

NATURE OF COMMUNICATION

Two way process: Communication take place only when there are at least two persons, one person has to convey a message and another has to receive it.
For Example: in classroom a teacher com to students.

Knowledge & Language: For successful communication both the parties that is sender and the receiver should know the language. For Example: If the receiver cannot understand English then the sender of message conveys his ideas in English will be meaningless.

Meeting of minds necessary: the receiver must understand the message in the way the sender wants him to understand. For example: if weekly target announced by a supervisor is misunderstood by a worker as monthly target here there is problem (lack of attention, faulty pronunciation)

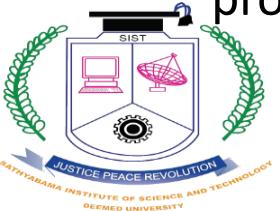


Communication may be made through gestures: Communication is not only by oral & written it is also by gestures. For example: Nodding of heads, rolling of eyes etc.

Communication is all-pervasive: Communication is omni present. It is found in all levels mgmt. For example: Top mgmt com to middle mgmt, middle com to supervisors etc.

Communication is a continuous process: Sharing or exchanging information is an ongoing activity, as long as there is work there is com. For example: personal, official or unofficial.

Communication may be formal or informal: Formal com follow the hierarchy, informal does not follow. For example: If a worker wants to communicate to production mgr then he can inform to foreman and through foreman he can communicate.



Functions of Communication

Helps in Planning: Helps to prepare better plans for the org. the views, suggestions of employees, clients, suppliers etc are received and the plans are prepared.

Vital for decision making: Proper communication is necessary for right decision. For Example: To buy the raw material the production mgr has to consult with marketing manager for the demand and with stores mgr about the stock.

Facilitate delegation: Proper com is needed to delegate the authority to subordinate.

Facilitates effective leadership: The mgr will be able to guide to this subordinates through com.

Helps to motivate: Encourage, induce com necessary.

