

COMMUNICATION PROCESS MANAGEMENT

Dr. V. Lalitha*

ABSTRACT

Management is communication intensive and, therefore, managers may derive benefits from computer-based alternatives to the traditional communication modes of face-to-face (FTF), telephone, and written memo. This research examined the use of electronic messaging (EM) by ongoing management groups performing a cooperative task. Communication is central to the main four management competencies outlined by Warren Bennis: the management of attention, meaning, trust and self. To be truly effective, both leaders and managers must develop their self-awareness, become role models for communication in the organization, and learn to encourage and manage constructive dissent. An important part of the communication professional's role is to support the organization's leaders and managers in developing their communication competence.

Keywords: FTF, EM, Communication, Cooperative Task, Management.

Introduction

Objectives

- To study the Communication Process Management practices at Harsha Toyota.
- To study various types of Communication Process Management.
- To study of the influencing factors of Communication Process Management.

The objective is to know how effective is the execution of Communication Process as management in TOYOTA, Hyderabad.

Scope of the Study

The present study operations are limited to Harsha Toyota Ltd, Hyderabad.

Research Methodology

Sampling Process

- **Sample Unit**

The executives and employed at TOYOTA, Hyderabad constitute 'universe' of the present study. A part of it is taken as sample unit for the resent study. It includes JGMS, AGMS, manager and other employees of TOYOTA Hyderabad.

- **Sample Size**

The sample size consists of 100 respondents employed in TOYOTA, Hyderabad. Of these 30 are executives, 20 are senior executives and the remaining 50 are employees

Source of data Collection

In order to achieve the objectives of the study, the data shall be gathered from both primary and secondary sources.

* Associate Professor, Aradhana School of Business Management, Hyderabad, Telangana State, India.

Primary Data

Primary data shall be collected by formal and informal interactions with the concerned department officials of HARSHA TOYOTA.

Secondary Data

Secondary data shall be collected from the text books, magazines, newspapers, annual reports of HARSHA TOYOTA and its website.

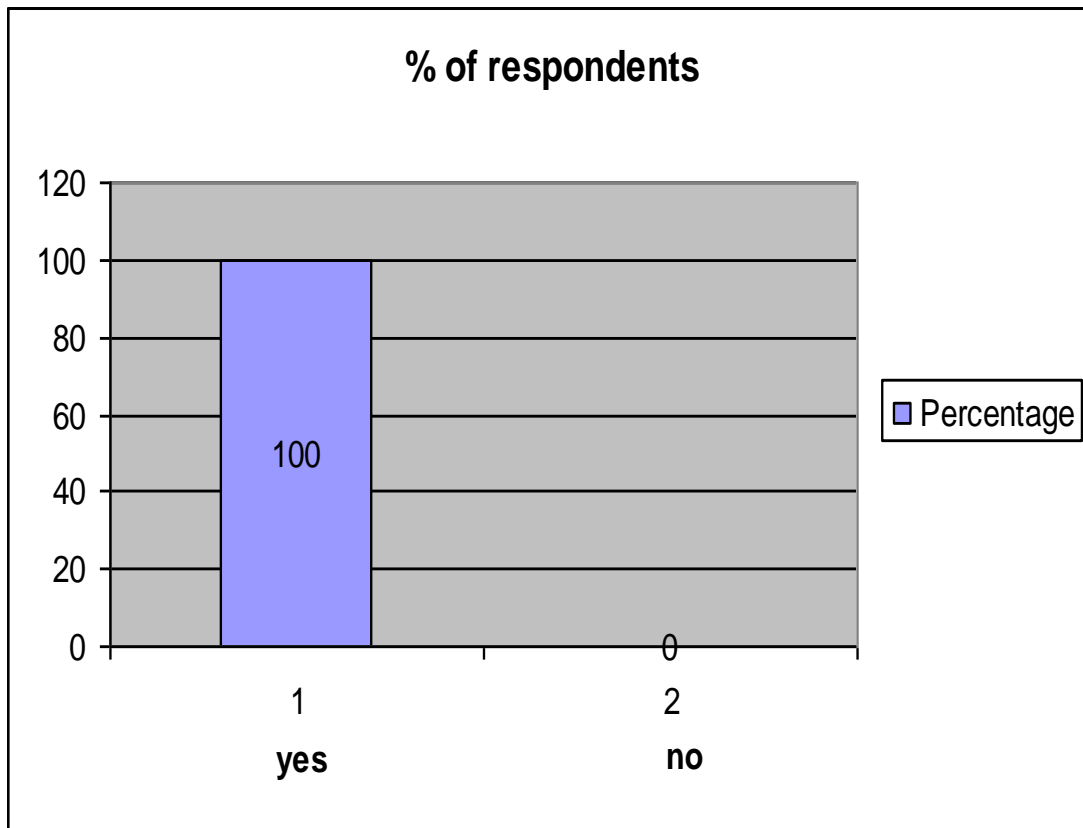
Data analysis has been done by arranging the data in a simple table form and percentages are calculated. The quantitative data has been represented by drawing out the charts where ever necessary.

