

UNIT : 9

COMMUNICATION

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COMMUNICATION: CONCEPT

- The process of transferring information from one person to another person having common interest.
- The process of transferring of meaning and understanding between people through verbal and non-verbal means.
- ***“Communication is the process of transmitting information from one person to another.”***
- Manager provide information of instructions, guidance and suggestion to subordinates to implement plans and policies.

Functions of Communication

- 1. Information
- 2. Control
- 3. Motivation
- 4. Emotional Expression and Interdependence

Functions of Communication

1. Information:

- The first and foremost function of communication is to provide information. This function is performed in many ways. Before providing or passing information, one has to receive, collect, or sift information from various sources, both external and internal, and through various media, verbal or non-verbal, body language, sign language or audio-visual aids, books, journals, newspapers, advertisements, brochures etc.

Functions of Communication

2. Control:

- The next very important function of communication is to control 'member behaviour' in several ways. Every organization has a hierarchical system and formal guidelines that the employees are supposed to follow.

3. Motivation:

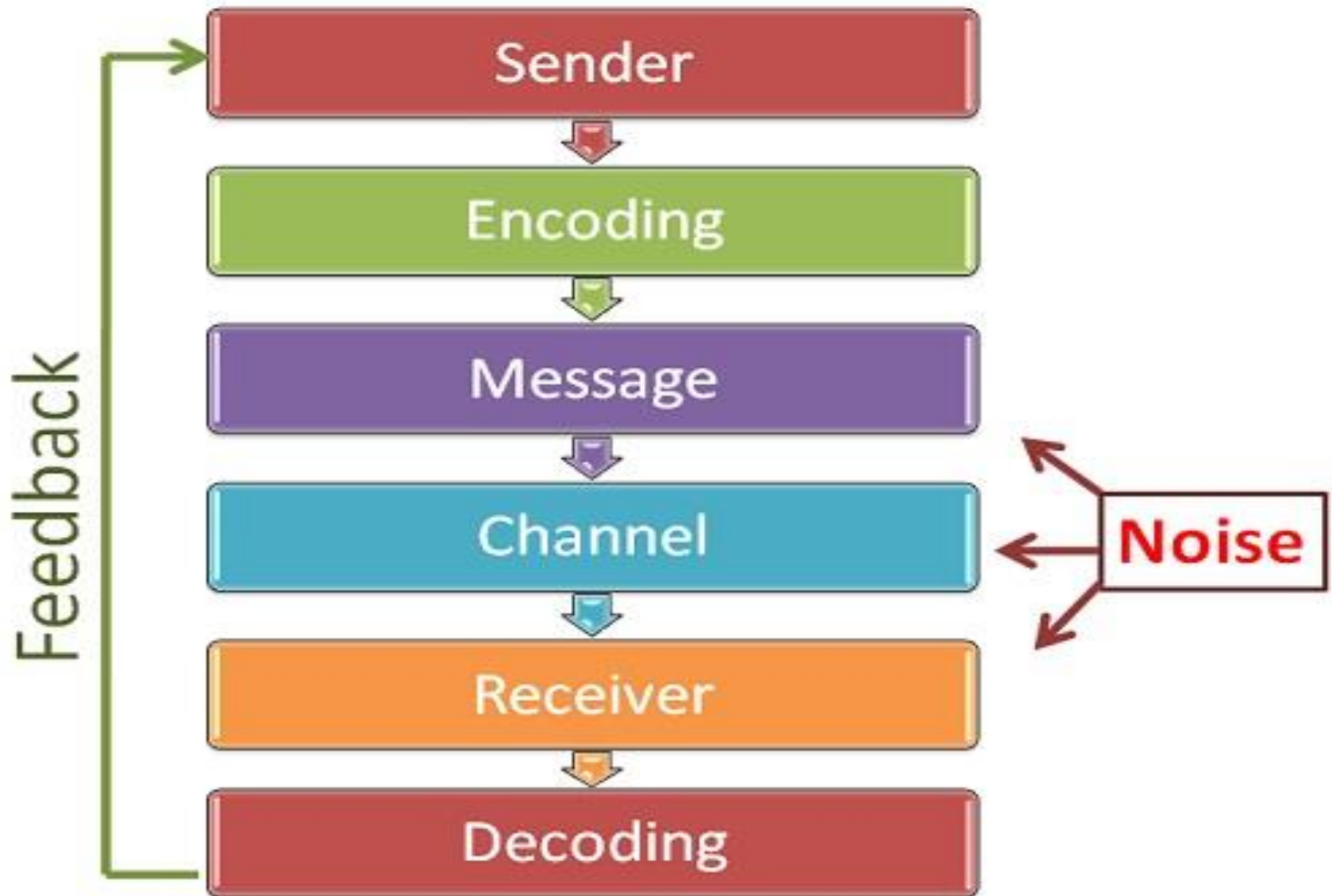
- In the words of Robbins, "communication fosters motivation by clarifying to employees what is to be done, how well they are doing, and what can be done to improve performance. The formation of specific goals, feedback on progress toward the goals, and reinforcement of desired behaviour all stimulate motivation and require communication."

