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Business Management
BMA 204

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PART V

ORGANIZATIONAL COMMUNICATION

Introduction to Communication

Communication is the process of exchanging information, usually through a common system of symbols.

'**Communication is a process of passing information and understanding from one person to another**'- Keith Davis
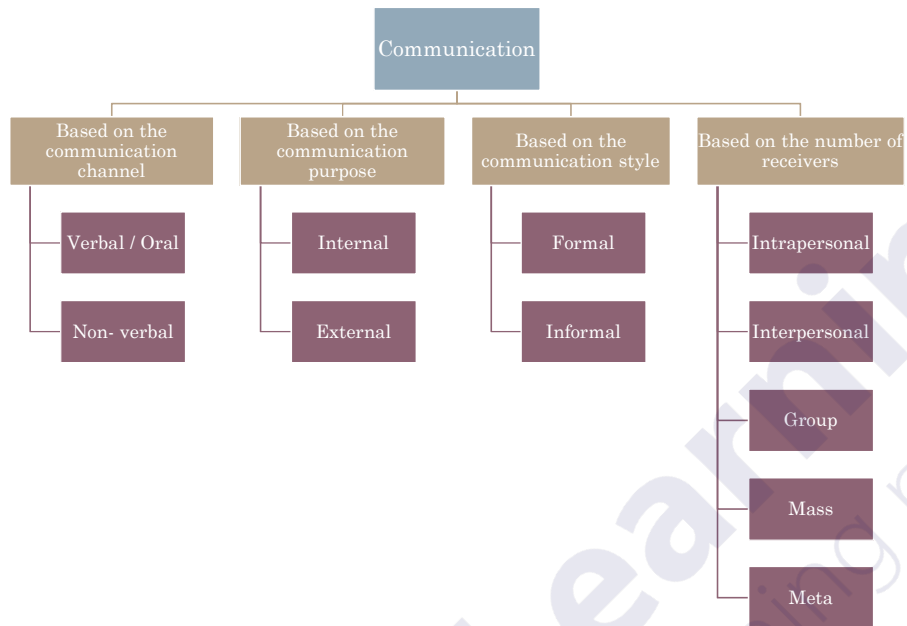
'**Communication is any behavior that results in an exchange of meaning**'- **The American Management Association**

communication

Nature of Communication

- It is a process - There are some identifiable interrelated events which are initiated by the sender (encoding messages, through some channel till the receiver receives the message and ends the process with the feedback.)

- It is meaning based - Must be able to link words together to create meaningful sentences & language. (to be able to name things, states, events & attributes by using words)

- It is inevitable - Communication is essential a physical, social & psychological exercise.

- A two-way traffic – It is an exchange of views, opinions a directions, it involves two or more parties.

"simply talking or writing without regard to the recipients' response, is conducive to creating a gross misunderstanding – George Terry

- It be intentional and unintentional - Through facial expressions, appearance, etc.

- A dynamic process – It is not constant or onetime event it is ever changing process.

- Communication is a social process – It helps human being to interact and socialize making it a social process.

- Continuous process - It is an ongoing process in which one interaction is followed by another.

4

Scope of Communication

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                        Communication
        ┌──────────────┬──────────────┬──────────────┐
  Based on the    Based on the    Based on the   Based on the number of
  communication   communication   communication        receivers
     channel        purpose          style
        │              │               │                  │
   Verbal / Oral    Internal        Formal           Intrapersonal
        │              │               │                  │
   Non- verbal      External        Informal         Interpersonal
                                                          │
                                                        Group
                                                          │
                                                        Mass
                                                          │
                                                        Meta
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Communication Based on the Channel

Verbal	Nonverbal
• Discussing or sharing of information between people by using conversation. • In a business setting, it's important to use clear and simple language that everyone can understand to ensure that your message is understood correctly and effectively.	• Actions and components of conversation aside from the words themselves that transfer significance. • Non-verbal interaction contains message, speed, overall tone and number of speech, actions and facial expression, body position, position, and vicinity to the audience, eye motions and contact, and dress, overall look and appearance of people and documents

Communication Based on the Purpose

Internal	External
• It includes all communication within an organization, and it is a is a vital mean of addressing organizational concerns. • It may be informal or a formal function or department providing communication in various forms to employees. • Examples: Notice Boards, Meetings, Public Address Systems, Intercom, Emails, Newsletters, etc.	• Messages exchange with those outside the organization is external communication • Supervisors communicate with sources outside the organization, such as vendors and customers. • It leads to better sales volume, public credibility, operational efficiency, overall performance, public goodwill, corporate image and ultimately, it helps to achieve organizational goals.

