**Organizational Behaviour**
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**Lecture - 29**
**Communication**

Welcome to the chapter 19 of the discussion which is on communication. In this chapter we are going to learn the details of what is communication, the meaning of communication? What are the different issues involved in communication? What are the different steps in communication? What are the different types of communication and the details of those types like interpersonal communication, group communication, organizational communication, and also we are going to learn about the barriers of communication.

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So, as a chapter the objectives of this chapter are to develop and understanding of the importance of communication, the elements of communication to know the communication process module. We are also to form an idea of types of channels, channels richness, communicating within the organizations how do we communicate externally? What are the barriers to effective communication and how do we improve communications in organizations?

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First will start with, the definition of communication and also the importance of communication. As you see when we have to talking of the importance of communication, the definition of communication deals with the transmission of information and the understanding through the use of common symbols. So, when we are looking into this definition, when it is transmission of information between two persons or or there is a sender and a receiver, this could be persons, this could be other things also.

One person is a sender, there is a receiver, there is something to communicate the message which is that to communicate, there is a medium to communicate that message. When we communication is proper, when we use language when we use symbols which is known to both the people, who are involved in the process of communication and then understanding of the communication means that there is a feedback regarding whether I have understood the message in the sense.

That the sender wanted me to understand it or not? This whole process is called communication and there lies the importance of communication, it is defined as the transmission of information not only transmission the understanding of that information through the use of common symbols and when we talk of understanding of the information here feedback plays a very important role. How do I tell the other person that have understand understood?

What you have told me in the way you want to me to do it is through the process of feedback, the communication process is the whole lot of steps which takes place which are there in between when we are talking of transmission of information. It is something the process, which occurs happens like how this message passes on from the source and the receiver? How this transfer is takes place?

And how this understanding of this whole situation takes place this whole gamete is called the communication process. There are important issues related to each of these steps, what will see now in details is the communication process. What could be the different issues related to each of these steps and how to like a take care of those issues.

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So, what we talking of here are the elements of communication in the elements of the communication. Of course, the first person the first thing which is there or the person who is there, first element is the communicator. There has to be someone who owns to communicate certain things. So and so that person is called a communicator and who is he is in organizational behavior context may be a person employee with certain ideas intensions and a purpose for communicating. He must be communicating with certain purpose in mind and he wants to he or she wants to communicate certain things. So, the these are the ideas in the person's mind.

He and he intends to communicate and with certain purpose and he communicates with certain purpose. He wants that purpose to be known by others that that person is called a

communicator. Now, when the communicator is there and he has a purpose in mind about things that he wants to communicate it to others. Then comes the question on next step, which is called encoding in encoding what is done the communicator tries to explain the purpose that he has in mind in certain lucid terms symbols.

He uses languages that he use that expresses the purpose that he has in mind in two things, that are communicable to others. So, encoding is translating the communicators ideas into a systematic set of symbols and language that expresses the communicator's purpose. So, this is very important when we are talking of encoding we are using only that systematic set of symbols and language, which is expressing the communicators purpose the purpose that is there at the back of his mind or intension that he has and encoding helps to express.

That when that encoding is done, what emerges out of it is the message. The message is the result of the encoding process, these encoding process can be vote in the verbal form and in the non–verbal form. The message can likewise be intended message or unintended message. So, what we find over here there is a chance of learning training at each of these steps like we have to know properly, how to encode our ideas into using different symbols.

So, that we can emerge at a proper message that we own to transmit to others and what are the proper verbal queues that are to be given what the associated non-verbal queues. So, that we can transmit intended messages and we can reduce the possibility of transmitting on intended messages. Next comes in process is the medium is through what medium would be or the carrier message carrier would be like to transmit our message. It depends again on what is the urgency what is the richness of that medium, whom do you want to communicate?

How many people do you want to address at a certain point of time? All this factors will help us to choose the particular medium because medium vary the medium, that we choose it varies according to the it is effectiveness in reaching different people. It has what is provision cause in like if we want to talk one to one, if we want to address many people. So, these are issues that you have to choose why you are selecting your medium for communication.