Functions of Communication

4. Emotional Expression and Interdependence:

- The work group is a primary source for social interaction. The communication that takes place within the group is of vital importance in the sense that it gives them the best opportunity to share their frustrations as well as feelings of satisfaction. Communication, in this way, provides them a release for their feelings, and that is the fulfillment of an important social need.

COMMUNICATION PROCESS



COMMUNICATION PROCESS

Communications is a continuous process which mainly involves three elements viz. sender, message, and receiver. The elements involved in the communication process are explained below in detail:

1. Sender

The sender or the communicator generates the message and conveys it to the receiver. He is the source and the one who starts the communication

2. Encoding

The message generated by the sender is encoded symbolically such as in the form of words, pictures, gestures, etc. before it is being conveyed.

COMMUNICATION PROCESS

3. Message

It is the idea, information, view, fact, feeling, etc. that is generated by the sender and is then intended to be communicated further.

4. Media/channel

It is the manner in which the encoded message is transmitted. The message may be transmitted orally or in writing. The medium of communication includes telephone, internet, post, fax, e-mail, etc. The choice of medium is decided by the sender.

5. Receiver

He is the person who is last in the chain and for whom the message was sent by the sender. Once the receiver receives the message and understands it in proper perspective and acts according to the message, only then the purpose of communication is successful.

COMMUNICATION PROCESS

6. Decoding

It is the process of converting the symbols encoded by the sender. After decoding the message is received by the receiver.

7. Feedback

Once the receiver confirms to the sender that he has received the message and understood it, the process of communication is complete.