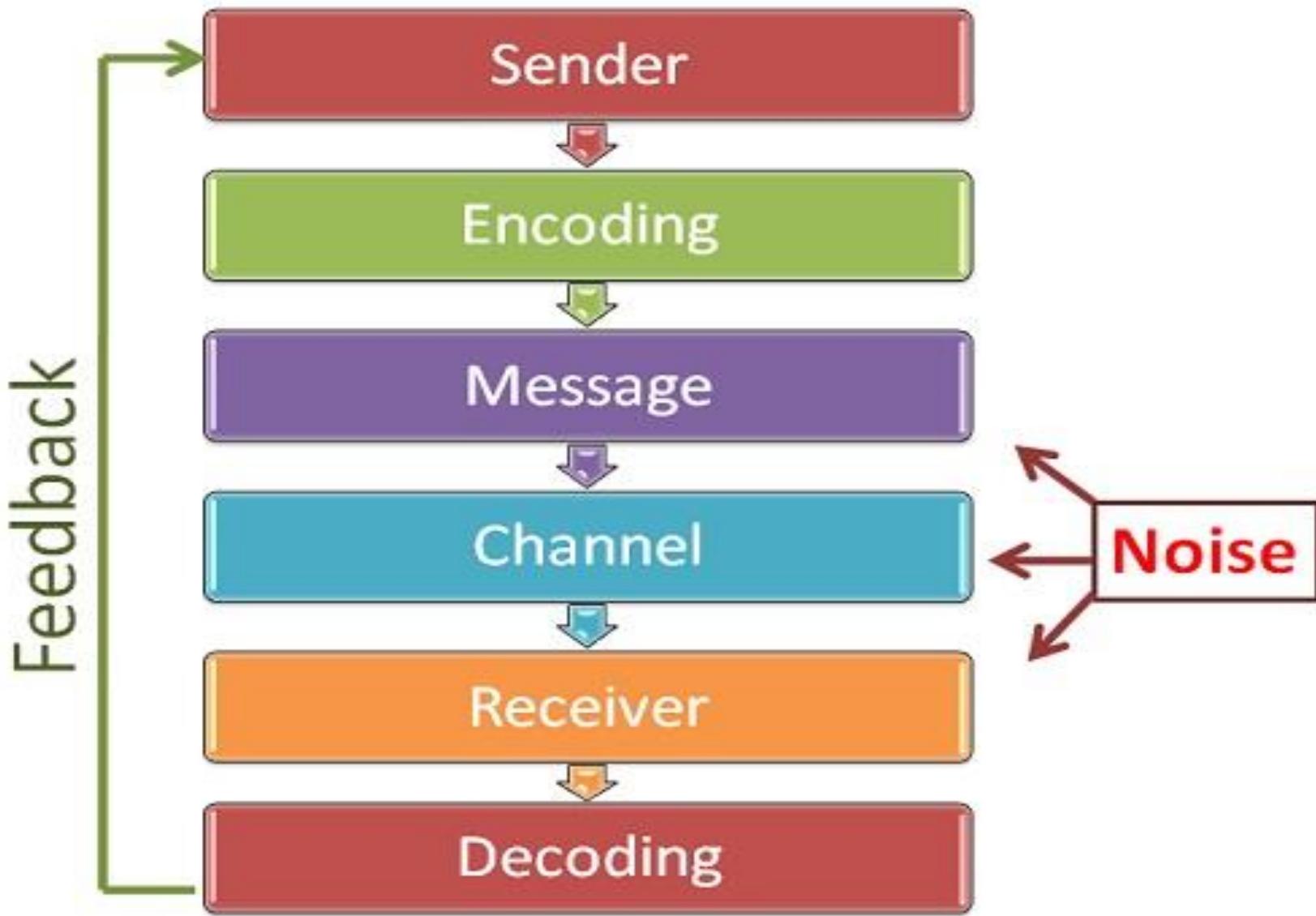
Helps in coordination

Helps to save time and effort: For Example: If manager wants to announce a decision to all employees he can send a circular.

Helps for public relations: This includes customer, creditors, shareholders, government Officials and so on by whom the org communicates a lot.



PROCESS OF COMMUNICATION



- ❖ **Sender**- who takes steps to send the message to the recipient
- ❖ **Encoding**- giving a form and meaning to the message through expressing it into words, symbols, gestures, graphs, drawings etc.
- ❖ **Medium**- it is the method or channel through which the message is to be conveyed to the recipient. It can be oral or written or formal or informal.
- ❖ **Decoding**- is it the act of converting the signs, symbols into meaningful statements as per the intentions of the sender.
- ❖ **Receiver**- the person who receives the message.
- ❖ **Feedback**- it is the reaction or response of the receiver to the message. The com process is complete when the sender gets feedback from the receiver.
- ❖ **Message**- it is the subject matter of com. It may consist of certain facts ideas, opinions, grievances etc.



Types of Communication

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VERBAL

NON-
VERBAL

FORMAL

INFORMAL



TYPES OF COMMUNICATION

• **Formal Communication:** it follows in a formal manner. It follows the hierarchy. Information that officially reaches an employee is known as formal com. For example: policy manuals, orders, circulars, notices etc.

• **Features:**

- -This information is always authentic. -Always written form
- -Proof of receiving the information is obtained

• **Advantages:**

- -It is official and reliable,-It is proper and systematic
- -It serves as a evidence in future,-It fires responsibilities to the sender and receiver

• **Disadvantages:**

- -It is very slow, reaches person to person, takes more time
- -It takes lot of time to prepare, to be typed and signed by concerned persons.

