ORGANIZATIONAL COMMUNICATION

Name (Type inside the box)	**Section**	**Date**
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Module 1:
Introduction to Organizational Communication

Start It Right...

*Read the **Learning Outcomes** of this Module.*

In this learning engagement, you should be able to:
1. Define organizational communication.
2. Explain the benefits of organizational communication.
3. Differentiate among the four types of organizations and seven types of organizational charts.
4. Participate in activities to develop communicative competence.
5. Appreciate the value of studying organizational communication in your chosen program or future career.

Connect and Share...

A. *My Communication Style.* Have you ever wondered about how you communicate with others? **Work It Daily** has a FREE Communication Style Quiz that can help determine the communication style that best describes you. It has 18 questions about your personality and how you handle certain situations. Take the quiz at https://www.workitdaily.com/free-career-quizzes-workitdaily/particle-35. Then take a snap shot/screen shot of your result or copy and post it here.

Example: Here is the result of my quiz.

Your persona: *Commander*

Commander: Serious and direct. Don't share personal thoughts and feelings often. Rely on fact and experience, not emotion. Make decisions quickly and don't like to waste time. Multi-task well and are good at forecasting future trends. High achievers with no nonsense style. Work well alone or as team leaders. Not afraid of conflict. Consistently achieve their goals.

Post your own quiz result inside the text box below. (5 points)

Energizer: Open, upbeat and outgoing. Enjoy a fast-paced environment and having fun. Like to share all information, especially 'good news'. Can make quick decision based on their 'gut'. Always able to see the potential in situations. Diffuse conflict with humor. See the 'big picture' and share vision effectively with others. Like working in teams. Enjoy competition.
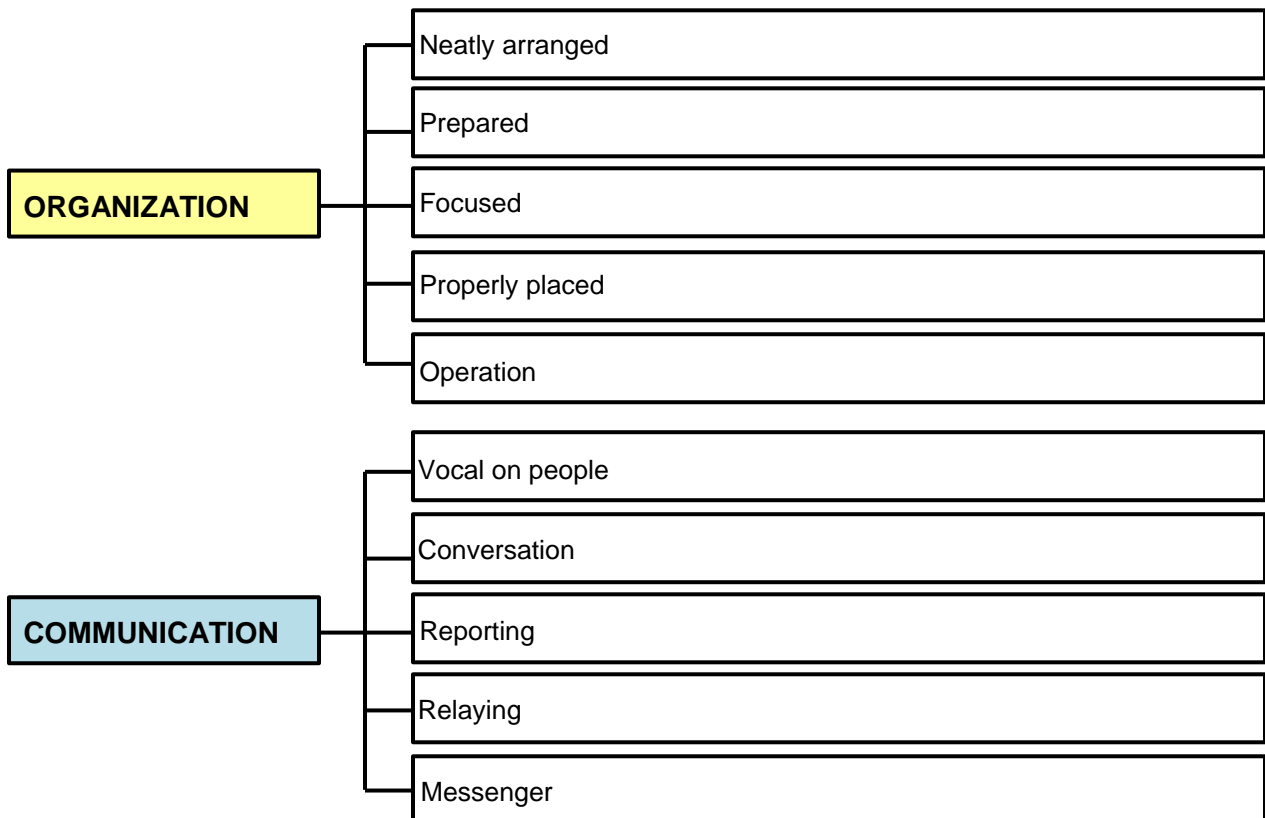
Quick Response: Explain in 50-75 words the importance of knowing your style of communication. Encode your answer inside the text box below. (10 points)

My style of communication is basically my normal, everyday communication. I tend to not be aware in how I talk, which makes things a bit awkward for any conversation. Knowing my style of communication now, I can now plan on how to focus on starting a conversation without going off-topic.

Do It Now...

A. What Do We Mean to Each Other? Complete the following word maps by associating 6 words and/or phrases with "**organization**" and "**communication**". Encode your answers inside the boxes. (10 points)

ORGANIZATION
- Neatly arranged
- Prepared
- Focused
- Properly placed
- Operation

COMMUNICATION
- Vocal on people
- Conversation
- Reporting
- Relaying
- Messenger

B. Define Me. Using relevant online and non-online sources, give two definitions of Organizational Communication. (5 points)

According to study.com, Organizational Communication refers to the communication between people working with a common goal for the organization. It has many purposes as it aims to convey what the organization stands for and why it exists.

According to rocket.chat, Organizational Communication is not only just Business or Workplace communication, but also Academical communication as well.

C. Tell Me Why. Form an online group of 4 – 5 members. Discuss at least three benefits of studying organizational communication. Encode your answer in the text box provided. Share your output in class. (15 points)

Group Members:

Benefits of studying Organizational Communication:
1. Studying organizational communication would not only help you improve your communication in school, but also in the real world (i.e workplace, companies) as well. This would also sharpen your communication skills, as it is needed in the workplace's constant pace.

