication. They are of the opinion that effective communication is a vital factor for improving employee productivity. To conclude, it is evident from the study that organisational communication have a great impact on employee productivity. The rise of Federal Bank as the ‘perfect banking partner’ is the result of high level productivity of its employees which is power packed by effective communication system.

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