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**Organizational Communication System in Marine Products Export
Development Authority (MPEDA)**

by
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MAJOR PROJECT REPORT

Submitted in partial fulfilment of the
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Faculty of Agriculture

Kerala Agricultural University



COLLEGE OF CO-OPERATION, BANKING AND MANAGEMENT

VELLANIKKARA, THRISSUR-680656

KERALA, INDIA

2016

Declaration

DECLARATION

I, hereby declare that this report entitled “ **Organizational Communication System in Marine Products Export Development Authority(MPEDA)**” is a bonafide record of research work done by me during the course of major project work and that it has not previously formed the basis for the award to me for any degree/diploma, associateship, fellowship or other similar title of any other University or Society.

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Certified that this report entitled “ **Organizational Communication System in Marine Products Export Development Authority(MPEDA)**” is a record of major project work done independently by Ms. Haritha K.M. under my guidance and supervision and that it has not previously formed the basis for the award of any degree, fellowship or associateship to her.

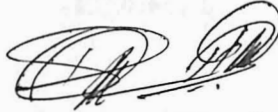
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CONTENTS

Chapter No.	Title	Page No.
1.	Design of the study	1 – 8
2.	Review of literature	9 – 16
3.	Export of marine products – an overview	17 – 23
4.	Organizational profile of MPEDA	24 – 32
5.	Analysis of effectiveness of communication in MPEDA	33 – 66
6.	Summary of findings and suggestions	67 – 72
	Bibliography	
	Annexure	

LIST OF TABLES

Table No.	List of Tables	Page No.
3.1	Export performance of sea food products	18
3.2	Item wise export of marine products	20
3.3	Market wise export of marine products	22
5.1	Ranking of important communication methods used in MPEDA	44
5.2	Proportion of oral communication and written communication used in MPEDA	45
5.3	Age wise classification of staffs of MPEDA	47
5.4	Gender wise distribution of sample respondents	48
5.5	Classification of respondents based on educational qualification	49
5.6	Classification of employees based on their service in MPEDA	49
5.7	Classification of employees based on experience in the current position	50
5.8	Classification of respondents based on monthly income	51
5.9	Association of selected profile characters with sub dimensions of communication effectiveness	52
5.10	Association of monthly income with timeliness	53
5.11	Association of educational qualification with empathy	54
5.12	Association of educational qualification with interpersonal trust	54
5.13	Association of gender with reciprocity	55
5.14	Association of educational qualification with reciprocity	55
5.15	Association of age with reduced information overload	56
5.16	Association of educational qualification with reduced information overload	56
5.17	Effectiveness of organizational communication in MPEDA	57

5.18	Variation in perception of managers & non managers	59
5.19	Factor analysis of sub dimensions of effective communication	61
5.20	Correlation of sub dimensions of effective communication with the dependent variables	63
5.21	Influence of sub dimensions of communication on teamwork	64
5.22	Influence of sub dimensions of communication on inter department coordination	65
5.23	Influence of sub dimensions of communication on superior- subordinate relationship	66

LIST OF FIGURES

Figure No.	List of Figures	Page No.
3.1	Export performance of sea food products	19
3.2	Item wise export of marine products	21
3.3	Market wise export of marine products	23
4.1	Organisational structure of MPEDA	32
5.1	Top level decision making panel in MPEDA	33
5.2	Communication flow in Marketing Department of MPEDA	34
5.3	Communication flow in Accounts Department of MPEDA	35
5.4	Communication flow in Personnel Department of MPEDA	36
5.5	Communication flow in Quality Control Department of MPEDA	37
5.6	Communication flow in Administration and Store Department of MPEDA	38
5.7	Communication flow in Statistics Department of MPEDA	39
5.8	Communication flow in Aquaculture Department of MPEDA	40
5.9	Communication flow in Development Department of MPEDA	41
5.10	Communication flow in Official Language Department of MPEDA	42
5.11	Communication flow in Appraisal and Investment Department of MPEDA	43
5.12	Proportion of oral communication and written communication used in MPEDA	46
5.13	Age wise classification of staff of MPEDA	47

5.14	Gender wise distribution of sample respondents	48
5.15	Classification of employees based on their experience in MPEDA and in current position	50
5.16	Classification of respondents based on their monthly income	51
5.17	Effectiveness of organizational communication in MPEDA	58
5.18	Factor analysis of sub dimensions of effective communication	62

Chapter - 1

Design of the Study

Chapter-1

DESIGN OF THE STUDY

Communication is of utmost significance in an organizational setting. It is the key to the functioning of an organization and effective organizational behaviour. People at work spend a great deal of time communicating with each other in meetings, over phone, via e-mail etc. Communicating effectively means being able to send a message across the organisation accurately in a comprehensible way. Communication serves as a lubricant for smooth operations of the management. When communication flows accurately and effectively, the organisation will run smoothly. However, if there is a breakdown in the flow of communication, or the information is not accurate, the organisation is likely to encounter performance problems.

Redding(1972), who is regarded as the father of organizational communication defined communication as referring to the behaviours of human beings or the artifacts created by human beings, which results in messages being received by one or more persons. Communication serves four major functions in an organization like control, motivation, emotional expressions and information. The two main channels of communication are verbal and nonverbal; verbal communication involves both oral and written communication.

The common characters in organizational communication include a pattern of coordinated activities of employees within, an organized structure, and achievement of common goals (Kreps (1986); Redding and Sanborn (1988); Richmond and McCroskey (2009); and Miller (2012)). Organizational communications take place through formal small-group networks, grape vine and through electronic communication methods like e-mail, instant messaging and short messaging service, networking software, blogs and the like.

Organisational structure is definitely tied to the communication systems. Communication is the key to effective teamwork, for both are based on the common fundamentals of information, understanding, consultation and participation. Communication is an essential skill at every level of organisational functioning and for organisations of all types, whether social, governmental, or commercial.

Wehrich and Koontz (1994) state that the function of communication in an organization is to connect the employees of that organization in order to reach mutual goals. Hence, the communication in an organization is important because of:

- goal setting and their carrying out,
- development of plans towards their realization,
- human and other resources management in the most successful and appropriate way,
- the choice, the progress and the performance evaluation of the organization members
- the management, guiding, motivating and creating a climate in which people want to contribute,
- Control over realization. (Wehrich and Koontz, 1994)

Organizations cannot exist without communication. If there is no communication, employees cannot know what their respective associates are doing, management cannot receive information on inputs and cannot give instructions. Co-ordination of work is impossible, and the organisation will collapse for lack of it. Co-operation also becomes impossible, because people cannot communicate their needs and feelings to others. Every act of communication influences the organisation in some way or the other. As such effective communication tends to encourage better performance, improves job satisfaction, creates proper understanding, and develops feeling of involvement among the people.

1.1 Statement of the problem

Human resource is the vital resource among all other organizational resources. Without effective organizational communication, an organization cannot maintain good working environment for the employees and achieve its goals. The employee relationship and superior-subordinate relationship in an organization are complex, filled with many opportunities to make their relationship meaningful and productive. Superiors have some beliefs about subordinates, and at the same time subordinates have assumptions about superiors, which is the fundamental aspect of their relationship. Communication has important role in making a good working environment in the organization and also for achieving organizational goals.

Thus the success of every business enterprise depends greatly on the effectiveness of the communication. Marine Products Export Development Authority (MPEDA), a Government of India organization is not an exception. The role envisaged for MPEDA under the statute is comprehensive – covering fisheries of all kinds, increasing exports, specifying standards, processing, marketing, extension and training in various aspects of the industry. It is the export promotion body for marine products in India. Since, the effective management of MPEDA to a large extent depends upon its organizational communication system, the present study was an attempt to examine the structure, process and methods of organizational communication system in MPEDA.

1.2 Objectives

- i. To identify the decision making system, communication flow and methods of organizational communication system in MPEDA.
- ii. To analyse the effectiveness of the organizational communication system in MPEDA
- iii. To examine how the existing communication system influences the team work, superior-subordinate relationship and inter- departmental coordination in the organization.

1.3 Methodology

1.3.1 Location of the study

The study was conducted at the head office of MPEDA in Kochi, Kerala.

1.3.2 Data collection methods

Both primary and secondary data were used for the study.

Primary data were collected from managerial and non managerial staff of MPEDA head office.

The data from the employees were collected through sample survey, using structured interview schedule.

Secondary data was gathered from annual reports and newsletters of MPEDA, and other published resources such as journals, books, newspapers, magazines and e-resources.

1.3.3 Sampling technique

A sample of 50 employees in MPEDA was selected for primary data collection of which 20 were managerial staff and 30 were non-managerial staff. Stratified proportionate random sampling technique was used for sampling managerial staff, covering top level managers, middle level managers and lower level managers. The top level managers consist of the top level policy and decision making panel members like Chairman, Directors and Secretary; the middle level managers included the heads of the 14 departments comprising the Deputy Directors, System Analyst, Chief Accounting Officer and Hindi Officer; the lower level managers include Assistant Directors, Superintendents and Technical Officers who are coming under the heads of departments.

The non managerial staff here consisted of Assistants, Technical Assistants, Stenographers, Clerks, Drivers, Watchmen, Messengers, and Drafee. Proportionate random sampling was used for sampling the non-managerial staff.

1.3.4 Data analysis

Separate structured schedules were prepared for data collection from the managers and non managers. The data required for the study were collected through interview method by administering these schedules. The schedules contained statements relating to various domains of communication effectiveness such as timeliness, accuracy, reliability, empathy, reciprocity, interpersonal trust, reduced information overload and reduced barriers. The respondents were asked to record their opinion on a four point scale as strongly agree, agree, disagree and strongly disagree in the domains like timeliness, accuracy, reliability, reduced information overload and reduced barriers. A three point scale viz. always, sometimes and never was used in domains like empathy, interpersonal trust and reciprocity.

1.3.4.1 Classification of employees

The employees working in MPEDA were classified on the basis of age, gender, educational qualification, number of years of experience in MPEDA, number of years of experience in the current position and monthly income. The categorization is illustrated below

1.3.4.1.1 Age wise classification

The age wise classification was made by slightly modifying in the Government Of India classification. The respondents were divided into four groups based on their age as 'less than 25', '25 to 35', '36 to 45' and '46 to 60'.

1.3.4.1.2 Gender wise classification

The sample respondents were divided into two categories as male and female based on their gender. The third category i.e., the transgender was not there.

1.3.4.1.3 Classification based on educational qualification.

The sample respondents were assembled into six categories based on their educational qualification like upper primary, SSLC, higher secondary, degree, degree with technical and post graduation.

1.3.4.1.4 Classification based on experience

The respondents were divided into five categories based on their service experience in MPEDA and experience in their current position viz. 'less than 5 years', '5 to 10 years', '11 to 20 years', '21 to 30 years' and '31 to 40 years'.

1.3.4.1.5 Classification based on monthly income

The respondents were categorized on the basis of their monthly income as employees with 'low monthly income', 'medium monthly income' and 'high monthly income'. This was done by the criteria as 'less than Mean-SD', 'between Mean-SD to Mean+SD' and 'greater than Mean+SD'.

1.3.4.2 Statistical tools used

The statistical tools used for the analysis of the data included index, percentage, Mann Whitney U, factor analysis, chi-square test, Kendall's correlation analysis and multinomial logistic regression

1.3.4.2.1 Index

Index was used to analyse the communication effectiveness. The opinions of the respondents were rated on a four point scale as 4,3,2 or 1, representing the most positive degree of opinion to the most negative degree of opinion, in the case of positive statements. For negative statements the scores were revised. The index was calculated as given below:

The indices so calculated for the study were categorized as follows, to interpret the results.

- Below 50 – poor
- 50 – 60 – average
- 60 – 70 – above average
- 70 – 80 – good
- Above 80 – excellent

1.3.4.2.2 Percentage analysis

In order to find out whether written communication or oral communication is commonly used, opinions of respondents were collected on a 100- point continuum. For that, the respondents were asked to mention the percentage of oral communication and written communication used in the organizational communication process considering the total time spent on these two as 100. The average of the responses of all the respondents was taken as the proportion in the comparative use of written and oral media of communication.

1.3.4.2.3 Mann Whitney U test

In this study, the Mann Whitney test was conducted to compare the differences in perception about variables of communication between the two groups of respondents i.e., managers and non managers.

1.3.4.2.4 Factor analysis

Factor Analysis reduces the information in a model by reducing the dimensions of the observations. This procedure has multiple purposes. It is used to simplify the data, i.e., reducing

the number of variables in the organizational communication. Since factor analysis is used for these purposes, most often factors are rotated after extraction. In the present study, factor analysis was used group the sub dimensions of communication effectiveness.

1.3.4.2.5 Chi - square test

In the present study, Chi-Square Test was conducted to analyse the association of selected profile characteristics of staff of MPEDA with sub dimensions of communication effectiveness.

1.3.4.2.6 Kendall's Tau-b correlation analysis

Kendall's Tau-b correlation is a nonparametric measure of the strength and direction of association that exists between two variables measured on at least an ordinal scale. In this work Kendall's correlation was used to analyse the influence of communication on teamwork, inter-departmental relationship and superior-subordinate relationship.

1.3.4.2.7 Multinomial logistic regression

In this study , the multinomial logistic regression analysis was performed to analyse the influence of the organizational communication system on teamwork, interdepartmental relationship and superior subordinate relationship.

1.4 Key Observations

1. flow of communication in MPEDA
2. Effectiveness dimensions of organizational communication
 - i. Timeliness
 - ii. Accuracy
 - iii. Reliability
 - iv. Empathy
 - v. Interpersonal trust
 - vi. Reciprocity
 - vii. Reduced information overload
 - viii. Reduced barriers

3. Teamwork among employees
4. Superior-subordinate relationship
5. Inter departmental coordination

1.5. Scope of the study

It is necessary for any management to ensure that employees are satisfied with their job, for the benefit of the organization. A study on organizational communication helps the management to understand the effectiveness of communication process that contributes towards employees' productivity and job satisfaction.

The present study was conducted to analyse the structure and process of organizational communication system in MPEDA and also to examine the influence of communication system in the employee coordination, superior- subordinate relationship and inter departmental relationship. The results of the study would provide sufficient back ground material to MPEDA for bringing in effectiveness of their organizational communication, which ultimately would help the management to increase the productivity of the organization.

1.6. Limitations of the study

The communication system in MPEDA may not be the same as in similar/related organizations and therefore it may not be possible to generalize the results.

This was an academic project and time was a major constraint. Hence an in-depth study was not possible. Further, the respondents were busy people, and hence the time for interaction with the sample respondents was less. The proposed study was mainly based on the perceptions of those respondents. So there are chances to get biased opinions. However, utmost care was taken to make the study objective.

Chapter - 2

Review of Literature

Chapter 2

REVIEW OF LITERATURE

The present chapter is intended to review the related literatures on organizational communication. The topic organizational communication has been widely studied in the domain of communication effectiveness by the academicians. In this section various articles related to organizational communication have been reviewed in the following heads:

2.1 Organizational communication system

2.2 Determinants or dimensions of effective communication

2.3 Influence of effective communication on team work, interdepartmental communication and superior-subordinate relationship

2.1 Organizational communication system

Communication is transfer of information from sender to receiver, implying that the receiver understands the message. Communication is also sending and receiving of messages by means of symbols. In this context, organizational communication is a key element of organizational climate (Drenth et al, 1998). Finally, organizational communication is the process by which individuals stimulate meaning in the minds of other individuals by means of verbal or nonverbal messages (Richmond et al, 2005). For efficient communication, it is necessary that the receiver understands the meaning of the message and indicates it to the sender through some expected reactions (Ivancevich, Matteson, 2002).

Each organization must enable communication in several directions: downward communication, upward communication, horizontal communication, and diagonal communication. Downward communication flows from top management to employees. This type of communications characteristic for companies with an authoritative style of management. Upward communication flows from employees to top management. The main task of this communication is to inform top management of the situation on the lower levels. It is the best way for top management to analyze the efficiency of downward communication and organizational communication in general. Horizontal communication flows between employees

and departments, which are on the same organizational level. It enables coordination and integration of activities of departments, engaged in relatively independent tasks. Diagonal communication flows between people, which are not on the same organizational level and are not in a direct relationship in the organizational hierarchy. This type of communication is rarely used—usually in situations when it supplements other types of communication (Miljkovic, Rijavec, 2008).

2.2 Determinants or dimensions of effective communication

The articles related to the sub dimensions of communication viz. timeliness, accuracy, reliability, empathy, interpersonal trust, reciprocity, reduced information overload, reduced barriers were discussed in this section.

2.2.1 Timeliness and organizational communication

There can be no doubt about the importance of timing in the processing of communication. People want information exactly when they need it: if it comes too early, they are temporarily overloaded: if it comes before a useful context is provided for them, then they will not know how to interpret it; if it comes too late, then they face an under load (James C. 2015)

Raina(2010) said that the organizational culture or the leaders at various hierarchical level who provided accurate, timely and clear information and correct feedback to the subordinates improved the performance in terms of communication, planning and structure.

2.2.2 Accuracy and Communication

Judee et al., (1990) stated that accuracy in communication encompasses how well communicators create verbal and nonverbal messages that are understood by others and how well those messages are recognized, comprehended, recalled, and interpreted. Accuracy refers to an objectively quantifiable metric by which the communication that is sent or received can be compared against some objective standard, or what is often referred to as ground truth. For example, if a sender expresses authentic anger, the recipient is accurate to the extent that he or she classifies the expression as anger rather than, say, love or surprise. This entry describes those

lines of research specifically conducted under the rubric of general encoding and decoding accuracy. Accuracy can be divided into expression or encoding accuracy, which concerns message production, and judgment or decoding .

2.2.4 Empathy in Organizational Communication

Empathy has been used as a measure of interpersonal communication competence (ICC) on a number of ICC scales (Bienvenu, 1971; Wieman, 1977; Davis, 1983; Rubrin and Martin, 1994). In addition, empathy has also been used as a measure of intercultural competence (Arasaratnam, 2006). Measures of empathy include components such as perspective-taking, personal distress, empathic concern and fantasy (transposing oneself into fictional characters lives and feelings) (Davis, 1983; Knapp and Daly, 2003). However, scholars seem to focus most attention on three main components of empathy (perspective taking, emotional contagion and empathic concern) and view that they occur sequentially. However, it must be noted that there is not complete agreement on the nature and importance of these components (Stiff et al., 1988).

Empathy has been discussed in the context of romantic relationships with studies showing that emotional contagion (a form of empathy) may lead to less relational responsiveness for relationally uncertain couples (Hubbard, 2001). Empathy has also been discussed concerning parent-child interaction with one study showing that mothers with high perspective taking were more likely to establish a system of reciprocity with their children (Kochanska, 1997).

