



International Journal of Engineering Research and Science & Technology

www.ijerst.org

ISSN : 2319-5991

Vol. 21 No. 3 (1) 2025



ijerst.editor@gmail.com
editor@ijerst.com

Research Paper

THE INFLUENCE OF COMMUNICATION MANAGEMENT ON LEADERSHIP EFFECTIVENESS AND DECISION-MAKING WITH REFERENCE TO HERITAGE

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ABSTRACT

Good pay management is essential for keeping morale high, keeping employees, and creating a performance-based culture that is goal-oriented. Your company needs adaptable pay management techniques to help you impose budget constraints company-wide. When going global with compensation management, it's important to consider not just different languages and currencies but also cultural norms and preferences.

An integral part of the integrated Sum Total Talent Development Suite, the Sum Total pay management system links fair compensation with performance in order to engage and maintain a strong, productive workforce, retain top performers, and reduce employee turnover. By combining your pay management strategies with performance management practices, our easy solution encourages equitable salary increases for all employees. With our straightforward pay management software, you can reward top performers properly and give merit-based salary increases on a regular basis. On top of that, Sum Total understands how compensation management should be done and how it ties into a bigger plan for developing people.

Compensation management has several advantages, such as: * bringing managers from across the world together, * streamlining the process of uploading and editing budgets, wage structures, and increase criteria, and * reducing the likelihood of expensive mistakes caused by spreadsheets and different systems.

Facilitate a global workforce by accommodating a variety of languages, currencies, and cultural norms. * Meet your specific needs with adaptable, multi-component pay management and configurable compensation management methods.

Whatever your needs may be—a stand-alone system for managing employee payroll or the benefits of a fully integrated talent development deployment—Sum Total offers a scalable implementation that satisfies both your desire for simplicity and your need for robust capabilities.

Received: 02-7-2025

Accepted: 06-8-2025

Published: 13-8-2025

I. INTRODUCTION**Communication**

Communication is a process whereby information is enclosed in a package and is channeled and imparted by a sender to a receiver via some medium. The receiver then decodes the message and gives the sender a feedback. All

forms of communication require a sender, a message, and an intended recipient; however the receiver need not be present or aware of the sender's intent to communicate at the time of communication in order for the act of communication to occur. Communication requires that all parties have an area of

communicative commonality. There are verbal means using language and there are nonverbal means, such as body language, sign language, paralanguage, haptic communication, chronemics, and eye contact, through media, i.e., pictures, graphics and sound, and writing.

Information communication revolutions

Over time, technology has progressed and has created new forms of and ideas about communication. The newer advances include media and communications psychology. Media psychology is an emerging field of study. These technological advances revolutionized the processes of communication. Researchers have divided how communication was transformed into three revolutionary stages:

In the 1st Information Communication Revolution, the first written communication began, with pictographs. These writings were made on stone, which were too heavy to transfer. During this era, written communication was not mobile, but nonetheless existed.

In the 2nd Information Communication Revolution, writing began to appear on paper, papyrus, clay, wax, etc. Common alphabets were introduced, allowing the uniformity of language across large distances. Much later the Gutenberg printing-press was invented. Gutenberg created this printing-press after a long period of time in the 15th century.

In the 3rd Information Communication

Revolution, information can now be transferred via controlled waves and electronic signals.

Communication is thus a process by which meaning is assigned and conveyed in an attempt to create shared understanding. This process requires a vast repertoire of skills in interpersonal processing, listening, observing, speaking, questioning, analyzing, gestures and evaluating. It is through communication that collaboration and cooperation occur.

There are also many common barriers to successful communication, two of which are **message overload** (when a person receives too many messages at the same time), and **message**

complexity. Communication is a continuous process. The psychology of media communications is an emerging area of increasing attention and study.

II. NEED & IMPORTANCE OF THE STUDY:

The need of the Communication management is to determine what aspects of performance are required to be evaluated.

- To identify those who are performing their assigned task well and those who are not and the reason for such performance.
- To provide information about the Communication Process as management basing on which decisions regarded conformation, promotion, demotion and transfer are taken.
- To provide feedback information about the level of achievements and behavior of an employee.
- To provide information and counsel the employee.
- To compare actual performance with the standards and in out deviations (positive and negative)
- To create and maintain satisfactory level of performance.
- To prevent grievance and in disciplinary activity.
- To facilitate fair and equitable compensation.
- To ensure organizational effectiveness.
- It guarantees useful information about employees and the nature of their duties.