Next is a process, which is after medium at the other end of the medium is the receive decoding process done by the person who is called the receiver or the recipient of the message. Now, the decoding process is done by the receiver thought process that interprets the message in terms understandable to the receiver. So, the receiver will try to use his own thought processes and interpret the message.

In the terms that he is able to understand it and then what is done is the he or she then receiver gives the feedback about the message to the communicator feedback, regarding what is this feedback? It is the response from the receiver to the communicator, which helps the communicator to determine whether the message was received and produced the intended effect or whether it was understood in a very different way by the receiver? What happens in one way communication?

Whether there is no way to receive this feedback? The communicator never knows like whether what he intended to transmit as a part of the message was actually received in that same sense or not, by the receiver but, in two way communication process, where there is a chance to get the feedback. So, we can understand like whether that message has created the effect or not. So, this feedback can be given in various ways like receive through verbal exchanges or through indirectly through some of our attitudes like our behaviors like absenteeism is increasing, productivity is declining and all this things when we understand.

The message in a different way one in important thing over here is that like, if we can understand like there could be a possibility when we talking of the receiver is making sense of the message accord his utilization, his own thought process to decode the message and understand it. So, the communicator must be very aware of the fact like, if I am communicating certain things. I am communicating it for whom who is there at the other end, who is going to receive my message, what are the like I have to see? Even if I am not seeing that person in-front of me, but, I have to be very aware of the characteristics of this person, know this person in an out in the sense what could be his thought process?

What is his personality pattern? His personality pattern, how he interprets facts? How he generally interprets facts could be, what is the process of thinking of this person? So, that can communicate the message in the way that this person understands, when I do it then

only the receiver receives it and interprets the message and I communicate what I want to communicate. Otherwise my intend to communicate such message my intention to communicate certain message and and what I want to communicate and what a person understands as a part of being a receiver could be very different.

Because if I do not understand receiver and sense of message, then the receiver may not be in the same platform of my thought process to receive it in the same way and make the same sense that I want a receiver to make out of the message that I am sending. So, first we have to understand each other specifically the communicator has to understand the his target to receiver for whom the message is designed, whom he wants to convey he or she wants to convey and convey it accordingly.

So, that the receiver understand it this very important another point is concern point over here is noise is that factor. That it disturbs the intended message and it may occur at in each of the element of communication. So, who has, where can this noise of occur noise can occur starting from the communicator himself or herself like, if I want to communicate something and I have certain intentions in mind and I want to communicate certain things like I have certain idea, which I want to communicate. Then I should be very clear and specific about what I want to communicate, if my ideas if my concepts are not clear.

If I do not know exactly, what I want to communicate. Then I do not, I am not very clear about the purpose of this communication at certain point of time my ideas may mix up. I am not able to encode a proper message, so first is if I want to communicate something I must know what I want to communicate when I when to want to communicate to whom I want to communicate. Why I want to communicate certain things, these part should be very specifically known to the communicator.

In order to reduce the noise concern at this point next in the encoding stage when these things I know it very clearly what, when, where, why and how? Then what happens, you know how to encode your message and what are possible wordings should be there what possible symbols should be there where to stop. How to write that message, what is the language that I use? What will it be a very like ascetic part of communication? What will be the emotional content in that communication?

So, will it be very rational message? So, how that message will look like and what words to use all these factors? What are the symbols to be used over there will be known only when I know clearly, what are the purpose of my communication and to whom I want to communicate and what changes do I want to bring through this communication? Expected purpose of expected objectives out of this communication what I really want to do through this communication, when you talking of the message accordingly.

The way that would encode will determine what type of message that you are writing or what type of message that you are communicating is it a rational message is it emotionally loaded message what is the verbal component of it? What is the non-verbal component of it is it a direct message that you are giving or it is indirect message where you are mainly communicating something on top, but underline meaning is something different hidden message.