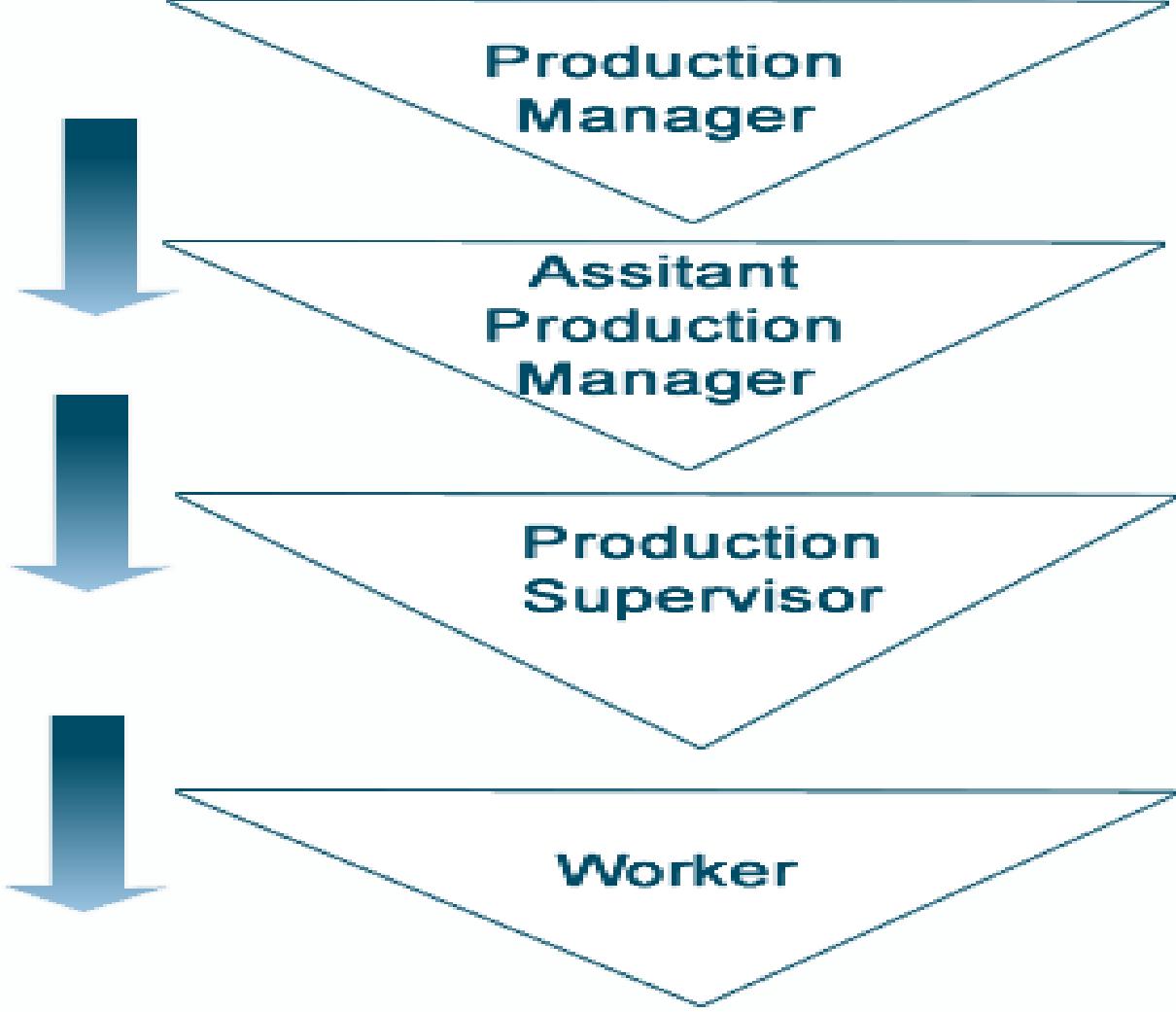


DOWNWARDS COMMUNICATION

- Moves downwards in an organization , from the top mgmt to middle and lower level managements.
- The forms of downward com are:
 - Orders and instructions about job
 - policy statements
 - Procedures and clarifications
 - Feedback on performance
 - Newsletters, memos, circulars
 - Annual reports



Downward Communication



UPWARDS COMMUNICATION

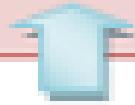
- From lower level mgmt to middle and upper levels of management.
- Upward Communication in the form of
- Reports by subordinates to superiors on work performance
- Grievances and complaints
- Suggestions and ideas of subordinates to the top mgmt
- clarifications requests or appeals



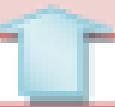
Manager- Production



Assistant Production Manager



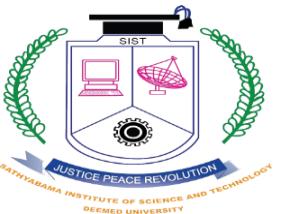
Production Supervisor



Workers



Sideward or horizontal Communication: this communication takes place among mgrs placed at same rank in the org.