2.2.5 Interpersonal Trust and Organizational Communication

Interpersonal trust in organizations is viewed both on organizational and individual levels (McAllister, 1995). McAllister (1995) argues that the efficiency in organizations is only possible when interdependent parties work together .On the other hand, DePasquale and Geller (1999) state that it is widely accepted that high level of interpersonal trust is advantageous for organizational functioning. McAllister (1995) in his research divided interpersonal trust into two dimensions, as cognitive and affect-based interpersonal trust. Cognition-based trust in organizational setting includes competence, responsibility, reliability and dependability, on the other hand, affect-based trust represent emotional bonds between co-workers (McAllister, 1995).

2.2.6 Reciprocity and Organizational Communication

Social Exchange Theory can be used to explain the reciprocity within communication network. This theory was originally introduced by Homans (1950, 1958, 1961, 1974). Other researchers, such as Thibaut and Kelley and Blau also developed the theory and seek to explain the likelihood of a reciprocal or dyadic relationship based on the exchanges of resources, both psychological and economical, between each member of the dyad.

The social network concept of reciprocity and the theory of social exchange have been used by organizational researchers to explain employee motivation, which are the basis of employee behavior and the formation of positive employee attitude. The increased level of communications will make many of these communicative ties reciprocal, as the norm of reciprocity has been described as one of the key elements of our society (Settoon, et al., 1996).

2.2.7 Information overload and organizational communication

Another way to look at information overload is to go beyond the individual towards the organization. In last 10 years companies saw a dramatic escalation of the amount of information they need to collect, process and keep and there is no reason to believe that it will go down in the coming future (McKinsey 2006). However, one big danger with the information abundance is that in organizations, perceived as an assemblage of interacting human beings (March and Simon, 1958), information can actually be diffused over the wide array of personal repositories with no way to link it into a single, meaningful piece. Indeed, the typical Fortune 1000 companies acknowledge a problem of collecting a lot of relevant, high-quality business data but never using them (Jones et al., 2004).

2.2.8 Barriers in effective communication

The author, George Bernard Shaw wrote, the greatest problem with communication is the illusion that it has been accomplished (Shaw, 2011). The four common types of barriers are process barriers, physical barriers, semantic barriers, and psychosocial barriers (Eisenberg, 2010).

Several communication theorists (Abrell, 2004; Auer, 2011; Larson, 2011; Shettleworth, 2010; Weiss, 2011) have focused on the major areas where failures in communication most frequently

occur. The following are the major areas where communication breakdowns most frequently occur in organization: Sincerity , Empathy, Noise, Feedback, Ability to communicate, Listening ability, Culture, Tradition and Conditioning

2.3 Influence of effective communication on team work, interdepartmental communication and superior-subordinate relationship

2.3.1 Superior subordinate relationship and organizational communication

Supervisor-subordinate communication has been one of the most popular areas in organizational communication research. Research has shown that one-third to two-thirds of the managers' time communicating with subordinates (Jablin, 1985) and most supervisory communication is verbal and occurs in face-to-face contexts (Luthans and Larsen, 1986; Whitely, 1985). In 1987, organizational communication – job satisfaction studies were summarized by Pincus and Rayfield (1987). It was found that superior-subordinate communication and its link to job satisfaction received most research attention.

While most of the studies in the area of supervisor-subordinate communication focused on its relationship to subordinate general job satisfaction, not much of them took detail examination in its effect on various factors in supervisor-subordinate relationship. Based on the research conducted by the International Communication Association with 17 organizations in the United States and Canada in 1979, the supervisor-subordinate relationship and employees' involvement within their work unit were found to be the most important predictors of job satisfaction (Goldhaber et al., 1979).

2.3.2 Interdepartmental communication

Communication is a vast concept and internal communication is a sub category of communication that perceives how individuals communicate in an organization. It also observes the quality of successful communicating methods within organizations (Grunig et al., 2002). In general, individuals are not only contented or disgruntled with communication; however they can articulate the changing levels of satisfaction regarding diverse characteristics of communication (Clampitt and Downs, 1993).

Internal communication is basically about developing relationship between individuals and groups, working at different levels in different areas of specialization within an organization (Frank & Brownell, 1989). The concept of organizational communication is defined by different authors. For instance, Bovee and Thill (2000) attributed communication as “exchanging knowledge and opinions in the organization”. As per Argenti, (2003) it is “creating a positive atmosphere for all employees of organization”

2.3.3 Teamwork

Teamwork offers advantages such as increased productivity, a heightened sense of morale and improved staff efficiency. One of the key elements in creating a good team is proper communication. To develop effective team communication, you need to understand how communication affects teamwork positively and negatively. That understanding will help to promote good communication habits. (George 2013)

Gluck (2012) says that effective communication can eliminate much of the stress and negative feelings sometimes associated with working closely as a team. Business owners should encourage their employees to communicate with one another clearly when working together.

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Chapter - 3
*Export of marine products – an
overview*

Chapter 3

EXPORT OF MARINE PRODUCTS - AN OVERVIEW

The Seafood Export Industry in India is over 50 years old and was initiated when the first shipment of frozen shrimp was sent from the port of Cochin in 1953 by Mr. Madhavan Nair, owner of Cochin Company.

This chapter analyses the Seafood Export Industry in different heads viz.,

3.1 Overall export of seafood products

3.2 Major items of export

3.3 Major export markets

In the Initial stages, canned shrimp was the major exporting item. Due to non-availability of suitable cans in the country, the industry was shortly compelled to move to exports of frozen shrimp. The export of other marine products like Squid, Cuttlefish, Octopus, Crabs, Clams and Mussels started later in the late 1960's.

The current Indian Seafood Industry is on a totally different footing as to what existed in the late sixties. In the Global Seafood Market India's seafood products are one of the biggest foreign exchange earners. The seafood factories emerging in India are having international quality control standards. Though shrimp continues to dominate our export basket, the Indian Seafood Industry has diversified its product range and its markets. For many years, Japan was India's largest export market but in the last two years United States has emerged as India's leading export market. India exports mainly basic raw material for reprocessing to Japan whereas our exports to the United States consists of value added products for direct use in the American Food Service Industry and for retail sale in the supermarkets. Our seafood exports now include crabs, lobsters and other kinds of fish.

Our seafood exports have surged each year from the late sixties right up to the late nineties when we crossed our US\$1.3 billion per annum in exports. We reached a peak export level of US\$1.3 billion per annum in 2001 and subsequently the industry has stagnated due to recession and the after effects of Tsunami.

This implausible export growth of the seafood sector with very little assistance from government is a tribute to the enterprise and resilience of the small Indian entrepreneurs. The Indian Seafood Industry is comprised mainly of small and medium size family concerns and large corporate companies have almost no presence here. Even those that ventured withdrew due to an inability to manage the environment and dynamics of type industry. Very recently with the consolidation and systematization of the industry, large corporate companies have begun to invest in the Indian Seafood Industry. (Seafood Exporters Association of India)

3.1 Overall export of seafood products

During 2014-15, export of seafood products have reached an all-time high of USD 5.51 billion with a volume of 1.05 million tons. The total export during the year was 10,51,243MT valued at Rs. 33441.61 Crs. and USD 5511.12 million. Compared to previous years, the exports recorded a growth of 6.865% in quantity, 10.69% in rupee and 10.05% growth in USD earnings. Comparative export performance is given in table 3.1

Table 3.1 . Export performance of sea food products

Export	2014-15	2013-14	Growth percentage
Quantity (in tons)	1051243.00	983756.00	6.86
Value (in Rs.Crs)	33441.61	30213.26	10.69
USD in million	5511.12	5007.70	10.05
Unit value (USD /Kg)	5.24	5.09	2.99

Source: annual report, MPEDA

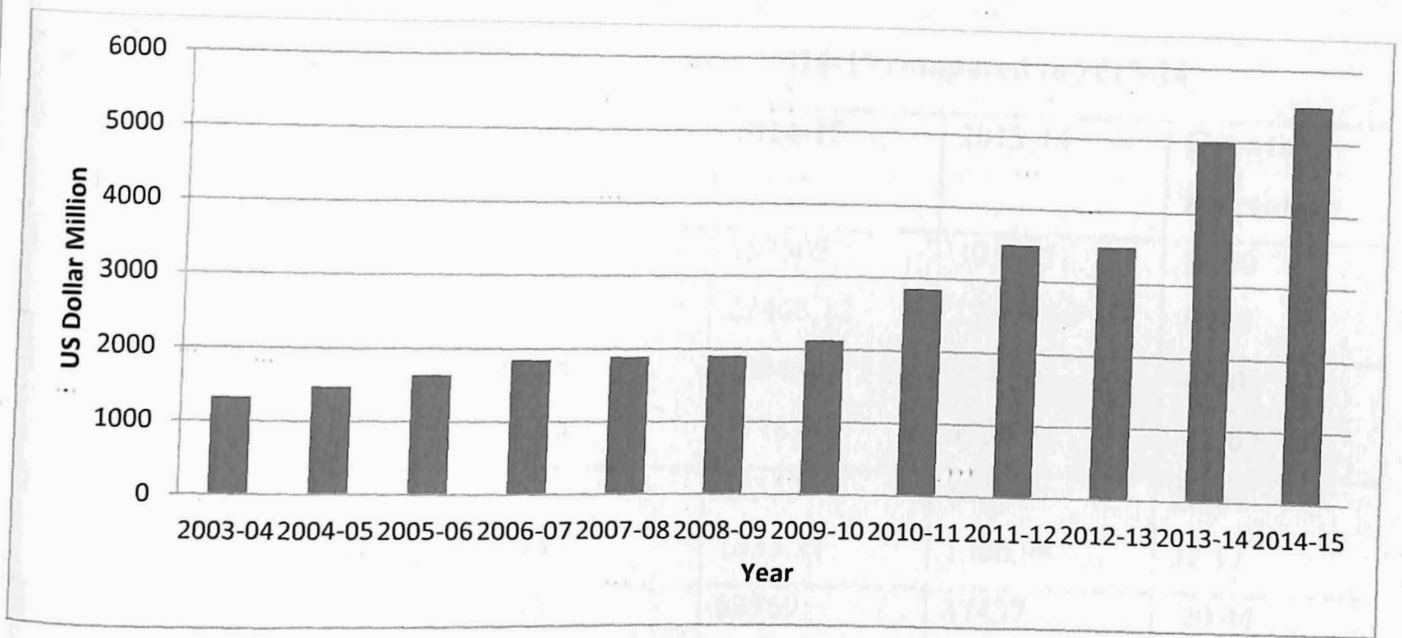


Figure 3.1 . Export performance of seafood products (Source: annual report MPEDA)

3.2 Major items of export

In India the major exported marine products or items in the previous years are frozen shrimp, frozen fish, frozen cuttle fish, frozen squid, dried items, live items, chilled items and others. In the year 2014-15 an overall of 6.68 percent growth in quantity and 10.69 percent growth in value of export of marine products have occurred.

A total amount of 3,57,505 MT of frozen shrimp was exported during the year 2014-2015. USA is the largest market for frozen shrimp exports in quantity terms followed by European Union, South East Asia and Japan. Fish is the second largest export item in India. It contributes a share of 29.44 percent of the total seafood export, even though there was a decline (4.60) in its export during the period 2013-14 to 2014-15.

Frozen cuttle fish and frozen squid are having a share of 7.83 percent and 6.62 of the total marine products export in the year 2014-2015, where frozen cuttle fish has a growth of 20.09 percent and frozen squid had 20.44 percent decline in growth when compared with 2013-14 export rate.

The details of major items of exports are given in the following table:

Table 3.2 . Item wise export of marine products- 2014-15 compared to 2013-14

Item		Share	2014-15	2013-14	Growth Percentage
Frozen Shrimp	Q:	34.01	357505	301435	18.60
	V:	67.19	22468.12	19368.30	16.00
Frozen Fish	Q:	29.44	309434	324359	-4.60
	V:	11.30	3778.50	4294.81	-12.02
Frozen Cuttle Fish	Q:	7.83	82353	68577	20.09
	V:	5.48	1833.21	1386.98	32.17
Frozen Squid	Q:	6.62	69569	87437	-20.44
	V:	3.81	1275.25	1731.97	-26.37
Dried Items	Q:	6.71	70544	67901	3.89
	V:	3.02	1010.16	998.01	1.22
Live Items	Q:	0.52	5488	5080	8.03
	V:	0.90	301.51	281.85	6.97
Chilled Items	Q:	2.99	31404	19755	58.97
	V:	1.90	635.93	527.84	20.48
Others	Q:	11.89	124947	109212	14.41
	V:	6.40	2138.94	1623.50	31.75
Total	Q:	100.00	1051243	983756	6.86
	V:	100.00	33441.61	30213.26	10.69

Source: annual report ,MPEDA (Q: Quantity in Tons, V: Volume in Rs. Crores,)

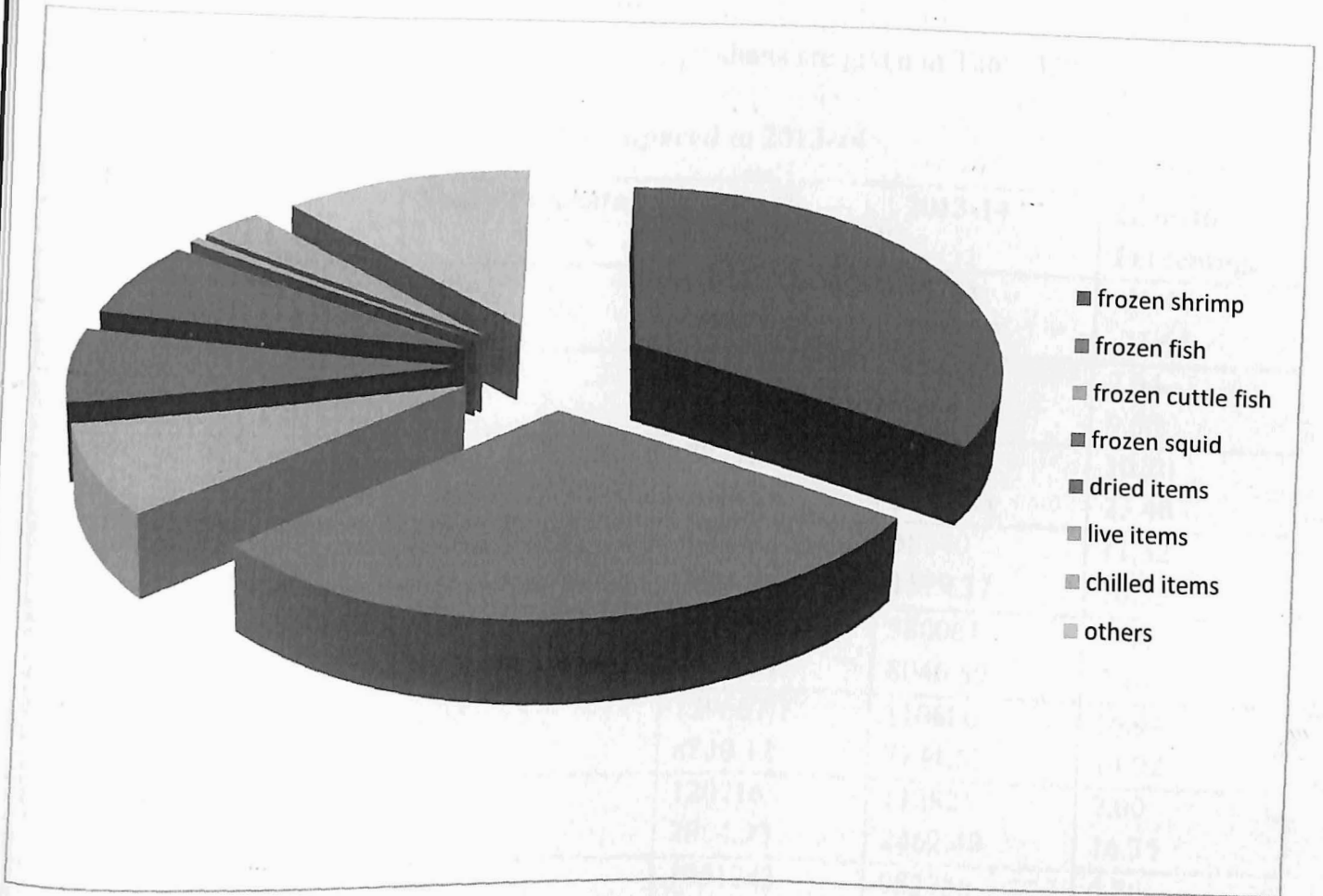


Figure 3.2 Item wise exports of marine products 2014-15 (Quantity in MT)

3.3 Major export markets

For the past two years USA was the major export market for India. USA is having a share of 26.41 percent in terms of Rs. Crores, followed by South East Asia(25.78%), European Union (20.08%), Japan (9.09%) and other countries.

Exports to USA had registered a growth of 16.94 percent in quantity and are mainly attributed to the export of frozen shrimp which showed a growth of about 17.49 percent in volume. Exports of vannamei shrimp showed increase in US market by 21.71% in quantity. Exports to South East Asia, European Union, Japan has a growth of 7.86%, 7.64%, 5.97% respectively in the period 2013-14 to 2014-15. At the same time export to china has decreased drastically, with a negative growth of 21.46 percent in quantity.