1. Do you think Communication Process management is needed in a company?

(a) YES

(b) NO

S.No	Options	No. of Responses	Percentage
1	YES	100	100
2	NO	0	0
	TOTAL	100	100

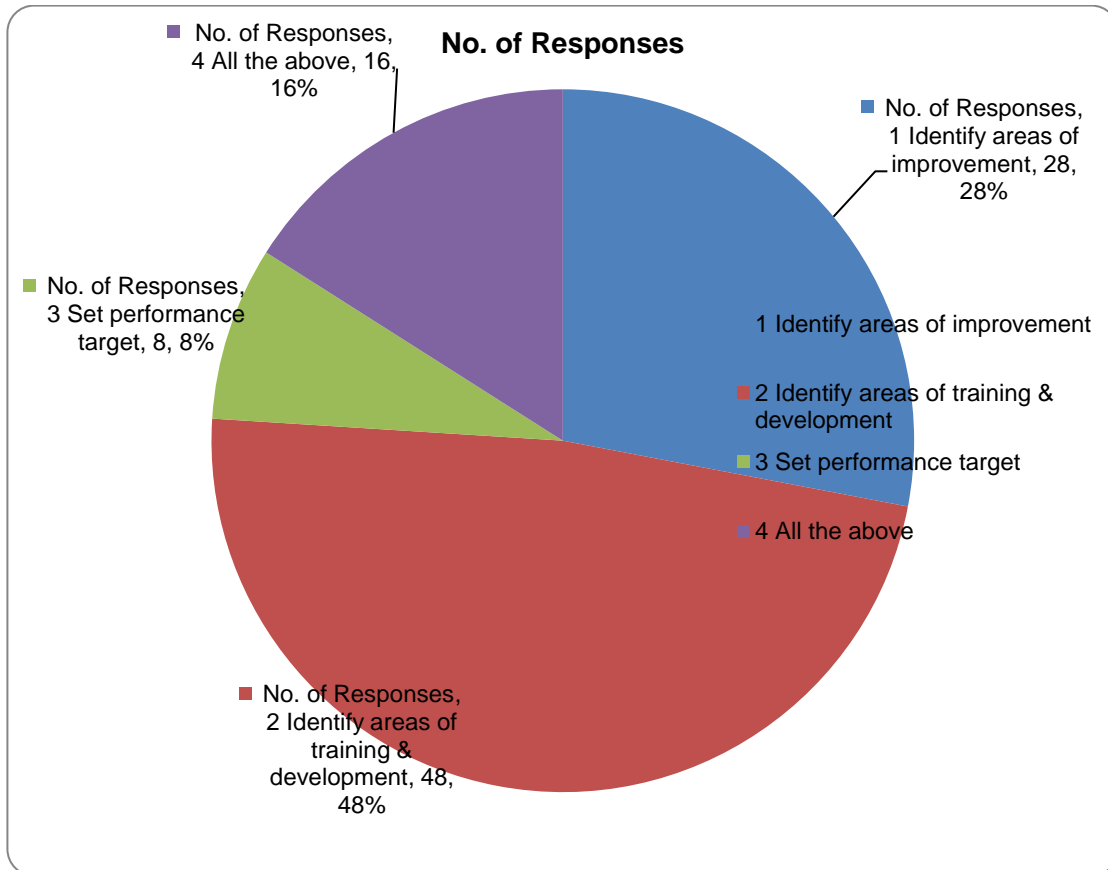
**Interpretation**

To above question, almost 100% of the employees thought that the Communication Process management is needed in a company.

2. Communication Process management rating is used to

- (a) Identify areas of improvement
- (b) Identifying quality for unit of work
- (c) Set performance target
- (d) All the above

S.No	Options	No. of Responses	Percentage
1	Identify areas of improvement	28	28
2	Identify areas of training & development	48	48
3	Set performance target	8	8
4	All the above	16	16
	Total	100	100