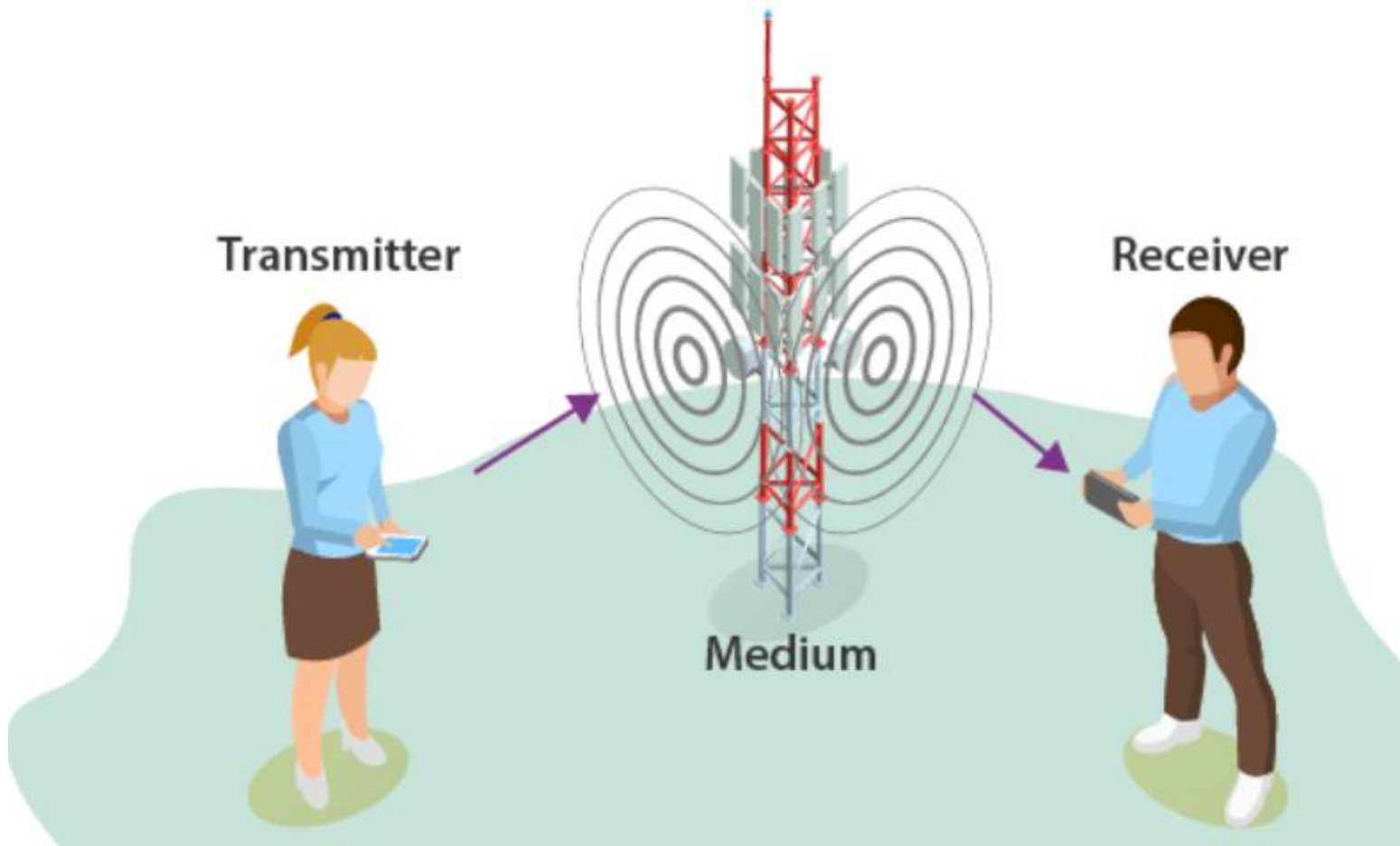
8. Noise

It refers to any obstruction that is caused by the sender, message or receiver during the process of communication. For example, bad telephone connection, faulty encoding, faulty decoding, inattentive receiver, poor understanding of message due to prejudice or inappropriate gestures, etc.

Communication System

- The communication system is a system which describes the information exchange between two points. The process of transmission and reception of information is called communication. The major elements of communication are the **Transmitter** of information, **Channel or medium** of communication and the **Receiver** of information.