The details of major markets for Indian marine products are given in Table 3.3:

Table 3.3 Market wise export 2014-15 compared to 2013-14

Country		Share Percentage	2014-15	2013-14	Growth Percentage
China	Q:	5.66	59519	75783	-21.46
	V:	4.03	1349.00	1766.72	-23.64
European Union	Q:	17.89	188031	174686	7.64
	V:	20.08	6715.58	6129.69	9.56
Japan	Q:	7.49	78772	71484	10.20
	V:	9.09	3040.26	2463.83	23.40
Middle East	Q:	6.15	64608	58040	11.32
	V:	6.04	2020.86	1599.37	26.35
South East Asia	Q:	38.99	409931	380061	7.86
	V:	25.78	8620.85	8046.59	7.14
USA	Q:	12.33	129667	110880	16.94
	V:	26.41	8830.12	7744.67	14.02
Others	Q:	11.48	120716	112823	7.00
	V:	8.57	2864.93	2462.40	16.35
Total	Q:	100.00	1051243	983756	6.86
	V:	100.00	33441.61	30213.26	10.69

Source : annual report MPEDA (Q: Quantity in Tons, V: Volume in Rs. Crores,)

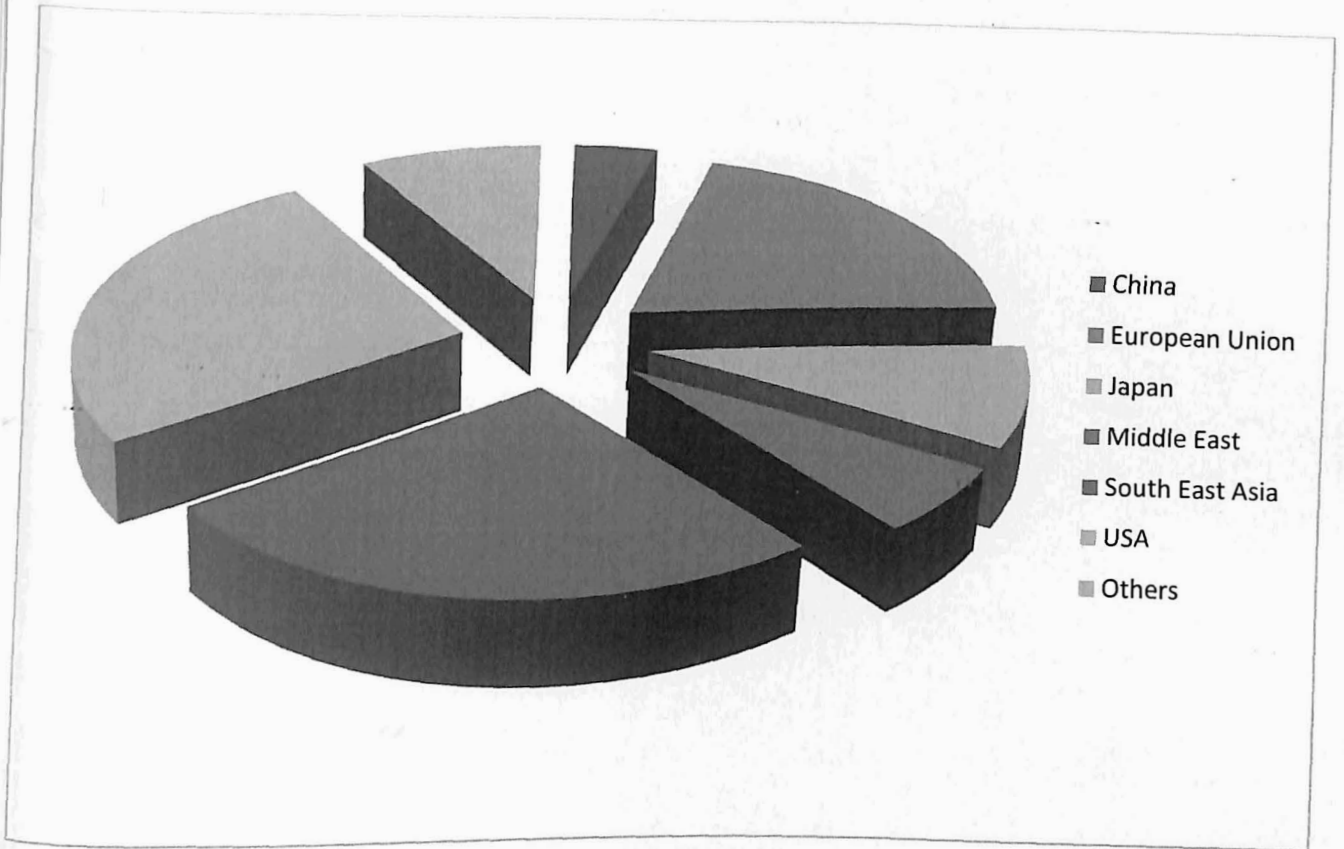


Figure 3.3 Market wise export 2014-15 (in MT)

The export growth of the seafood sector with very little assistance from government is a tribute to the enterprise and resilience of the small Indian entrepreneurs. The Indian Seafood Industry is comprised mainly of small and medium size family concerns and large corporate companies have almost no presence here. Even those that ventured withdrew due to an inability to manage the environment and dynamics of type industry. Very recently with the consolidation and systematization of the industry, large corporate companies have begun to invest in the Indian Seafood Industry. (Seafood Exporters Association of India)

CHAPTER 4

Organizational profile of MPEDA

Chapter – 4

Organizational profile of MPEDA

Chapter 4

ORGANIZATIONAL PROFILE OF MPEDA

MPEDA- The Marine Products Export Development Authority is a was established in 1972 by an act of parliament. Details of MPEDA is presented in this chapter under following heads

4.1. An over view of MPEDA

4.2 MPEDA'S vision

4.3 MPEDA'S mission

4.4 Constitution of the MPEDA

4.5 Work programme of MPEDA

4.6 Objectives of MPEDA

4.7 Service profile of MPEDA

4.8 Societies under MPEDA

4.9 Organizational structure of MPEDA

4.1 An over view of MPEDA

MPEDA was formed by the conservation of Marine Products Export Promotion council (MPEPC) by expanding and diversifying its functions and provision of additional manpower and resources. MPEPC with staff strength of 26 was mainly concerned with registration of exporters, collection of marketing information and sponsoring of delegations. After the conversion of MPEPC (The Marine Products Export Promotion Council) to MPEDA (The Marine Product Export Development Authority), the first decade of its operations expanded its functions mainly by establishing regional and sub-regional offices in different maritime states ,quality control and modernization of industry through implementation of registration schemes having in built regulatory functions, promotion of infrastructural facilities, establishment of foreign offices (USA and Japan) and development of export production of shrimps through a comprehensive prawn farming activity.

MPEDA in its formative stages concentrated on expansion of the activities concerning publicity and market promotion. This included direct participation in important overseas seafood fairs, Organization of seafood fairs in India every alternate year. Development of new products purely for export, which involved identification of foreign demand, identification of Indian processors to develop new products, making available financial assistance, technical advice and marketing information, was a significant activity initiated.

MPEDA initiated a comprehensive market research activity which included undertaking of overseas market surveys in USA, Canada, West Europe, Japan, countries of West Asia Gulf and Australia, Study of fish and processing activities of India's major competing countries such as Ecuador and Mexico.

MPEDA has given considerable importance to promotion of shrimp production through scientific prawn farming. Major trust has been given to the creation of adequate institutional support, training of personnel by developing their own training complex and prawn hatcheries, Vallarpadam and establishment of prawn hatcheries in different maritime states with foreign collaboration comprehensive schemes of financial assistance covering all aspects of prawn farming and provision of consultancy services.

In addition, MPEDA has taken up the marketing promotion activities with all its seriousness. Market promotion has assumed importance not only to maximize the share in existing market but also to open new frontiers for marketing. MPEDA also endeavors consumers by undertaking overseas market surveys through professional agencies.

Value as seen from the angle of customer, is the capacity of a service from which consumer derives a certain level satisfaction. MPEDA plays an active role in exporting value added products. By realizing the importance of value addition in exports, MPEDA has been concentrating on the development of diversified/value added seafood products. MPEDA introduced new technology and encouraged seafood processors to adopt consumer packing. The efforts have provided to be fruitful as the country has expanded its overseas market and achieved higher value realization.

MPEDA always plays a basic role for the development of Marine Product Industry with a view to Encourage exports of the products (Finished Value added Product). For realizing the major objective, it has to involve itself with the interlinked activities like –Fishery products, Preserving (Preservation of Raw Materials), product processing ,quality control and Marketing products with Indian and Foreign Markets. In it MPEDA plays an active role in Fishery Production, Preserving, product processing and quality control as a coordinator and monitor. But in the case of marketing, MPEDA has a primary responsibility for export promotion and domestic promotion of marine product. New and value added products are identified and promoted through test marketing in developed countries. Instant fish curry in report pouches developed with technical assistance of CIFT(Central Institute of Fisheries Technology) has been test marketed and the result are encouraging. Pearl spot molly, fried mussel in reportable pouches developed by CIFT also had been exhibited in the MPEDA stall at overseas fair to popularize the item.

In the field of export promotion, MPEDA has taken various measures to boom the export trade of New/high value added products. It includes training for the introduction of new technology in the field of processing, packing and marketing techniques. Major products developed by these methods are IQT shrimps, Fish fillets, jelly fish, Frozen and dried squids, breaded shrimp. It also helped in the production of item which has been organized with foreign collaboration and MPEDA's equity participation. MPEDA actively plays in conducting Trade fairs and Buyers seller meets etc... in foreign countries Indian seafood Trade fair and seller meet helps foreign delegation to visit Indian seafood industries. Such buyer seller meets give opportunities to meet Buyers of seafood from various pan of the world and representatives of seafood export units as well as those connected with the fishing industry for business deals and exchange of information.

In recent years, MPEDA provide importance for the exporting of Ornament Fishes. The Ornamental Fish Marketing Society (OFMS) is a marketing society registered as per the guidelines , which collects ornamental fishes from breeders and from other sources and market it in the domestic and export markets.

4.2 MPEDA's vision

- i. India to become one among the top five seafood exporting countries in the world.
- ii. Export to increase from the current level of 0.81 million to at least 2 million on 2017.
- iii. Value of export to increases to US\$6 million by 2015.
- iv. Marine Products export to retain a share of 2.5% in India's total export.

4.3 MPEDA's mission

- i. Development, Conservation and management of offshore and deep sea fishing.
- ii. Promotion of eco-friendly and sustainability aquaculture.
- iii. Registration of exporters and processing plants, fishing vessels and regulation of marine products.
- iv. Providing market intelligence and promoting export through participation in international fairs and organizing buyer seller meets.
- v. Imparting training in different aspects of procuring processing marketing and exporting of marine products.

4.4 Constitution of the MPEDA

The Marine Products Export Development Authority (MPEDA) was constituted in 1972 under the Marine Product Export Development Authority act 1972(No.13 of 1972).It replaced the Marine Product Export Council(MPEPC),which was still then the export promotion body to marine products from India. The role envisaged for the MPEDA under the statute is comprehensive, covering fisheries of all kinds, export standards and training in various aspects of the industry

4.5 Work programme of MPEDA

- i. Registration of infrastructure facilities for seafood export trade.
- ii. Collection and dissemination of trade information.
- iii. Projection of Indian marine products in overseas markets by participation in overseas fairs and organizing international seafood fairs in India.

- iv. Implementation of development measures vital to the industry like distribution of insulated fish boxes, putting up fish landing platforms, improvement of peeling sheds, modernization of industry such as upgrading of plate freezers, installation of IQF machinery , generator sets, ice making machineries, quality control laboratory etc.
- v. Promotion of aquaculture for production of shrimp and prawn for export.
- vi. Promotion of value added sea foods.
- vii. Promotion of Tuna Fishery.
- viii. Conservation management.

4.6 Objectives of MPEDA

- i. Development, conservation and management off offshore and deep sea fishing
- ii. Promotion of eco friendly and sustainable aquaculture.
- iii. Registration of exports and processing plants, fishing vessels and regulation of marine exports.
- iv. Laying down standards, specification and implementation of quality control measures for meeting EU/HACCP norms.
- v. Rendering technical, financial assistance for promotion of value added marine products.
- vi. Providing market intelligence and promoting export through participation in international fairs-organizing buyer-seller meets.
- vii. Imparting training in different aspects of procuring, processing, marketing and exporting of marine products

4.7 Service profile of MPEDA

MPEDA played a pivotal role in catalyzing the growth of the industry by providing technical and financial assistance for technology and quality upgradation to the seafood industry. The authority is responsible for the promotion of exports of marine products from India. MPEDA has taken several measures including quality improvement, market services and market promotion programmes. Because of the various export promotion measures of MPEDA the export of marine products has grown to greater promotion as one of the important item of India's exports.

Activities of MPEDA can be grouped under the following major heads:

1. Market and Product Development
2. Developmental Activities for the Industry

3. Prawn Farming
4. Publicity and Market Promotion

During the seventh five year plan, MPEDA invested 85 percent of the total resources on prawn farming and developmental activities, about 11 percent on publicity and market promotion and 3 percent on market and product development.

4.8 Societies under MPEDA

MPEDA has set up three societies for carrying out various exports promotional activities.

4.8.1 Rajiv Gandhi centre of aquaculture(RGCA)

Rajiv Gandhi Centre for Aquaculture (RGCA) is the Research & Development arm of the Marine Product Export Development Authority (MPEDA), inspired by the late Prime Minister Rajiv Gandhi's vision of making India a technologically advanced nation, evolved this centre of excellence in the Indian Aquaculture Industry. RGCA is actively involved in the development of various sustainable Aquaculture Technologies that are bio secure, eco friendly, traceable and with low carbon outputs, for speed production and grow out farming of various aquatic species, those having export potential in particular. RGCA is also developing a state of the art technologies developed at the various projects established at different locations in the country to the aquaculture industry in India. This organization was set up in 1995 at Nagapattanam.

4.8.2 Network Fish Quality Management And Sustainable Fishing(NETFISH)

Network for Fish Management and Sustainable Fishing (NETFISH) is a registered society formed under the aegis of Marine Products Export Development Authority (MPEDA) with a view to imparting knowledge to fishermen/ fisherwomen processing workers, technicians, etc. In fish quality management, Conservation of fish resources as well as sustainable fishing. With the growing importance of Total Quality Management in sea food production, post harvest handling has assumed paramount importance. Although India has world class seafood processing plants which take care of the final stages of post harvest handling, concentrated efforts are lacking in the initial stages of the quality chain. None of the Government of India has been able to make a solution to this problem. Imparting training to fisherman at the grassroots level is a challenging task for which the involvement of agencies working close to the fisherman is highly imperative. There is a feeling among fisherman that they are completely left out of extension programmes because of the lack of reach. They do not get vital information on the quality

requirement in international seafood trade as well as newly emerging areas like eco- labeling. The conventional system of extension through the official machinery needs to be replaced by an agency which can reach out the grassroots levels and mobilize organization whose primary objectives to work for the welfare of fisherman. Besides, training of fisherman in post harvest handling and other techniques call for devoted efforts by a dedicated agency. Such agency will be far more effective in imparting to fisherman and fish workers and thus bring about a “bottom top” to post handling.

Based on this concept, NETFISH was formulated as a society under MPEDA and this society concentrates deeply on capacity building in quality management and conservation of aquatic resources at the grassroots level by networking with fisherman societies, federation and other nongovernmental organization.

4.8.3 National Centre For Sustainable Aquaculture(NACSA)

National Centre for Sustainable Aquaculture is an outreach organization of MPEDA to provide technical support to the primary aquaculture societies and build capacity among small farmers to produce quality shrimps in a sustainable manner. NaCSA is registered as a society under the society Registration of Andhra Pradesh. Chairman MPEDA is the Ex Officio president and NaCSA is headed by chief executive officer. This society is guided and managed by a governing council at Kakinda, Andhra Pradesh.

The long term objective of NaCSA is to enable aquaculture farmers to adopt sustainable and environment friendly farming practices to produce quality and safe aquatic product such as shrimp, NaCSA facilitates link between aquaculture stake holders and strengthen farmer societies and farmers to facilitate formulation of common policies, strategies and voluntary guidelines to benefit farming community as a whole in the country aiming at a “bottom top” approach.

4.9 organizational structure

MPEDA functions under the ministry of commerce and industry, Government of India and act as a nodal agency coordinating with different central and state government establishes engaged in fishery production and allied activities.

4.9.1 Standing committee of MPEDA

- Executive committee
- Technical committee
- Export promotion committee

The development schemes of the Authority are implemented under four major heads.

1. Export production-Capture Fisheries
2. Export Production-Culture Fisheries
3. Introduction of New Technology and modernization of processing Facilities.
4. Market Promotion.

The head office of MPEDA is situated at Kochi, Kerala and is headed by Chairman. The Director and secretary exercise such powers and perform such duties delegated to them by the chairman. The Chairman, Director and Secretary are appointed by the Central Government. The authority is empowered to appoint other officers and employees, subject to such control and restrictions prescribed by the Government of India. A total of 92 personnel are currently working in MPEDA head office. There are 14 departments as follows:

1. Marketing Service Department
2. Accounts Department:
3. Personnel Department
4. Quality Control Department
5. Coordination and Registration Department
6. Publicity and Market Promotion Department
7. Administration and Store Department
8. Statistics Department
9. Aquaculture Department
10. Appraisal and Investment Department
11. Ornamental Fish Development Department
12. Development Department
13. Electronic Data Process Department
14. Official Language Department

The detailed structure of these departments are discussed in the analysis part along with the flow of communication in each department.

ORGANIZATIONAL STRUCTURE OF MPEDA

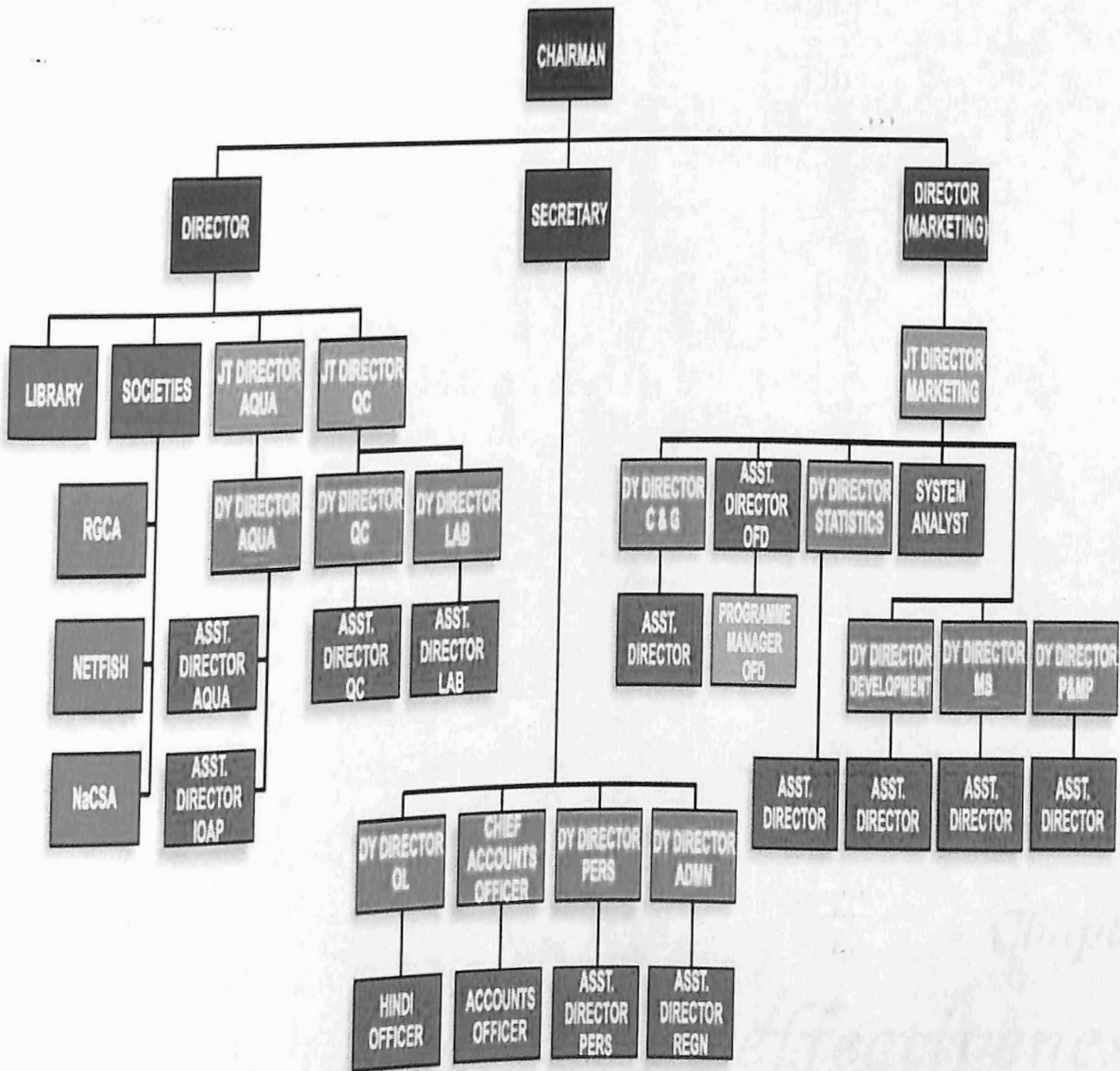


Fig. 4.1 organizational structure of MPEDA

Chapter – 5

Analysis of effectiveness of communication in MPEDA

Chapter – 5

ANALYSIS OF EFFECTIVENESS OF COMMUNICATION IN MPEDA

Effective communication is important for the development of an organization. Communication serves as the foundation of every facet of a business. Thus it can be said that effective communication is the building block of an organization. This chapter analyses the effectiveness of organizational communication system in MPEDA and the influence of communication system on team work, interdepartmental coordination and superior subordinate relationship in the organization. The results are discussed here under the following headings