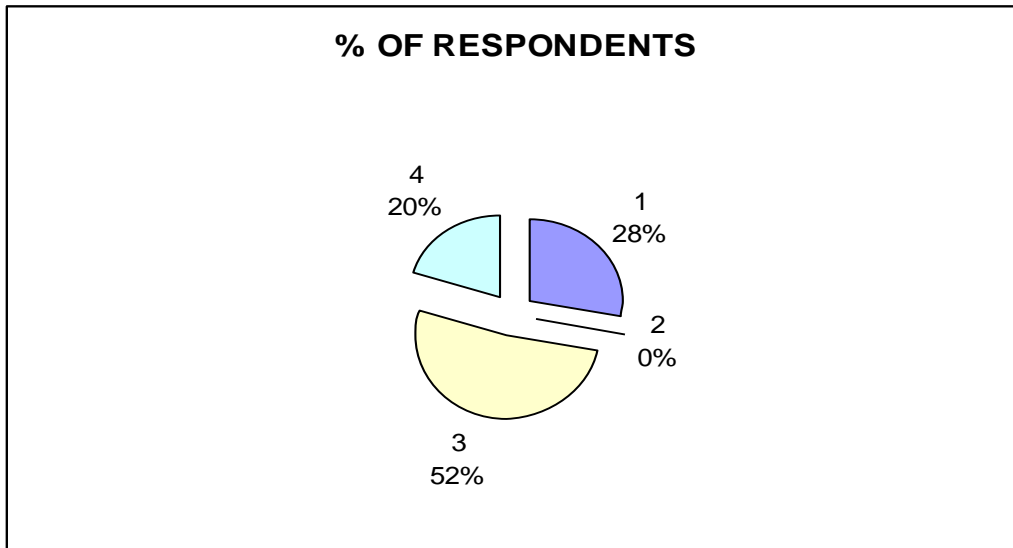


Interpretation

About the usefulness of Communication Process management, 28% have said that appraisal system helped them to identify areas of improvement, to 48% it helped in identifying training & development needs, to 8% it helped in setting performance targets and to 16% it was helpful in all the above areas. By this we can say that P.A is helpful in one way or the other for the employees.

3. In your experience the outstanding Communication management of an employee is due to:
- (a) Actual Performance
 - (b) Qualification
 - (c) Experience
 - (d) All the above

S.No	Options	No. of Responses	Percentage
1	Actual Performance	28	28
2	Qualification	0	0
3	Experience	52	52
4	All the above	20	20
	Total	100	100



Interpretation

Above 28% of the employees responded that the outstanding Performance appraisal is due to Actual Performance, 52% of the employees is due to Experience and 20% of the employees is due to all the above.

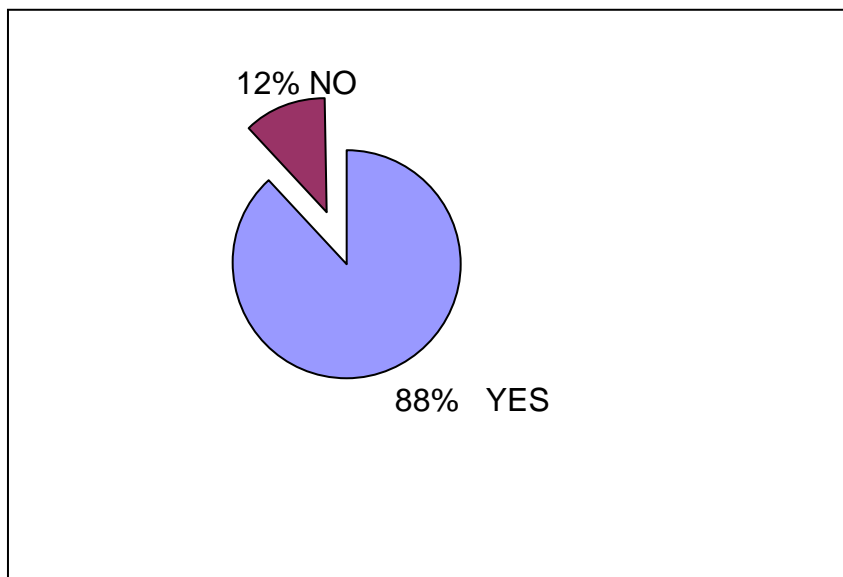
4. Do you think that a good workman gets motivated with frequent Communication management is conducted?