INFORMAL COMMUNICATION

It is the result of casual or personal contact between the individuals in an org. Information that unofficially reaches an employee is called informal com. It also known as grapevine com. It spreads like grape plant.

Features of informal com:

- it is verbally transmitted
- it does not follow scalar chain
- the information are not officially received
- proof of receiving the information is not available

Advantages:

It is very fast, It provides mental relief to employees who wait for formal announcement.



DISADVANTAGES

- It gives scope for rumors
- The information is not authentic, so the employees cannot act against it
- It also gets altered and twisted
- Its origin cannot be traced
- It leaks out information which should be kept confidential
- **Rumour** is grapevine information which is communicated without authentic stds of evidence. It is generally incorrect information.



Formal

1. Formal Communication follows the officially established chain of command
2. it is a slow moving process
3. It is easy to pinpoint the responsibility with respect to formal com
4. It consist mainly of work related matters
5. It is orderly and systematic in direction of flow
6. It serves org needs

Informal

1. Informal Communication is independent of the authority relations
2. it is a fast moving process
3. it is not possible to fix the responsibility of informal com
4. It may consist of work related as well as social related
5. It is unsystematic in direction of flow
6. It serves social needs of members of the org



- **Oral Communication or verbal Communication:** is a way of transmitting messages through words spoken by the sender of com to the recipient.
- Face to face conversation: it takes place between two or more persons
- Meetings: arranged to discuss certain issues like work related
 - conversation through telephone, mobile phone: it makes it possible to talk to anyone at any place
- Intercom: it enables the employee to talk to another employee in the same premises
- Internet chat: they require amplifier, internet, headphone, mike and even web camera to see their face



Advantages:

- Since both are directly involved in conversation it is possible to exchange and clarify their ideas effectively
- It is a very fast method,
- It is not expensive
- They can clarify the doubt immediately
- Both the parties can see the reaction of opposite parties
- It is ideal to communicate to 1000 of persons at a time
- It is best method to solve the conflicts in two parties
- It is best method to take decisions immediately

Disadvantages:

- This cannot be preserved for future reference
- Information orally passed may be altered or twisted later
- There is possibility to misunderstand the oral information
- Lack of attention on the part of receiver may make oral com a failure



Written Communication: by which the communicator establishes a direct contact with the receiver through written documents. It is a formal method of communication in the form of letter, memos circulars, reports, instruction cards, manuals, magazines etc.

Advantages:

- It can be sent to anywhere in the world
- It is always preserved for future reference
- Produced as evidence in any court
- It is very clear and accurate
- It is ideal where it is unnecessary to have direct contact with the receiver



Disadvantages:

- It is time consuming for preparation
- there may be delay in reaching the letter to receiver
- immediate clarification is not possible
- difficult to maintain secrecy
- sender cannot see the reaction of the receiver
- if the sender uses hard vocabulary then it is difficult to understand



Gesture communication: actions such as nodding the head, rolling of eyes, movement of lips etc to convey some idea.



JOB SATISFACTION



Job satisfaction refers to a person's feeling of satisfaction on the job, which acts as a motivation to work. It is not the self-satisfaction, happiness or self-contentment but the satisfaction on the job.

Job satisfaction is defined as the, “**pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating the achievement of one’s job values.**”

Hoppock offered one of the earliest definitions of job satisfaction when he described the construct as being any number of psychological, physiological, and environmental circumstances which leads a person to express satisfaction with their job.

Smith et al. (1969) defined job satisfaction as the feeling an individual has about his or her job.

Locke (1969) suggested that job satisfaction was a positive or pleasurable reaction resulting from the appraisal of one’s job, job achievement, or job experiences.

Working Environment

It is essential to provide employees with a work environment that is conducive to their overall development.

They need an environment which is healthy and safe and which caters to both personal comforts and facilitates doing a good job. If the working conditions are good (clean, attractive surroundings), the personnel will find it easier to carry out their jobs.