External Communication in an Organization

Communication Based on Communication Style

Formal

- A type of spoken presentation or papers intended to share details, and which is in accordance to established professional rules, requirements and procedures.
- The main types of official interaction within a business are downwards where details goes from higher control to subordinate workers, way up where details goes from workers to control and horizontally where details is distributed between colleagues

Informal

- Grape vine or casual interaction is the procedure of natural return of information between two or more person at different position without following any recommended or formal guidelines, requirements and sequence of control in the business framework
- Advantages
  - Speed, quick and fast
  - Less costly
  - Most of the time very effective
  - Organizational wide
  - Could be used as a powerful motivator.

9

Communication Based on the Number of Persons (Receivers)

Intrapersonal communication
- Involves to oneself in one's own mind (talking to yourself)

Interpersonal communication
- An exchange of messages between two persons.

Group communication
- This can be held among small or large groups, like an organization, club or classroom, in which all individuals retain their individual identities.

Mass communication
- It is a public communication.

Meta communication
- An extra interaction (including oblique cues) about how a part of information is intended to be considered.
- It includes in talking about a past discussion and to figure out the definitions behind certain terms, terms, etc.
- It can be used as a device for feeling making, or for better knowing activities, locations, people, connections, etc.

10

The Importance of Communication in an Organization

- Encourages motivation by telling and making clear the workers about the procedure to be done, the way they are executing the procedure, and how to enhance their efficiency if it is not up to the indicated.

- A source of information to the business associates for decision-making procedure, as it allows determining and evaluating substitute course of activities.

- Performs an important part in changing individual's behavior. Organizational publications, publications, conferences and various other types of dental and published interaction help in mounding employee's behavior.

  Example: A well-informed personal will have better mind-set than a less-informed personal

- Allows in interacting. In today's life the only existence of another per sonal encourages interaction. it is also said that one cannot endure without interaction

- Helps in managing procedure. It allows managing business member's behavior in various ways. There are various levels of structure and certain concepts and recommendations that workers must follow in a company. They must adhere to business guidelines, execute their job part effectively and connect any work problem and complaint to their superiors.

11

Effective Communication Vs. Efficient Communication

Effective communication

- Communication is effective when it is received by the correct recipient and understood and acted upon in the manner intended by the sender while achieving the senders' communication objectives
  - There should be two-way communication
  - Should be received by the person intended by the sender
  - The recipient should understand the message
  - The recipient should act in the manner expected by sender
  - Both the sender and recipient should be satisfied
  - The objectives of communication should be achieved.

Efficient communication

- Communication carried out within the approved budgetary allocations or communication carried out at cheaper rates than communicator expected earlier.
- Focuses on delivering that message quickly and with minimal effort.
- Example: sending SMS than phone call

12

Communication Process
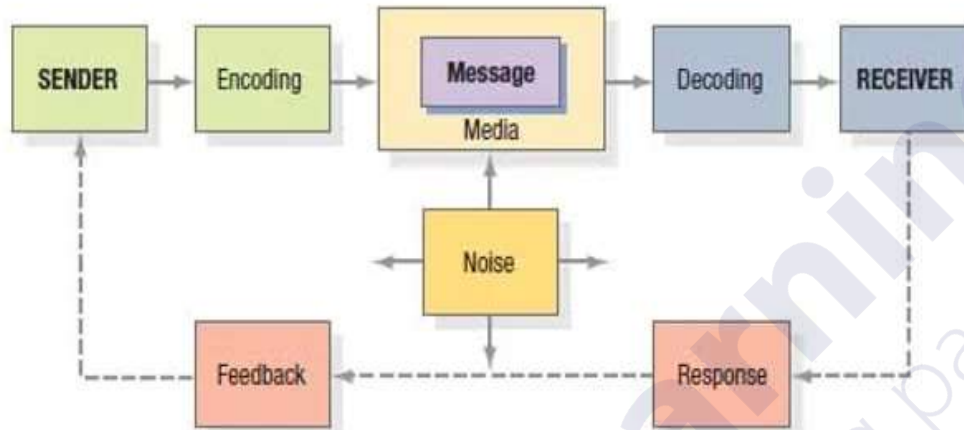
• Sender

The person who conceives and decides to send the message. He makes the decision that a message needs to be sent. He should decide what information to pass on and he has to know what people must know, what people should know and what people could know.