(a) YES

(b) NO

S.No	Options	No. of Responses	Percentage
1	Yes	88	88
2	No	12	12
	Total	100	100

% of respondents

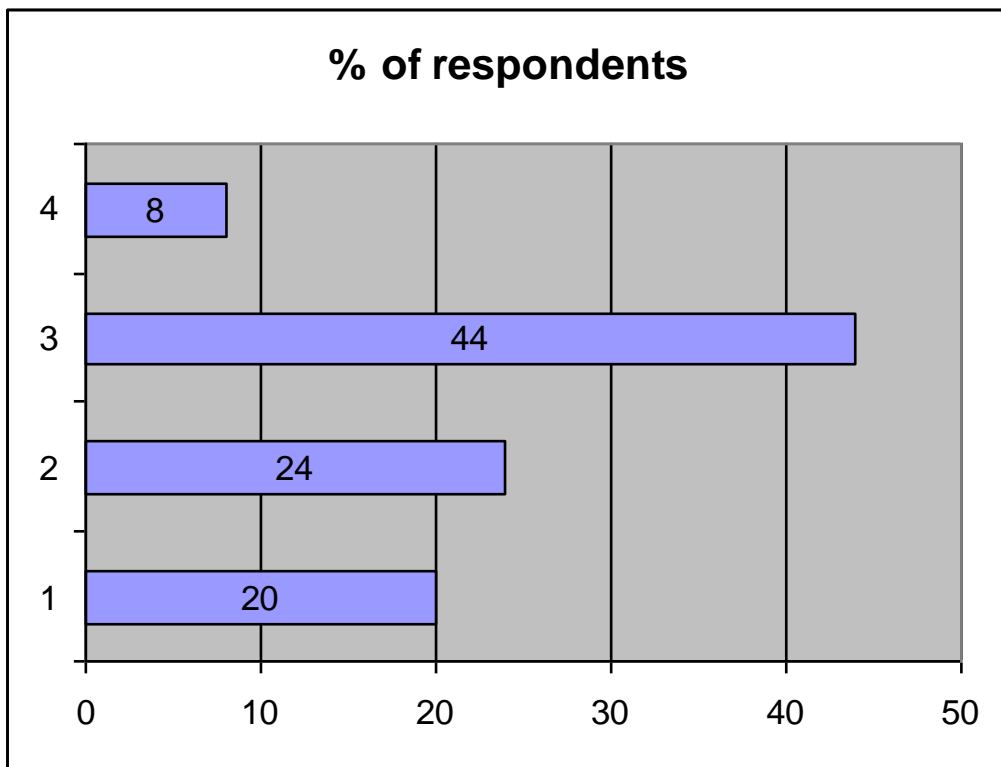


Interpretation

A majority of 88% of the employees said that a good workman gets motivated with frequent Communication management and 12% of the employees are not satisfied with above.

5. What are the factors taken into consideration while Communication management an individual?
 (a) Interpersonal effectiveness (b) Team building skills
 (c) Self motivate skills (d) leadership

S.No	Options	No. of Responses	Percentage
1	Interpersonal effectiveness	20	20
2	Teambuilding skills	24	24
3	Self motivate skills	44	44
4	Leadership	8	8
	Total	100	100

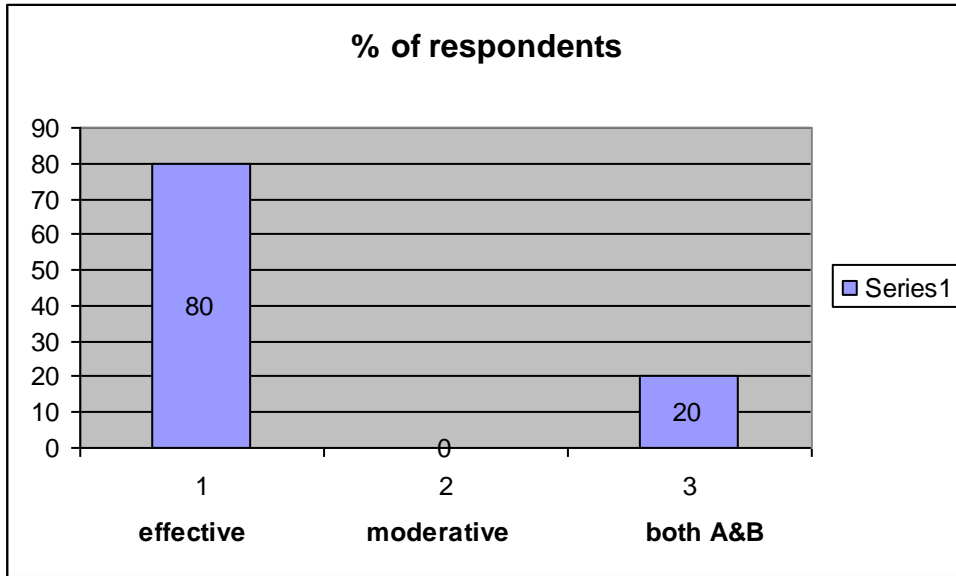


Interpretation

About 20% of employees considered interpersonal effectiveness while appraising an individual, 24% of employees considered Teambuilding skills, 22% of employees considered self motivate skills and 8% of employees considered Leadership. By this we can say that these are the factors taken into consideration while appraising an individual.

6. In your opinion an employee should be:
 (a) Effective (b) Moderate (c) Both A & B

S.No	Options	No. of Responses	Percentage
1	Effective	80	80
2	Moderate	0	0
3	Both A & B	20	20
	Total	100	100



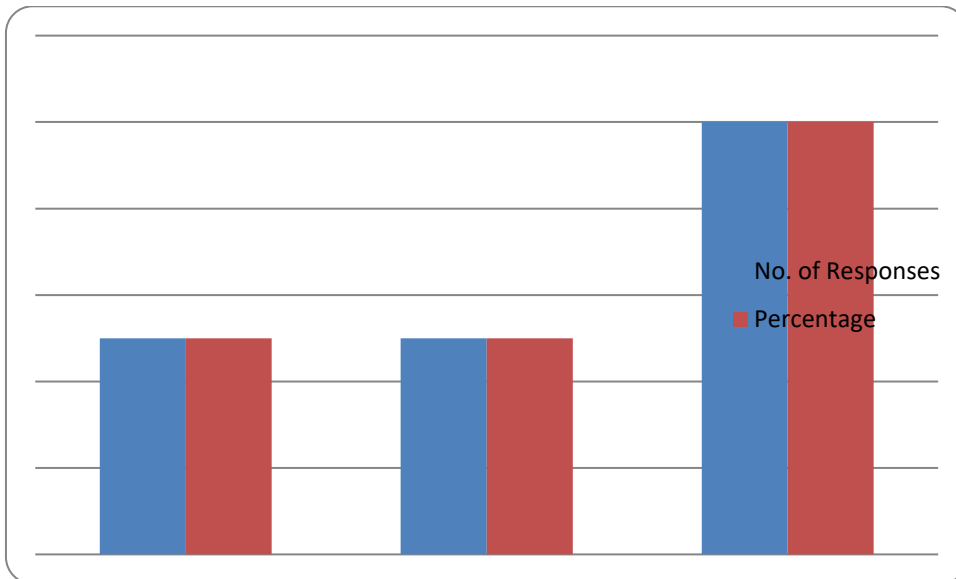
Interpretation

About 80% of the employees opinion is that the employee should be effective and rest 20% of the employees opinion is that the employee should be effective and moderate.