Communication System



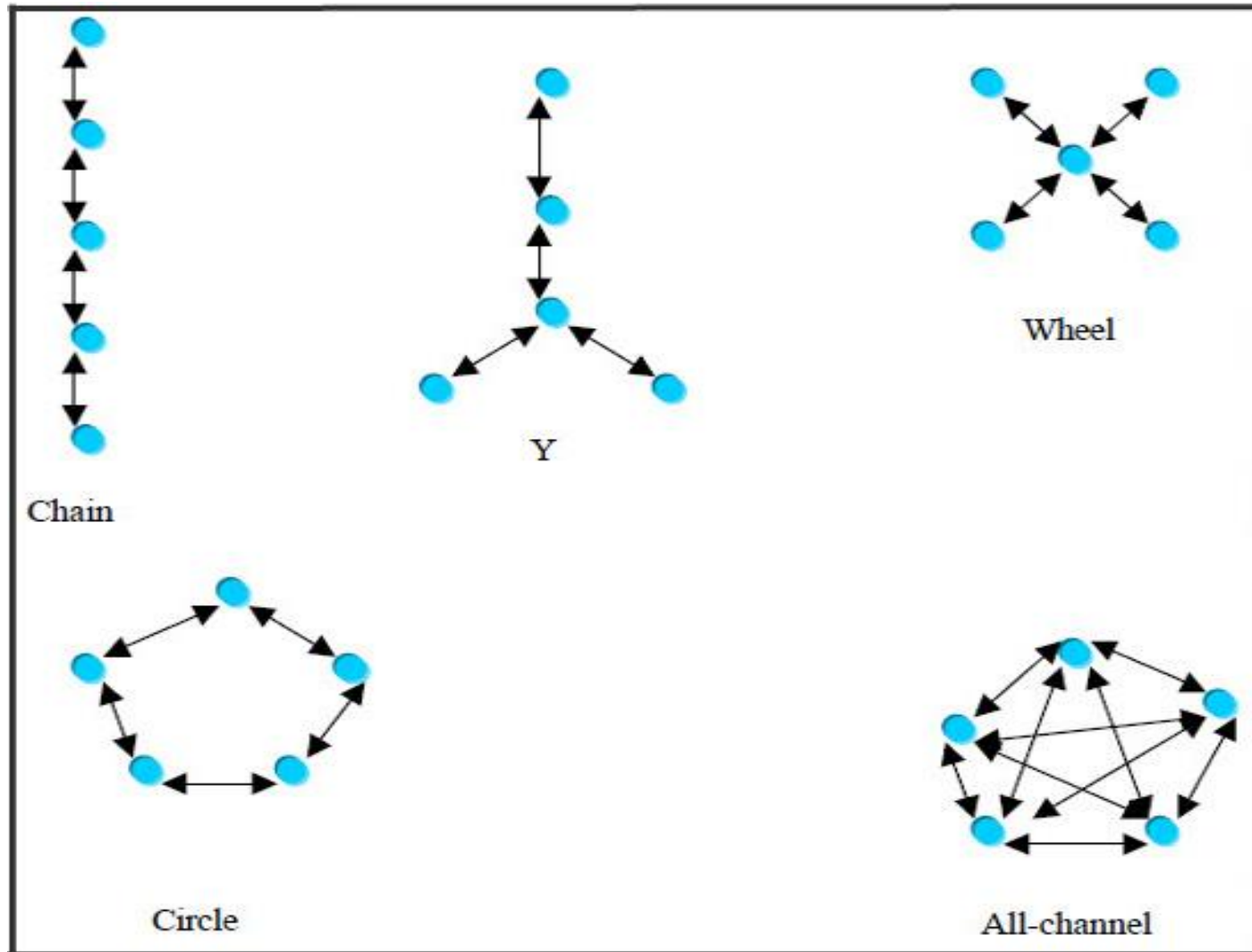
Communication System

- The communication system is a system model that describes a communication exchange between two stations, transmitter, and receiver. Signals or information passes from source to destination through a channel. It represents a way in which the signal uses it to move from a source toward its destination. To transmit signals in a communication system, it should first be processed by beginning from signal representation, to signal shaping until encoding and modulation. After the transmitted signal is prepared, it is passed to the transmission line of the channel. Due to signal crossing this media, it is faced with many impairments like noise, attenuation, and distortion.
- The process of transferring the information between two points is called communication. The main elements needed to communicate are the transmitter to send the information, the medium to send the information and the receiver to receive the information on the other end.

COMMUNICATION NETWORK

- A communication network is the pattern of directions in which information flows in the organization.
- Channels of communication (networks by which information flows) are either formal networks or informal networks.
- Formal networks follow the authority chain and are limited to task-related communications.
- The informal network (grapevine) is free to move in any direction, skip authority levels, and is as likely to satisfy group members' social needs as it is to facilitate task accomplishments.

Communication Networks in Organizations



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Chain Network

- In chain network, communication travels up and down through the hierarchy. Each person communicates with only the person directly above or below in terms of reporting relationships. The chain network rigidly follows the formal chain of command.

Y Network Communication

- In the Y network, the flow of communication resembles an upside down Y; information flows upward and downward through the hierarchy, widening to encompass the number of employees reporting to a supervisor.

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Wheel Network

- In a wheel network, information flows to and from a single person. Employees in the group communicate primarily with that person rather than with each other.
- Such a communication network is a fast means of getting information to employees, since the person at the hub of the wheel can do so directly and efficiently.
- In the wheel network, the most centralized, all messages must flow through the individual at the centre of the wheel.