• Encoding

The definition of "encoding" is the process which converts ideas into symbols. In this process sender should select appropriate language to use to articulate the message clearly. This might be oral, written and visual. Further communicators should consider ABC of communication in the encoding process

- **Accuracy**- Ensuring the information you provide is correct and precise. Example: Double-checking facts and figures before sharing them in a report.
- **Brevity** - Keeping the message concise and to the point. Example: Using short, clear sentences rather than long-winded explanations.
- **Clarity** - Making sure the message is straightforward and easily understood. Example: Organizing your ideas logically and using simple language.

• Message

The encoded information to deliver in the communication process.

- Media

The channel communication in which communication is carried out. Therefore, communicators select the appropriate media to communicate the message considering some factors
  - Cost
  - Speed
  - Accuracy
  - Nature of message
  - Nature of receivers
  - Scale of the task
  - Importance of feedback

- Decoding

It is a reverse process of encoding. Decoding is process of converting the ended message into a meaningful picture. In this process the receiver converts those binary data or waves into message which is comfortable and understandable for receiver. Otherwise, receiver can't receive the exact message, and it will affect the effective communication between sender and receiver.

- Receiver

The destination of the message from sender

Based on the decoded message the receiver gives their response to sender as a feedback If the message distracted by noise, it would affect the communication flow between sender and receiver

- Feedback

Receiver provides feedback with confirming that the message has been understood appropriate action will be taken, clarification is required etc.

- Noise

The messages are transferred from encoder to decoder through a channel. During this process the messages may be distracted or affected by physical noise like horn sounds, thunder and crowd noise or encoded signals may distract in the channel during the transmission process which affect the communication flow, or the receiver may not receive the correct message

Example:

- Mr. Perera made call to his assistant "come here I want to see you". During his call, noise appeared (transmission error) and his assistant received "I want" only. Again, assistant asked M Perera (feedback) "what do you want Mr. Perera".

- Sender: Mr Perea

- Encoder - Telephone (Mr Perera)

- Channel - Telephone

- Noise - Distraction in voice

- Reception - Telephone (Assistant)

- Receiver - Assistant.

Due to transmission error or noise, Assistant can't be able to understand Mr Perera's messages

Communication in Organizations

- Communication is used to promote a product, service, or organization

- It spread information within the business, or deal with legal and similar issues.

- It is a mean of relying between a supply chain, for example the consumer and manufacturer.

- Provide employees with the information they need to do their jobs.

- Important in sharing ideas and opinions, get information from others, Provide feedback to others, develop social relationships, gain power and influence, maintain sell-expression and our culture, etc.

Communication is required for the following functions in a business:

Information

- To get required Information, it consists of facts and figures and data arrange in a pattern which are useful for different purposes, such as list of names, address and telephone numbers of customers.
- Information is very necessary in an organization as it reduces uncertainty about the situation or the environment.
- It helps an employee to get acclimatized to the rules, regulations, norms and culture of an organization

Persuasion

- It means making efforts to change the attitudes and behavior of others.
- It requires skills and ability to use the symbols of communication in an effective manner.
- The persuader needs knowledge of the background and the present attitudes/ views of the people in order to use the right appeals and reasons.
- It means using best arguments to win over and convince others.
- Three factors of persuasion are:
  - **Source credibility**-People believe what is said or written by a respected person.
  - **Emotional appeal** - People do have social and ego needs. If the persuader offers satisfaction of these needs, people respond favorably
  - **Reasonable logic-** People must be shown how they will benefit by accepting the proposal Ideas, views or actions
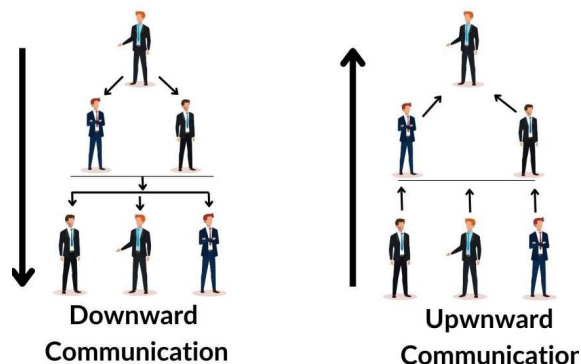
19