2. It can also boost your confidence, especially when talking to the members of the organization/group and, most importantly, you can also communicate to other organization, which is a huge bonus.

3. Knowing organizational communication will help you organize projects and work at the best way possible. Known as a way to manage members, it can help you create a strong foundation, allowing you to build that structure for that project.

C. Reacting to the Text. Read the article from Poppulo at https://www.poppulo.com/blog/importance-of-communication-in-an-organization/. Then answer the questions that follow.

THE IMPORTANCE OF COMMUNICATION IN AN ORGANIZATION

Communication is the cornerstone of any organization's success; business comprises of continuous interactions with multiple parties – managers, employees and clients. Effective communication ensures the flowing of information between all relevant parties, reducing the potential for misunderstanding, dissatisfaction and lack of trust.

Communication within an organization takes many forms: from oral communication and written communication to communication through email/intranet/IM/business networks and even body language, which can be so important in today's increasingly multi-cultural workplace. And so, the way in which an organization communicates needs to be consistent and clear across multiple channels.

Good managers possess good communication skills

Crucially, good communication needs to come from the top down. The way a manager communicates with direct employees is generally regarded as an indicator of how an organization communicates with its

workforce. As described by Bisel (2012), "the supervisor-subordinate relationship is a microcosm of the organizational universe…when supervisors communicate with subordinates their interactions are an observable manifestation of an organization in action."

An interesting survey of 46 CEOs / Senior Leaders in the UK by the Marketing Society (2013), revealed what they considered essential leadership skills for senior management:

- Giving a clear sense of direction
- Bringing the customer into the boardroom
- Communicating clearly – both inside and out
- Being flexible but not floppy
- Taking risks but not 'betting' the company
- Building the team around you
- Listening with humility, acting with courage
- Earning your reward through building trust

What's worth noting is that communication is, without a doubt, a basic function of management. Over 90% of personnel officials at 500 US businesses said increased communication skills are needed for success in the 21st century. This is supported by the list above where we can see that all of the named skills are in some way communication related and some, for example, number 3, are wholly focused on communication.

Create a culture where communication flourishes

"A crucial, but often overlooked function of leadership is creating a culture in which effective communication can flourish," said Greg Satell in a Harvard Business Review article citing an incident at Google where a certain style of communication is understood because it is ingrained in the specific culture of the organization.

In this instance, "THESE ADS SUCK" could have been seen as a dressing down to Google AdWords specialists by Larry Page, however, because of the culture that had been created at Google it was instead seen as a call to action to technical engineers to use their skills to fix the problem.

What we can extrapolate from this example is that an organization's communication style is a natural extension of its culture. An open, transparent culture will naturally have an open approach to communication.

Reap the benefits of effective organizational communication

Research has consistently shown that effective communication has a significantly positive effect on an organization. Among its established benefits are:

- increased productivity
- higher quality of services and products
- greater levels of trust and commitment
- increased employee engagement and higher levels of creativity
- greater employee job satisfaction and morale of employees
- better workplace relationships
- greater acceptance of change
- decreased absenteeism
- reduced staff turnover
- less industrial unrest
- reduced costs
- internal-communications-strategy

Broadly speaking, consistent and open communication across an organization ensures all employees, from senior management to entry-level staff, understand the company's goals and culture, as well as

how it presents itself to its customers and clients. In this open environment, feedback is encouraged and sought out, either through face-to-face meetings or regular surveys.

A Business Outlook study revealed that US workers send and receive an average of 1,798 messages each day via telephone, email, faxes, papers, and face-to-face communications, while a number of industry experts estimate that the average business executive spends three-quarters of their day engaged in oral or written communication. What we're seeing is that the need for good communication isn't exclusive to one or two sectors, it's vital at every level of every role, in every organization.

Questions: (Encode your answers inside the text box.)

1. Explain your agreement or disagreement on the statement, "communication is a basic function of management."

> Communication is a way to not only send messages to each members, but it is also used to organize and structure the entire goal. Because of this, I highly agree on this statement, not only because you're communicating to your members, but also managing them as well which is highly important. Communication is always the key to have an organized group.

2. It is stated in the text that an organization's communication style is a natural extension of its culture. Why or how?

> Languages are formed not only through culture of the organization, but also on how we communicate as well. Each set in tone languages helps the organization in familiarizing signals, and speaking styles for the person they listen/ talk to.

3. Choose three of the significant positive effects of effective communication on organizations. Explain each of them.

> a. Higher quality of services and products- Usually, there are ways to work efficiently in a work environment. As a computer science student, you can be flexible by managing your project efficiently BUT you cannot make sloppy work as it can make the workflow off or even be thrown off balance.
>
> b. Greater employee job satisfaction and morale of employees- If you have the best workers, yet you tend to be clueless on managing them, then their "best" wouldn't be their actual best because they'll have much lower satisfaction and morale. Connecting your employees with sharp communication skills can help you lead your team to victory.
>
> c.

D. Ask Mr. Google. Look for the distinctions among the following types of organizations. Give examples of each as well. Include the sources of information. Encode your answers inside the text boxes. (40 points)

1. Mutual Benefit Organizations

A mutual benefit organization focuses on having its members benefiting from the services which the company gives, and it is usually more narrow focused. One good example is Labor Unions, which is generally ran by workers, and usually gain benefits such as insurance and protection against abuse. Another example is a Teachers Association, which gives aid for all school teachers and university professors with insurance that covers all of their family members, and retirement benefits. Finally, Veteran Groups are for retired soldiers that served in the military and they can get benefits from it.
Source
https://www.upcounsel.com/mutual-benefit-organization-example

2. Business Concerns Organizations

Business concern means any corporation, company, limited liability company, partnership, joint venture, trust, unincorporated association or any other form of association. One example is San Miguel Inc., a company that once focuses on crafting beer, now expanded with infrastructure, foods, and services. Another is Apple Inc., a multinational technology company incorporated in the United States, known for its range of consumer electronic products, software, and online services.
Source:
https://www.lawinsider.com/dictionary/business-concern

3. Service Organizations

4. Commonweal Organizations

Commonweal organization is where the prime beneficiary public-at large. It is dedicated to promoting the common good or the welfare of the community. One example is Red Cross, a rescue organization that assists victims of disasters, such as typhoons and earthquakes. Another great example of a commonweal organization is Bantay Bata, an organization that helps the abused and abandoned children.
Source:
https://www.lawinsider.com/dictionary/commonweal

Watch and Learn...

