

The Impact Of Styles Of Communication On Employees' Performance In Hospitals Of National Capital Region Of India.

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ABSTRACT

This paper evaluates the relationship between styles of communication and their impact on employees' performance. Four styles of communication (passive, passive aggressive, assertive and aggressive) are used to predict the employees' performance in hospitals. Twenty four dimensions of the employees' performance are used in this study. It is based on the paramedic staff of public and private hospitals of National Capital Region of India. 670 respondents are chosen on stratified random sampling technique and questionnaire method is used for collection of primary data. Structure Equation Modeling (SEM) is used for data analysis and interpretation. All the best fit indices are used to test the reliability and validity of samples and results. The result of the study said assertive style of communication is best for employees' performance. It is much productive for hospitals as well as for patient. It creates standards for hospitals and helps to achieve the goal of the hospitals.

Key Words – Styles of communication, employees' performance, dimensions, goal of the hospitals, NCR, SEM etc.

COMMUNICATION

Communication plays a vital role in every organization. With the help of communication an employee shares his feelings, emotions, thoughts, ideas, policies, goals and much more to his employer. Every organization has different style of communication. With better communication style employer not only boost employee morale, job performance, but also enhance positive work place. Good communication style creates higher job satisfaction, better employee engagement, lower turnover of employees and stronger long term commitment. The need of workplace communication is to achieve the organizational goal. Clear communication is most important for successful organization. Froschheiser (2005) told about communication that it is a golden thread tying six basic functions as leading, planning, organizing, staffing, Controlling and

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communicating of the higher management. Maxwell (2001) told that communication is positive change within a workplace.

By virtue of good communication a team can succeed. It doesn't matter that can be a family, a company, a ministry or a club. The members of an effective team have strong communication that enhances commitment and connection. An open, honest and strong communication keeps the employee motivated. Effective communication is an intentional goal-oriented cohesive force for organizational strategies (Garcia, 2012). Effective communication is rational, logical and persuasive change which creates strong Industrial Relations, Organizational Change and Organizational Development (Choudhary and Rathore, 2013). Effective communication helps higher employee's engagement and greater satisfaction; lower the employee turnover rate and strengthens the long-term relationship (DuFrence & Lehman, 2014). A good employer knows to talk to all stakeholders including managers, employees, investors and customers (Anthony, 2015). Effective communication on the workplace is part and parcel for the successful organization. Managers with well-communication skills can share their ideas clearly so that subordinates can understand what to perform. On the contrary, bad communication can lead to employee frustration, absenteeism and lower productivity and greater turnover rate.

Effective style of communication means respect yourself and other people also. It is a great ability to clearly express your ideas, thoughts and feelings through open, direct and honest communication. Having more assertive type of communication, it doesn't mean that you will get whatever you want but it can help you to achieve a better understanding. It will help you to handle the situation well and give a sense of satisfaction to both parties. There will be good relationships and does not create ill feeling between you and counterparty to whom you are discussing the matter.

Communication should be a two-way step-by-step process. It includes behavioral patterns as body language, gesture, posture rather than plain exchange of words. It also affects culture and social relationships. But better communication is a way to increase productivity. Effective communication at the workplace leads to better management style because it enhances the morale of employee and employer both. It also creates a positive climate and fosters equality. As it encourages team work for achievement of organizational goals within stipulated time period. A common mission, vision and clear goals and objectives create synergy and equality.

Feedback mechanism is also created by better workplace communication. It gives relief and helps in better decision making. It contributes to cost reduction and production improvement. In simple words it can be said that it maximizes the production and minimizes the level of stress.

STYLES OF COMMUNICATION

There are four styles of communication. They are as follows:

1. **Passive Communication Style**

Unusually passive communicators are very quiet. These types of people do not express their feelings and opinions and they just listen to others. They are misunderstood because they are not expressive and behave humbly and softly. Most of the time they say no even they fail to predict

further circumstances. They do not stand for their rights that why they are manipulated by others for their interest. But when someone crosses their limits, they react a lot. These people are emotionally dishonest because they always hid their feelings. These people behave meek and humbly and always avoid conflict. Their identifications are soft voice, poor posture, humbly behavior, inability to say no, and fidgeting.