Circle Network

- In a circle network, employees communicate only with adjoining members of the organization. The circle network is analogous to a group working in a physical arrangement such that workers can communicate with their immediate neighbour but not with others in the group.

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All channel network

- In an all-channel network, communications flow upward, downward and laterally among all members of the group.
- The all-channel network is best if you are concerned with having high member satisfaction.
- The all-channel network is the most decentralized of the networks; each member can communicate with any other member.

Types of Communication

1. Formal Communication:
(Upward, Downward, Sideward, Diagonal)
2. Informal Communication
3. Interpersonal Communication
(Oral, Written)
4. Non-verbal Communication

FORMAL COMMUNICATION

- Formal communication refers to interchange of information officially.
- The flow of communication is controlled and is a deliberate effort.
- This makes it possible for the information to reach the desired place without any hindrance, at a little cost and in a proper way.
- It can be classified as:
 - ***Downward communication***
 - ***Upward communication***
 - ***Sideward communication***
 - ***Diagonal communication***



Downward Communication:

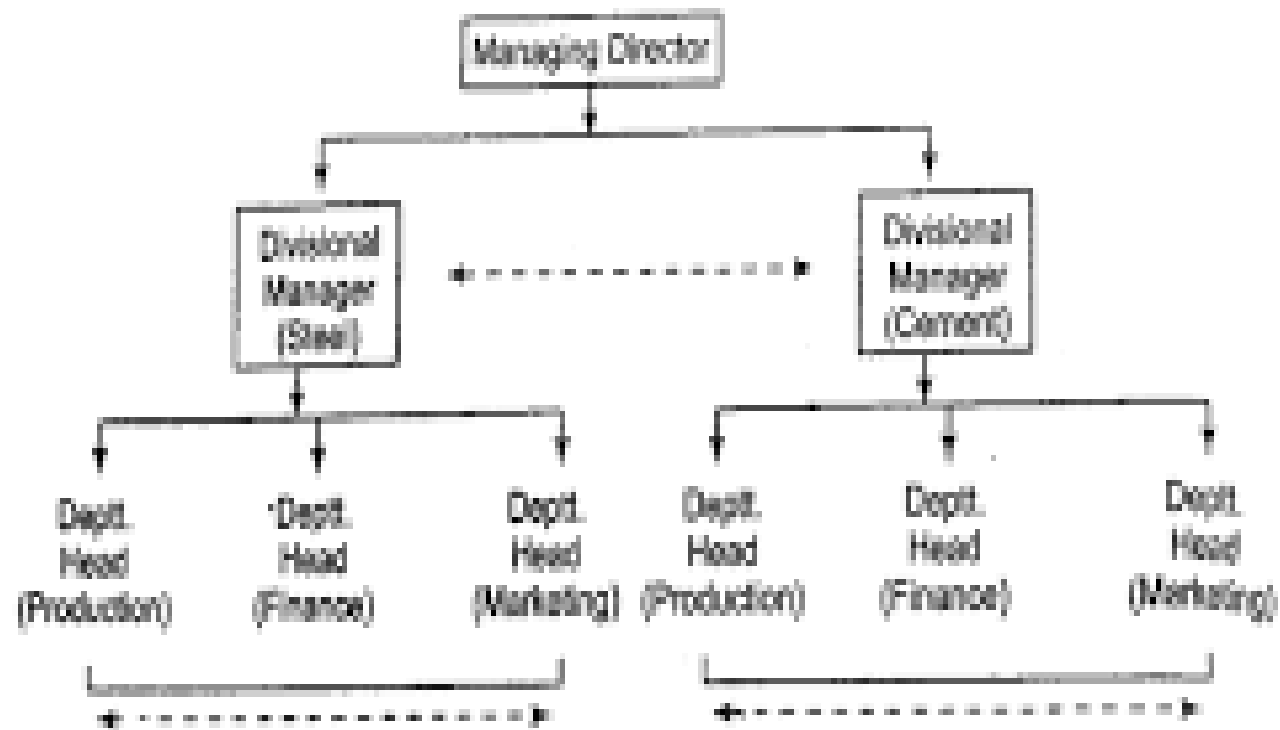
- The downward communication is when the information passes from the management level to the subordinate level.
- This is the most common form of formal communication wherein communication flows downwards, i.e. from the people occupying top positions in the organization to the people at lower levels.
- It mainly includes orders and instructions and can either be written or oral depending on the importance of the message and also the status of individuals involved in the communication process.
- Reports, emails, letters, manuals, etc. are the commonly used communication tools.