- 5.1 Flow of communication in MPEDA
- 5.2 Process of communication in MPEDA
- 5.3 Methods of communication used in MPEDA
- 5.4 Categorization of respondents based on selected profile characters
- 5.5 Association of profile characters with sub dimensions of effective communication.
- 5.6 Influence of communication system on teamwork, superior-subordinate relationship and inter-departmental coordination.
- 5.7 Effectiveness of organizational communication in MPEDA

5.1 Flow of communication in MPEDA

5.1.1 Decision making system in MPEDA

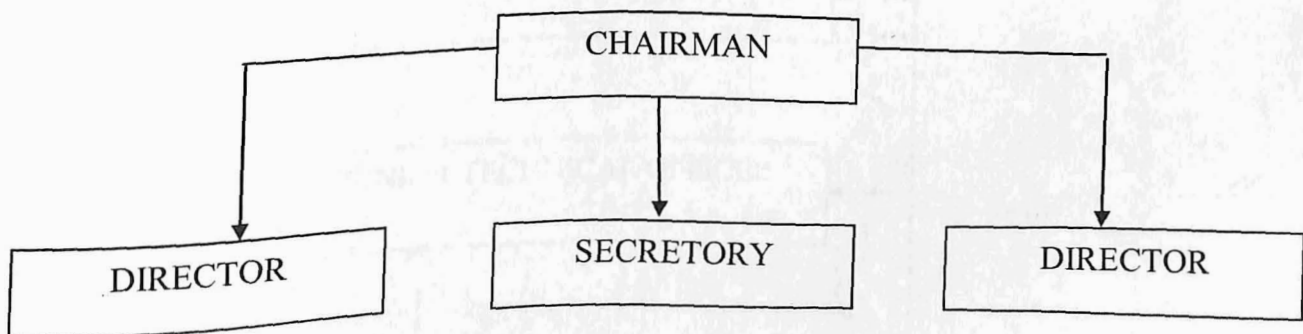


Fig. 5.1 Top level decision making panel in MPEDA

In MPEDA, the top decision making panel consists of four members who takes policy decisions as well as important decisions in MPEDA viz, Chairman, two Directors and the Secretary whose structure is depicted in Figure 5.1. All the decisions regarding the activities of the head office are taken by this panel. The decisions which are made at the department level should also get the approval from these panel of members. In the department level, the important decisions are made by the Deputy Director and the Assistant Directors. The opinions of the employees are considered only in certain cases. For implementing any of the decisions in the organization, sanction from the director should be obtained. In MPEDA, the communication flow occurs between the top level authority and the fourteen departments. The decisions made at the top level as well as at the department level are communicated through the organizational structure. The flow of official communication in MPEDA is illustrated in this section, department wise.

5.1.2 Marketing department

Deputy Director is the head of Marketing department. A total of five employees are currently working here. The communication flow in this department is illustrated as follows:

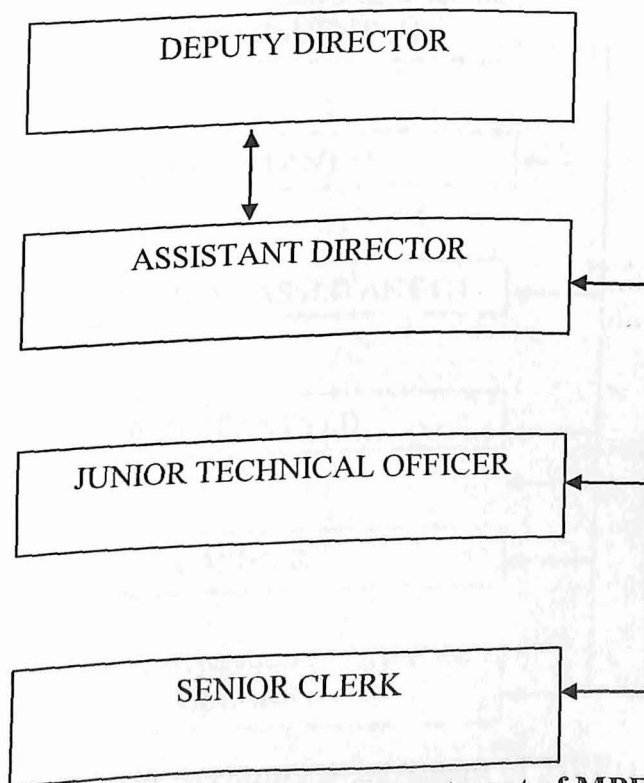


Fig. 5.2 Communication flow in Marketing Department of MPEDA

In this department the decisions are taken mainly by the Deputy Director. The decisions from the top level are also communicated to Deputy Director. From him, the information is passed to the Assistant Director. Information from Assistant Director is directly passed to all the other employees. The Junior Technical Officer and Senior Clerks cannot directly communicate with the Deputy Director.

5.1.2 Accounts department

Chief Accounting Officer is the head of Accounts Department. Under him, 15 employees are working. The communication flow in this department is depicted in Figure 5.3

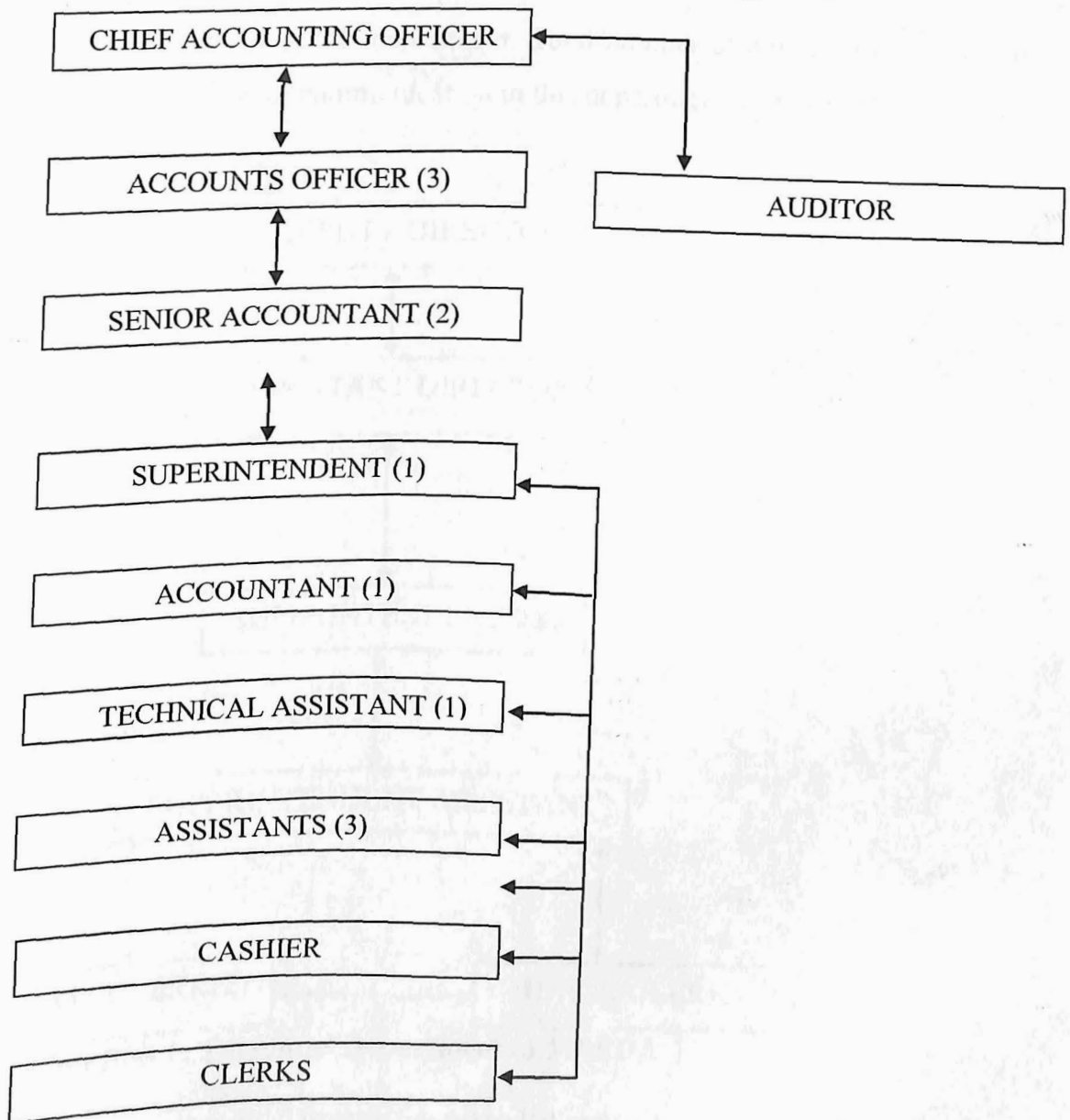


Fig 5.3 Communication flow in Accounts Department of MPEDA

Three Accounts Officers are working directly under the Chief Accounting Officer. The information from Chief Accounts Officer gets directly passed to these Accounts Officers and Auditor. Accounts Officers communicates directly with Senior Accountants. The information flow among Superintendent, Accountants, Technical Assistant, Assistant, Cashier, Senior Clerks and Junior Clerks occur both in vertical and horizontal directions. All of them can directly communicate with each other. These employees can directly communicate with the Chief Accounts Officer, Accounts Officers and Senior Accountants through Superintendents.

5.1.3 Personnel department

Deputy Director is the head of this department. Total number of employees working in this department is twelve. The flow of communication in this department is presented in fig5.4.

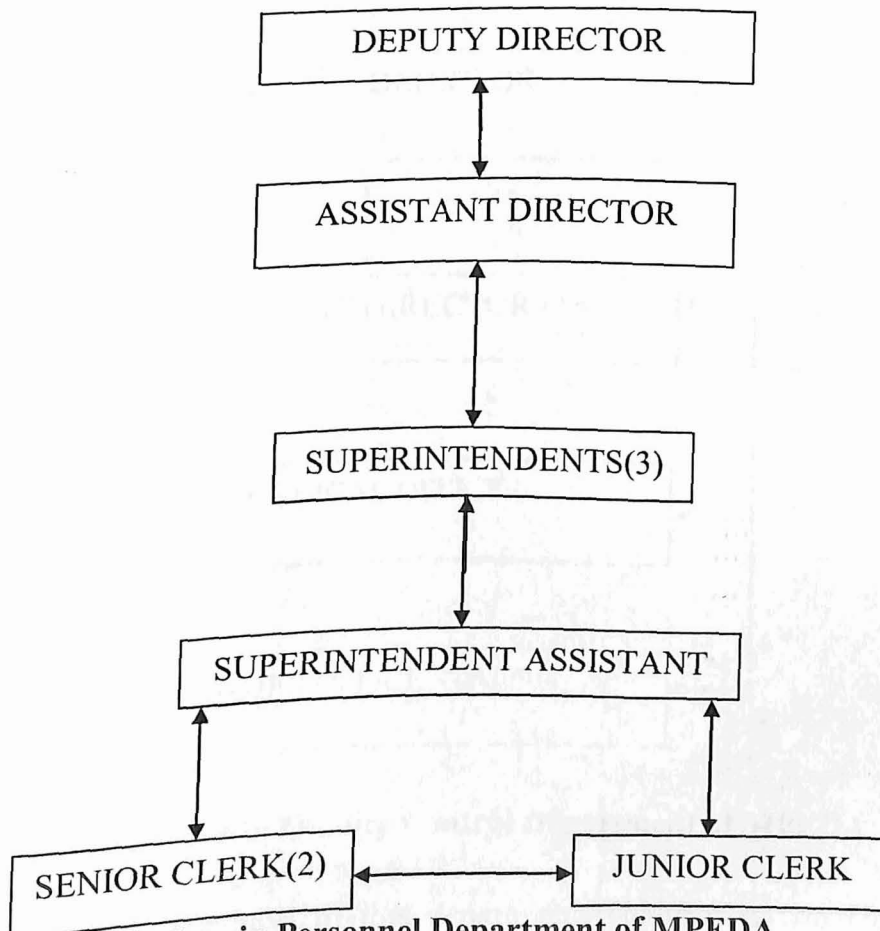


Fig 5.4 Communication flow in Personnel Department of MPEDA

The information from Deputy Director is passed directly to Assistant Director. The information from Assistant Director flows to Superintendents. The communication between

Deputy Director, Assistant Director and Superintends occurs only in vertical direction. The communication between other employees of the department occurs in both vertical and horizontal directions. The low level employees cannot generally communicate directly with the Deputy Director and Assistant Director.

5.1.4 Quality Control Department

The Quality Control Department is a very large department with many permanent and temporary staff in office and quality lab. The communication flow in this department is illustrated in Fig 5.5.

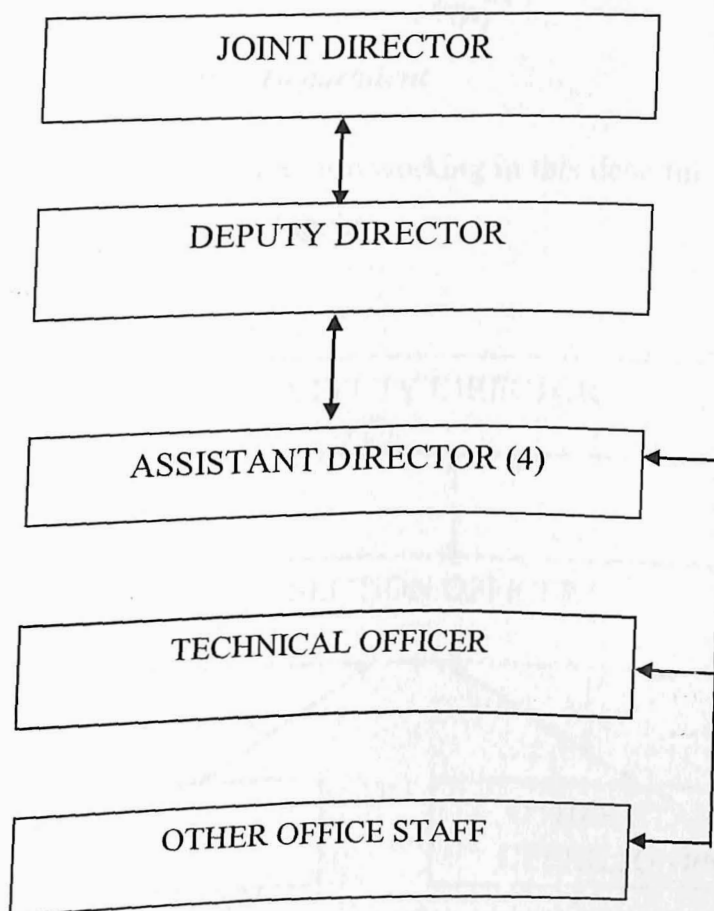


Fig 5.5 Communication flow in Quality Control Department of MPEDA

Joint Director is the head of this department. Under him two Deputy Directors are present. Deputy Directors directly communicates with the Assistant Directors. Separate Assistant Director is present for Quality lab section. The employees of quality lab directly

communicates with this Assistant Director. The communication flow between Assistant Directors, Technical Officers and other staff occur in vertical and horizontal directions. But the lower level employees cannot directly communicate with the Deputy Director and Joint Director bypassing Assistant Director .

5.1.5. Coordination and Registration Department

Coordination and Registration Department is headed by a Deputy Director. Under the Deputy Director Assistant Director, Senior Clerk, Junior Clerk and other staff work. In this department also vertical and horizontal communication occurs in the non managerial level while only vertical communication occurs in the managerial level.

5.1.6 Administration and Store Department

A total of twenty employees are working in this department. The communication flow in this department is depicted as in Fig.5.6

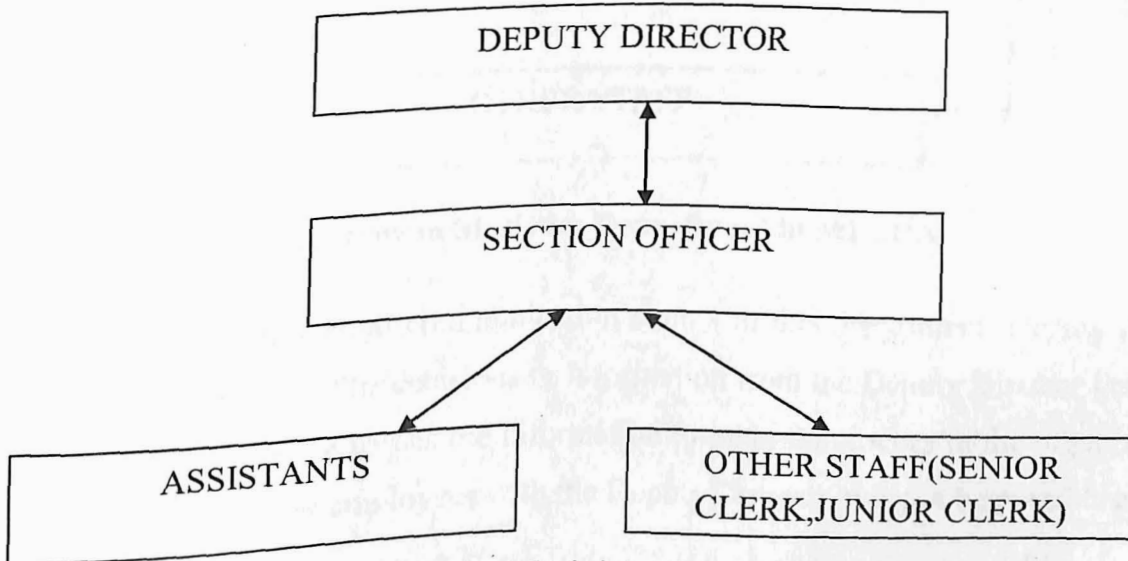


Fig.5.6 Communication flow in Administration and Store Department of MPEDA

Deputy Director is the head of the department. Under his control, Section Officers , Assistants and other employees are present. Deputy Director communicates directly with the Section Officer. If other staff wants to communicate with the Deputy Director it should be routed through

the Section Officer. Communication between non managerial staff occurs in both vertical and horizontal directions.

