

A Study on Effects of Communication on Employees Perception in JSW Steel Ltd., Salem

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ABSTRACT: Managerial communication is a process which involves the transmission and accurate replication of ideas ensured by feedback for the purpose of eliciting actions which will accomplish organizational goals there is something, which is transmitted, such as, facts, feelings, ideas, etc. It implies that there must be a receiver if communication is to occur. The sender of message must consider the receiver while structuring his message from a technical standpoint as well as in delivering it. When the receiver is not considered, there is either no response or there is wrong response. The correct interpretation of the message is important from the point of view of organizational efficiency. The objective of the study is to analyse effects of communication on employees perception in JSW Steel Ltd., Salem. The sample of the study is 120. Descriptive research design and convenience sampling method has been used. Questionnaire has been used as a primary data. Simple percentage analysis, chi-square analysis, correlation statistical and regression analysis tools have been applied to reach the findings of the study. It is found that there is no significant relationship between the gender of the respondents and effectiveness of communication. It is suggested that in order to enhance employee performance and comprehension, the organization must guarantee that managers give directions that are simply understood and unambiguous. It is concluded that communication's clarity reveals that there is potential for development in terms of making sure that messages and instructions are communicated to staff members in an efficient and effective manner.

KEYWORDS: effective Communication, communication barriers, employees perception, organisational goals

I. INTRODUCTION OF THE STUDY

Idalberto Chiavenato says that "Communication is the process of passing information and understanding from one person to another. Therefore, all communication influences at least two people: the one who sends the message and the one who receives it. Communication is the exchange of meanings between persons or groups using some signals that are called communications. It is the exchange of information, ideas, or thoughts between individuals or groups through a common arrangement of symbols, signs, or actions. It involves transmitting and receiving messages via multiple channels, such as vocal, nonverbal, written, and visual communication. Effective communication requires a simple expression of ideas and active listening to understand the message being conveyed. Communication is defined as the process by which information is exchanged between individuals through a system of signs, symbols. The concept of communication involves a sender, a message and a recipient. The sender sends the message and the recipient is the receiver of the message. The process of communication is never smooth as it is affected by the barriers of communication. Barriers to effective communication can result in confusion which can lead to incorrect information being conveyed or miscommunication which can lead to loss of business.

METHODS OF OVERCOMING THE BARRIERS

- It is imperative that organisational policy must be clear and explicit and encouraging the communication flows so that people at all levels realize the full significance of communication. The organisational policy should be expressed in clear and unambiguous terms that organisation favours the promotion of communication in the organisation.
- The policy should also specify the subject-matter to be communicated. This does not mean that contents of communication are to be prescribed in a completely exclusive manner but the list should be illustrative and it

should emphasize that the subject-matter of communication should be determined by the needs of the organisation.

- Though communication through proper channel is essential for orderly flow of information, it should not always be insisted upon. The system of communication through proper channel serves the purpose adequately so far as routine types of information are concerned. However, when and whatever the situation so warrants, to be overlooked and persons concerned should be told explicitly that insistence on proper channel is not necessary in all cases.
- Every person in the organisation shares the responsibility of good communication; however, persons at the top have special responsibility in this regard. A successful communication system will only be achieved if top management is determined to do so. It must set good examples itself, clearly expects others to follow them, and check from time to time that there are no bottlenecks.
- Organisation should have adequate facilities for promoting communication. Adequate provision of these facilities is not sufficient, but proper attention must be given towards their proper and effective use. They should be carefully looked into and it should be the responsibility of superior managers to encourage the use of these facilities through the adoption of supportive attitude and behaviour needs must be emphasized.

STATEMENT OF THE PROBLEM

Good communication is critical to creating a cohesive work atmosphere and making sure that different procedures run smoothly in modern organizational settings. But even with its acknowledged importance, communication efficacy is still a problem that many businesses face, which can cause a variety of issues. There could be a breakdown in the company's communication clarity, which would lead to miscommunications, erroneous interpretations, and ineffective task completion. Employee responsibilities, expectations, and corporate goals can all be misunderstood when there are opaque and ineffective communication channels. As a result, there may be a drop in overall job satisfaction, more stress, and a decrease in morale. In the end, these difficulties could show up as a weakened organizational reputation, increased turnover rates, and diminished productivity. The goal of the research is to provide actionable insights and suggestions to improve communication effectiveness by pinpointing the precise locations where communication failures occur. In the end, having a solid grasp of the obstacles and possible solutions in the field of communication will enable the company to develop a communicative culture that encourages openness, confidence, and favorable employee perceptions, all of which will improve overall performance and organizational success.