Use the Internet to watch the following video titled "**10 Barriers to Effective Communication**" by Young Entrepreneurs Forum at https://www.youtube.com/watch?v=slq1nAhZuqE. Then, summarize the content of the video and answer the question that follows. Encode your answers inside the text boxes.

Summary

Question: Choose 3 barriers to effective communication. Explain how each barrier can produce negative effect on communication in an organization.

a. Information overload- the reason why effective communication can be disrupted with information overload is because people tend to panic over the slightest of things. It can also cause massive blockage when it comes to sending messages that are important. And with much information coming in and out, it is similar to heavy traffic.

b. Attitude- Attitude can also disrupt effective communication. If the person you're talking/listening to is having an attitude, he/she might also cause problems due to the message not being clear enough. One good example is being too mad in a meeting. People can assume that you are annoyed with the meeting, so they might have mixed signals during the meeting.

c. Conclusion jumping- in similar instance to attitude, conclusion jumping can not only ruin an effective communication, but also the overall project as well. If someone tries not to listen and only care for the ending, then that person has a chance to be a disruption in the team.

COMMUNICATION AND ORGANIZATION DEFINED
By LightHouse

An '**organization**' is a group of people who are working together towards a common goal – or for a particular purpose. These people are said to be 'organized'. In order for these people to work together, they need to be able to communicate their aims and intentions – and also any challenges or problems that arise.

The word '**organize**' comes from the Latin 'organum', which means 'instrument' or 'tool'. This etymology shows that an organization is all about creating a group of people who work together like a living instrument to get a certain job done.

The word '**organizational**' comes from the Latin word 'organisare'. Organisare means to work, or to work together as part of a system. From the nineteenth century onward, the word organization came to mean, specifically, a business establishment. So, organizational means relating to a business establishment.

The word '**communication**' comes from the Latin word 'communicare'. This word means to share. So, communication is all about sharing information. Communication can take many forms. For example, verbal communication is communication using words (for example in a face to face meeting). Written communication, on the other hand, can take the form of a letter, a memo or an email.

So, in sum, **organization communication** means the sharing of information between people in a business establishment. It is this type of communication that enables the organization to stay organized.

SOME DEFINITIONS OF ORGANIZATIONAL COMMUNICATION

Organizational communication applies to the interaction between a person and a group, specifically in the workplace. This field assesses internal and external communication, as well as communication styles within a business or a nonprofit group (Harmon, 2020).

Organizational communication is a process by which activities of a society are collected and coordinated to reach the goals of both individuals and the collective group. It is a subfield of general communications studies and is often a component to effective management in a workplace environment (Business Dictionary, 2020).

Organizational communication is a process through which people construct, manage, and interpret behaviors and symbols (whether verbal or nonverbal), both intentionally and unintentionally, through interaction (mediated or direct), within and across particular organizational contexts (encyclopedia.com, 2020).

Organizational communication is defined as the channels and forms of communication that occur within organizations, such as corporations, non-profits, and governmental bodies. It includes both communications within an organization and public-facing communications. Individuals trained in organizational communication can work in human resources, employee training and management, public relations, marketing, communications consulting, public affairs, media management, policy and advocacy, and research and instruction, among other areas.

Organizational communication is a broad field that encompasses all forms of communication that allow organizations such as companies, government agencies, and non-profits to function, grow, connect with stakeholders, and contribute to society. Organizational communication includes both *internal communications*, such as employee training modules, messaging around an organization's mission, *interpersonal communications* between management and employees, and *professional communication* such as emails. It also includes *external-facing communications* such as public relations announcements, press releases, marketing materials, and branding (mastersincommunications.com, 2020).

Communication is "organizational" not just because it happens within organizations, but rather because it coordinates the activities and interpretations of multiple people into an organized, recognizable form and sustains or alters this form for subsequent collective action. To study organizational communication, therefore, is to study the fundamental social processes that create and sustain the dominant structures of our society (Koschmann, 2012).

BENEFITS OF ORGANIZATIONAL COMMUNICATION

The importance of communication in an organization can be summarized as follows:

- Communication **promotes motivation** by informing and clarifying the employees about the task 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**, i.e., 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**. It helps controlling organizational member's behavior in various ways. 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. Thus, communication helps in controlling function of management (Zink, n.d.).

TYPES OF ORGANIZATIONS
By P. M. Blau and W. R. Scott

Mutual Benefit Associations
The first type of organization that exists is the mutual benefit organization, which is focused on providing for its membership. Some examples are "political parties, unions, fraternal associations, clubs, veterans' organizations, professional associations, and religious sects. People generally join these types of organizations because of the benefits of membership. When these organizations are first being created, organizational members are generally very involved in the creation of the organization. However, once one of these organizations has been around for a while, the majority of the members become passive and let the minority run the organization.

Business Concerns Organizations
The second type of organization is the business concerns organization, which is focused on doing well for the organization itself. According to Blau and Scott (1962), the "dominant problem of business concerns is that of operating efficiency—the achievement of maximum gain at minimum cost in order to further survival and growth in competition with other organizations. Most for-profit organizations will fall into the business concerns organization. Business concerns organizations are faced with problems

associated with "maximizing operating efficiency in a competitive situation. Because of the need to cut costs and maintain a competitive advantage, these organizations are often cold and calloused in how they treat its members and customers.

Service Organizations
Service organizations are "one whose prime beneficiary is the part of the public in direct contact with the organization, with whom and on whom its members work—in short, an organization whose basic function is to serve clients. Service organizations can include "social-work agencies, hospitals, schools, legal aid societies, and mental health clinics." The basic problem service organizations face is "the problems associated with the conflict between professional service to clients and administrative procedures are characteristic of service organizations." Often service organizations are steeped in organizational hierarchies and procedures that prohibit providing the easiest and fastest service to potential clients.

Commonweal Organizations
The last type of organization is commonweal organizations "where the prime beneficiary is the public-at-large." Some examples of commonweal organizations include "the State Department, the Bureau of Internal Revenue, military services, police and fire departments. All of these organizations were created because they represented areas where the general public needed some level of protection or knowledge or the organization serves administrative purposes of the government. Overall, the crucial problem posed "by commonweal organizations is the development of democratic mechanisms whereby they can be externally controlled by the public."