5.1.7 Statistics department

Statistics Department has seven employees. The communication flow in the organization occurs in the following manner.

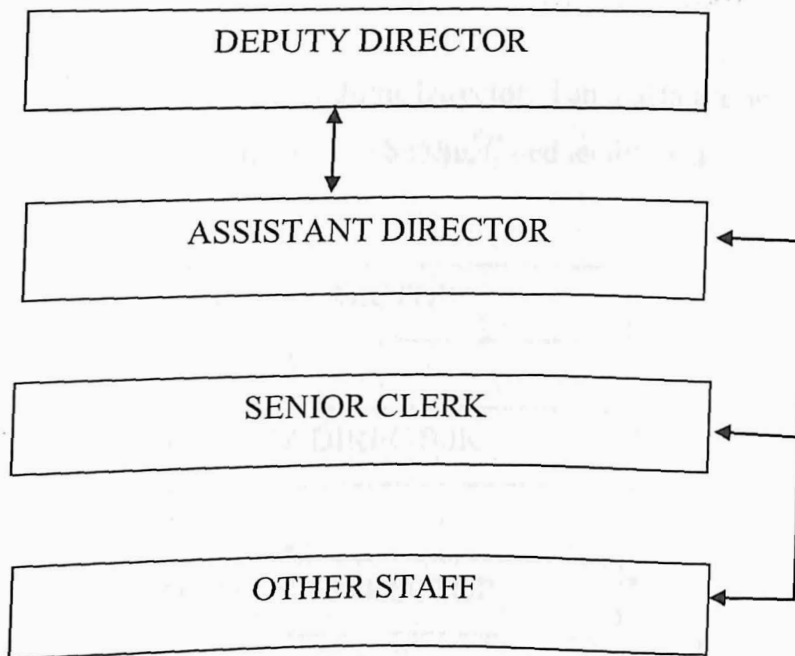


Fig.5.7 Communication flow in Statistics Department in MPEDA

Both vertical and horizontal communication occurs in this department. Deputy Director is the head of this department. The decisions or information from the Deputy Director get passed to the Assistant Director and he passes the information to other employees in the organization. Direct communication of lower employees with the Deputy Director may not be possible always.

5.1.8 Publicity and market promotion department

Currently eight employees are working in this department. The department head is the Deputy Director. Assistant Director, Senior clerk, Assistants, Junior clerks are working under this department. The information from the top level and the decisions taken at the department level gets passed by the Deputy Director to the Assistant Director. From Assistant Director information flows to other staff.

5.1.9. Aquaculture department

Aquaculture Department is headed by Joint Director. Ten staffs are working in this department. The communication in the department can be illustrated as follows.

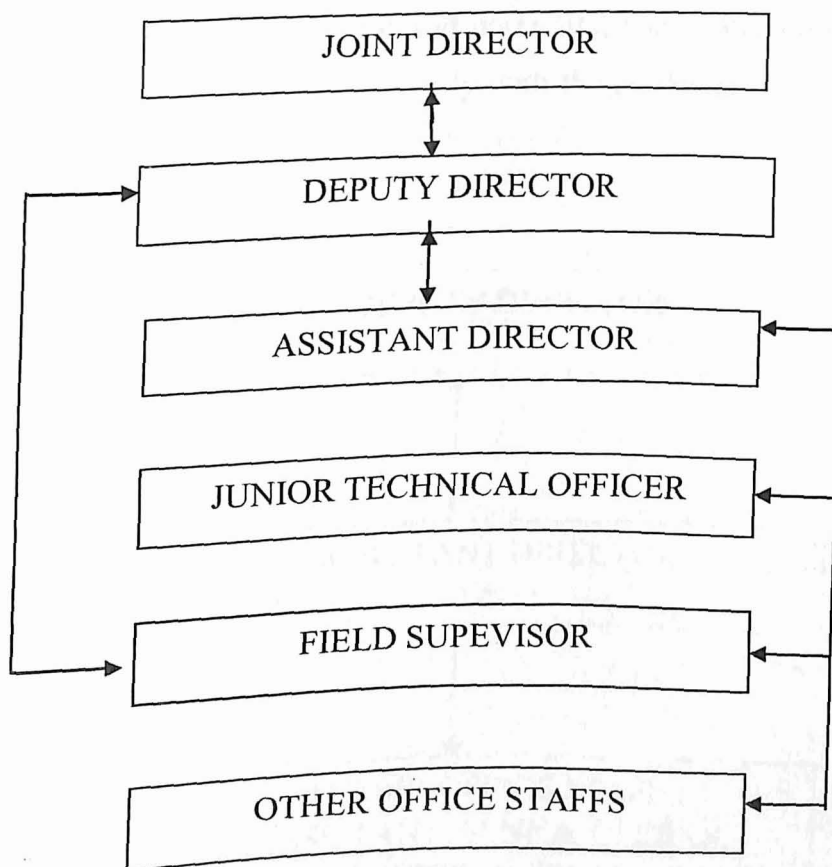


Fig 5.8 Communication flow in Aquaculture Department of MPEDA

Joint Director communicates with the Deputy Director and the Assistant Directors. Only vertical communication occurs here. The field supervisors can also directly interact with the Deputy

Director. But other staff like Junior Technical Officers and Clerks have to route through Assistant Director so as to communicate with the Deputy Director and Joint Director.

5.1.10 Ornamental fish development department

Ornamental Fish Development Department is headed by a Deputy Director. Under him two Assistant Directors are working. There are six members in the department. As in all other departments, the information from Deputy Director gets directly passed to the Assistant Directors. From them information flows to all other employees.

5.1.11 Development department

Deputy Director is the head of the department and under his direction there is an Assistant Director and other office staff members. Total number of employees working under this department is eight. Both vertical and horizontal communication occur in this department. The Deputy Director communicates directly with the Assistant Director, who in turn communicates with other staff members.

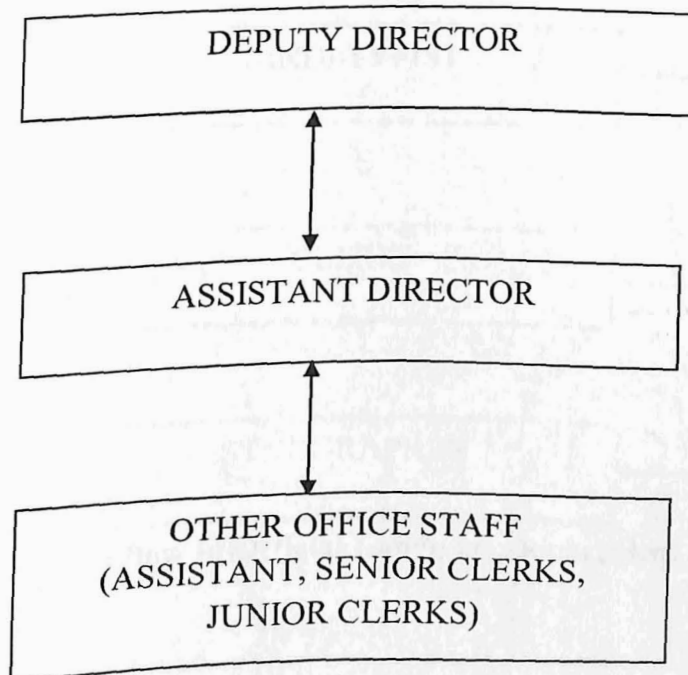


Fig.5.9 Communication flow in Development Department of MPEDA

5.1.12 Official language department

Official Language Department has six employees. Deputy Director is the head of this department. The Hindi Officer comes directly under Deputy Director. All the other staff in the department like Senior Hindi Translator, Hindi Typist and Clerk communicates one another and they are getting the information from Deputy Director through Hindi Officer

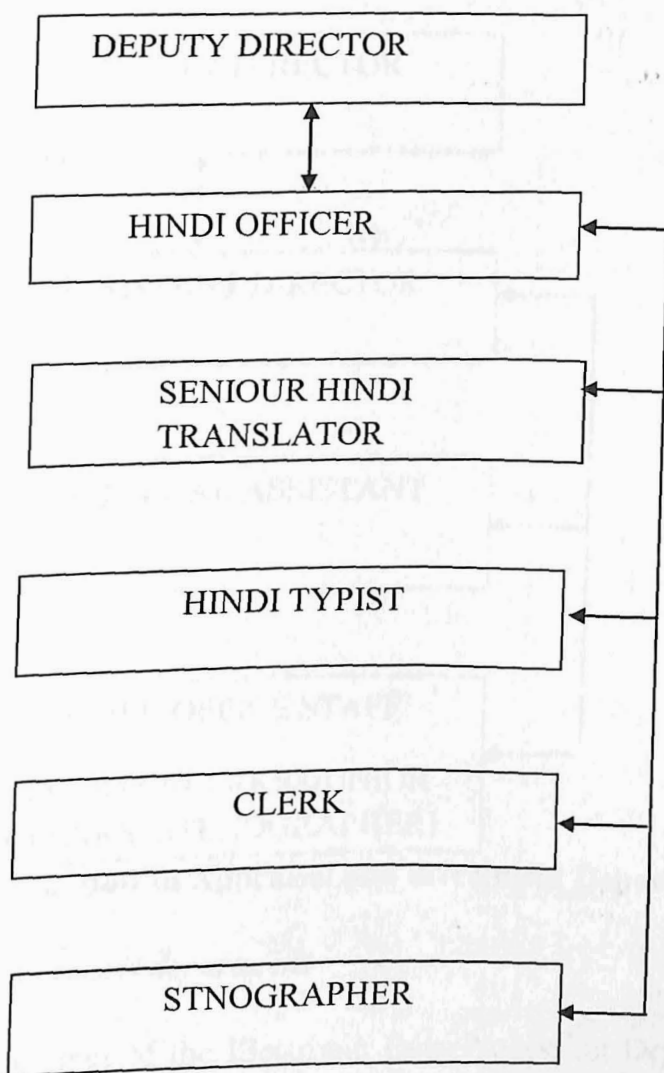


Fig 5.10 Communication flow in Official Language Department of MPEDA

5.1.13 Appraisal and investment department

Appraisal and Investment Department includes eight employees. The department is headed by a Deputy Director. The information from the top level and the decisions taken at the department level gets passed by the Deputy Director to the Assistant Director. From Assistant Director information flows to Technical Assistant, other office staffs and stenographer. In this department also, the non managerial staff cannot communicate with the Deputy Director directly bypassing Assistant Director.

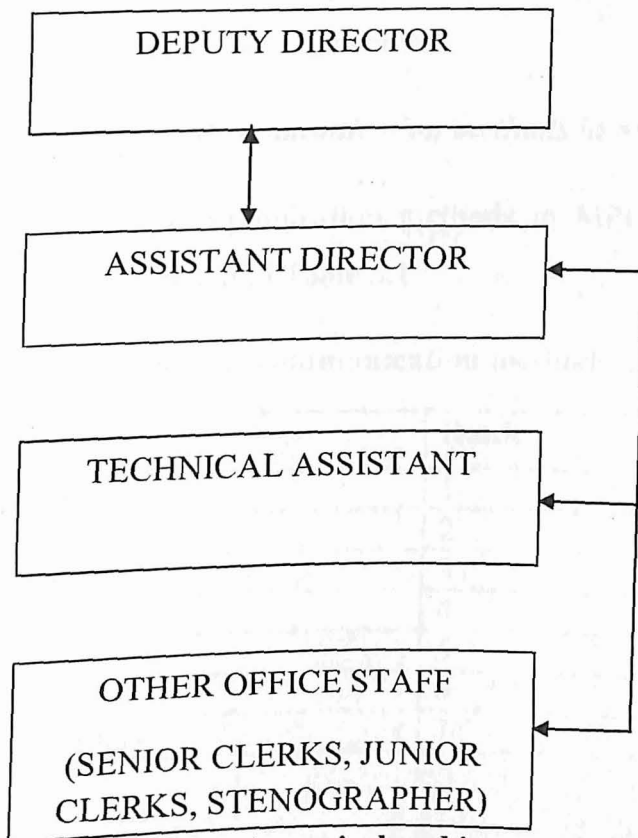


Fig 5.11 Communication flow in Appraisal and investment Department of MPEDA

5.1.14. Electronic data process department

System Analyst is the chief of the Electronic Data Processing Department . Under him two System Assistants, Record keeper and Clerks are working. In this department both the Assistants and Record keeper can directly communicate with the System Analyst. But the other employees have to communicate with the Section Officer through the Senior System Assistant.

5.3 Methods of communication in MPEDA

In all organizations, networks and channels are the methods used for exchanging messages, information, meaning and connecting. Networks represent the regularized communication interactions. Channels are the sanctioned means of communicating (Hariss,2002)

The different forms of communication methods used in MPEDA were letter, demi-official letter, office memorandum, inter- departmental note, fax facility, registered post/registered ad, office order, orders, notification, resolution ,press communiqué / note, circular, e-mail. ,telephonic communication and face to face communication.

5.3.1 The most frequently used communication methods in MPEDA

The most frequently used communication methods in MPEDA were ranked based on their frequency of use and are depicted in Table 5.1

Table 5.1 Ranking of important communication methods used in MPEDA

Media	Rank
Face to face	1
Email	2
Telephone	3
Files	4
Meetings	5
Fax	6
News letters	7

Table 5.1 indicates that face to face communication was used the most in sharing knowledge while newsletters was used the least. E-mails, telephonic communication, files and fax are the other communication media used in MPEDA in the order of frequency of use. Face to face communication was the most popular as frequently used communication method in MPEDA. Man, being a social animal, it is quite natural that face to face communication will be one of the prominent method of communication in any organization. Given, the current modern organizations are well trained in advanced technologies and out of the many communication devices are available for use, e-mail is the most easier to access. It is used for passing information and feedbacks. In the current situation a minimum of fifteen to twenty e-mails was

received by the employees of MPEDA each day. Since the electronic communication channels like e-mails, fax etc were used very frequently in the organization, the information were passed easily with less time when compared to other channels. The news letter was published once in a month and that is why it was rated as the least used communication media.

Meetings were conducted on a weekly basis if needed. The communication methods like face to face communication, e-mail, telephone, files and fax were used every day. The decisions made at the top level got passed to the departments mainly through file system, circulars, orders, fax and e-mails. In the case of upward communication i.e., in passing information from departments to top level, the common channels used are file system, letters, e-mail and fax system. Even though fax was used for urgent communication, the same document will be sent in letter form to the top authority. In the case of interdepartmental communication the important channels used were e-mail and telephone. Feedback from superiors were conveyed to subordinates through e-mails and oral communication. Grape wine communication also occurred in the organization.

5.3.2 Proportion of oral communication and written communication used in MPEDA

In MPEDA both oral communication and written communication were used, as in any other organisation. The percentage of oral communication and written communication used in MPEDA, based on the perception of employees is presented in Table 5.2

Table 5.2 Proportion of oral communication and written communication used in MPEDA

SL. No	Methods of communication	Proportion
1	Written communication	75
2	Oral communication	25
	Total	100

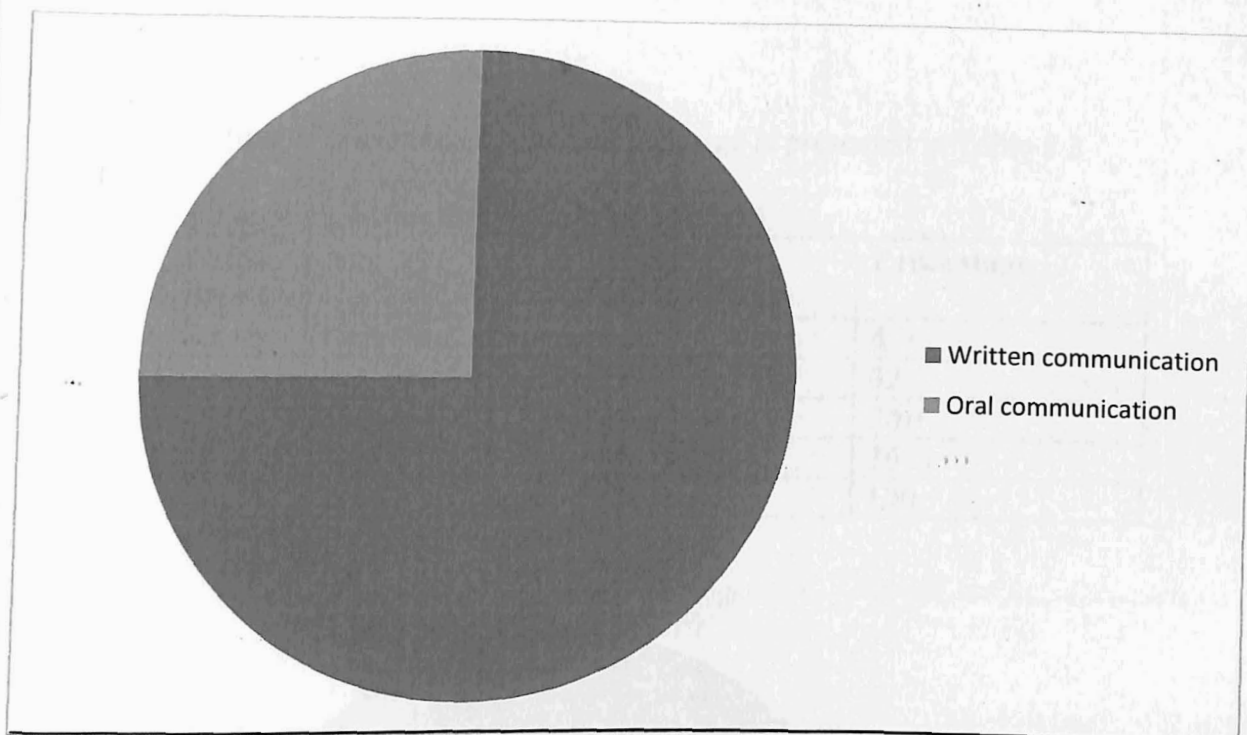


Figure 5.12 Percentage of oral communication and written communication used in MPEDA

Table 5.2, reveals that in MPEDA, majority (75%) of the communication took place through written methods. At the same time, oral communication also had some role in organizational communication. Since it was a Government organization most of the activities were recorded properly and hence the use of written communication became more prominent here.

5.4 Profile characteristics of staff of MPEDA.

This section critically analyses some selected profile characteristics of the staff of MPEDA which may influence their perception. The profile characteristics selected were age, gender, educational qualification, number of years of service in MPEDA, number of years of service in the current position and monthly income.