Upward Communication:

- The upward communication is when the message passes from the subordinate level to the management level.
- Here, the communication flows upwards i.e. from the subordinates to the managers in the form of request, reports, suggestions, complaints, and instructions.

Horizontal or Lateral Communication:

- Horizontal communication means when the Co-workers with different areas of responsibilities, but at the same level in the organization communicate with each other.
- The communication between the managers of a different department, such as marketing, finance, production, HR, is the best example of horizontal communication.



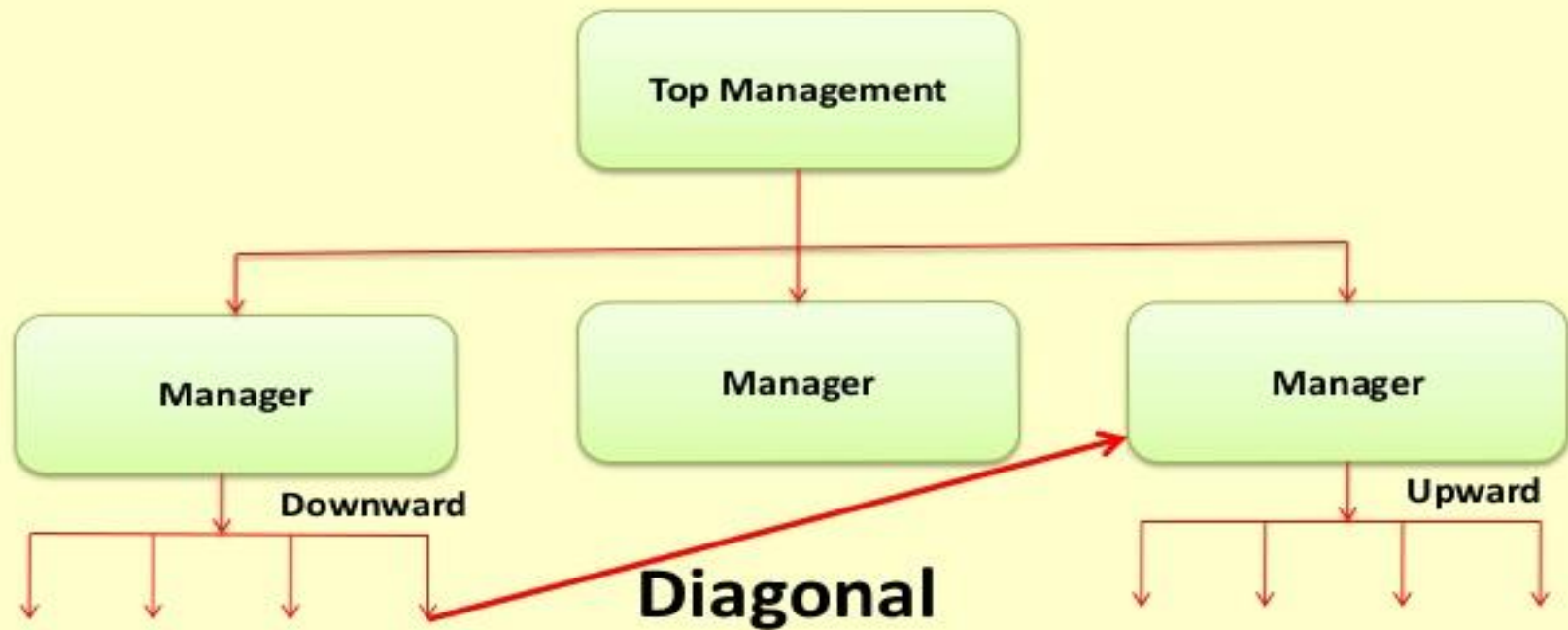
(- - -) denotes horizontal communication

Fig. Horizontal or lateral communication.