Flow of Communication in an Organization

Downward Communication

Upward Communication

Horizontal Communication

Horizontal Communication

Downward Communication

Upwnward Communicatior

20

Flow of communication	What is it?	Purpose
Downward Communication	Information that moves from the Superiors to the Subordinates. It refers to the information, which must be implemented by the subordinates in an organization.	Instructions and orders, Education and Training, Motivation, Raising morale, Advice, Counselling, Warning, Appreciation
Upward Communication	Information that moves form the Subordinates to the Superiors. It is in the form of progress report, minutes of committee meeting, information & data requested etc.	Make requests, Application, Appeal Demand, Representation, Complaints, Suggestion
Horizontal Communication	Information which usually flows in between. Communication within peer groups can be termed as horizontal communication. Bitching and gossiping may not be the only form of information exchange.	Exchange of information, Discussion, Coordination, Conflict resolution, Problem solving, Advice, Social and emotional support

Benefits of Effective Communication in Organization

- To maintain effective stake holder relationship

- For effective problem solving

- Efficient decision making

- Enhance professional image

- Increase productivity via motivation, etc.

- Enhance organizational transparency, trust, confidence

- Smooth functioning of a company
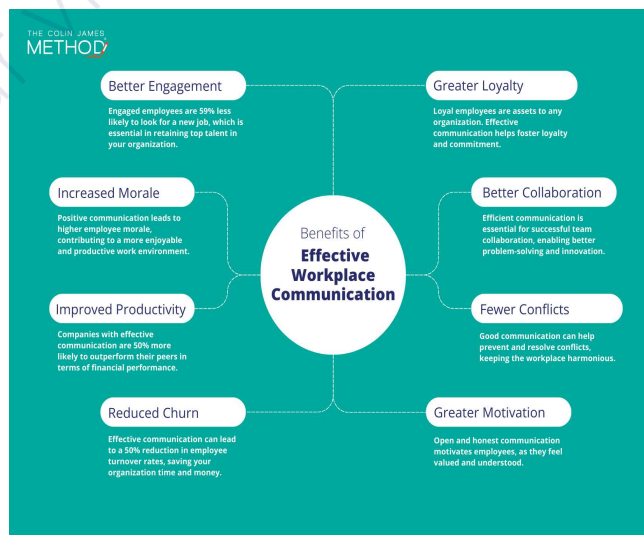
Communication Skills Required by a Manager

Interpersonal skills

• It is the skills we use when engaged in face-to-face communication with one or more other people.

• Using words is only the tip of the iceberg- effective communication involves much more than just speaking or writing words.

• It enable us to work more effectively in groups and teams, which may be either formal or informal.

• It is often desirable to build strong relationships with others, which can in turn lead to better communication and understanding.

• Developing empathy for others is also highly important

Listening skills

• Listening is a vital interpersonal communication skill.

• When we communicate, we spend 45% of our time listening.

• Reflection and clarification are common techniques used to ensure that you have heard and understood is what was intended.

Presentation skills

• The thought of giving a presentation or talk to a group of people can be very alarming to the novice; even hardened professionals can feel nervous.

• Good planning and practice will help to alleviate these fears and enable to present information clearly and effectively.

• Further use non-verbal signals, gestures, facial expression, body language are used and even our appearance become an important matter for the effective presentations.

Writing skills

• Communication skills are not limited to direct interaction with other people and the spoken word.

• The ability to be able to write clearly and effectively is key to communication; this set of skills should not be limited to journalists or professional authors.

• Poor written communication can frustrate the reader and potentially damage for the author

Personal skills

- Personal skills are the skills that we use to maintain a healthy body and mind.

- Developing your Personal Skills can help the communication processes.

- Improving Self-Esteem and Building Confidence can help you to feel more positive about yourself and your abilities including your ability to communicate.

- Personal Appearance and Personal Presentation (how you look and how you behave) can have an effect on other people's perception of you, which in turn affects communication.

- By having a deeper understanding of yourself and a more relaxed and positive outlook on life you are more likely to be charismatic - traits that can further aid the communication process.

- Good communication is also linked to assertiveness which means is to stand up for what you believe.

