

A Study of the Organizational Communication System in Management of Dairy Co-operatives

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The dairy co-operatives have emerged on the national scene with 'Anand Pattern' which emphasizes socio-economic development of the milk producers. The Operation Flood (O. F.) programme have ushered white revolution in the country with setting up 'Anand Pattern' of rural milk producer's co-operative societies, milk unions and milk federation at villages, district and state level, respectively as most commonly known as three tier structure of the dairy co-operative organization.

Dairy co-operatives represents a complex social system of the several processes involved in its organization, management and functioning. All these functional areas and various departments or divisions are interlinked and therefore, communication plays an important role and has become intrinsic in dairy co-operative set-up to achieve management goals of the organization.

Keeping this in view, the present study on the "Organizational communication system in management of dairy co-operatives" was proposed to study the message behavior, to carry out the communication network analysis among the management personnel and to find out the communication styles adopted by the management personnel at various levels of management of dairy co-operative.

The study was conducted under the aegis of Pradashik Co-operative Dairy Federation Ltd. (P.C.D.F.) set-up of Uttar Pradesh. The study was conducted in 16 Distt. Dugdh Sahakari Sangh Ltd. (D.U.S.S.) which is commonly known as district milk union of western U.P. in which 'Operation Flood' programme is in active operation for more than 15 years. The sampling design of the study was comprised of four hierarchical levels viz. upper management level, middle management level, lower management level and staff level of management. The composite sampling size of 64 was comprised of upper management level (16), middle management level (16), lower management level (16) and staff level management (16) respectively.

The study has demonstrated that the maximum number of management personnel at different levels of management of PCDF were well educated and experienced. The managerial as well as specialized training was lacking amongst the management

personnel at all the management levels. Communication channels i.e. telephone, office letters, circulars, formal meetings, reports, office orders were mos. commonly used. Posters, charts, photographs, films, slides and transparencies were rarely used. In majority of the management situations, the transactions by and large were complementary followed by crossed and ulterior transactions.

Maintenance purpose message obtained more weightage over task purpose message and human purpose message. Amount of upward communication was higher than downward as well as horizontal communication.

In communication styles, the relinquishing style were mainly adopted, followed by developmental style by the management personnel. The defensive style was also quite often adopted, whereas, controlling style was the least to be adopted by the management personnel. The study recommends that in the dairy co-operative set-up, there is a need of regular training of refresher type to enable them to maintain their professional competence. It is necessary to set up an extension wing or communication centre in dairy co-operative organization which could meet the requirements of extension literature and publicity materials for the development of the organization. The top management of dairy organization must recognize the importance of downward communication for guidance to the sub-ordinates and also feedback for meSSi3ges sent up word by the management personnel.

Modern and sophisticated communication network facilities based on computer and other electronic gadgets i.e. internet, mobile phones, video conferencing etc are urgently required for faster communication, betterco-ordination, effective control and monitoring at different levels of management in dairy co-operative organization.