OBJECTIVES

- To assess the clarity of communication in the company
- To explore the influence of communication openness on employees' perception
- To examine the effect of communication effectiveness on employees' perception
- To evaluate satisfaction with communication in the company
- To obtain suggestions from the respondents to enhance communication in the company

II. REVIEW OF LITERATURE

Shweta rajput, d. v. (2025) There is a growing need for the integration of environmental management into Human Resource Management (HRM) – Green HRM – research practice. This paper summarizes the findings of the first phase of a longitudinal study. It is limited at this stage by a relatively small data sample, given that there are only a limited number of Green Star-rated buildings that have been in operation for more than 12 months at this stage of data collection. The descriptive statistics of the items. Result of exploratory factor analysis showed that there are four factors extracted out of 15 questions of employee perception of green initiatives which explained 68 percent of total variations in the scores.

Soni, s. (2025). The relationship between human resource practices and employee retention in public organizations. The purpose of this study was to identify HR practices and other factors such as job satisfaction, organisational commitments and leadership practice that affect employee retention in the UAE with emphasis on public organizations, in a comparative study of Sharjah and Dubai. To accomplish this task, both quantitative and qualitative research approaches were employed. The results show that national culture has a direct influence on organisational culture. Research participants indicate that the current workplace culture is not highly satisfactory, and that strategies are needed to improve it. The research finds that lack of empowerment and management style are factors that influence the retention of employees in UAE public organizations.

Chepkirui, R. J (2025) did a descriptive survey study aimed at investigating effective change communication strategies at Unilever Tea Kenya. The results of the study revealed that employees were satisfied with information regarding the change, their concerns addressed satisfactorily and were part of the implementation process. It also revealed that some strategies were effective than others with word-of-mouth as the most effective strategy. A number of communication channels were provided through which employees can obtain information as well as conveying it, as one strategy to evaluate feedback. Supervisory communication was rated highly by employees as an effective communication strategy. Therefore, the results of this study could help managers in understanding the modern employee conceptualization of effective change communication and the choice of communication strategies to pass change information to employees.

III. RESEARCH METHODOLOGY

The research design used in this research is descriptive research design. In this research, the convenience sampling approach is employed. The main instrument of research that has been used for data collection is a structured questionnaire. The study was carried out for a period of three months in the academic year from Jan 2026 to Apr 2026. The data collected was classified, tabulated, and analyzed using the following statistical tools: Simple Percentage Analysis, Chi-Square Analysis and Correlation Analysis.

IV. DATA ANALYSIS AND INTERPRETATION

PROFILE OF THE RESPONDENTS

Variables	Categories	No. of Respondents	Percentage (%)
Gender	Male	80	66.7
	Female	40	33.3
Age	18–25 years	63	52.5
	26–36 years	25	20.8
	37–46 years	21	17.5
	Above 46 years	11	9.2
Educational Qualification	Diploma	18	15.0
	Graduates	46	38.3
	Post Graduates	25	20.8
	Professional	18	15.0
	Others	13	10.8
Years Working in Current Organization	Less than 1 year	27	22.5
	1–2 years	35	29.2
	3–4 years	24	20.0
	5–6 years	24	20.0
	Above 6 years	10	8.3
Department	Sales	43	35.8
	Human Resources	17	14.2
	Finance	27	22.5
	Operations	17	14.2
	Marketing	16	13.3

Source: Primary Data

INTERPRETATION

The consolidated table shows that 66.7% of the respondents are male, while 33.3% are female. In terms of age, 52.5% of the respondents belong to the 18–25 years age group, followed by 20.8% in the 26–36 years age group, 17.5% in the 37–46 years age group, and 9.2% above 46 years. Regarding educational qualification, 38.3% of the respondents are graduates, followed by 20.8% who are post graduates, 15.0% each with diploma and professional qualifications, and 10.8% with other qualifications. With respect to the number of years working in the current organization, 29.2% of the respondents have 1–2 years of experience, followed by 22.5% with less than 1 year, 20.0% each with 3–4 years and 5–6 years, and 8.3% with above 6 years of experience. In terms of department, 35.8% of the respondents belong to the sales department, followed by 22.5% from finance, 14.2% each from human resources and operations, and 13.3% from the marketing department.