Diagonal or Crosswise Communication:

- When the employees of different departments at different levels communicate with each other irrespective of the chain of command, then the communication is said to be a diagonal or a cross-wise communication.
- The communication between the floor manager and the sales team is the example of diagonal communication.

Diagonal Communication



Informal Communication

- The Informal Communication is the casual and unofficial form of communication wherein the information is exchanged spontaneously between two or more persons without conforming the prescribed official rules, processes, system, formalities and chain of command.
- The informal communications are based on the personal or informal relations such as friends, peers, family, club members, etc. and thus is free from the organizational conventional rules and other formalities.
- The informal communication is characterized by an indefinite channel of communication, which means there is no definite chain of command through which the information flows.

Interpersonal Communication

- Interpersonal communication is the communication where two or more people are connected in some way.
- It would include the exchange between a teacher and their students, a married couple, a boss and an intern and so on.
- The people involved in the communication are interdependent, meaning the action of one person has effects on the other person.
- It can be : **Oral and Written**

Oral Communication

- Oral communication is the process of verbally transmitting information and ideas from one individual or group to another.
- Oral communication can be either formal or informal.
- Face-to-face conversations
- Telephone conversations
- Discussions that take place at business meetings



Written Communication

- Written communication involves any type of message that makes use of the written word.
- Written communication is the most important and the most effective of any mode of business communication.
- Written communications include:
 - Memos
 - Reports
 - Bulletins
 - Job descriptions
 - Employee manuals
 - Emails
 - Instant messages

Non-verbal Communication

- Nonverbal communication refers to gestures, facial expressions, tone of voice, eye contact, body language, posture, and other ways people can communicate without using language.
- Nonverbal communication involves the conscious and unconscious processes of encoding and decoding.



Barriers to Effective Communication

1. Organizational Barriers:
2. Physical Barriers
3. Psychological Barriers
4. Semantic Barriers
5. Technological Barriers

1. Organizational Barriers:

- a) Organizational policy:** If the organizational policy, explicit or implicit, is not supportive of the free flow of communication, it may hamper the effectiveness of communications.
- b) Rules and regulations:** Rigid rules and cumbersome procedures may be a hurdle to communication. Similarly, communications through the prescribed channel may result in delays.
- c) Status:** Status of superior may create psychological distance between him and his subordinates. A status-conscious manager also may not allow his subordinates to express their feelings freely.
- d) Complexity in organization structure:** In an organization where there is a number of managerial levels, communication gets delayed and distorted a number of filtering points are more.
- d) Organizational facilities:** If facilities for smooth, clear and timely communications are not provided communications may be hampered.

2. Physical Barriers

a) Physical distance

The location of branch, unit or department may create difficulty in transmitting message or information.

b) Hierarchy structure

If there is multiple layers of hierarchies, there may be difficult to communicate information easily.

c) Office design

The layout of office also creates barriers in effective communication. The office of a manager in separate area may create difficulty in transmitting the message.

d) Noise

Noise creates barriers in communication process. The information send by sender may not understand by receiver if there is noise.

3. Psychological Barriers

a) Lack of Attention: When the person is pre-occupied by some other things and do not listen carefully what the other person is speaking, then arises the psychological barrier in the communication.

b) Premature Evaluation: Many people have a tendency to jump to the conclusions directly and form judgments without considering all the aspects of information. This premature evaluation of the information acts as a barrier to the effective communication.

c) Poor Retention: The retention refers to the capacity of a brain to retain or store things in the memory. The brain does not store all the information came across but in fact, retain only those which deems to be helpful in the future..

d) Distrust: To have an effective communication, it is must that both the communicators (sender and receiver) trust each other. If the receiver has no trust, then he will not listen to whatever is being said by the sender, and this will result in a meaningless communication.

e) Emotions: The communication is greatly influenced by the emotions of a person. Several emotions such as anger, nervousness, confusion, restlessness, etc. affects the communication process.