TYPES OF ORGANIZATIONAL CHARTS (ORGANIZATIONAL STRUCTURE TYPES) FOR DIFFERENT SCENARIOS
By Creately   August 20, 2020
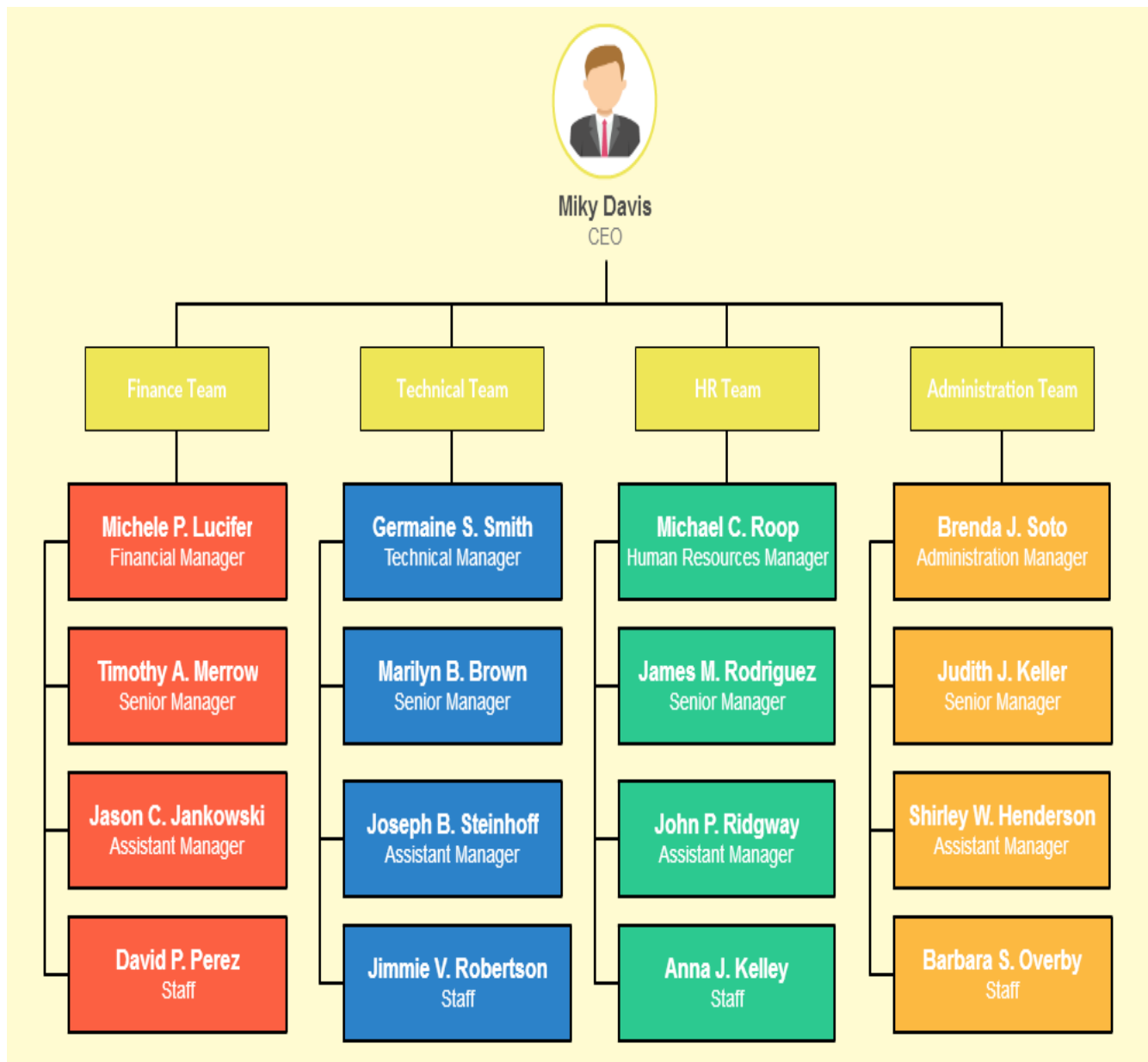
1) Hierarchical Structure
The hierarchical model is the most popular organizational chart type. There are a few models that are derived from this model.

In a hierarchical organization structure, **employees are grouped with every employee having one clear supervisor**. The grouping is done based on a few factors, hence many models derived from this.

Below are few of those factors
  • Function – employees are grouped according to the function they provide. The below image shows a functional org chart with finance, technical, HR and admin groups.
  • Geography – employees are grouped based on their region. For example in USA employees might be grouped according to the state. If it's a global company the grouping could be done according to countries.
  • Product – If a company is producing multiple products or offering different services it can be grouped according to the product or service.

