IMPACT OF ORGANIZATIONAL STRUCTURE ON EFFECTIVE COMMUNICATION FLOW: THE CASE OF SHARP-ROXY CORPORATION

by

Vemala Devi d/o Venkatachalam

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<tr>
<td>ACC</td>
<td>Accounts</td>
</tr>
<tr>
<td>AE</td>
<td>Assistant Engineer</td>
</tr>
<tr>
<td>ALIGN</td>
<td>Alignment</td>
</tr>
<tr>
<td>AM</td>
<td>Assistant Manager</td>
</tr>
<tr>
<td>ANOVA</td>
<td>Analysis of Variance</td>
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<tr>
<td>ASSY</td>
<td>Assembly</td>
</tr>
<tr>
<td>BCD</td>
<td>Bachelor’s Degree</td>
</tr>
<tr>
<td>CC</td>
<td>Clerk</td>
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<tr>
<td>CD</td>
<td>Confidential Clerk</td>
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<td>CEN</td>
<td>Compact Disc</td>
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<td>CK</td>
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<td>CTRL</td>
<td>Control</td>
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<td>DEP</td>
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<tr>
<td>DF</td>
<td>Degrees of Freedom</td>
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<tr>
<td>DIPL</td>
<td>Diploma</td>
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<tr>
<td>DV</td>
<td>Driver</td>
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<tr>
<td>ECF</td>
<td>Effective Communication Flow</td>
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<tr>
<td>EF</td>
<td>Expected Frequency</td>
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<td>Electrical Engineer</td>
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<td>ENGRG</td>
<td>Executive</td>
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<td>GM</td>
<td>General Manager</td>
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<td>HIER</td>
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<td>INF</td>
<td>Informal structure</td>
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<tr>
<td>IQC</td>
<td>Incoming Quality Control</td>
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<td>LL</td>
<td>Line Leader</td>
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<tr>
<td>MA</td>
<td>Manager</td>
</tr>
<tr>
<td>MC</td>
<td>Materials Checker</td>
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<td>Managing Director</td>
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<td>Mechanism</td>
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<tr>
<td>MGR</td>
<td>Manager</td>
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<tr>
<td>MIS</td>
<td>Management Information System</td>
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<td>MS</td>
<td>Mean Square</td>
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<tr>
<td>NU</td>
<td>Nurse</td>
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OF Officer
PGA Personnel & General Affairs
PHD Doctorate
PHSG Purchasing
PROD Production
PS Production Staff
QA Quality Assurance
QI Quality Inspector
QLTY Quality
SE Senior Engineer
SG Security Guard
SGM Senior General Manager
SH Storehand
SHPG shipping
SOC Span of Control
SPA Spatial Dispersion
SPEC Specialization
SRC Sharp-Roxy Corporation
SS sum of squares
TE Technician
TP Temporary Production Staff
TTL Total
VE Value Engineering
ABSTRAK

IMPAK STRUKTUR ORGANISASI KE ATAS ALIRAN KOMUNIKASI YANG BERKESAN: KES SHARP-ROXY CORPORATION

Komunikasi yang berkesan merupakan penentu utama untuk pengurusan yang efektif dalam organisasi, serta juga satu cara untuk mencapai objektif organisasi. Kedudukan dalam organisasi yang besar, biasanya tidak memudahkan komunikasi yang berkesan. Sumber masalah ini terletak dalam ciri-ciri struktur organisasi. Kajian ini tertumpu kepada impak angkubah-angkubah struktur organisasi ke atas komunikasi yang berkesan. Saluran-saluran komunikasi yang diwujudkan oleh struktur organisasi adalah penting untuk menjalankan fungsi organisasi melalui aliran komunikasi ke bawah, ke atas dan melintang. Maka struktur organisasi haruslah memudahkan aliran komunikasi yang berkesan.

Maka kajian ini cuba mencari jawapan kepada soalan-soalan penyelidikan yang berikut:

1. Adakah faktor-faktor demografi mempengaruhi aliran komunikasi yang berkesan?

2. Adakah angkubah-angkubah struktur organisasi menyumbang kepada keberkesanan aliran komunikasi di kalangan pihak pengurusan?

Kajian ini telah dijalankan ke atas satu sampel yang terdiri daripada 68 responden dari berbagai golongan pengurusan dan jabatan di Sharp-Roxy Corporation (SRC). Responden-responden ini telah menyempurnakan Soalselidik Pandangan Komunikasi. Alat kajian ini merekodkan persepsi responden terhadap komunikasi mengikut dimensi angkubah struktur organisasi.

Penemuan utama kajian ini ialah impak angkubah-angkubah strutur organisasi ke atas keberkesanan komunikasi. Tujuh angkubah bebas (struktur organisasi) ini telah menerangkan 67.2 peratus daripada keberkesanan angkubah bersandar (aliran komunikasi yang berkesan).