4. Semantic Barriers

a) **Harsh Language:**

When a message is prepared, it should be in simple words, easily understood by the receiver. Otherwise it becomes non-specific and the receiver will have a difficulty in following it properly.

ii. **Faulty Transmission:**

When message is received from the superior to the subordinate, the individual receiving it must be able to translate it to different categories of subordinates having the constraints of level of understanding and their IQ.

iii. **Lack of Clarity:**

In all the messages, there are certain ideas, which need to be understood correctly. In other words, the meaning between the lines of the message must be well-perceived by the receiver. If it is not, there is every likelihood of the message being misunderstood leading to confusion.

iv. **Technical Language:**

It is often seen that technical language is used by specialist persons in their communication. This may not be known by a common man. As far as possible, when communicating to common people, it must be in a simple language, common to all.

5. Technological Barriers

a) Mechanical Barriers

The barrier that creates due to mechanical device such as mobile, telephone, computer, internet is called mechanical barrier

b) Loss of transmission

In oral communication process there may be loss of transmission. It may occur due to technical problems.

c) Information overload

If a receiver receives multiple information at a time it creates barriers in communication.

d) Insufficient period allowed

If receiver responses without analyzing the information due to time constraint it may create barrier in communication

Enhancing Effective Communication /Overcoming Barriers

- **Individual Skills**

- a) Good listening skill
- b) Two way communication
- c) Be aware of language and meaning
- d) Maintain credibility
- e) Be sensitive to receiver's perspective
- f) Be sensitive to sender's perspective

- **Organizational Skills**

- a) Following up
- b) Regulating information flows
- c) Understanding the richness of different mediums

Communication issues in the workplace

1. Ego and attitude
2. Passive listening
3. Cultural differences
4. Poorly written communication
5. Lack of interest or motivation
6. Information overload
7. Not communicating with staff at the right time

Communication issues in the workplace

1. Ego and attitude

Often, teamwork is deterred due to one member's attitude and ego. One worker may want to take over discussions and prevent other members from speaking their minds. Another might refuse to lose an argument and accept that another person might be right. Many times, these people will refuse to accept that they are part of the problem. Egos and attitudes within the team can then lead to resentment, misunderstandings and friction.

2. Passive listening

Passive listening is simply hearing what the other person has to say without truly understanding it or empathizing. Often, you will see someone talking, replying and interrupting other people instead of truly listening to what others have to say. When people fail to listen, they are unable to truly comprehend the message which is being relayed. This then leads to misunderstandings and friction which could then deter the workforce from being creative and productive.

Communication issues in the workplace

3. Cultural differences

Today's workplace has become more diverse, especially if your organization deals with international clients or has employees abroad. Although there is diversity in the workplace, people still tend to be more persuaded by people from their same culture or backgrounds, therefore, managers face the challenges of communicating with everyone as one cohesive team, while managing the dynamics involved in cliques and groups.

4. Poorly written communication

One of the most common communication issues within a company is unclear and poorly written information. You may opt for different communication tools to get your point across such as corporate desktop wallpaper software, newsletters, and memos; however, if your materials are poorly written, your messages might cause confusion and frustration amongst your staff members.

Communication issues in the workplace

5. Lack of interest or motivation

When people are not interested in what is being discussed, or they lack the motivation to work hard, they are more likely to disregard or ignore your messages. While this means that you certainly need to take a look at your internal communications, using tools such as corporate desktop wallpaper software, the intranet, and others can help you reach your staff members so that they feel more motivated and engaged in their work and in the organization.

6. Information overload

The modern workplace has people receiving more information than ever before, often from competing sources. Whether its dozens of emails per day, instant messages, Teams conversations, corporate social media or intranet content, employees may have more information sent to them than they can actually keep up with. This means that important communications can get lost in all the “noise”.

Communication issues in the workplace

7. Not communicating with staff at the right time

Many companies with internal communications problems have them because communicating with employees can often be overlooked or seen as being less important than external communications. This can be a costly mistake to make: not keeping your employees properly informed can lead to a myriad of other problems, including affecting your corporate reputation and leading to confusion with your customers and stakeholders.

**Thank you for
listening**