On the other hand, if the working conditions are poor (hot, noisy surroundings), personnel will find it more difficult to get things done.



Fair Policies and Practice

- ❖ Individuals who perceive that promotion decisions are made in a fair, are likely to experience satisfaction from their jobs.
- ❖ Very often employees are demotivated and dissatisfied with their jobs because unfair policies and practices prevail at their place of work.
- ❖ It is therefore of utmost importance for an organization to have a fair and equal system regarding practices and policies so that there is no discrimination and frustration.



Caring Organization

When people feel that the organization for which they are working, cares for them and takes actions to improve their work and lives, they are happy, and this creates higher satisfaction.

Appreciation

The human race loves to be appreciated.

Even for the smaller job that does one seek to have an appreciation, from colleagues, boss, and seniors. When one gets acknowledged in front of everyone, it gives up a boost to their morale.

When appreciation leads to encouragement, the ultimate result is reflected in the efficiency of work automatically.

Pay

Money not only helps people attain their basic needs but is also instrumental in providing upper-level need satisfaction.

Employees often see pay as a reflection of how management views their contribution to the organization.



Age

That is older employees tend to report higher satisfaction, and younger employees say the lowest job satisfaction rates.

Promotion

promotions take some different forms and have a variety of accompanying rewards.

Feel of Belongings

If an employee feels that he is considered an important part of the team, he belongs to the organization then there are higher chances of job satisfaction.

Texting or emailing an employee on his/her birthday, communicating the crisis to even at the ground level employee, making special efforts during festive seasons, all these small little gestures make an employee believe that he or she belongs to the firm.



Initiation and Leadership

If an employee is given an equal number of opportunities to show their talent, take the lead and initiate then the chances of having a higher level of job satisfaction is more.

Challenges

There are a few types of employees who love to experiment; they like it when the challenging job is assigned to them. To them, the challenge is always associated with ability and capability.

They feel that if an employee is given a challenging job, it means that the leader trusts his or her capacity to fulfill the expectations.

Responsibilities

This suggests that when an employee is given a bigger responsibility it makes him or her conscious about the fact that the employers think him or her as a capable and trustworthy candidate.



How Job Satisfaction Benefits the Company

- Higher Job Satisfaction gives;
- Higher productivity.
- Less employee turnover.
- Reduce absenteeism.
- Reduces the level of unionization.
- Reduces the number of accidents.
- It helps to create a better working environment.
- Improving customer satisfaction.
- Faster and sustainable Growth.



Q2. Leadership styles →

Leadership is the art of influencing people so that they strive willingly and enthusiastically towards the achievement of group goals.

Leaders help a group attain its objectives by maximum application of its capabilities

Leaders must instill values such as concern for quality &, honesty, calculated risk taking etc.

Importance of Leadership →

- Aid to authority
- Motive power to group efforts
- Basis for cooperation
- Integration of formal and informal organization

Leadership styles →

The different kinds of leadership styles include -

- Autocratic
- Democratic
- Laissez faire
- Functional
- Institutional
- Paternalistic

1. Autocratic →

- An autocratic leader retains as much power and decision making authority as possible.
- He wants his subordinates to work in the manner he wants and tells them what to do
- The manager does not consult the employees, nor are they allowed to give any input or offer suggestions.
- He specifies the goals, makes available the resources and sets deadlines to complete the task. Motivation is produced by a structured set of rewards and punishment. Subordinates must report to him at regular intervals to show the progress of work.
- He thinks the subordinates are incapable of making decisions
- Subordinates who perform as per the specifications of the leader are rewarded, and those who don't are punished (in the form of fines, suspension, transfer, demotion or dismissal)

Merits →

- Suitable when subordinates are lazy and avoid duties
- It enables quick decision making
- Subordinates are always cautious as they are under the constant threat of disciplinary action
- Inefficient and Insincere workers can be easily identified and removed from the system.

Demerits →

- Subordinates normally show resistance to this style as it curtails their freedom to act.
- It kills initiative to work and leads to frustration among workers.
- Leads to conflicts between leader and subordinates which is bad for the organisation.
- At some stage the subordinates may stop showing obeying orders and will start showing protest; and the leader will become helpless.