These are some of the most common factors, but there are many more factors. You can find org chart examples for most of these types in our diagramming community.
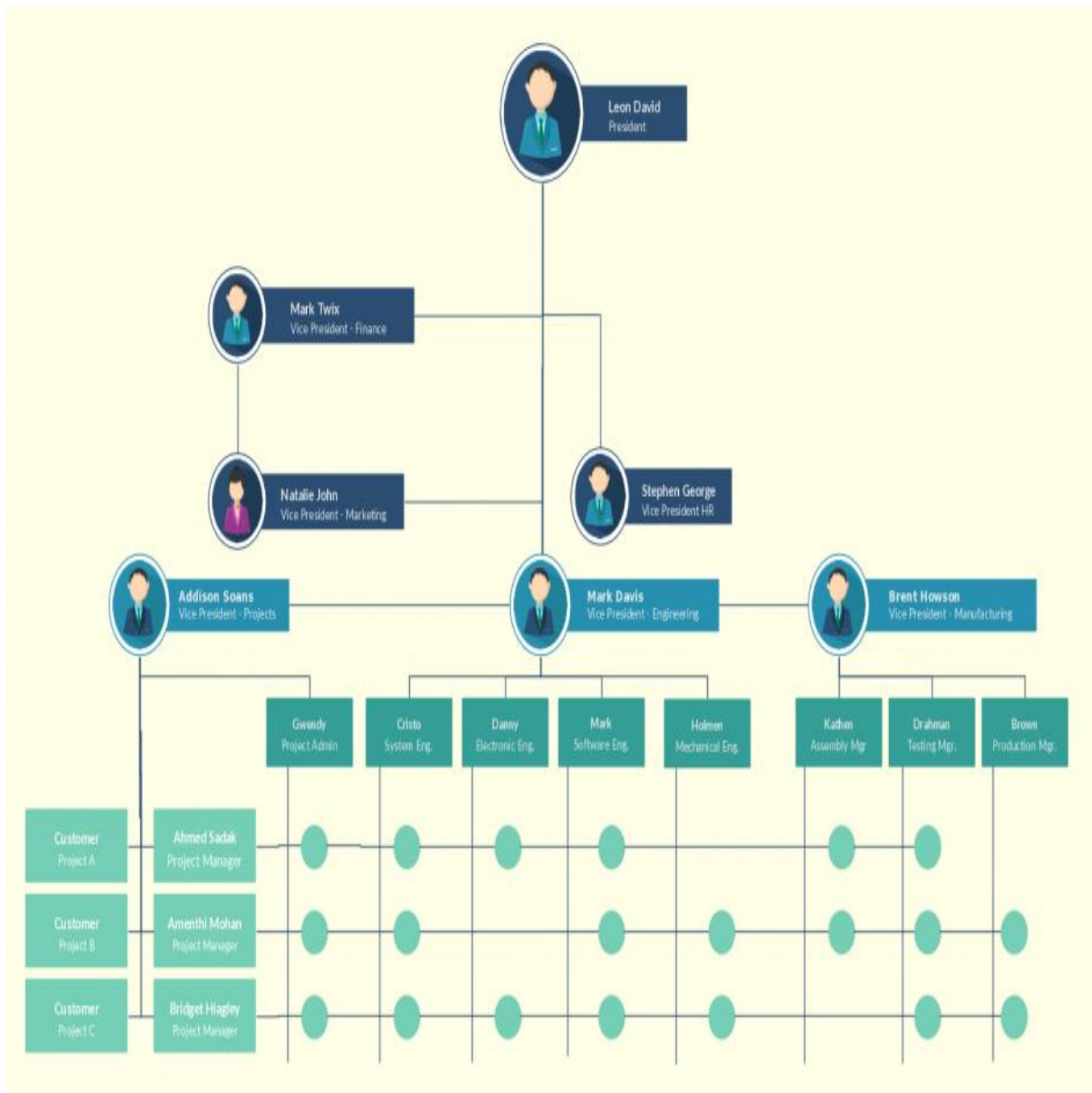
A Functional Organizational Structure chart, a variation of the Hierarchical Model

This is the dominant mode of organization among large organizations. For example Corporations, Governments, and organized religions are hierarchical organizations with different levels of management, power or authority.

2) Matrix Structure

In a Matrix organizational structure, the reporting relationships are set up as a grid, or matrix, rather than in the traditional hierarchy. It is a type of organizational management in which people with similar skills are pooled for work assignments, resulting in more than one manager to report to (sometimes referred to as solid line and dotted line reports, in reference to traditional business organization charts).

For example, all engineers may be in one engineering department and report to an engineering manager. But these same engineers may be assigned to different projects and might be reporting to those project managers as well. Therefore some engineers might have to work with multiple managers in their job role.
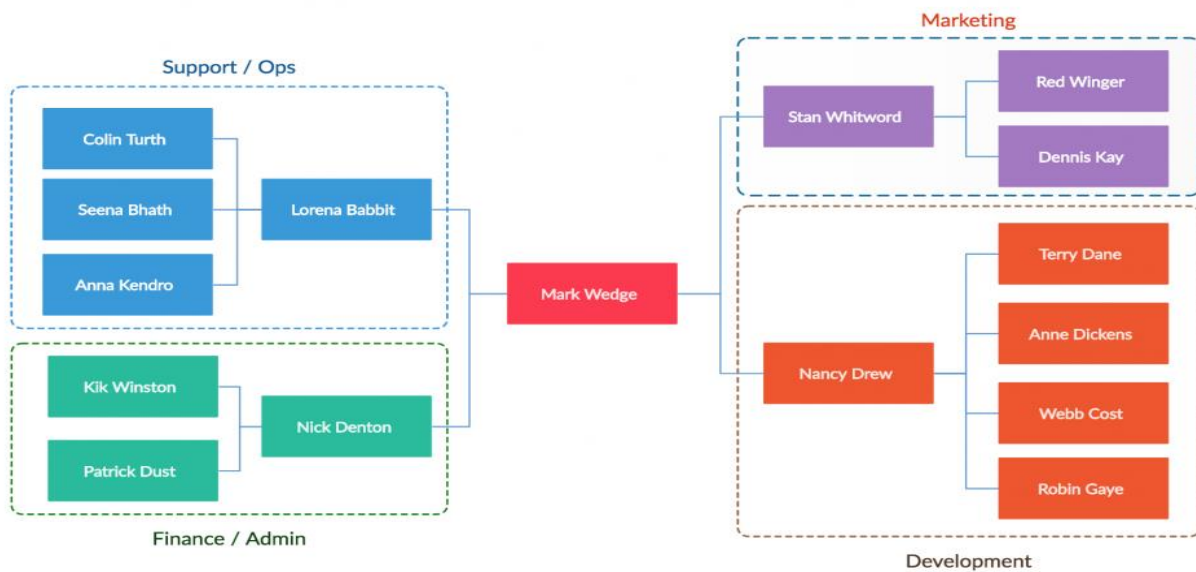
Matrix Organizational Structure

3) Horizontal/Flat Structure

This is an organizational chart type mostly adopted by small companies and start-ups in their early stage. It's almost impossible to use this model for larger companies with many projects and employees.

The most important thing about this structure is that **many levels of middle management are eliminated**. This enables employees to make decisions quickly and independently. Thus a well-trained workforce can be more productive by directly getting involved in the decision-making process.

