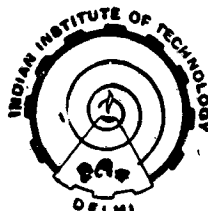


DIMENSIONS OF ORGANISATIONAL COMMUNICATION: FOCUS ON FIVE MINING INDUSTRIES IN PUBLIC SECTOR

By

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Submitted

in partial fulfilment of the requirements of the Degree of
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CERTIFICATE

This is to certify that the Ph.D thesis entitled "DIMENSIONS OF ORGANIZATIONAL COMMUNICATION : FOCUS ON FIVE MINING INDUSTRIES IN PUBLIC SECTOR" being submitted by Shri A. Ramaswamy to the Department of Humanities and Social Sciences, Indian Institute of Technology, Delhi is a record of bonofide research work carried out by him.

Shri A. Ramaswamy has worked under my guidance and supervision and has fulfilled the requirements for the submission of this thesis, which to my knowledge has reached the required standards.

The results contained in this thesis have not been submitted in part or in full, to any other Institute or University for the award of any degree.


Dr. (Mrs.) Purnima Mathur,
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Acknowledgement

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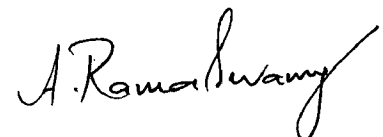
It is the patience and sacrifice of time and energy of my beloved wife Mrs. Vasantha Ramaswamy, a P.G.T. in Kendriya Vidyalaya, Delhi, who assisted and enthused me in all my endeavours from the commencement of registration for Ph.D. to the end, which has borne fruit today.

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(A. RAMASWAMY)

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A B S T R A C T

Communication occupies a central place in the organisational process. Without communication there can be no cohesion in the organisation and the objectives of the organisation are not met. The effectiveness of organisation in terms of goal attainment is closely related to its effectiveness of communication.

An extensive study of literature in organisational communication shows that communication and its relationship with organisational members has received more attention abroad and not much research has been done to find out how effective has the communication been in Indian industrial organisations. Of late, there appears to be growing interest and research activity in the interdependence of sub-systems within a system. But, somehow the interest of organisation researchers has been limited to communication and organisational effectiveness only. Also, the communication patterns among employees have especially not been taken up for study in such public sectors like the mining industry in India.

In this context, the present study was undertaken to investigate the nature of communication i.e. the characteristics of communication events in relation to demographic variables focussing on frequency, content, reason, importance and mode of communication processes/events. The demographic variables under study were age, level of education, functional specialisation, length of experience, status and salary of the population taken for the study.

Twelve null hypotheses were formulated addressing issues such as whether individual's demographic variables influence the frequency of communication; the content of communication events and mode of communication.

The data were collected on 350 executives of five mining industries in the Public Sector by using contact report form developed by Jacobson and Seashore (1951) after modifying it suitably for the purpose of present study.

Univariate, bivariate and multivariate techniques were employed to analyse the data with computer.

The results indicate broadly :

That demography influences the communication frequency with peers and subordinates significantly.

That the content of communication with subordinates and also the reason for such events are significantly influenced by the demographic factors such as age, level of education, length of experience, status and salary.

That the demography also influences the degree of importance of communication events with subordinates.

That the mode of communication with subordinates is also significantly influenced by the demographic variables under study.

That the oral mode is preferred to written mode. The Executives in the five Mining Industries taken up for study seem to favour the oral mode of communication.

As the scope of the present study was largely exploratory in the Indian context, the scope for further research in organisational communication is wide and open.

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