7. Types of Communication in Your Company?

- (a) horizontal
- (b) Vertical

S.No	Options	No. of Responses	Percentage
1	horizontal	50	50
2	Vertical	50	50
	TOTAL	100	100



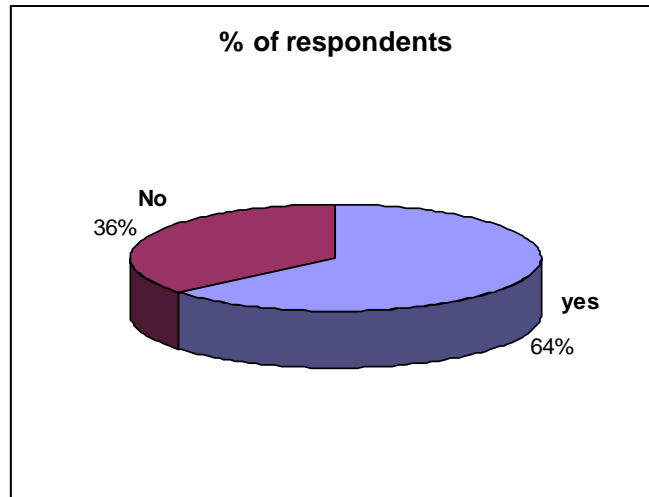
Interpretation

To above question, almost 50% of the employees thought that the Communication Process is horizontal and remaining is saying that vertical in a company.

8. Is Communication management process expensive and time consuming?

(a) YES (b) NO

S.No	Options	No. of Responses	Percentage
1	Yes	64	64
2	No	36	36
	Total	100	100



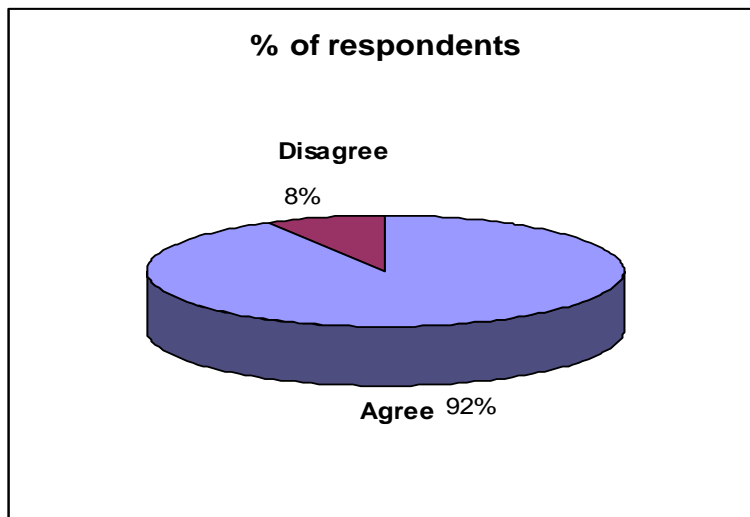
Interpretation

About 64% of the respondents said that the Communication management is expensive and time consuming. And 36% of the respondents said that the Communication management is not expensive and time consuming.

9. Do you agree with the assessment of your reviewing/reporting officers?

(a) Agree (b) Disagree

S.No	Options	No. of Responses	Percentage
1	Agree	92	92
2	Disagree	8	8
	Total	100	100

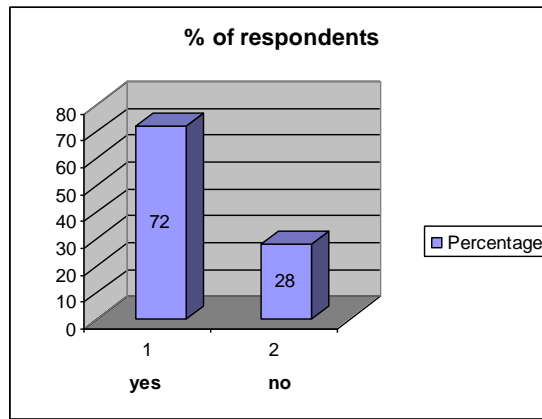


Interpretation

Majority of 92% of the employees responded that reporting officer was good at grading the performance. Nearly 8% were disagreeing his duties as per the guidelines laid down.