This works well for small companies because work and effort in a small company are relatively transparent. This does not mean that employees don't have superiors and people to report. Just that decision making power is shared and employees are held accountable for their decisions.
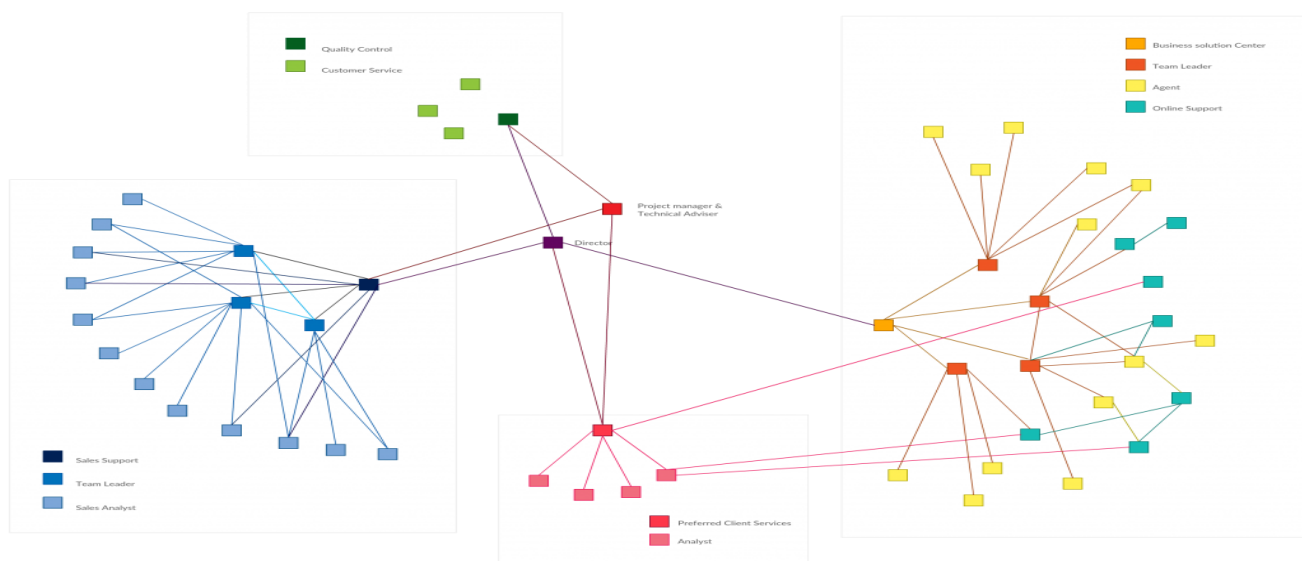
Flat Organizational Structure

So in summary, when deciding on a suitable organizational chart, it is important to have an understanding of the current organizational structure of your company.

4) Network Structure

Network organizational structure helps visualize both internal and external relationships between managers and top-level management. They are not only less hierarchical but are also more decentralized and more flexible than other structures.

The idea behind the network structure is based on social networks. Its structure relies on open communication and reliable partners; both internal and external. The network structure is viewed as agiler than other structures because it has few tires, more control and bottom flow of decision making.

Using a Network organizational structure is sometimes a disadvantage because of its complexity. The below example of network org chart shows the rapid communication between entities.

http://www.constellationsas.com/
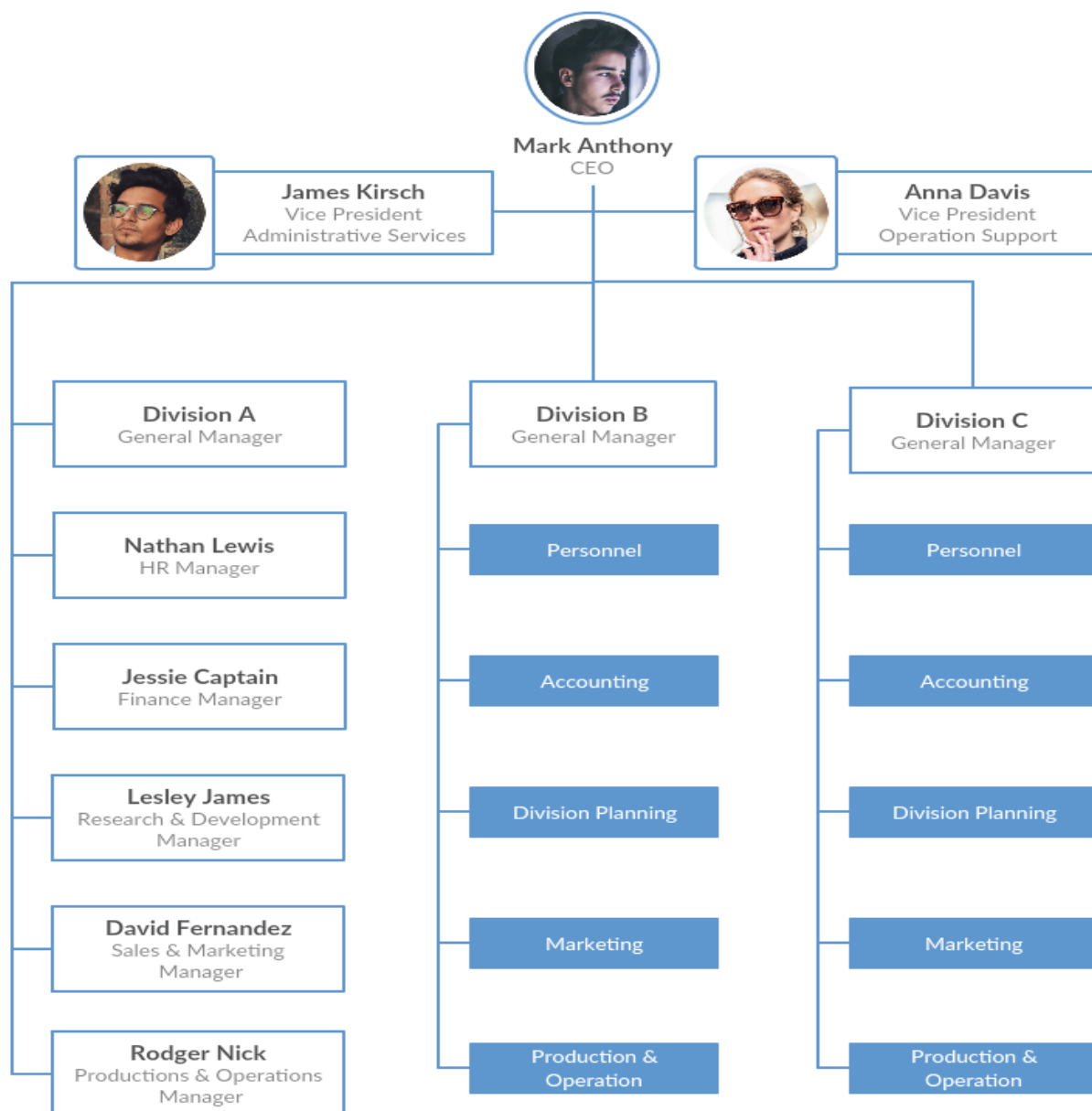
Network Organizational Structure

5) Divisional Structure

Within a divisional structure, each organizational function has its own division which corresponds to either products or geographies. Each division contains the necessary resources and functions needed to support the product line and geography.