We can briefly say that Communication Process as management systems are necessities to assess performance at regular intervals with consistency to study improvements, deviation and to take corrective

actions to bridge gaps and improve performance over a period of time.

III. OBJECTIVES:

The objective is to know how effective is the execution of Communication Process as management in Heritage Foods (India) Limited.

The aim of Communication Process as management is to encourage the employees to set his own objective for the next time period following the review of his past performance. It enables the management to make effective decisions/ to modify earlier decisions based on the evaluation of the existing plans, information system, job analysis, and internal and external environment factors influencing employee performance.

The objectives is to identify the common goals of the organization, define each individuals major areas of responsibility in terms results expected of him, review the individual performance progress in a job and his potential for future improvement. It aims at providing data to managers with whom they may judge future job assignments and compensation.

To counsel the employees Communication Process regarding their strengths and weaknesses and asses in developing them to realize they are full potential in line with the company's objectives and goals. Always emphasize that the role of a manager is to offer constructive support and not condemn. Give the employees many opportunities to ask guidance to air grievances and discuss anxieties

SCOPE OF THE STUDY:

In the present study an attempt has been made to know the actual implementation of Communication Process as management techniques in general and some other aspects such as awareness of the workers, effectiveness of the performance appraisal system in particular.

Human resource projections are valid on appraisals. By improving job skills, the employees have lot of scope for development and prepare themselves for higher responsibilities.

A through analysis of the performance appraisal system will help the management to know the short comings, if any. It also help the company in knowing whether the performance appraisal techniques are used to full extent or not, there by the researcher can understand the effective implement of the performance appraisal system.

IV. METHODOLOGY & DATABASE:

The research methodology is a systematic way to solve the problem and it is an important component of the study without which researcher may not be able to obtain the facts and figures from the employees.

SOURCE OF DATA:

The study is based on primary as well as secondary data collected from different sources:

A). Primary Data:

The primary data is collected with the help of questionnaires, which consists of twenty questions each. The questionnaires are chosen because of its simplicity and liability. Researcher can expect straight answers to the questions. The respondents are informed about the significant of the study and requested to give their fair opinions.

B). Secondary Data:

Secondary data is collected through the documents provided by the personnel department. The documents include personnel manuals, books, reports, journal, etc.

SAMPLING PROCESS:

A). Sample Unit:

The executives and employed at **Heritage Foods (India) Limited**. Hyderabad constitute 'universe' of the present study. A part of it is taken as sample unit for the resent study. It includes JGMS, AGMS, manager and

other employees of **Heritage Foods (India) Limited** Hyderabad.

B). Sample Size:

The sample size consists of 100 respondents employed in **Heritage Foods (India) Limited**, Hyderabad. Of these 30 are executives, 20 are senior executives and the remaining 50 are employees.

PERIOD OF THE STUDY:

Since so many years Heritage Foods (India) Limited Hyderabad has been following the same procedure of Communication Process for their executives and employees and for the study of my project last one-year data has collected on performance appraisals.

LIMITATIONS

1. Firstly the respondents were not available readily and the data were collected as per the convenience of the respondents.
2. Secondly the sample of respondents was very less given by the organization hence appropriate sample technique was not applied for selecting the respondents.
3. Thirdly, time is also one of constraints. Duration of 45 days is not sufficient to cover all the aspects of the study.

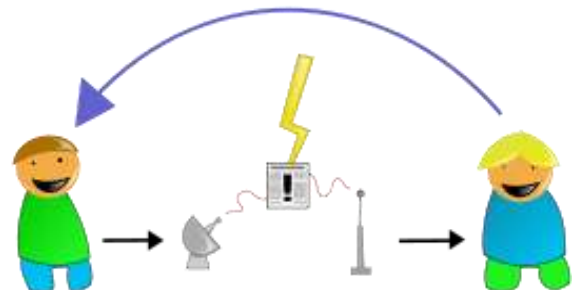
For the above limitation the study conducted may not give the true representation of the entire organization.