2. Democratic →

- Also known as 'participative leadership'.
- The manager does not make unilateral or one-sided decisions. The followers can also participate in the decision making process.
- Subordinates are allowed to put forth their views freely, and the final decision will be made based on the consensus of all.

Merits →

- Employees feel motivated as they are able to participate in decision making.
- The final decision made is mutually acceptable, and hence the followers will work for its implementation wholeheartedly.
- There is no resistance from subordinates.
- It improves the job attitude of the subordinates and they do not have any ill feelings.

Demerits →

- There may be a delay in decision making
- It is only suitable if subordinates are capable of making worthwhile decisions
- It may sometimes be very difficult to come up with a solution that is acceptable to everyone.

3. Laissez Faire →

- Also known as 'free rein leader', the leader gives full freedom to his ~~empt~~ followers to act.
- He does not lay down any guidelines to work, he does not influence his subordinates, he does not interfere in the process of decision making
- He does not exercise the formal authority of a leader
- It is largely a "hands off" view

Merits →

- Since subordinates have full freedom to act, their level of motivation is bound to be very high
- Subordinates who are highly efficient can make use of this freedom and excel
- The superior - subordinate relationship is bound to be very good.

Demerits →

- Provides good results only when subordinates are highly efficient and capable of doing their work independently

- As the leader does not involve himself at all in the activities of his subordinates, control may be difficult.
- Leader does not exercise his formal authority, so the workplace may lose its official character.

4. Functional →

- This leader is an expert in a particular field of activity and has risen to that position by virtue of certain special skills that he possesses.
- He always thinks of the tasks he has undertaken and spends most of his time in finding out ways to do it better.
- He will be able to help his subordinates provided they approach him for certain job related problems.
- He expects subordinates to perform to his level, and if they are not serious about their work, he may demand performance.

Merits →

- As the leader is an expert in a particular field of activity his subordinates can certainly enrich their job knowledge and skill, provided they are as committed and sincere as their leader is.

Demerits →

- He is a taskmaster and believes in work. He will not be able to go down to the level of an average worker and offer any help.
- The leader may sometimes demand performance from his subordinates and this may frustrate them.

5. Institutional →

- This leader has become a leader by virtue of his official position in the organisational hierarchy.
- This type of leader may not be an expert in his field of activity, thus he may not be able to provide expert guidance to his followers.
But he must secure performance from them.

Merits →

- He has the official authority to act
- He can demand performance from his subordinates irrespective of his credentials, and they are answerable to him.

Demerits →

- As an institutional leader, he may not be an expert in his field of activity and may not be able to offer guidance to his followers.

6. Paternalistic →

- He takes care of his followers the way the head of the family takes care of the family members.
- His main concern is the wellbeing of his followers and he is always ready to protect them. He may provide them with all the physical amenities needed.
- But he will not be able to guide them to perform well in the job.

He is sociable, but is not able to offer intellectual help.

Merits →

- He assumes a paternal role to protect his subordinates
- He is always ready to provide them the necessary amenities