Another form of divisional org chart structure is the multi-divisional structure. It's also known as M-form. It's a legit structure in which one parent company owns several subsidiary companies, each of which uses the parent company's brand and name.

The main advantage of the divisional structure is the independent operational flow, that failure of one company does not threaten the existence of the others.

It's not perfect either. There can be operational inefficiencies from separating specialized functions. Increase in accounting taxes can be seen as another disadvantage.
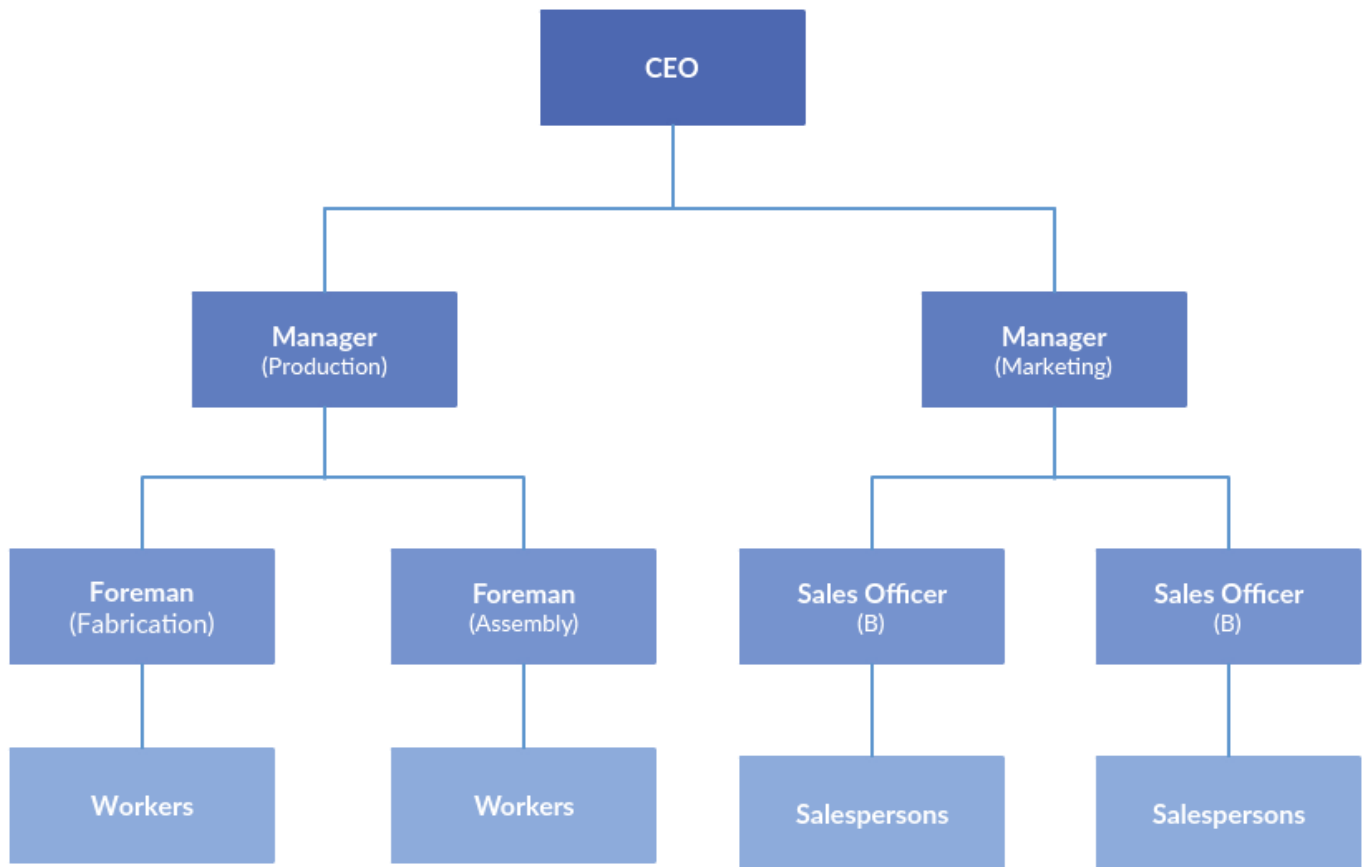

Divisional Organizational Structure

6) Line Organizational Structure

Line organizational structure is one of the simplest types of organizational structures. Its authority flows from top to bottom. Unlike other structures, specialized and supportive services do not take place in these organizations.

The chain of command and each department head has control over their departments. The self-contained department structure can be seen as its main characteristic. Independent decisions can be taken by line officers because of its unified structure.