Communication

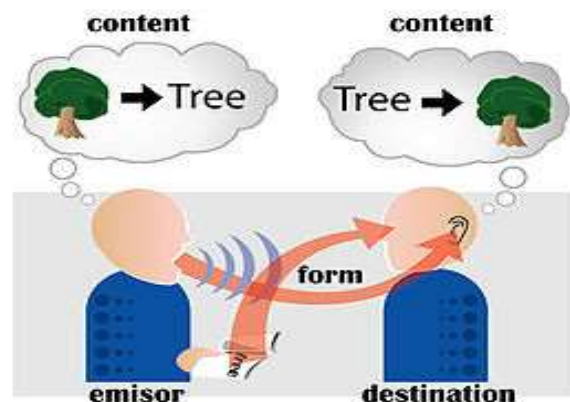
Every individual needs to communicate in one or the other way. It takes many forms such as writing, speaking and listening. The hard facts are that a manager, however skilled, needs to learn some basic rules to get the message across, clearly. Communication is the life blood of every organisation and its effective use helps build a proper chain of authority and improve relationships in the organisation. About 50 % of a manager's time is spent in generating information. So the importance of developing skills in interpersonal communication is necessary.

While understanding the importance of communication, one needs to be clear regarding the difference between Individual communication and Organizational communication. Communication in the organisation takes place through individuals. However, there is a vast difference in the manner in which personal – communications and organizational – communications are carried out. There is a sequence that needs to be followed in organizational communication. It is skilled, chair bound, predetermined and continuous. To communicate well, one needs to know the frames of reference to be able to assess other people so as to pass information and build relationship.

Communication modeling



Shannon and Weaver Model of Communication



Communication major dimensions scheme

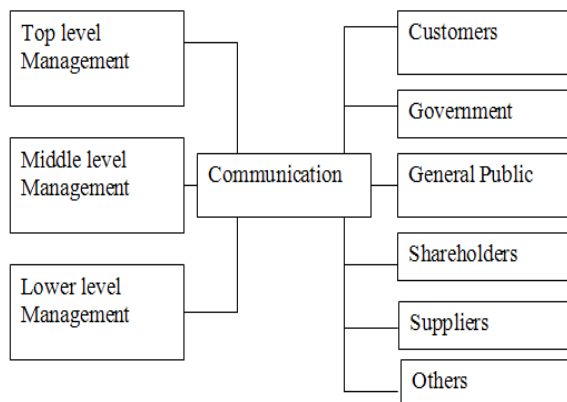
IMPORTANCE AND PURPOSE OF COMMUNICATION

Communication is a means by which people are linked together in an organisation to achieve a common purpose. No group activity is possible without communication. There are number of problems that occur in the communication

process of initiating, transmitting and receiving information. It gets people involved with the organization, increases the motivation and commitment to perform well in the organization. Managers need to communicate at different levels within the hierarchy to individuals, to groups, to departments and externally to customers, suppliers, banks and other professionals. Both formal and informal communication systems are necessary to evaluate and interpret the information. Communication skills are essential leadership competencies. Both lateral and vertical systems are useful to get every one focused on similar goals.

The broad purpose of communication in an organisation is to effect change. It is basically to influence action in a manner to positively affect welfare of the enterprise. The main purpose of communication is :

- To establish the objectives of an enterprise.
- To develop a link of plans to achieve them.
- To organize human resource in such a way that the goals are realized.
- To create a climate conducive to lead, direct and motivate people.
- For effective control.



THE PROCESS OF COMMUNICATION

As such there are three steps involved in the communication process. It is the origin of a thought or an idea by a sender which is properly planned and then passed on to the receiver in a manner in which it can be properly understood.

The Communication Process.

• The message sender

Communication begins when the sender comes across a thought or an idea. The sender then encodes it in a way in which it can be understood by the receiving channel members. Encoding is not simply translation or to put forward an idea, but includes additions, deletions and simplifications in the line of thought and conversion and the same in the form of a message to be transferred further down the line. It also may include technical details such as encoding the message in a programmed language as an input for computer.

• Transmission of Message

There needs to be a link between the sender of the message and receiver of the message. These links or mediums may be written or oral. The messages are transmitted through a letter, a telegram, telephone, computer, etc. Sometimes, more than one link also may be used for the transmission of messages.

The message receiver

The message has to reach the receiver in a form in which it is understandable. The message received has to be decoded. It is to be converted into the original thought or idea. Accurate communication can occur only when both, the sender and the receiver attach similar meanings to the symbols that compose the message. The crux is in the message being understood. The emphasis is not simply in the transfer of the message but such a transfer where facts remain intact and the real message does not get distorted. It is necessary to receive a message with an open mind because if the information is contrary to the value system of the individual, a closed mind will normally not accept it.