10. Do you want any change in frequent between the Communication management?
 (a) YES (b) NO

S.No	Options	No. of Responses	Percentage
1	Yes	72	72
2	No	28	28
	Total	100	100

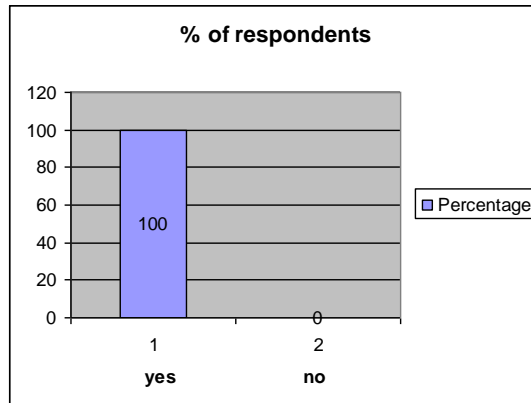


Interpretation

About 72% of the employees want to change in frequent between the Communication management. And 28% of the employees don't want to change between the Communication management.

11. Have you been able to express all difficulties & problems which you have been facing Regarding your job & achievement of your Communication management area?
 (a) YES (b) NO

S.No	Options	No. of Responses	Percentage
1	Yes	100	100
2	No	0	0
	Total	100	100



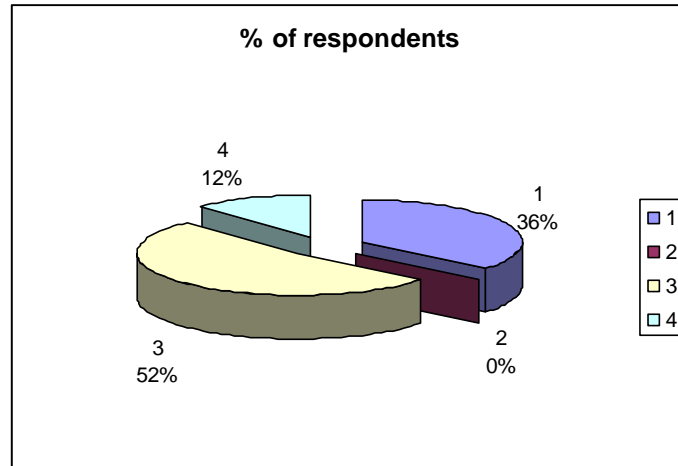
Interpretation

About 100% of the employees are able to express all difficulties & problems which they have been facing regarding their job.

12. Frequency at which merit rating/Performance appraisal is conducted?

- (a) 1year (b) 2years (c) half yearly (d) Quarterly

S.No	Options	No. of Responses	Percentage
1	1YEAR	36	36
2	2YEARS	0	0
3	HALF YEARLY	52	52
4	QUATERTLY	12	12
	TOTAL	100	100



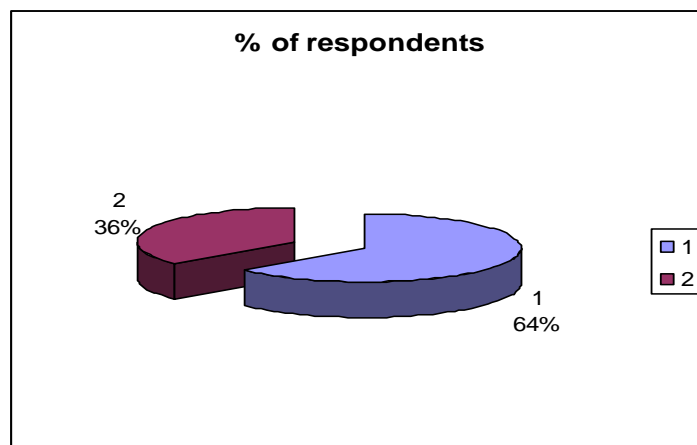
Interpretation

About 36% of the employees conducted merit rating/performance appraisal at the frequency 1year, 52% of the employees conducted at half yearly, 12% of the employees conducted at quarterly.

13. Are you satisfied with present Communication management system?

- (a) YES (b) NO

S.No	Options	No. of Responses	Percentage
1	YES	64	64
2	NO	36	36
	TOTAL	100	100



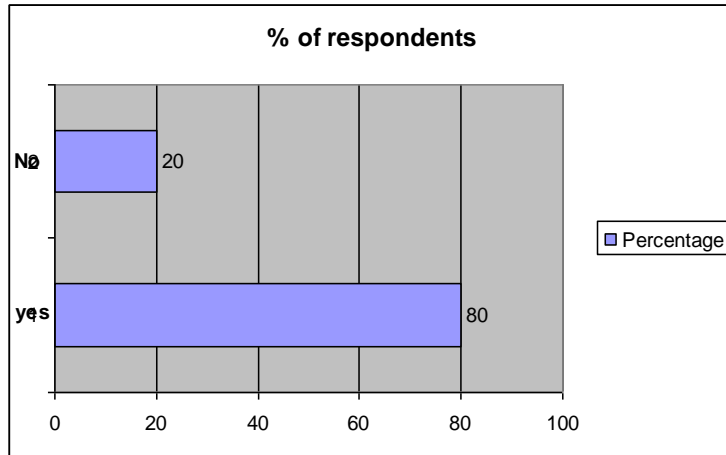
Interpretation

About 64% of the employees were satisfied with present Performance appraisal system. Rest 36% of the employees was not satisfied with present system.