5.4.1 Age

The categorization of respondents based on their age is presented in Table 5.3

Table 5.3 Age wise classification of staff of MPEDA

Sl. No	Age	Number	Percentage
1	Less than 25	2	4
2	26 – 35	16	32
3	36 – 45	14	28
4	46 – 60	18	36
	Total	50	100

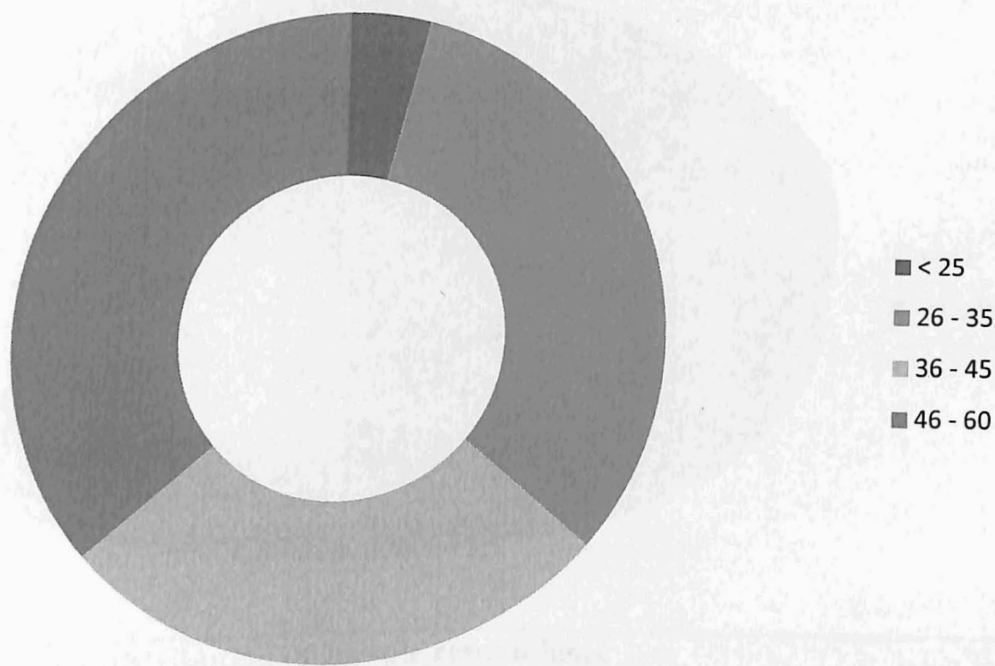


Figure 5.13 Age wise classification of staff of MPEDA

Table 5.3 revealed that, majority of the employees (36 percent) belonged to the age group between 46 to 60 years' followed by 32 percent of employees in the age group of 26-35. There were only two employees in the age category of below 25 years.

5.4.2 Gender

The gender wise distribution of employees in MPEDA is illustrated in Table 5.3 and Fig 5.13

Table 5.3 Gender wise classification of respondents

Sl. No	Gender	Number	Percentage
1	Male	20	40
2	Female	30	60
	Total	50	100

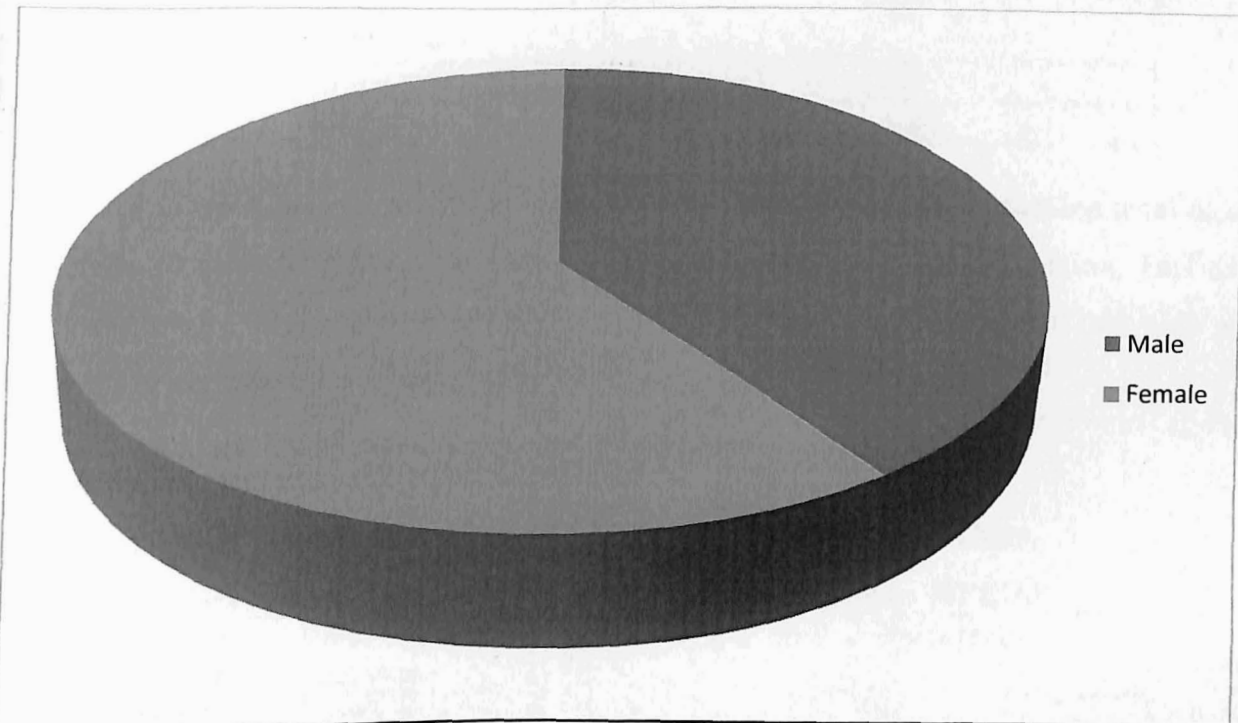


Fig 5.14 Gender wise distribution of sample respondents

From Table 5.3, it is observed that majority (60%) of the employees were female while male employees represented 40 percent of the total sample population. The placement of employees in MPEDA was completely based on written examination and more females might have cleared such exams when compared to males.

5.4.3 Educational qualification

Classification of employees based on their educational qualification is depicted in Table 5.5

Table 5.5 Classification of respondents based on educational qualification

Sl. No	Educational qualification	Number	Percentage
1	Upper primary	1	2
2	SSLC	3	6
3	Higher secondary	1	2
4	Degree	9	18
5	Degree + Technical	6	12
6	Post graduation	30	60
	Total	50	100

Table 5.5 reveals that 60 percent of the employees had post graduation level of education whereas 30 percent of the respondents were having degree level of education. This shows that majority of the employees in MPEDA were highly educated. It indicates that only applicants with good educational qualification gets placed in MPEDA.

5.4.4 Number of years of service in MPEDA

Experience wise classification of employees in MPEDA is illustrated here.

Table 5.6 Classification of employees based on their service in MPEDA

Sl No	No. of years of service	Number	Percentage
1	Less than 5	18	36
2	Between 5 to 10	7	14
3	Between 11 to 20	11	22
4	Between 21 to 30	11	22
5	Between 31 to 40	3	6
	Total	50	100

Table 5.6 shows that 50 percent of the respondents were having a service experience of more than 10 years; at the same time 36 percent of employees were having an experience of less than 5 years. This indicates that majority of the employees were experienced. The 36 percent of employees with less than 5 years of experience indicates that recruitment has taken place in MPEDA within five years. Further, there were employees in all the categories with respect of years of service which shows regular recruitment prevailing in the organization.

5.4.5 Number of years of service in the current position

The employees are classified based on their experience in the current position they hold.

Table 5.7 Classification of respondents based on their experience in the current position

Sl. No.	No. of years of service	Number	Percentage
1	Less than 5	37	74
2	5 – 10	2	4
3	11 – 20	3	6
4	21 – 30	5	10
5	31 – 40	5	3
	Total	50	100

Table 5.7 depicts that 74 percent of the sample respondents were having a service experience of less than 5 years in their current position in MPEDA and the percentage of employees with more than 10 years of experience in the same position was 18 percent. The employees have reached their current position through continuous promotional activities occurring in the organization, as evidenced by them.

A comparison of the number of years of service in MPEDA and number of years of service in the current position is pictured in Fig. 5.15

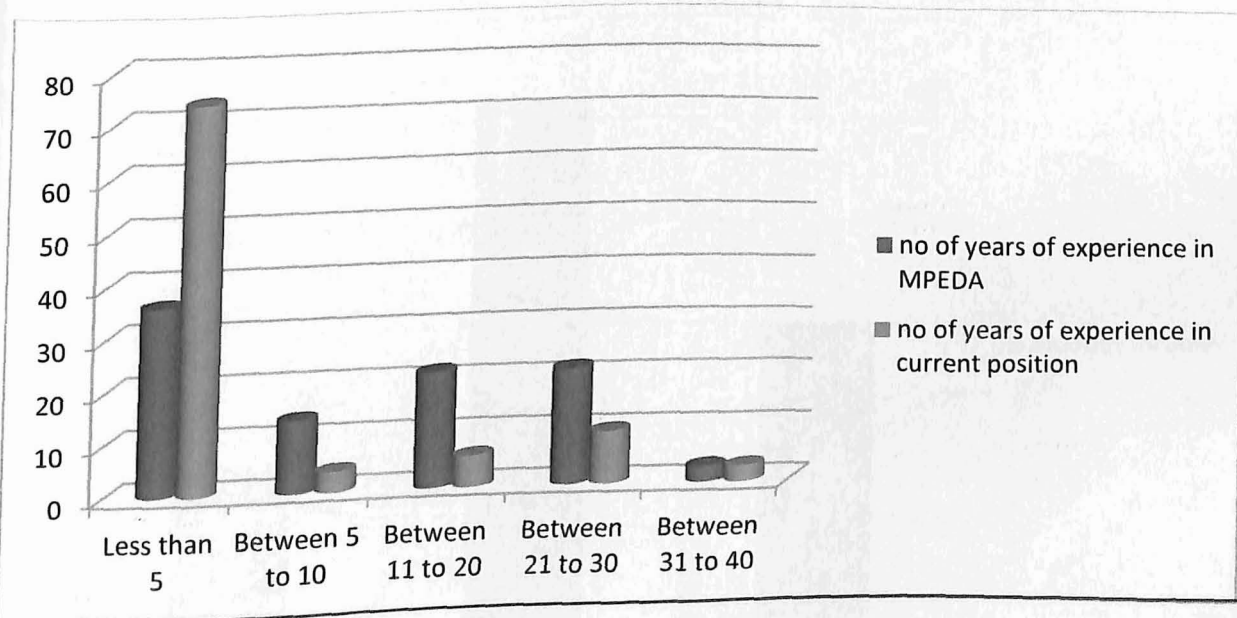


Figure 5.15 classification of employees based on their experience in MPEDA and in current position

Figure 5.15 depicts the classification of employees based on their experience in MPEDA and their current position respectively. As can be seen from Fig.5.15 and Table 5.7, the five employees who had 31-40 years of experience in MPEDA had served in the same position all these years. These employees joined MPEDA in high positions (Deputy Director and Assistant Director) which might have restricted their promotion. All other categories did not show any significant relation in number of years of experience in MPEDA with number of years of experience in current position. Only 26 percent of the employees were in the same position for more than five years. The rest of the 74 percent got promotion within five years. This indicates the continuous promotion process prevailing in the organization.

5.4.6 Monthly income

The categorization of employees based on their monthly income is depicted in Table 5.8 and Fig.5.16

Table 5.8 Classification of sample respondents based on their monthly income

SL. No	Monthly income	Number	Percentage
1	Less than 19,456	9	18
2	Between 19,456-55,983	26	52
3	Greater than 55,983	15	30
	Total	50	100

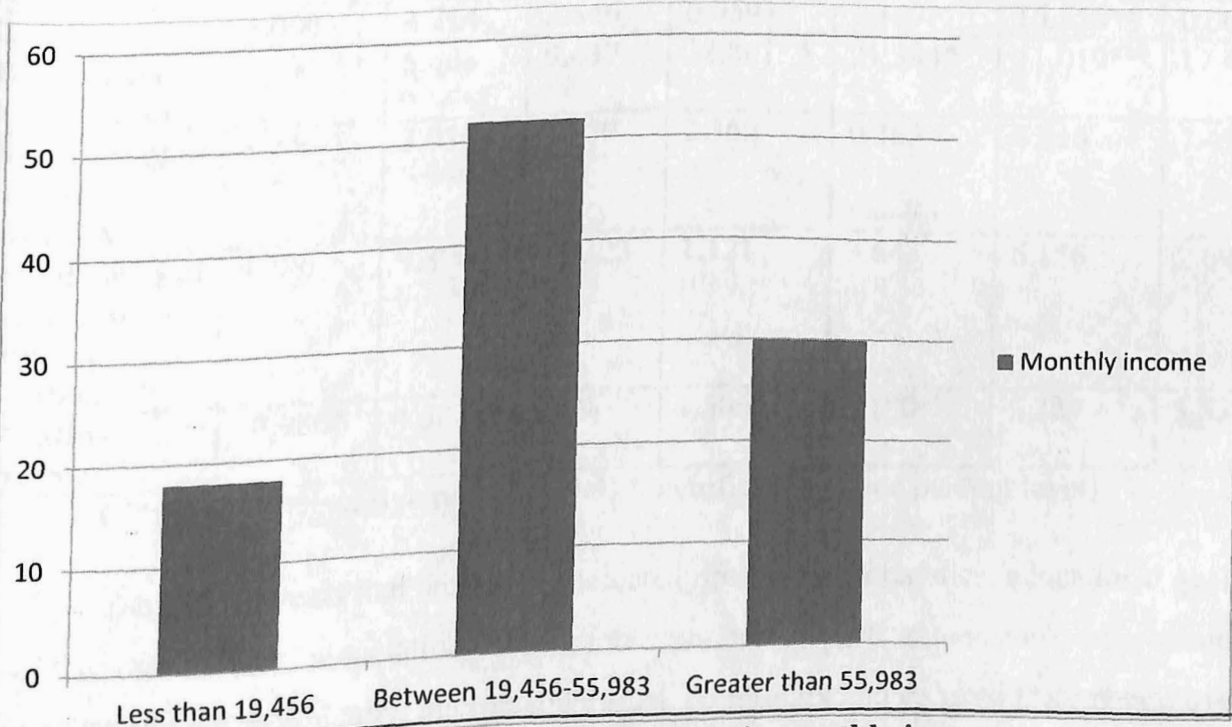


Fig. 5.16 Classification of respondents based on their monthly income

From Table 5.8, it is clear that 52 percent of the respondents were having income between Rs.19,456 - 55,983 and 30 percent were having monthly income above 55,983. This shows that majority of the employees were having good salary. Thus it can be inferred that the current pay scale of employees in MPEDA is satisfactory.

5.5 Association of selected profile characteristics of staff of MPEDA with sub dimensions of communication effectiveness

The association of selected profile characteristics of the respondents with communication effectiveness was measured using the Chi-Square test after cross tabulation. The results of the analysis are illustrated in Table 5.9.

Table 5.9 Association of selected profile characters with sub dimensions of effective communication

Profile characteristics	Chi-square value							
	Timeliness	Accuracy	Reliability	Empathy	Interpersonal trust	Reciprocity	Reduced information overload	Reduced barrier
Age	3.299	5.474	4.091	2.226	0.793	7.325	11.353**	5.822
Gender	5.000	4.714	2.546	0.059	1.107	15.556**	0.060	3.361
Educational qualification	4.734	5.868	9.437	32.861**	21.394**	11.019**	17.437**	10.393
No. of years of service in MPEDA	5.246	3.936	3.830	2.360	0.565	8.816	7.492	6.434
No. of years of service in current position	4.796	9.896	13.323	1.121	3.643	6.156	2.692	10.853
Monthly income	10.986*	4.682	.369	1.506	5.180	5.224	5.531	3.093

(*significance at five percent level, **significance at one percent level)

Table 5.9 reveals that among the selected profile characteristics, educational qualification was the one having association with more number of sub dimensions of communication effectiveness such as empathy, interpersonal trust, reciprocity and reduced information overload. It means that educated person will have high empathy, interpersonal trust, reciprocity in

communication as well as provide relevant information without overloading. Thus good educational qualification was a very important factor in the effectiveness of organizational communication. Similarly age was found associated with reduced information overload. Gender and reciprocity of employees are associated and timeliness and monthly income were also associated.

To get a clear picture of this association, the cross tabulation is illustrated here.

5.5.1 Monthly income and Timeliness

The respondents were grouped based on monthly income as in Table 5.6. The statistical association of timeliness with monthly income is presented here.

Table 5.10 Association of monthly income with timeliness

Monthly income	Timeliness			Total
	Less than 54.58	54.58-73.77	Greater than 73.77	
Less than 19,456	0	4	5	9
19,456-55,983	2	21	3	26
Greater than 55,983	3	10	2	15
Total	5	35	10	50

Out of the 50 respondents only five perceived a timeliness index less than 54.58. many of the staff with medium level monthly income perceived the timeliness of communication in MPEDA as medium level. So from the result it can be concluded that there is a positive association between timeliness and monthly income.

5.5.2 Educational qualification and Empathy

The employees were categorized based on their educational qualification as presented in Table 5.3. The association of empathy with educational qualification is illustrated here.

Table 5.11 Association of educational qualification with empathy

Educational qualification	Empathy		Total
	Less than 66.17	66.17 - 100.25	
Upper Primary	1	0	1
SSLC	0	3	3
Higher Secondary	1	0	1
Degree	0	9	9
Technical	0	6	6
PG	1	29	30
Total	3	47	50

Out of the 50 employees 47 were highly empathetic. Out of these 47 employees, 29 were having PG level of education. The level of empathy was medium for the employees with post graduation level of educational qualification. From the table it can be concluded that educational qualification is positively associated with empathy.

5.5.3 Educational qualification and Interpersonal trust

The respondents were classified based on their educational qualification as depicted in Table 5.4. The results obtained from the cross tabulation analysis is presented here.

Table 5.12 association of educational qualification with interpersonal trust

Educational qualification	Interpersonal trust		Total
	less than 53.3	53.3-78.16	
Primary	0	1	1
SSLC	2	1	3
Higher Secondary	1	0	1
Degree	4	5	9
Degree+ Technical	2	4	6
PG	0	30	30
Total	9	41	50

Table 5.12 reveals that 41 respondents perceived a medium level of interpersonal trust. Out of these 41 respondents 39 were having educational qualification at degree and PG levels. All the employees with PG level of educational qualification had medium level of interpersonal trust. Hence it can be concluded that there is positive association of educational qualification and inter personal trust of employees.

5.5.4 Gender and Reciprocity

The sample respondents were categorized based on their gender as in Table 5.3

Table 5.13 Association of gender with reciprocity

Gender	Reciprocity		Total
	Less than 77.99	77.99-100.21	
Male	4	16	20
Female	16	14	30
Total	20	30	50

Table 5.13 depicts that out of 20 males 16 were having medium level of reciprocity . but out of 30 females only 16 were with low reciprocity. Hence it can be concluded that the reciprocity level of male is higher than females.

5.5.5 Educational qualification and reciprocity

The employees are grouped based on their educational qualification as depicted in Table 5.4. The association of these categories with reciprocity is illustrated in Table 5.14.