Daripada angkubah-angkubah ini, formalisasi dan pengkhususan, muncul sebagai angkubah yang paling signifikan. Maka disimpulkan bahawa tahap angkubah struktur organisasi yang wujud, memudahkan aliran komunikasi yang berkesan di SRC. Tiada terdapat perbezaan yang signifikan mengikut faktor-faktor demografi seperti jantina, bangsa, jawatan, atau pengalaman kerja terhadap keberkesanan komunikasi. Walau
bagaimanapun, terdapat perbezaan yang signifikan di antara kumpulan umur di mana responden dalam kumpulan berumur 40-49 merasa lebih keberkesanan dalam aliran komunikasi. Perbezaan yang signifikan juga terdapat di antara responden-responden yang ditempatkan di jabatan-jabatan yang terpilih di SRC.

Pandangan responden terhadap iklim komunikasi dan saluran komunikasi juga diperolehi. Jawapan-jawapannya menunjukkan bahawa konflik diselesaikan melalui saluran komunikasi yang sesuai, tahap kepercayaan terhadap pengurus atasan dan di kalangan para pekerja adalah tinggi, dan organisasi tidak kerap menjalankan kursus dalam komunikasi. Saluran komunikasi yang paling kerap digunakan dan paling disukai ialah komunikasi bersemuka dan telefon.

Effective communication complements managerial effectiveness in organizations and is also a means of achieving organizational objectives. The settings in large organizations often make effective communication difficult. One source of this lies in the characteristics of organizational structure. This study confines to the impact of organizational structural variables on effective communication in organizations. The communication channels created by the organizational structure serve specific functions through downward, upward, and lateral communication. Thus an organization’s structure must facilitate this effective flow of communication.

This study examined the relationship of selected variables of organizational structure and the informal structure to effective communication flow among the managerial ranks at Sharp-Roxy Corp. (M) Sdn. Bhd. in Sungei Petani, Kedah. The organizational structural variables examined were specialization, departmentalization, hierarchical level, span of control, spatial dispersion, formalization, and centralization, and the informal structure. Additionally, the demographic factors of gender, age, race, position, years of company experience, and emplacement were investigated to determine their impact on communication effectiveness as well as the differences among the various groups classified by the demographic factors.
The study thus sought answers to the following research questions:

1. Did selected demographic factors influence the effective communication flow?

2. Did the organizational structural variables and informal structure contribute significantly to the effective communication flow among the managerial ranks?

This study was conducted on a sample of 68 respondents from various managerial ranks and departments of Sharp-Roxy Corporation (SRC), who completed the Communication Opinion Questionnaire. This instrument recorded the respondents' perception of communication effectiveness along the dimensions of organizational structural variables.

The major finding of the study was the impact of the organizational structural variables on communication effectiveness. The seven independent variables of organizational structure, explained 67.2 percent of the dependent variable of communication effectiveness. Of the variables examined, formalization and specialization, emerged as most significant in explaining the variance in effectiveness. It was concluded that the existing levels of the organizational structural variables facilitated effective communication flow in the organization. There was no significance found for effectiveness by demographic factors of gender, race, position, or years of company experience. However, significance was found for age groups, where respondents between 40-49 years old perceived the most effectiveness in communication flow. Significance was also found for the variable of emplacement where respondents among selected departments of SRC perceived differences in
Opinions on communication climate and channels of communication were also sought. The responses conveyed that conflicts were handled through proper communication channels, trust with senior management and among co-workers was fairly high, and that not enough training programs in communication were conducted by the organization. The channels of communication most used and most preferred were face-to-face and the telephone.

The study also made some suggestions and recommendations for further research in this field of inquiry. Of note are the need to study other intrapersonal and interpersonal factors affecting communication effectiveness. Also, research on a longitudinal scale in various organizational settings is needed.
CHAPTER I

I. INTRODUCTION

1.1 Background of the Study

Communication is pervasive in all areas of organizational life. It is the means by which organizational members collect and disseminate the information that they need and it is also a means by which they achieve coordination and cooperation (Chung, 1987). Several studies suggest that managers spend about eighty percent of their time communicating with other people, including subordinates, peers, superiors, clients, and suppliers (Mintzberg, 1973/1975; Megginson, Mosley & Pietri, 1989; Kovach, 1989; Mondy, Sharlin & Premeaux, 1991).

Chester I. Barnard (Ruch & Crawford, 1991), described the value of communication in organizations in his book, “The Functions of the Executive”. He connected organizational structure and scope to communication techniques, saying that communication should occupy a central place in organizational life. Accordingly, the variables that influence communication in an organization concern both structure and management. Child (Frank & Brownell, 1989), Robbins (1990), Wagner & Hollenbeck (1992), Ruch & Crawford (1991), posit that three dimensions of organization structure: specialization, formalization and centralization influence the flow of communication in organizations.
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BIBLIOGRAPHY