14. The Communication management is an opportunity for self review& reflection?

(a) YES (b) NO

S.No	Options	No. of Responses	Percentage
1	Yes	80	80
2	No	20	20
	Total	100	100



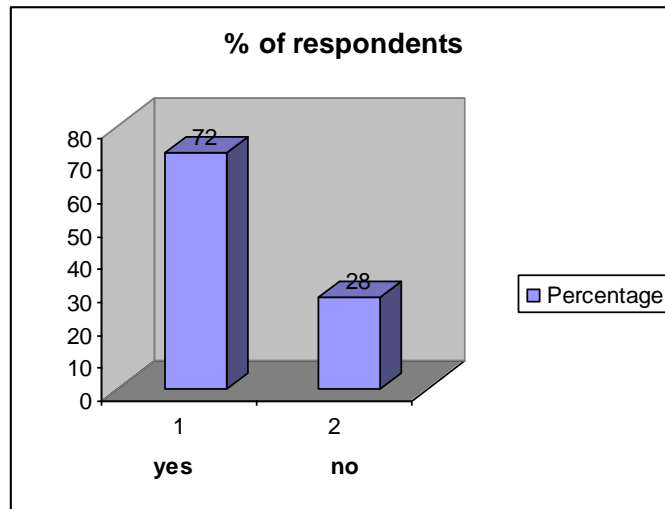
Interpretation

About 80% of the respondents have agreed that its an opportunity to review themselves. About 20% of them said that it does not help them in reviewing themselves.

15. Do you think the Communication management system is fair and adequate?

(a) YES (b) NO

S.No	Options	No. of Responses	Percentage
1	Yes	72	72
2	No	28	28
	Total	100	100



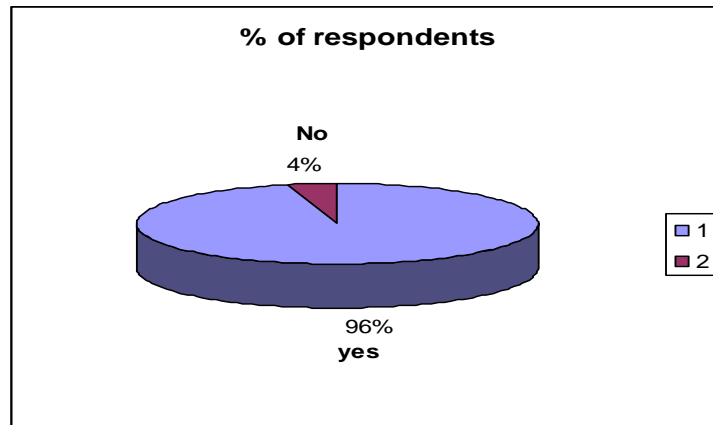
Interpretation

About 72% said that the Communication management system is fair and adequate and 28% responded that it is not fair.

16. Do you have a good relationship with appraiser after Communication management?

(a) YES (b) NO

S.No	Options	No. of Responses	Percentage
1	Yes	96	96
2	No	4	4
	Total	100	100



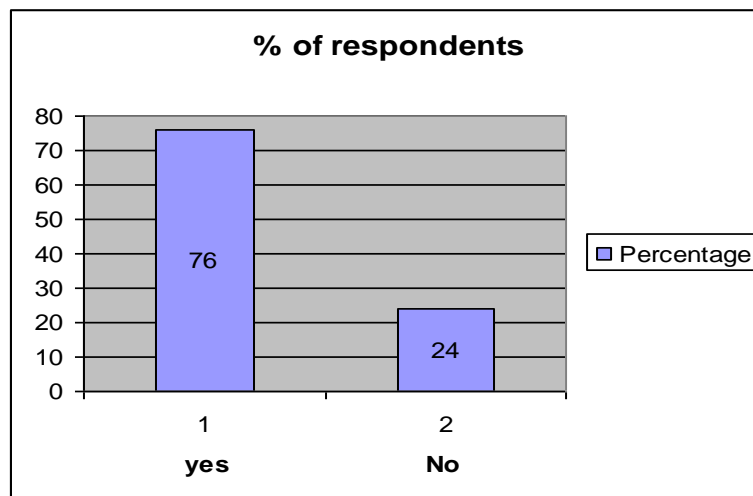
Interpretation

A Majority 96% of the respondents have the good relationship with appraiser after Communication management. Rest 4% of the respondents is not having a good relationship with appraiser after Communication management.