CHI SQUARE ANALYSIS: RELATION BETWEEN THE GENDER OF THE RESPONDENTS AND EFFECTIVENESS OF COMMUNICATION

Null hypothesis (Ho): There is no significance difference between the gender of the respondents and effectiveness of communication.

Alternative hypothesis (H1): There is some significance difference between the gender of the respondents and effectiveness of communication.

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	25.428 ^a	16	.063
Likelihood Ratio	28.510	16	.027
Linear-by-Linear Association	10.213	1	.001
N of Valid Cases	120		
a. 25 cells (73.5%) have expected count less than 5. The minimum expected count is .33.			

INTERPRETATION

As per the above table, it is inferred that the P value is 0.063; it is not significant to 5% (0.05) significant level. The minimum expected count is 0.33. Thus null hypothesis is accepted and it is found that there is no significant relationship between the gender of the respondents and effectiveness of communication.

CORRELATION ANALYSIS: RELATIONSHIP BETWEEN RESPONDENTS BELONGING TO THE DEPARTMENT AND SATISFACTION WITH COMMUNICATION

Correlations			
		RESPONDENTS BELONGING TO THE DEPARTMENT	SATISFACTION WITH COMMUNICATION
RESPONDENTS BELONGING TO THE DEPARTMENT	Pearson Correlation	1	-.045
	Sig. (2-tailed)		.628
	N	120	120
SATISFACTION WITH COMMUNICATION	Pearson Correlation	-.045	1
	Sig. (2-tailed)	.628	
	N	120	120

INTERPRETATION

The Above table indicates that out of 120 respondents, co-efficient of correlation between respondents belonging to the department and satisfaction with communication is -0.045 . It is below 1. So there is negative relationship between respondents belonging to the department and satisfaction with communication.

V. SUGGESTIONS

- Depth of supervisor Instructors should make instructions organized and simplified to increase knowledge among the employees.
- The organization should embrace the use of short formats of communication and should not be overly complex in communication.
- The firm is supposed to make sufficient and timely information needed by workers in order to carry out their duties.
- The organization ought to establish an environment of support where the employees feel free to raise opinions and ideas.
- The firm should also foster a culture where the superiors are very active in encouraging open and honest communication.
- The company ought to simplify communication channels in order to facilitate effective and prompt decision-making.
- Communication methods used in the organization should be in tandem with organizational objectives to enhance effectiveness.
- The organization must also review and refine the communication practices to increase employee satisfaction.
- The company should apply communication channels that will make the employees feel appreciated and esteemed.
- The organization should embrace communication strategies that will help employees to have positive working experiences.
- The organization must ensure that it creates effective communication that is clear and meaningful so as to enhance confidence in employees and role definition.

VI. CONCLUSION

It is also established that communication is a determining factor regarding how the employees would be perceived within the organization; in this case, an appropriateness, openness, and effectivity played a major role towards how the employee perceives their roles, duties, and their expectations by the organization. Poor communication causes confusion, lack of trust and dissatisfaction, and thus, it impacts the performance of the individual, as well as the overall performance of the organization. Conversely, communication that is clear, transparent and consistent can lead to increased understanding, better relationships and a positive image among employees and hence better productivity and

favourable working environment. It is also concluded that the enhancement of the communication practices is the key to improving employee satisfaction and the performance of organizations. To make employees trust and be engaged, the organization must concentrate on better communication channels, openness, and prompt and proper flow of information. Communication also prevents conflict and misunderstanding but also builds a culture of trust and cooperation. This is why the constant work aimed at enhancing the communication systems is essential to create the positive organizational climate and assure long-term success.

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