Examples:

Presentation skills

Example: The manager is giving a presentation on the company's quarterly performance. They use clear visuals, speak confidently, and engage the audience by highlighting key points and answering questions.

Listening skills

During a team meeting, a manager listens attentively to a team member's concerns about a project deadline. The manager reflects back what they heard, asks clarifying questions, and acknowledges the team member's perspective before offering a solution.

Personal skills

If a person dresses formally with tidy hair and office shoes, it falls under personal skills If a person does not feel nervous when talking and planning what to talk comes under presentation skills.

Barriers to Communication

Language Barriers

- Language and linguistic capability may act as a hurdle to interaction

- Even when interacting in the same language, which used in a concept may act as a hurdle if it is not completely recognized by the receiver(s).

- **Example** - a concept that has a lot of professional terminology and abbreviations will not be recognized by a recipient who is not acquainted with which used.

Attitudinal Barriers

- Attitudinal barriers to communication may result from character disputes, poor management, and level of potential to deal with change or a lack of inspiration.

- Efficient devices of information should attempt to get over their own attitudinal limitations to accomplish effective communication.

- **Example -** A manager who is overconfident in their knowledge may ignore feedback or input from their team, assuming they have all the answers. This attitude can prevent valuable insights from being considered and stifle innovation.

Physiological Barriers

- Physiological barriers may result from the receiver's physical state.

- **Example** - A recipient who cannot hear much may not understand to whole of a verbal discussion especially if there is significant background disturbance.

Psychological Barriers

- The psychological condition of the communicators will impact how the concept is sent, obtained and recognized.

- Stress management is an essential individual expertise that impacts our social connections.

- Emotional overtone like rage is another way of psychological hurdle to interaction, when we are upset it is simple to say factors that we may later repent and to misunderstand what others are saying

- More usually people with low self-esteem may be less confident and therefore may not experience safe interacting, they may experience shy about saying how they really experience or study adverse sub-texts into information they listen to

- **Example** - If someone is stressed, they may be preoccupied by personal concerns and not as receptive to the message as if they were not stressed. This is a psychological barrier

Physical Barriers

- Refers to geographical distance between the sender and receiver(s).

- Communication is generally easier over smaller ranges as more interaction programs are avail able and less technological innovation is required.

- Although today's technological innovation often provides to reduce the effect of physical limitations, the pros and cons of each interaction route should be recognized so that an appropriate route can be used to get over the physical limitations

Systematic Barriers

- Available in components and companies where there are ineffective or unsuitable computer and interaction programs, or where there is a deficiency of knowledge of the positions and obligations for interaction.

- In such companies, individuals may be uncertain of their part in the communication process and therefore not know what is predicted of them.

- **Example** - When the organizational structure clearly does not indicate to whom an employee should re- port, it is a systematic barrier

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Demographic barriers

In addition to above barriers, differences of demographic characteristics between sender and receiver become barriers for communication.

Examples:
- Cultural differences
- Status differences
- Background differences
- Race differences
- Sex differences
- Age differences
- Religious differences
- Educational differences

Breaking the Communication Barriers

- Make sure that your communication has a clear aim

- Take time to prepare your communication

- Choose the right setting for oral communication

- Ask for help and advice if you need it

- In oral communication use the correct tone for the message

- Anticipate any queries the recipient might have

- Improve your listening skills

- Always select the correct media

- Take the opportunity to undertake training in communication skills

- Practice for making perfect communication.

Different Communication Techniques of Effective Communication

Being relevant to their needs

It is required not to be excessive in volume and focused on relevant topics. Communication should be done in a way (format, style and language) that recipients can easily understand

Using proper communication tools

The channel chosen is important for the effectiveness of communication.

Example: team communication tools are time saving, equal access to information in real-time for future reference, unaffected by the geographical location of team members.

Being flexible

Communication should match in style and structure to the need of the parties and situation

Being accurate and complete

Information should be accurate and complete in every aspect

Delivering timely information

Information must be made available within the time period when it will be relevant

Being effective in conveying meaning

If the recipient doesn't understand the conveyed message, communication will not be effective

Giving proper feedback

Feedback is an important part of the workflow in almost any work environment. Knowing other's opinions, obtaining their suggestion, and offering own in return is what leads to progress and development.

Being directed to appropriate people

This may be defined by the reporting structure of the organization, but it may also be a matter of discretion, trust and so on.