Demerits →

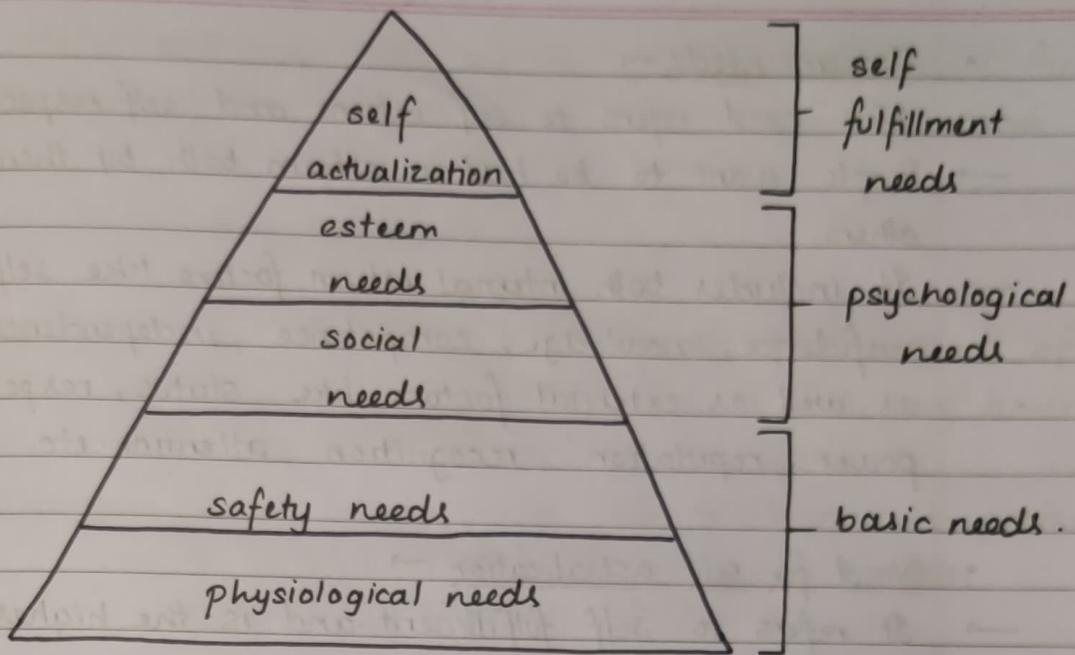
- He is not in a position to offer intellectual help.
- Followers who are capable and achievement oriented may feel frustrated that he is not able to guide them to enrich their job knowledge and skill.

Q3. Motivation Theories →

- Motivation can be defined as a set of forces that cause people to behave in certain ways.
- Motivation is an important factor which encourages persons to give their best performance and help in reaching enterprise goals.
- A positive motivation will enable increased output of the employees, while a negative motivation will reduce their performance.
- Some motivation theories are as follows →

* Maslow's "Need Hierarchy Theory" →

- Abraham Maslow's motivation theory is based on the human needs.
- These needs are classified into a sequential hierarchy from lowest to highest
- He concluded that when one set of needs is satisfied, this kind of need ceases to be a motivator
- Maslow's pyramid depicts the hierarchy of these needs as shown



- Physiological needs -

- These are of the lowest order most basic needs of a human
- They are important for sustaining human life
- Include food, water, warmth, sleep, medicine, education, etc.
- These needs exert tremendous influence on human behaviour,
- Maslow believed that until these needs were satisfied to a degree, no other needs and motivating factors would work.

- Safety and security needs -

- Involves having a safe environment free from any physical or psychological harm
- Includes protection from physical dangers as well as economic security (no fear of losing job, property, shelter etc.)

- Social needs -

- Since people are social beings, they want to belong and be accepted and recognized by others.
- People try to satisfy their need for affection, affiliation and acceptance.
- Includes friendships and relationships.

- Esteem needs →

- This need refers to self esteem and self respect.
- People want to be held in esteem both by themselves and others.
- It includes both internal esteem factors like self-confidence, knowledge, competence, independence etc. as well as external factors like status, respect, power, reputation, recognition, attention etc.

- Need for self actualization →

- It refers to self fulfillment and is the highest need in Maslow's hierarchy
- It is ^{the} drive to become what one is capable of becoming, it includes growth ~~and~~, achieving one's potential and accomplishing something.

* Fredrick Herzberg's motivation-hygiene theory →

- Also known as two factor theory

<u>Motivators</u>	<u>Hygiene Factors</u>
Achievement	Company Policies
Recognition	Supervision
The work itself	Relationships
Responsibility	Work conditions
Advancement	Renumeration
Growth	Salary
	Security