To verify the effectiveness of communication, feedback is necessary. Whether or not a message has been clearly transmitted and understood can be confirmed by feedback. Feedback helps in analyzing whether the objective has been achieved or not.

V. Data analysis and interpretation

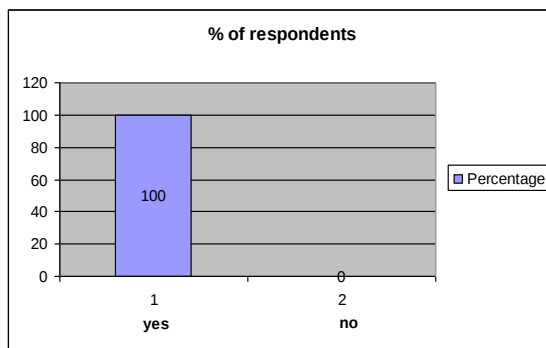
Data analysis has been done by arranging the data in a simple table form and percentages are calculated. The quantitative data has been represented by drawing out the charts where ever necessary.

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

(a) YES

(b) NO

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



Interpretation:

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

2. Communication Process management rating is used to

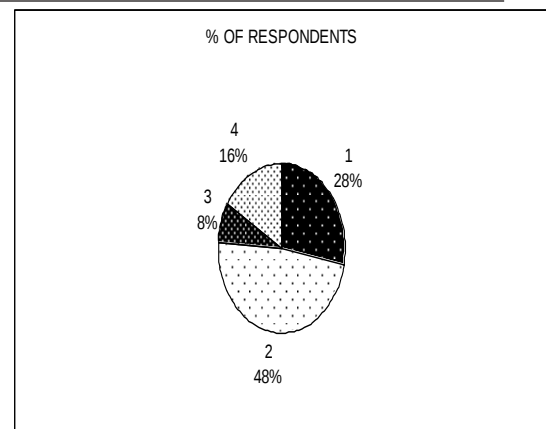
(a) Identify areas of improvement

(b) Identifying quality for unit of work

(c) Set performance target

(d) All the above

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



Interpretation:

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

3. In your experience the outstanding Communication management of an employee is due to:

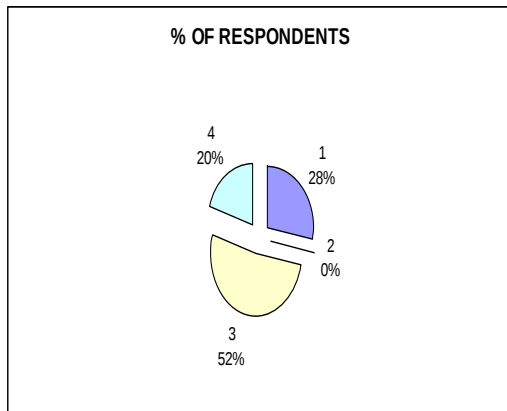
(a) Actual Performance

(b) Qualification

(c) Experience

(d) All the above

s.no	Options	No. of Responses	Percentage
1	Actual Performance	28	28
2	Qualification	8	8
3	Experience	32	32
4	All the above	20	20
	total	100	100

**Interpretation:**

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

VI. CONCLUSIONS

In recent years, training has emerged as a critical component of successful business growth. Indeed, a growing number of businesses have started pinpointing certain skill sets that need improvement, with communication abilities topping the list.

Regardless of the industry, managers have come to understand that fostering better communication skills among their employees has multiple benefits. First, it improves their ability to interact and negotiate with clients. Second, it helps them maintain positive interpersonal relations at work, which ultimately leads to a more harmonious and productive atmosphere.

After that, you'll have access to a plethora of methods and resources to pick and choose from. You can't be anyone else while you're speaking under duress, which is why personal style is important to us.

Consequently, instead of fixating on what is wrong or requires fixing, we choose to build on people's existing strengths and enhance their communication abilities.

Learning organized such that all participants make use of the comments made by other members and the comments made by the video and audio sources, steady progression from easier

to more difficult techniques taught step-by-step throughout the learning process (i.e., no one "jumps over" or skips a level),

Tailoring one's approach to each participant while drawing strength from the collective,

Mediated impact of group members on each other—started and supported by the facilitator in a subtle, indirect, continuous, and sequential fashion.

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