Being cost-effective

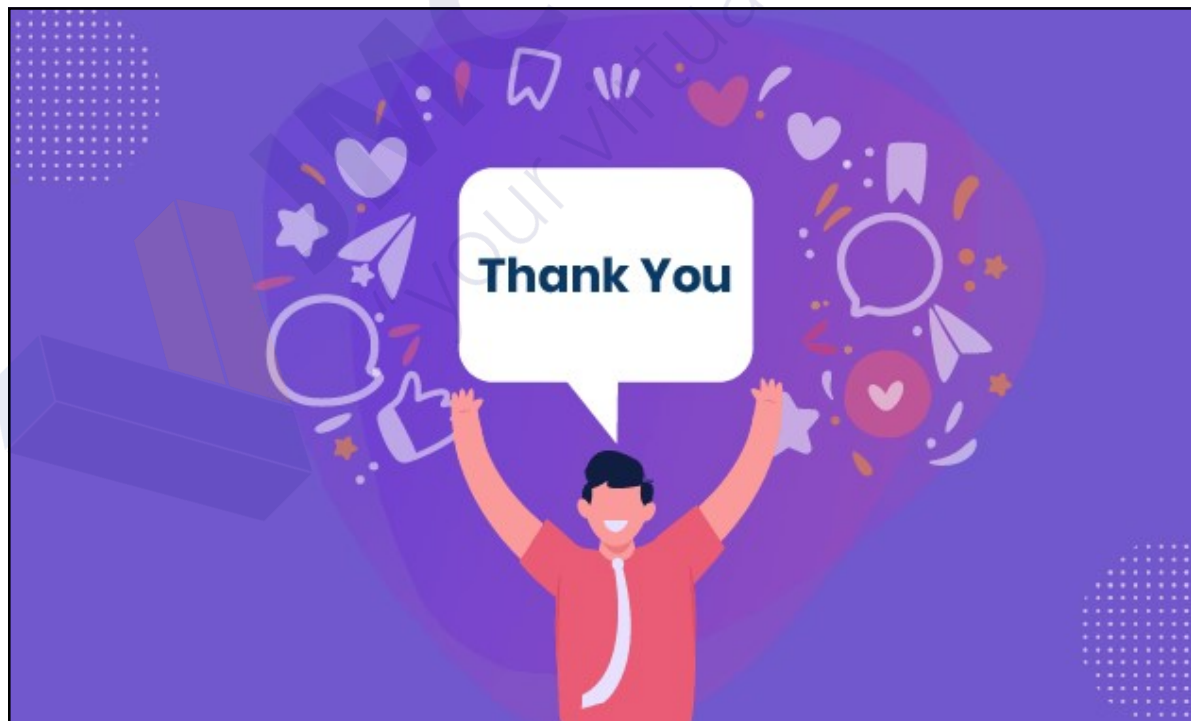All the above objectives must be achieved, at a reasonable cost.

Communication as a Vital function in Management Process in a Modern-Day Organization

- Communication promotes motivation by informing and clarifying the employees about the tasks to be done, the manner they are performing the task, and how to improve their performance if it is not up to the mark

- Communication is a source of information to the organizational members for decision-making process as it helps identifying and assessing alternative course of actions.

- Communication also plays a crucial role in altering individual's attitudes. A well-informed individual will have better attitude than a less-informed individual. Organizational magazines, journals, meetings and various other forms of oral and written communication help in molding employee's attitudes.

- Communication also helps in socializing. One cannot survive without communication.

- Communication also assists in controlling process. There are various levels of hierarchy and certain principles and guidelines that employees must follow in an organization. They must comply with organizational policies, perform their job role efficiently and communicate any work problem and grievance to their superiors.

- An effective and efficient communication system requires managerial proficiency in delivering and receiving messages.

- A manager must discover various barriers to communication, analyze the reasons for their occurrence and take preventive steps to avoid those barriers.

- The primary responsibility of a manager is to develop and maintain an effective communication system in the organization

- Organizational communication refers to the forms and channels of communication among members of organizations such as corporates, Non Profit Organizations or Small and Medium sized Entities.

- Studies have found a strong relationship between the levels of communication in an organization and job performance and satisfaction.

- Organizational communication can be formal or informal, flow in various directions and make use of various media

Thank You