17. Do you feel Communication management promote you?

(a) YES (b) NO

S.No	Options	No. of Responses	Percentage
1	Yes	76	76
2	No	24	24
	Total	100	100



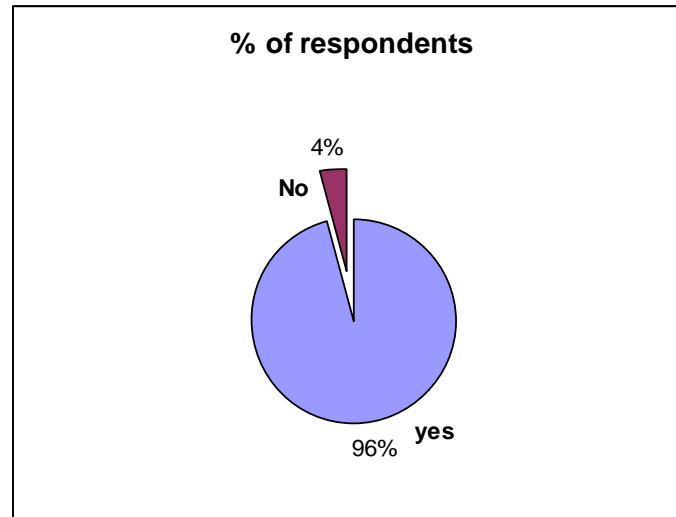
Interpretation

About 76% of the respondents feel that the Communication management can promote the employee. Remaining 24% of the respondents are not agreed with the above sentence.

18. In your opinion Communication management is necessary?

(a) YES (b) NO

S.No	Options	No. of Responses	Percentage
1	Yes	96	96
2	No	4	4
	Total	100	100



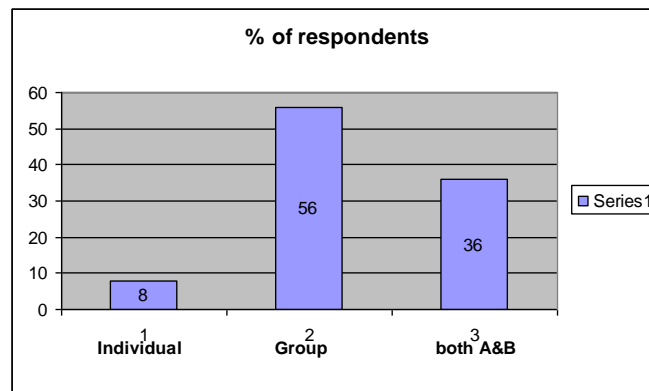
Interpretation

Majority of 96% of the respondent's opinion is that the Communication management is necessary. About 4% of the respondents opinion is that Communication management is not necessary

19. By which way you are consistent for Communication management in organization?

(a) Individual (b) Group (c) Both A & B

S.No	Options	No. of Responses	Percentage
1	Individual	8	8
2	Group	56	56
3	Both A & B	36	36
	Total	100	100



Interpretation

About 8% of the respondents were consistent as a Individual for Communication management, about 56% of the respondents were consistent as a group for Communication management and 36% of the respondents were consistent as both individual and group for Communication management.

Finding

- In the light of the above discussion the following findings and conclusions are Made.
- It is revealed that the executive are getting feedback on their Communication Process though which they can review their performance. Sort on the problems and can overcome the difficulties.
- The management has a clear understanding about the problem that the workers are the best with moreover, they are eager to solve the problems of the workers as and when they arise.
- The management was giving requisite training in Communication to workers in the areas where they are weak.
- Workers awareness about the fact that Communication Process is one of the factors for promotion was cent percent.
- Communication Process system is considered as a means that aim at identifying the areas of improvement, identifying areas of training and development setting performance target for future.
- The management desire having cordial relations with the work to hold mutual discussions.
- The Communication Process system it exists as it exists now is properly worked out and appropriately evolved. This revealed from the opinion given by the majority of the employees.

Conclusion

Based on the findings of the study and personal discussions held with various executives and employees at TOYOTA. Hyderabad possible suggestions and recommendations are given:

- It is recommended that employees should be immediately communicated.
- The result of the appraisal particularly when they are negative.
- It is recommended that the supervisor should try to analyze the strengths and weaknesses of an employee and advise him on correcting the weakness.
- It is commended to counsel the employees appropriately regarding their strength and weaknesses and assist in developing them to realize their full potential in line with the company's goals.
- The top management is very much committed in implementing the Communication Process system as it is. The Communication Process system is consider as an essential tool for bridging gap between the top management and the executives it thus helps them to develop cordial relations and mutual understanding.
- It is recommended that the employees should be communicated information about his performance, again his acceptance of it and draw up a plan for future improvement, if necessary.
- It is recommended that the rater must be thoroughly well versed in the philosophy and of the rating system. Factor sales must be thoroughly defined, analyzed and discussed.
- To conclude, it is imperative to immunize of the problems or hindrances to strengthen the system.

Suggestions

- The company should maintain their market position and try to increase their customers.
- Enough stock should keep in stockiest place& retailers place
- To enable the customers to get in touch with the service personal more easily, the number of direct phones should be increase or provide the toll free number to give solutions of constructions.
- Periodically, review meetings with the customers in different areas should be convinced, to have a general consensus regarding problems being faced by them.
- The respondents are paying their bills at the company show rooms, and these are also acting as customer care centers for all queries and needs of the consumers.
- The service is also well received by the respondents and they are satisfied with quality and price, moreover it is largely used by people who are offering public cell office facilities.
- The instruments being providing with fixed line service are being well received by the respondents