- Fredrick has tried to modify Maslow's need hierarchy theory

- He stated that there are certain satisfiers (intrinsic factors) and dissatisfiers (extrinsic factors) for employees at work
- Motivating factors include →
 - Achievement - a job must give an employee a sense of achievement. It will give a proud feeling of having done something difficult but worthwhile.
 - Recognition - a job must provide an employee with praise and recognition for their successes by both superiors and peers
 - The work itself - The job must be interesting and provide enough challenge to keep employees motivated
 - Responsible - Employees should own the work and hold themselves responsible for its completion
 - Advancement - Promotion should exist for the employees
 - Growth - It should give them the chance to learn new skills (either through the job or through more formal training)
- Hygiene factors include →
 - Company policies - Should be fair and clear to every employee
 - Supervision - Must be fair and appropriate, every employee should be given as much autonomy as is reasonable
 - Relationships - healthy relationships should exist between peers, superiors and subordinates.
 - Work conditions - Equipment and environment should be safe, fit for purpose and hygienic.
 - Salary - Should be fair and reasonable, and should be competitive with other organizations in same industry
 - Status - Organizations should maintain the status of all its employees. Performing meaningful work can provide a sense of status

→ Security - It is important that the organization makes employees feel that their job is secure, and they are not under the constant threat of being laid-off.

★ Mc Gregor's Theory X and Theory Y:

- Mc Gregor states that people in an organization can be managed in two ways.

The first way is negative, called theory X and the second is positive, called Theory Y.

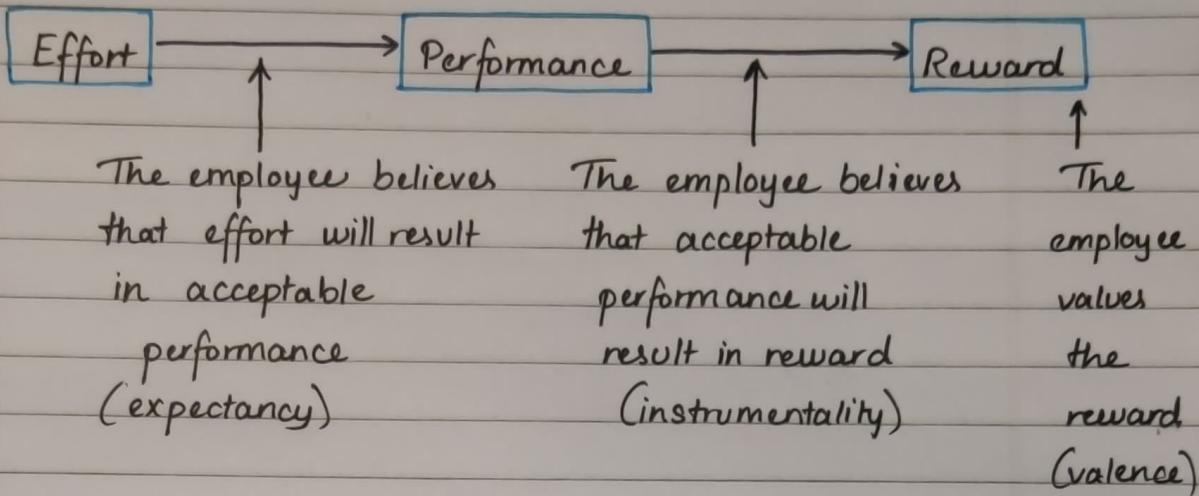
- The manager's view is based on certain assumptions, and he tends to mold his behaviour towards his subordinates according to these assumptions-

- Under the assumptions of Theory X →

- Employees inherently do not like work
- They will attempt to avoid it whenever possible
- They have to be forced, coerced or threatened with punishment to achieve goals
- The managers adopt a more dictatorial style
- Employees rank job security on top, have little or no ambition / aspiration.

- Under the assumptions of Theory Y →

- Physical and mental work is as natural as rest or play
- Employees can exercise self-control and self-direction if they are committed to achieving the organization's goals
- If the job is rewarding and satisfying, the employees will be committed and loyal to the organization.
- Employees have skills and capabilities.

★ Victor Vroom's expectancy theory →

$$\text{Motivation} = \text{Valence} \times \text{Expectancy}$$

//.

★ McClelland's Theory of Needs →

David McClelland has developed a theory on three motivating needs →



The need for achievement is the urge to achieve something in what you do.

The need for power is the desire to hold control and authority. They like to influence others and they are motivated to perform when they are given key power positions.

The need for affiliation is the urge to have interpersonal and social relationships with others.