The main advantage of a line organizational structure can be identified as the effective communication that brings stability to the organization.
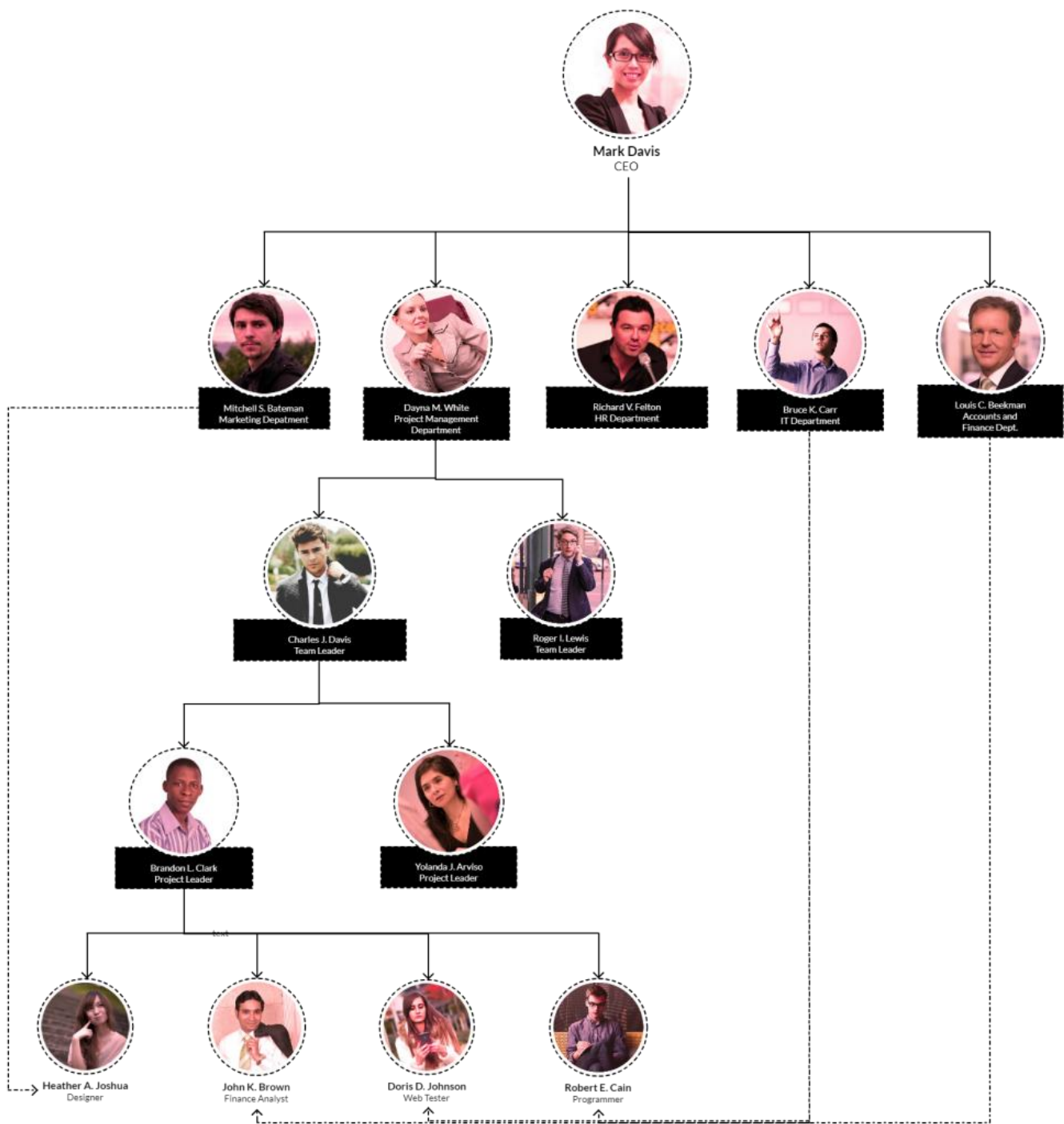

Line organizational structure

7) Team-based Organizational Structure

Team-based organizational structures are made of teams working towards a common goal while working on their individual tasks. They are less hierarchical and they have flexible structures that reinforce problem-solving, decision-making and teamwork.

Team organization structures have changed the way many industries work. Globalization has allowed people in all industries around the world to produce goods and services cooperatively. Especially, manufacturing companies must work together with the suppliers around the globe while keeping the cost to a minimum while producing high-quality products.

Team-based Organizational Structure

Engage and Gauge...

Answer the following as directed. Be ready to submit your accomplished task to your professor for evaluation and grading. Encode your answers inside the text boxes.

Name (Type inside the box)	**Section**	**Date**
Thomas Adrian M. Naguit	II-BCSAD	21/09/2023

A. Search the web for local organizations that illustrate the types of organization according to Blau and Scott. Describe each.

1. Mutual Benefit Organization (5 points)

Name: Philippine Association for Teachers & Educators (PAFTE)

Description: A professional learning community of world class teacher educators, five-decade strong association of teachers and teacher educators which has been in the forefront of teacher education since its birth on January 30, 1968 and its registration with Securities and Exchange Commission on March 17, less than two months after its birth. Its incorporators were Dr. Cresencio Peralta, Dr. Norma Laconico, Dr. Francisca Roxas-Trinidad, Dr. Aurelio Elevazo and Atty. Ponciano B. Pineda. They served as the first Board of Directors, together with Dr. Amparo Lardizabal, Dean Manuel Gapuz, Dean Hilda Dizon, Dr. Edith Asis, Father Patrick o Connor, SJ and Dean Gloria Santos.

2. Business Concern Organization (5 points)

Name: Universal Robina Corporation (URC)

Description: One of the largest food and beverage companies in the Philippines, Universal Robina Corporation focuses on significant, and growing presence in the ASEAN. It is among the Philippines' pioneers in the industry. It has been operating for over 50 years since Mr. John Gokongwei, Jr. established Universal Corn Products Inc. in 1954, a cornstarch manufacturing plant in Pasig City.

3. Service Organization (5 points)

Name: Bounty Agro Ventures, Inc. (BAVI)

Description: The largest rotisserie chicken company in the Philippines, it focuses on retail brands include Chooks-to-Go, Uling Roasters, Adobo Connection, and HeiHei. The company also distributes dressed chicken products in supermarkets, wet markets, hotels, and restaurants outside Metro Manila under the Bounty Fresh Chicken brand.

4. Commonweal Organization (5 points)

Name: Immunization Action Coalition (IAC)

Description: An organization that focuses on advocating for vaccines to people, it promotes higher immunization rates and disease prevention by producing and sharing educational resources for healthcare professionals and the public. They also foster discussions on vaccine safety, efficacy, and usage among patients, parents, healthcare entities, and governmental health agencies.

B. *Assume that you are going to build an organization. What name will you give it? What type of organization will it be? Identify the positions and the corresponding responsibilities of each position. Draw the structure for your organization.* (30 points)

Name of Organization: One Spoon One Person Corporated
Type of Organization: Commonweal Organization
Positions and Responsibilities:

1. Executive Director- Handles the overall strategic and operational responsibility for the organization's staff, programs, growth, and mission execution.

2. Program Manager- Oversees the development, implementation, and evaluation of various programs. Coordinates with other organizations and entities for collaborative efforts.

3. Finance Manager- Oversees the organization's financial operations, including budgeting, reporting, and auditing. Ensures that the organization remains financially sustainable and compliant with financial regulations.

4. Communications and Outreach Coordinator- Promotes the organization's mission, facilitates media relations, and ensures effective community engagement.

5. Volunteer and Event Coordinator- Recruits and manages volunteers, and organizes events to further the organization's reach.

6. Fundraising and Development Specialist- Implements fundraising strategies and fosters relationships with donors, researching sector trends to inform growth.

Structure of Organization (Illustration):

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