2. Aggressive Communication Style

These types of people are often loud and have tendency to blame others for their mistake. They show bossy nature, mean-spirited and lacking gratitude. They specks rudely and demand respects from others and advocate their need only. This style of communication is very expensive. It creates a lot of problems at workplace. An aggressive person assumes that their needs are most important and they thought that there rights are more as compare to others; they have contributed more than other people. It is ineffective style of communication because the contents of this communication are too rude and adamant. Their identifications are intense eye contact, harsh tone, gesture like cross arm, frowns, criticizing others and pointing figure,

3. Passive-Aggressive Communication Style

These types of people fall right between being passive and aggressive. They communicate subtly and in indirect way. They are frustrated and try to be cooperative bet they are not. In this style of communication people appears passive on ground level, but really acting out their anger in indirect or behind the workplace communication. War Prisoners often act in the passive-Aggressive way to deal with overwhelming lack of powers. Those people who behaves in this is feels lack of powers and resentful, and express their feelings by imagined or real manner. In simple words they are stubborn or adamant but never create conflicts with others. The saying “Cut off your nose to spite your face” is a well description of this type of people. They are isolated and never annoy others. Their identification are mumming, showing denial, showing happy face, frequent sarcasm, body language do not match,

4. The Assertive Style

The assertive communication style is healthy and effective way to express. This type of people vocalized their need but respects the need of others. During a conflict, they try to find the solution so that everyone can maintain their dignity. Assertive styles of communication have high self-esteem at both ends. It is known as most effective style of communication, it is the sweet spot between to be too aggressive and to too passive. When we are assertive, we have a sense of confidence to communicate without games or sense of manipulation. The communicator knows his/ her limits and cannot cross that. But this style of communication is used less on workplace. Their identifications are extensive gesture, good eye contact, clarity in voice and using the word I.

HYPOTHESIS: Hypothesis for the research as follows:

H1: There is a significant and positive relationship between passive communication and employees’ performance.

H2: There is a significant and positive relationship between aggressive communication and employees’ performance.

H3: There is a significant and positive relationship between passive aggressive communication and employees’ performance.

H4: There is a significant and positive relationship between assertive communication and employees’ performance.

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Effect of styles of communication on employees' performance:

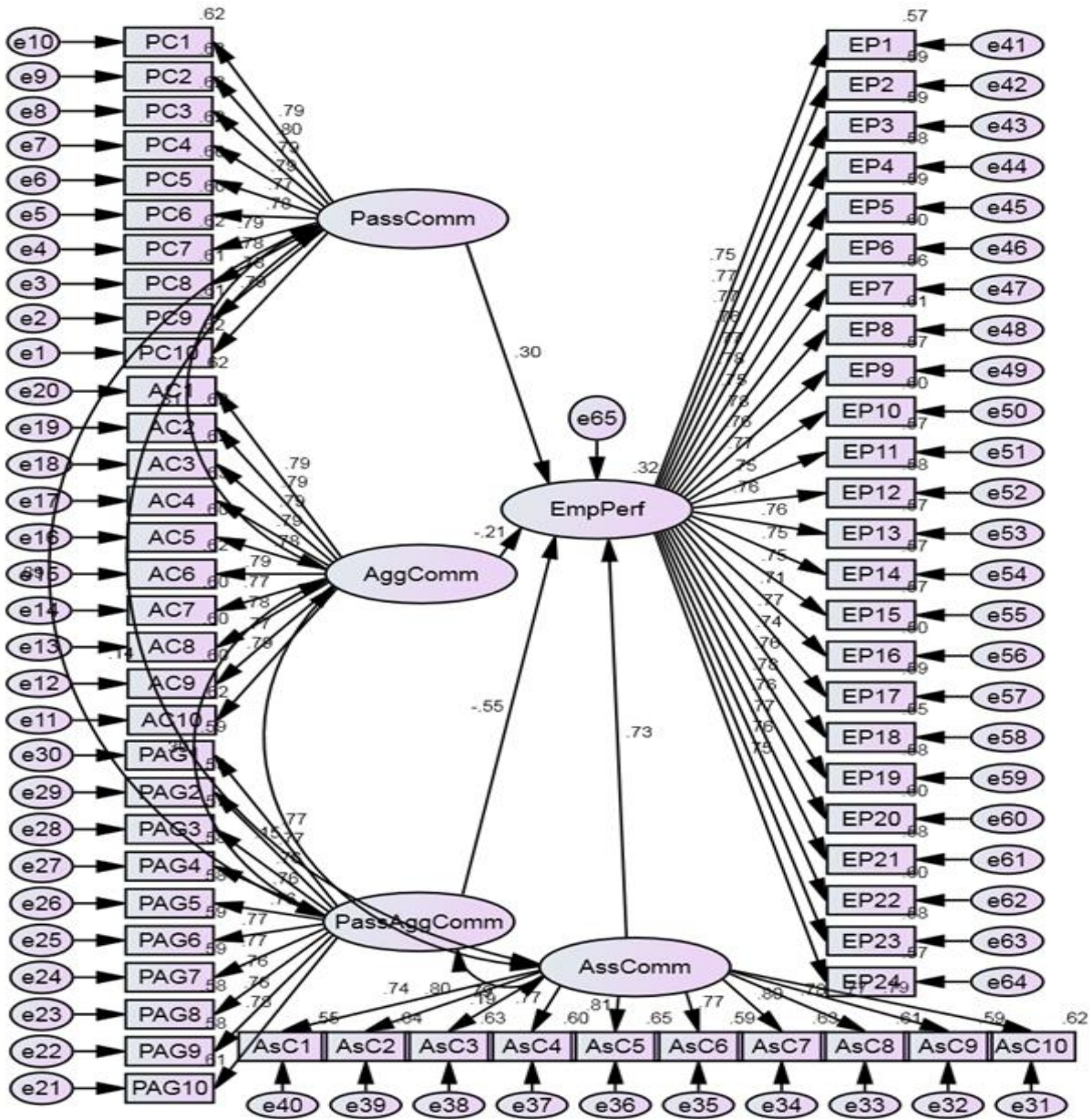


Figure 1 (Styles of Communication and Employees' Performance)

Figure 1 shows the direct effect of each independent variable on (EmpPerf-Employees' Performance) employees' performance, which is a dependent variable in the study. Independent variables shown as PassComm- Passive Communication, AggComm- Aggressive Communication, PassAggComm- Passive Aggressive Communication and AssComm- Assertive Communication. Aggressive Communication and Assertive Communication are significantly associated with employee performance. Passive Communication and Passive Aggressive Communication are not positively associated with employees' performance. All the parameters

(RMSEA = 0.019; CFI=0.985, NFI = 0.928; TLI = 0.984; IFI =0.985, Chi square/ df = 1.247) respect the goodness threshold for a very good model fit. Regression results of all independent variables (communication dimensions) revealed that slope coefficients are positively and negatively significant for passive communication (p=.067), aggressive communication (p=.000), passive aggressive communication (p=.745), assertive communication (p=.000). The combined effect of all independent variables explains 64 percent of the variation in employee performance. Slope coefficients for each relationship have been shown in figure 1.

Standardized regression weights

	Estimate	S.E.	C.R.	P	Label
EmpPerf <--- PassComm	.296	.211	1.832	.067	par_69
EmpPerf <--- AggComm	-.275	.074	-3.361	***	par_68
EmpPerf <--- PassAggComm	-.042	.185	-.326	.745	par_67
EmpPerf <--- AssComm	.728	.120	-7.893	***	par_66

Table 1(Employees’ Performance and Style of Communication)

Further, results in Figure indicated that Passive Communication has a positive relationship with Employee Performance ($\beta = .30$, $E = .296$, $p = 0.067$), Aggressive Communication has a negative relationship with Employees’ Performance ($\beta = -.21$, $E = -.275$, $p = 0.000$), Passive Aggressive Communication also has a negative relationship with Employees’ Performance ($\beta = -.55$, $E = -0.042$, $p = 0.745$) and Assertive Communication has a positive relationship with Employees’ Performance ($\beta = .73$, $E = .728$, $p = 0.000$).

Testing of Hypothesis

Hypothesis	P-Value	Result	Findings
Hypothesis 1: (H1) There is a significant and positive relationship between passive communication and employees’ performance.	.067	Rejected	Result shows, P Value which is more than 0.05, which proves that null hypothesis is rejected and alternate hypothesis is accepted, So there is no impact of passive communication on Employees’ Performance.
Hypothesis 2: (H2) There is a significant and positive relationship between aggressive communication and employees’ performance.	***	Accepted	Result shows, P Value which is less than 0.05, which proves that null hypothesis is accepted and alternate hypothesis is rejected, So there is impact of aggressive communication on Employees’ Performance
Hypothesis 3: (H3) There is a significant and positive	.745	Rejected	Result shows, P Value which is more than 0.05, which proves that null

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relationship between passive aggressive communication and employees' performance.			hypothesis is rejected and alternate hypothesis is accepted, So there is no impact of passive aggressive communication on Employees' Performance
Hypothesis 4: (H4) There is a significant and positive relationship between assertive communication and employees' performance.	***	Accepted	Result shows, P Value which is less than 0.05, which proves that null hypothesis is accepted and alternate hypothesis is rejected, So there is impact of assertive communication on Employees' Performance

CONCLUSION

This is sufficient to conclude that there is a significant positive relationship of Passive Communication and Assertive Communication with Employees' Performance. There is a negative relationship of Employees' Performance with Aggressive Communication and Passive Aggressive Communication. As assertive style of communication increases in the organization, it gives positive and significant impact to employees' performance and creates a positive environment in which employees' organization can achieve its goals and objectives in a better way. It decreases the employees' turnover ratio and gives customer satisfaction also. That is required by every organization. Sometime passive communication is also required at workplace because it decreases the dispute and creates smooth relationship among employees. Aggressive communication is most dangers for organization culture as well as employees performance. It is destructive because it can damage the relationship between employees and customers. Passive aggressive communication style is also not good for organization because it also create negative relationship as it is ambiguous. So, assertive style of communication is must for taking best performance and creating better workforce at workplace.

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