Table 5.14 Association of educational qualification on reciprocity

Educational qualification	Reciprocity		Total
	Less than 77.99	77.99-100.21	
Upper Primary	1	0	1
SSLC	2	1	3
Higher secondary	0	1	1
Degree	7	2	9
Degree+ Technical	1	5	6
PG	9	21	30
Total	20	30	50

Table 5.14 revealed that out of the 50 sample respondents, 30 had high reciprocity.

Out of these 30 staff, 21 were having a PG degree. Hence it can be concluded that the education level of employees is positively associated with reciprocity.

5.5.6 Age and Reduced information overload

The respondents were classified based on their age as illustrated in table 5.2. and the cross tabulated with reduced information overload to know their association and the results are presented in Table 5.15.

Table 5.15 Association of age with reduced information overload.

Age	Reduced information overload			Total
	Less than 60.86	60.86-88	Greater than 88	
Less than 25	0	1	1	2
25-35	3	13	0	16
36-45	1	13	0	14
46-60	1	15	2	18
Total	5	42	3	50

From Table 5.15 it can be observed that 28 respondents above the age of 36 years have experienced medium level of information overload. It means that information overload has got some association with the age of the respondents.

5.5.7 Educational qualification and Reduced information overload

The sample respondents were categorized based on the educational qualification they possess as given in table 5.4. The results obtained are depicted in Table 5.28

Table 5.16 Influence of educational qualification with reduced information overload

Educational qualification	Reduced information overload			Total
	Less than 60.86	60.86-88	Greater than 88	
Upper Primary	1	0	0	1
SSLC	0	3	0	3
Higher Secondary	0	1	0	1
Degree	1	7	1	9
Degree+Technical	2	3	1	6
PG	1	28	1	30
Total	5	42	3	50

In the 30 respondents with PG level of educational qualification 29 have perceived low level to medium level information overload. In the case of employees having degree ,

majority (66.66%) level perceived in the same way. From the results obtained it can be understood that there was association between educational qualification and reduced information overload. The educated people understands the information easily , hence may be this association.

5.6 Effectiveness of organizational communication in MPEDA

The variables viz. timeliness, accuracy, reliability, empathy, interpersonal trust, reciprocity, reduced information overload, and reduced barriers were analysed to understand the effectiveness of organizational communication system of MPEDA. The perception of both managers and non-managers were analysed separately. The effectiveness of organizational communication in MPEDA with respect to the sub dimensions of effective communication is given in Table 5.17

Table 5.17. Effectiveness of organizational communication in MPEDA

Si No	Variable	Index		Composite Index
		Managers	Non managers	
1	Timeliness	84.25	71.16	77.71
2	Accuracy	84.68	77.5	81.04
3	Reliability	80.75	80.00	80.37
4	Empathy	71.66	71.11	71.37
5	Interpersonal trust	64.16	70.83	67.50
6	Reciprocity	81.66	87.03	84.29
7	Reduced information overload	72.81	74.79	73.79
8	Reduced barriers	80.50	69.41	74.96
	Communication effectiveness index	76.37		

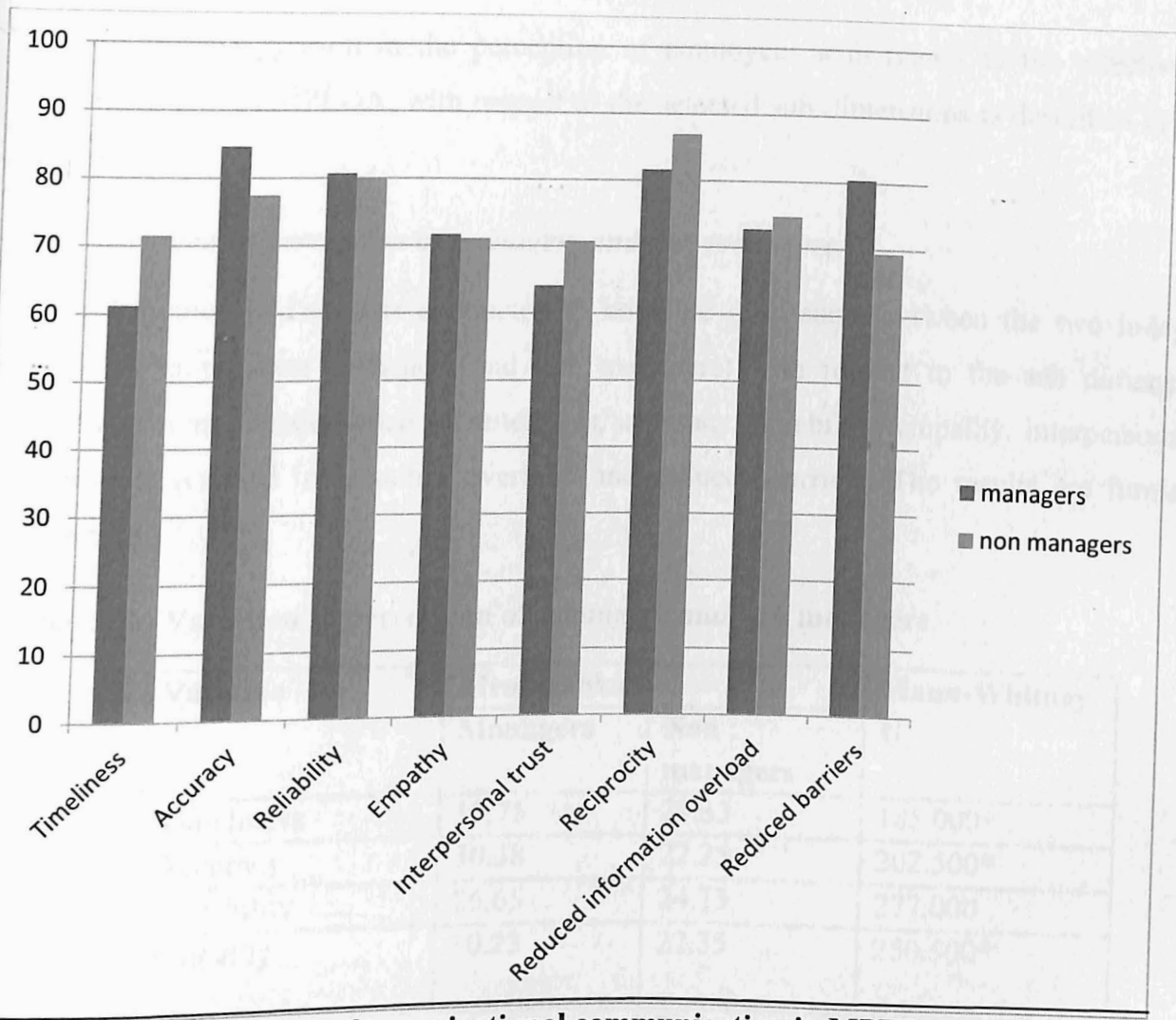


Figure 5.17 Effectiveness of organizational communication in MPEDA

As it is evident from Table 5.17, the communication effectiveness index obtained was 76.37, which means their communication is effective. According to the perception of managers, the sub dimensions timeliness, accuracy of information, reliability, reciprocity and reduced barriers registered high indices, which contributed more to the effectiveness of communication in MPEDA. Where as non managers perceived that reliability and reciprocity of communication were more effective. So both the category of employees agree that there is reliability, accuracy and reciprocity in the communication system of MPEDA. The higher composite index was obtained for reciprocity followed by accuracy and reliability. So in these respect , the organizational communication system in MPEDA is effective.

The significant variation in the perception of employees with regard to the effectiveness of communication in MPEDA, with respect to the selected sub-dimensions is described in the next section.

5.6.1 Variation in perception of managers and non managers

Mann-Whitney U Test was conducted to compare differences between the two independent groups of employees(managers and non managers) with respect to the sub dimensions of effective communication such as timeliness, accuracy, reliability, empathy, interpersonal trust, reciprocity, reduced information overload and reduced barriers. The results are furnished in Table 5.18

Table 5.18 Variation in perception of managers and non managers

Variable	Mean ranks		Mann-Whitney U
	Managers	Non managers	
Timeliness	19.75	29.33	185.000*
Accuracy	30.38	22.25	202.500*
Reliability	26.65	24.73	277.000
Empathy	30.23	22.35	250.500*
Interpersonal trust	30.28	22.32	204.500*
Reciprocity	32.43	20.88	161.500**
Reduced information overload	25.10	25.77	292.000
Reduced barriers	27.53	24.15	259.500

(*significant at 10% level, ** significant at 5% level, ***significant at 10% level)

The Mann-Whitney U statistics revealed significant difference between managers and non managers as regards to timeliness of communication, accuracy, interpersonal trust, empathy and reciprocity.

From Table 5.18. it is clear that out of the five variables, reciprocity showed major differences in the perception of managers and non managers which was significant at one percent level. The mean ranks of manager(32.43) was much higher than that of non managers (20.88) which means that managers perceived that reciprocity was more in MPEDA and in the

point of view of non managers , it was comparatively less. It means that the lower level staff feels that reciprocity within the organization was comparatively less.

The other four variables viz. timeliness, accuracy, empathy and interpersonal trust varied significantly between managers and non managers. Non managers perceived that the information is timely , as compared to managers which shows that information is passed to the non managers timely by the superiors but the reverse information flow may not be taking place in a timely manner. In the case of accuracy also, significant difference was there. Managers perceived that the information was accurate which means that they were providing accurate information to their subordinates. Majority non managers significantly differed in the perception of empathy. The managers felt that empathy is there but the subordinates felt it as comparatively less. In the case of interpersonal trust also significant difference was there. Because of being the top level officials, managers felt that the trust is there. But that trust was not felt by the subordinates

5.6.2 Factor analysis of sub dimensions of effective communication

The factor analysis is an explorative analysis. Factor Analysis reduces the information in a model by reducing the dimensions of the observations. This procedure has multiple purposes. It is used to simplify the data, i.e., reducing the number of variables in the organizational communication. Since factor analysis is used for these purposes, most often factors are rotated after extraction.

Table 5.19 Factor analysis of sub dimensions of effective communication

	Factor		
	1	2	3
Timeliness	.139	-.083	-.419
Accuracy	.999	-.018	.019
Reliability	.472	.112	-.114
Empathy	.059	.348	-.124
interpersonal trust	.260	.305	.074
Reciprocity	.114	.972	.205
reduced information overload	.238	.112	.029
reduced barriers	.237	-.142	.961

The three factors extracted through factor analysis completely explains variation in data.

As such factor loading of the individual factors were assessed and those variables having high loadings on the individual factors were grouped and re-designated as specific positive factors. The first factor 'clarity of communication' includes three variables. They are accuracy, reliability and reduced information overload. The second factor 'communication skills' has three variables like empathy, interpersonal trust and reciprocity. The third factor 'barrier reduction' includes the two variables like timeliness and reduced barriers.

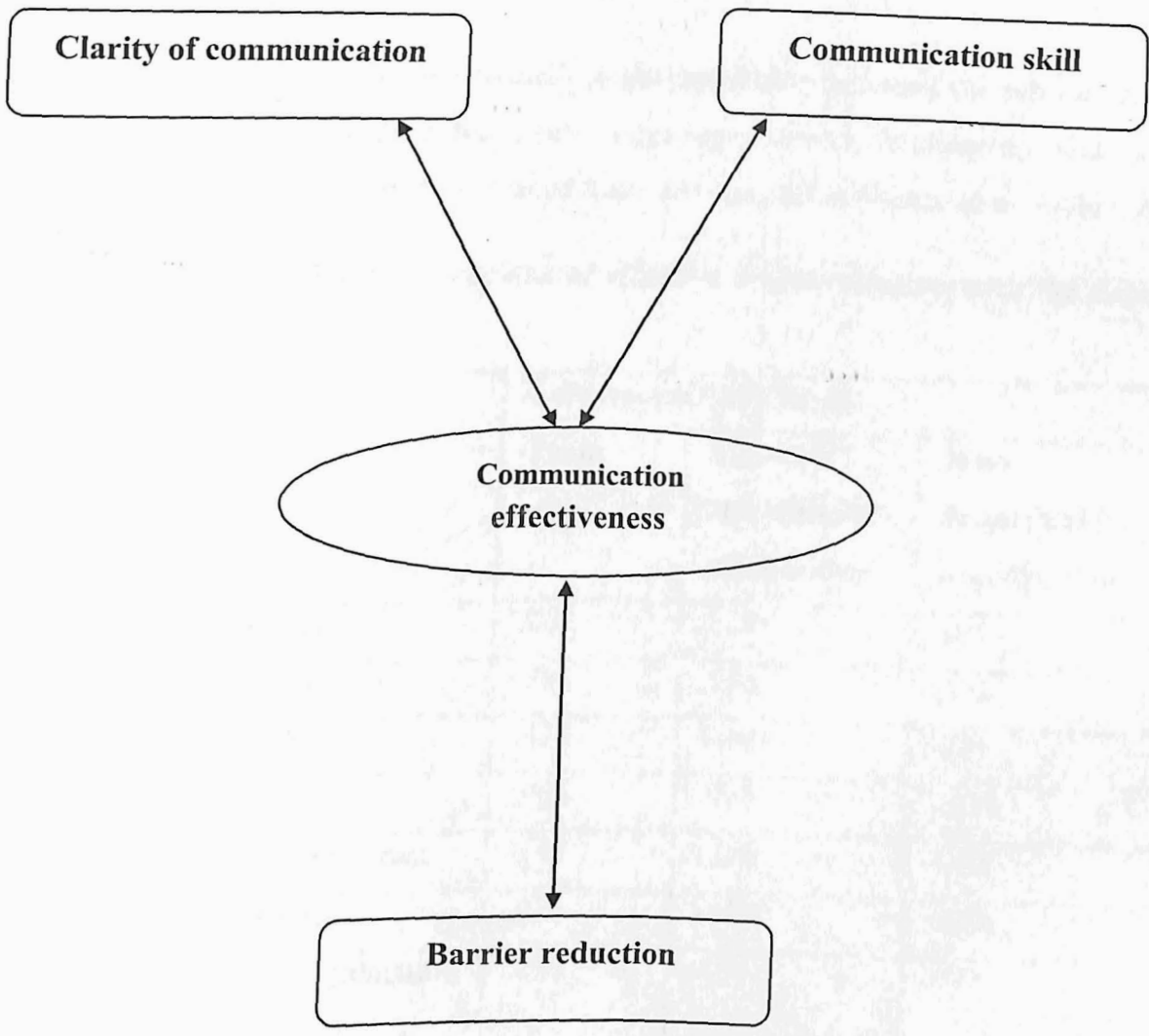


Figure 5. 18 Factor analysis of sub dimensions of effective communication

Figure 5.18 depicts the main three factors determining the organizational communication effectiveness. The balanced positioning of these three factors could maintain an effective organizational communication system in an organization. If any of these factors is not be in right position or the balancing of the combination loose, it will lead to collapse of the overall system. So all these factors are closely related to the effectiveness of organizational communication system.

5.7 Influence of communication system on superior-subordinate relationship and inter-departmental relationship

Kendall correlation coefficient used to analyse the correlation between the sub dimensions of effective communication with team work, inter-departmental relationship and superior-subordinate relationship. The results obtained from this analysis is illustrated in Table 5.20.

Table 5.20 Correlation of sub dimensions of effective communication with the dependent variables

Variables		Correlation Coefficient		
		Team work	Superior subordinate relationship	Inter departmental coordination
Kendall's tau_b	Timeliness	.061	-.103	.039
	Accuracy	.394 ^{**}	.256 [*]	.363 ^{**}
	Reliability	.474 ^{**}	-.080	.221 [*]
	Empathy	.006	.044	-.018
	Interpersonal trust	.145	-.068	.070
	Reciprocity	.026	-.106	-.056
	reduced information overload	.098	.156	.072
	reduced barriers	.050	.198	.128

(**five percent level of significance, *one percent level of significance)

The results presented in Table 5.20 brings to focus the relationship of the sub dimensions of communication effectiveness with the dependent variables viz. team work, inter departmental coordination and superior subordinate relationship. Out of the eight sub dimensions studied two variables viz. accuracy and reliability had shown positive significant relationship with teamwork and interdepartmental coordination. Accuracy had shown positive and significant association at one percent probability with team work and interdepartmental coordination . Reliability was found to be positively associated with teamwork and interdepartmental coordination at one percent and five percent probability respectively. Only accuracy was found to be positively and

significantly related to superior- subordinate relationship. Hence the sub dimensions accuracy and reliability of communication effectiveness are the two important components related to teamwork and inter departmental coordination, where as accuracy is the only component related to superior subordinate relationship . Thus accuracy and reliability of information in communication plays a vital role in organization.

5.7.1 Influence of sub dimensions of effective communication on teamwork

Multinomial logic regression analysis was performed to measure the odds of the factors towards scaling up teamwork, with the employees being grouped into three categories based on the default criteria as 'less than mean-S.D.' 'between Mean-SD to Mean + SD and greater than Mean + SD and post designated as posing 'poor teamwork ability', 'medium teamwork ability' and 'high teamwork ability' and the results are presented in Table 5. 21

Table 5.21 Influence of sub dimensions of effective communication on teamwork

teamwork1		B	Std. Error	Wald	Exp(B)
less than 76.53	Intercept	4.848	6.156	.620	
	Timeliness	-.912	.882	1.068	.402
	Accuracy	-1.539	.871	3.122	.215*
	Reliability	-1.965	1.098	3.206	.140*
	Empathy	1.192	2.365	.254	3.293
	Interpersonal trust	-1.608	1.215	1.754	.200
	reciprocity	1.460	1.091	1.791	4.307
	Reduced information overload	1.257	1.444	.757	3.514
	Reduced barrier	-.172	.806	.046	.842
76.53-99.43	No significant association				

(*significant at 10% level)

Table 5.21 revealed that the odds for an improvement in teamwork as contributed by accuracy and reliability were 17.69 percent and 12.28 percent respectively towards an improvement in teamwork from the platform of a poor performance towards a medium performance..There were no factors identified towards ejecting the performance to high performance.

5.7.2 Influence of sub dimensions of effective communication on interdepartmental coordination

Multinomial logic regression analysis was used to measure the factors having odds towards scaling up of teamwork. The employees were grouped in three categories based on the default criteria as less than mean-standard deviation, mean-standard to mean + standard deviation and greater than mean + standard deviation. The respective groups were designated as poor interdepartmental coordination, medium interdepartmental coordination and high interdepartmental coordination, the results of which are furnished in Table 5.22

Table 5.22 Influence of sub dimensions of communication on interdepartmental coordination

Interdepartmental relationship		B	Std. Error	Wald	Exp(B)
less than 70.52	Intercept	-1.659	5.251	.100	
	Timeliness	.762	1.114	.468	2.142
	Accuracy	-2.067	1.096	3.557	.127
	Reliability	.440	1.345	.107	1.553
	Empathy	1.532	.000	.	4.628
	Interpersonal trust	.592	1.650	.129	1.807
	Reciprocity	.500	1.209	.171	1.648
	Reduced information overload	-.882	1.648	.286	.414
	Reduced barrier	.004	1.276	.000	1.004

The results of the regression analysis presented in Table 5.22 reveals that none of the factors showed odds for interdepartmental coordination.

5.7.3 Influence of sub dimensions of effective communication on superior-subordinate relationship

To measure the factors having odds towards scaling up of superior subordinate relationship also the multinomial logic regression was performed. The employees were grouped into three based on the default criteria as less than mean-standard deviation, between mean-standard deviation to mean + standard deviation and greater than mean + standard deviation. The representative groups being designated as posing poor superior subordinate relationship, medium superior subordinate relationship and high superior subordinate relationship. The results of the regression analysis is given in Table 5.23.

Table 5.23 Influence of sub dimensions of effective communication on superior subordinate relationship

Superior- subordinate relationship		B	Std. Error	Wald	Sig.	Exp(B)
less than 68.07	Intercept	-26.020	8.319	9.782	.002	
	Timeliness	1.295	1.518	.728	.394	3.651
	Accuracy	-2.379	1.181	4.058	.044	.093*
	reliability	1.355	1.588	.728	.393	3.877
	Empathy	2.149	3.062	.493	.483	8.576
	Interpersonal trust	18.095	.000	.	.	72235693.057
	Reciprocity	-1.509	1.748	.746	.388	.221
	Reduced information overload	-3.003	2.501	1.442	.230	.050
	Reduced barrier	-3.363	1.625	4.281	.039	.035*
68.07-93.31	No significant association					

(* significant at 5% level)

Table 5.23 reveal that the odds for an improvement in superior subordinate relationship as contributed by accuracy and reduced barriers were 4.21 percent and 3.75 percent respectively towards an improvised superior subordinate relationship from the level of poor superior subordinate relationship towards a medium superior subordinate relationship or from medium superior subordinate relationship towards as escalated to high superior subordinate relationship.

Chapter 6

SUMMARY OF FINDINGS AND SUGGESTIONS

Communication is the art of developing and attaining understanding between people. Communication cannot be considered as a separate part of the organizational management and is very essential to effective management. Research indicates that poor communication is probably the most frequently cited source of interpersonal conflict. Because individuals spend nearly 70 percent of their working hours communicating-writing, reading, speaking, listening-it seems reasonable to conclude that one of the most inhibiting forces to successful group performance is a lack of effective communication.

The study entitled "Organizational communication system in MPEDA (Marine Products Export Development Authority)" was an attempt to analyse the communication system in MPEDA, which was carried out with the following objectives:

1. To identify the decision making system, communication flow and methods of organizational communication in MPEDA.
2. To analyse the effectiveness of the organizational communication system in MPEDA
3. To examine how the existing communication system influences the teamwork, inter-departmental coordination and superior-subordinate relationship in the organization.

The effectiveness of communication in MPEDA was studied on the basis of eight sub dimensions like timeliness, accuracy, reliability, empathy, interpersonal trust, reciprocity, reduced information overload and reduced barriers. Primary data was collected through structured schedule from a sample of fifty respondents. Statistical tools like scales, Percentages, indices, Mann Whitney U, Multinomial logistic regression, Correlation, Chi-square test and factor analysis were used for analysis

The study was undertaken at two stages

1. Measuring the communication effectiveness with respect to selected sub-dimensions
2. Measuring the influence of communication on team work, inter-departmental coordination and superior-subordinate relationship.

6.1 Major findings

The major findings of the study are classified into four headings viz.,

1) Communication flow in MPEDA

1) General profile characteristics of respondents

2) Effectiveness of communication system in MPEDA

3) Influence of communication on teamwork, inter departmental relationship and superior-subordinate relationship.

6.1.1 Communication flow in MPEDA

In MPEDA the top decision making panel includes four members like chairman, two directors and a secretary. The department level decisions are made by the Deputy Director and the Assistant Director. Face to face communication, e-mails, telephonic communication files, fax, and newsletters are the commonly used communication media in MPEDA in the order of frequency of use. In MPEDA, majority (75%) of the communication takes place through written methods. At the same time, oral communication also has some role in organizational communication.

6.1.2 General profile characteristics of respondents

1. Sixty percent of employees in MPEDA were middle aged.
2. Majority (sixty percent) of respondents were females.
3. Ninety percent of the respondents were having an educational qualification of Degree and above.
4. Majority of the staffs have more than five years of experience, at the same time staff with less than five years of experience are also present, which indicates the continuous recruitment process occurring in the organization. At the same time the experience of respondents in their current position is less which depicts the promotion they are getting.
5. Almost eighty percent of employees are getting a monthly salary of average and high level.

6. Association of selected profile characteristics of staff of MPEDA with sub dimensions of communication effectiveness: among the selected profile characteristics educational qualification is the one having association with more number of sub dimensions of communication effectiveness such as empathy, inter personal trust, reciprocity and reduced information overload. It means that educated person will have high empathy, interpersonal trust, reciprocity in communication as well as provide relevant information without overloading. Thus good educational qualification is a very important factor in the effectiveness of organizational communication. Similarly age is found associated with reduced information overload. Gender and reciprocity of employees are associated and timeliness and monthly income is also associated. Hence it can be concluded that some of the profile characters have influence or association with the communication effectiveness.

6.1.3 Communication effectiveness

1. Seventy five percent of the communication flow in MPEDA occurs through written methods.
2. All the eight sub dimensions of communication effectiveness showed good zone of index. The overall communication effectiveness index was 76.37. This shows that the communication system in MPEDA is performing good.
3. The index obtained for 'timeliness of communication' based on the perception of managers and non-managers are 84.25 and 71.16 respectively and hence this domain is under above average Zone. So it is evident that the information passed in MPEDA was obtained by the employees in a timely manner.
4. The index score depicted for 'accuracy of communication' as perceived by managers and non-managers was 84.68 and 77.50 respectively which reveals that the current communication system in MPEDA is good by means of its accuracy.
5. The domain 'reliability of communication' obtained index score of 80.75 and 80 according to the perception of managers and non-managers respectively. Hence the information passing in the organization is reliable.
6. The index score of empathy as perceived by managers and non managers are 71.66 and 71.11 respectively, which shows that both the category of employees agrees that the empathy of employees in MPEDA was at good level.

7. The interpersonal trust of employees in the organization was above the average level with index values perceived by managers and non managers as 64.16 and 70.83 respectively, which reveals that the managers and non managers trust each other in the information passed by them.
8. The composite index of reciprocity according to the perception of managers (81.66) and non managers (87.03) is of excellent values.
9. The information overload experienced by managers and non-managers was having index values 72.81 and 74.79 respectively. It can be understood that most of the messages received by the employees are relevant. At the same time the information overload experienced by managers are comparatively more than that of non managers.
10. high index values of reduced barriers (80.50) for managers and above average value (69.41) for non managers revealed that the level of barriers occurring in the communication process are less.
11. The three factors extracted through factor analysis completely explains variation in data as such factor loading of the individual factors were assessed and those variables having high loadings on the individual factors were grouped and re-designated as specific positive factors. The first factor 'clarity of communication' includes three variables. They are accuracy, reliability and reduced information overload. The second factor 'communication skills' has three variables like empathy, interpersonal trust and reciprocity. The third factor 'reduced barriers' includes the two variables like timeliness and reduced barriers.
12. The Mann-Whitney U statistics revealed significant difference in the communication of managers and non managers as regards to timeliness, accuracy, interpersonal trust, empathy and reciprocity.

6.1.4 Influence of communication on team work, inter-departmental relationship and superior subordinate relationship.

1. From the results obtained from Kendall correlation analysis accuracy had shown positive and significant association at one percent probability with team work and interdepartmental relationship. Reliability is found to be positively associated with teamwork and interdepartmental relationship at one percent and five percent probability respectively. Only accuracy was found to be positively and significantly related to superior- subordinate relationship.
2. Results of regression analysis revealed that the odds for an improvement in teamwork as contributed by accuracy and reliability were 17.69 percent and 12.28 percent respectively towards an improvement in teamwork from the platform of a poor performance towards a medium performance.
3. The regression analysis depicted that none of the sub-dimensions showed odds for interdepartmental coordination
4. The results of the regression analysis showed that the odds for an improvement in superior subordinate relationship as contributed by accuracy and reduced barriers were 4.21 percent and 3.75 percent towards an improvised superior subordinate relationship from the level of poor superior subordinate relationship towards a medium superior subordinate relationship.

6.2 Suggestions

1. One of the most important method used in MPEDA is e-mail. To access it in a speedy manner, open wifi system can be installed.
2. In MPEDA decisions are mainly taken at the top level and the participation of low level employees in the decision making process is less. Participative decision making techniques can be used to make the decision making process more effective.
3. Compared to other sub dimensions, interpersonal trust is found to be less, social environment as well as mutual trust building programmes including cultural programme, activation of staff clubs, social activity programmes etc. can be conducted, which will increase the interpersonal trust and friendly working environment in the organization.



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4. The low level staff have a feeling that their suggestion are not reaching the top level mangers. The management should take a little more care in giving due consideration to the suggestions of employees. For this a suggestion box can be introduced in the organization, so that the suggestions of staff get directly conveyed to the top level management without any intermediaries.

6.3 Conclusion

The findings of the study revealed that good organizational communication system is prevailing in MPEDA. The common media used for communication are face to face, e-mails, files, telephone , fax and newsletters respectively in the order of frequency of use . In general, the communication system is found to be accurate and reliable. The employees perceived that good reciprocity and empathy occurs in the communication process. At the same time, interpersonal trust between employees is of average level only. The level of information overload and barriers occurring in communication is comparatively less. The communication effectiveness of the organization reveals that the system is currently moving on a good zone. The sub-dimensions of communication like accuracy and reliability have significant correlation with teamwork and inter-departmental coordination, while accuracy is associated with superior subordinate relationship, as well.

INDEX

... .. 1

... .. 2

... .. 3

... .. 4

... .. 5

... .. 6

... .. 7

... .. 8

... .. 9

... .. 10

... .. 11

... .. 12

... .. 13

... .. 14

... .. 15

... .. 16

... .. 17

... .. 18

... .. 19

... .. 20

... .. 21

... .. 22

... .. 23

... .. 24

... .. 25

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... .. 28

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... .. 87

... .. 88

... .. 89

... .. 90

... .. 91

... .. 92

... .. 93

... .. 94

... .. 95

... .. 96

... .. 97

... .. 98

... .. 99

... .. 100

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Annexure

KERALA AGRICULTURAL UNIVERSITY
MBA IN AGRI-BUSINESS MANAGEMENT
SCHEDULE FOR MANAGERS

(For academic purpose only)

TOPIC :Organizational Communication System in MPEDA
(Marine Products Export Development Authority)

1. Name :
2. Department :
3. Designation /Post held :
4. Age :
5. Gender : M/F
6. Educational qualification : Primary/S.S.L.C/Higher Secondary /
Degree/Technical/P.G.
7. Number of years of service
 - i. In MPEDA :
 - ii. In the present post :
8. Monthly income :
9. According to your perception which method of communication is largely used by the organization. Kindly rate the method of communication as percentage.

Methods	Percentage
Written communication	
Oral communication	

10. The below given statements represents certain characteristics of communication in your organization. According to your perception kindly rate the statements as Strongly Agree (SA), Agree (A), Disagree (D), Strongly Disagree(SD):

1. TIMELINESS

SL. NO	Statement	SA	A	D	SD
1	I receive the information I needed to perform my job in a timely manner				
2	I did not get delayed in my job because I do not have the information I need.				
3	I seldom hear company news months after the event has happened				
4	This organisation releases company news in a timely manner.				
5	It seems I am always the last to find out what is happening in this organisation.				

2. ACCURACY

SL. NO	Statement	SA	A	D	SD
1	Most of the information I receive on a daily basis is detailed and accurate.				
2	I receive the information I needed to effectively perform my work.				
3	The information that is shared by the employees is not at all biased.				
4	Most of the group meetings I attend are informative and worthwhile.				

3. RELIABILITY

SL. NO	Statement	SA	A	D	SD
1	I rarely receive unreliable information from my employees				
2	The directives that come from top-management are clear and consistent				
3	It is rare for anyone of my co-workers to pass along unreliable information.				
4	I feel comfortable passing information to my employees				
5	The information we receive from other departments is consistently reliable				

5. EMPATHY

1. When you talk about some work matters to other employees, do you imagine in terms of 'you were in his position'
 - a) Always
 - b) Sometimes
 - c) never
2. When you communicate an information regarding a work to another worker, if that worker mentions his problems that are coming in the way of adopting that method
 - a) You get angry and irritated
 - b) You consider it an escapism and leave him
 - c) You try to understand his problems and make necessary alternative solutions

6. INTERPERSONAL TRUST

Si. No	Statement	Always	Some times	never
1	When you describe about new job information to your employees, do you think that they believes you completely?			
2	In your perception, does the worker have only good opinion about your capacity to explain it?			
3	When the employee explains about new information to you, do you think that he may try to mislead you?			
4	When the employee explains about a new information, do you think he does not possess the qualification to describe those matters to you?			

7. RECIPROCITY

1. During the conversation with your employee if you make out that he performed in a better way than you
 - a) You will encourage and appreciate him
 - b) For preventing him from getting arrogant you will not say anything
 - c) You will criticize him to prevent him from having better image than you

2. If you realize that you have committed a mistake in a work
 - a) You will admit your mistake to other employees
 - b) You will keep mum and retain your image
 - c) You will hide your mistake and will try to blame other persons

3. If another person criticizes you while you describes about a work
 - a) You will get angry and express your anger
 - b) You will hide your anger thinking that expression of your anger is not good
 - c) Since you believe healthy criticism will do only good, you will patiently listen to the criticism

8. INFORMATION OVERLOAD

SL. NO	Statement	SA	A	D	SD
1	I have to manage so much information every day that it takes me a long time to complete even simple tasks				
2	It is sometimes hard for me to concentrate because of all the information I have to assimilate				
3	There is so much information available that I have trouble choosing what is important and what's not				
4	I feel like my attention span is becoming shorter and shorter because of information overload				

9. TEAMWORK

SL. NO	Statement	SA	A	D	SD
1	We work as a team in the company				
2	The organizational culture at the company enhances teamwork				
3	I feel like I am part of the team				
4	I feel confident in my team members				
5	Conflicts within the team are handled appropriately				
6	Team members are committed to the success of the organization				
7	Information is freely shared among all the members				

10. SUPERIOR-SUBORDINATE REALATIONSHIP

Si. No	Statement	SA	A	D	SD
1	There is trust and faith between superiors and subordinates in the organization				
2	I have friendly working relationship with the superiors				
3	I am not reluctant to share information with the subordinates				
4	I often seek the opinion of the subordinates before taking vital decisions				
5	Employees in the company are not formal and they discuss their personal problems with the superiors				
6	The doors of superiors are always kept open for the employees for communication				

11. INTERDEPARTMENTAL RELATIONSHIP

SL. NO	Statement	SA	A	D	SD
1	There is good coordination between different Departments within the organization				
2	Each Department encourages employees to communicate with other departments				
3	The organization attempts to promote a team environment among the departments				
4	The information which are needed by one department is made available to another department				
5	Interdepartmental conflict does not occur in the organization				

10. What are the barriers to effective communication in MPEDA:

(According to your perception kindly rate them as Very Important constraint (VI), Important constraint(I), Slightly Important constraint(SI), Not Important constraint(NI))

SL. NO	Statement	VI	I	SI	NI
1	Noise barrier (loud, surprising, irritating or unwanted sound that occurs in oral communication)				
2	Choice of inappropriate channel				
3	Information overload				
4	Poor timing (like, information is communicated at the eleventh hour)				
5	Improper and inadequate information				
6	Lack of clarity of information				
7	Workplace stress				
8	Unclear assumptions(laving out relevant details in the communication assuming that receiver is already aware of it)				
9	Language and cultural barriers				
10	Difference in status and power affects willingness of the employees to communicate.				
11	Others (specify)				

11. Suggestions to improve organizational communication in MPEDA

- i.
- ii.
- iii.
- iv.

KERALA AGRICULTURAL UNIVERSITY
MBA IN AGRI-BUSINESS MANAGEMENT
SCHELUDE FOR EMPLOYEES

(For academic purpose only)

TOPIC :Organizational Communication System in MPEDA

(Marine Products Export Development Authority)

12. Name : _____
13. Department : _____
14. Designation /Post held : _____
15. Age : _____
16. Gender : M/F
17. Educational qualification : Primary/S.S.L.C/Higher Secondary /
Degree/Technical/P.G.
18. Number of years of service
- iii. In MPEDA : _____
- iv. In the present post : _____
19. Monthly income : _____
20. According to your perception which method of communication is largely used by the organization. Kindly rate the method of communication as percentage.

Methods	Percentage
Written communication	
Oral communication	

21. The below given statements represents certain characteristics of communication in your organization. According to your perception kindly rate the statements as Strongly Agree (SA), Agree (A), Disagree (D), Strongly Disagree(SD):

4. TIMELINESS

SL. NO	Statement	SA	A	D	SD
1	I receive the information I needed to perform my job in a timely manner				
2	I am often delayed in my job because I do not have the information I need.				
3	I hear company news months after the event has happened				
4	This organisation releases company news in a timely manner.				
5	It seems I am always the last to find out what is happening in this organisation.				

5. ACCURACY

SL. NO	Statement	SA	A	D	SD
1	Most of the information I receive on a daily basis is detailed and accurate.				
2	I receive the information I needed to effectively perform my work.				
3	The information that is shared by the superiors is not at all biased.				
4	Most of the group meetings I attend are informative and worthwhile.				

6. RELIABILITY

SL. NO	Statement	SA	A	D	SD
1	My co-workers and I rarely receive unreliable information from our manager				
2	The directives that come from top-management are clear and consistent				
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4	I feel comfortable passing along information that I receive from my manager to my co-workers				
5	The information we receive from other departments is consistently reliable				

12. EMPATHY

3. When you talk about some work matters to other employees, do you imagine in terms of 'you were in his position'
 - d) Always
 - e) Sometimes
 - f) never
4. When you communicate an information regarding a work to another worker, if that worker mentions his problems that are coming in the way of adopting that method
 - d) You get angry and irritated
 - e) You consider it an escapism and leave him
 - f) You try to understand his problems and make necessary alternative solutions

13. INTERPERSONAL TRUST

Si. No	Statement	Always	Some times	never
1	When you describe about new job information to other employees, do you think that they believes you completely?			
2	In your perception, does the other worker have only good opinion about your capacity to explain it?			
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4	When other worker explains about a new information, do you think he does not possess the qualification to describe those matters to you?			

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4. During the conversation with another employee if you make out that he performed in a better way than you
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8	Unclearified assumptions(laving out relevant details in the communication assuming that receiver is already aware of it)				
9	Language and cultural barriers				
10	Difference in status and power affects willingness of the employees to communicate.				
11	Others (specify)				

11. Suggestions to improve organizational communication in MPEDA

- v.
- vi.
- vii.
- viii.