You are giving to someone, so all this will your purpose will try to define your message next important thing which is over there is what is the medium that you choose that and there could be noises in choosing this medium. If you are not very clear about the richness of the medium, rich medium will transmit, which type of message were you passed. So, that your communication becomes an effective communication, then what happens? You may choose a wrong medium for the type of message that you want to communicate and to a target audience, so who is your target audience?

Who is your target receiver? First you have to know that whether that person is conversant with the medium that you are choosing or that person does not use this medium is not very comfortable. This type of medium these are the considerations and whether the type of message that I want to send will travel fast through this medium, will be understandable through this medium or for the noises will be created. These are conditions that if it understand, why we are choosing on medium noises could be there in decoding also.

When we get a message our attitude are personality pattern or interest or background or values all these variables me affect the decoding of the message, which has been sent by the communicator when we are talking of feedback. Noises could be there at the stage also because sometimes, we do not know how to give a proper feedback. We have to

give the feedback there are the giving feedback. Do you gave instantly negative feedback?

If it is to be given or we try to give it in a sandwiched manner to or we aggressive in giving a feedback or we are assertive in giving our feedback. So, what is the technique that we take to give the feedback? Now, do we give person oriented feedback sometimes, what happens while giving the feedback we are exactly not giving the feedback about the message, but, what happens we give feedback about the person, who is sending the message, which again creates noise in this whole process.

So, we if we are to give the feedback about the message about the communication, then we have to know like we have to give the feedback about the content of the communication. How we have understood it? So, in this if we know this things if we trained in this things, if we practice this things proper way. Then we can reduce the noises involving which of these stages.

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So, channel is the medium selected by the sender through which the message travels to the receiver. So, these channels are in organization could be formal channels and could be informal channels now what are the formal channels of communication is formal channels of communication are designed by the organizations established by the organization. Transmit messages that are relevant to and related to the professional activities of the members through when you join a particular organization.

What happens you join a particular post in the organization and there is a organizational structure there is a hierarchy that you join to or you become a part of the team member. So, as a result by virtue of joining that position or by virtue of joining the team you become a part of a communication system, which is there in the organization related to the daily work that you need to do to get a communication from your pears you get a communication from your supervisors like things that you have to do and also there could be centrally established channels of communication which helps you to know like.

What are the benefits that you are going to receive what is your pay system and what are the rewards what will be your performance appraisal all these things are established by the organization to transmit messages that are professionally related to the professional activities of the members by being a part of a particular organization. When we are talking of informal channels of communication, these are informal channels are formed as a result of joining like when people come together because of interest personal interest.

You start sharing or proximity of working, whatever it is and you start sharing your personal and social messages. So, these channels of communication are very spontaneous in nature and immerge as a response to individual choices. Now, these formal channels and informal channels could be aligned to each other. If not they could be in contract with each other also. As we will see in the later part of this discussion like.

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What are the formal channels of communication present in the organization? what are the informal channels that develop in the organization? And what are the advantages and disadvantages on the informal channels of communication when we are choosing a particular communication channel? We are choosing it based on one of the primary characteristics, which is called channel richness.

When we are talking of channel richness we want to see the amount of information that can be transmitted during a communication process. So, when we are talking of rich channels of communication, so it is defined by whether you are able to handle multiple queues at a time. What is the what is the feedback and whether you facilitate rapid feedback and whether it is personal or impersonal in nature? These 3 dimensions will define the richness of particular channels.

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Communication we need an organization flows in four distinct directions that we call downward communication, upward communication, horizontal communication and diagonal communication. When we are talking of upward downward communication, when we are talking of downward communication, we are speaking of communication that follows from the communication, that follows from thus boss to the to the juniors or as if part of the team, which follows from the team leader to the other members of the team.

So, what happens over here like when we are talking of downward communication. Generally we are talking of communication, which follows from people in higher level higher positions higher authority level to people in the lower authority level and these communications are regarding like more of instructions. What you have to do as a part of your instructions memos job memos that to get like do this things do that things instructions job memos, then procedures manuals.

All this things campaign publications these you get from top to bottom like it flows this communication flows from people higher in hierarchy and authority to people lower in hierarchy and authority. When we are talking of upward communication, then we are talking of a communication flow from below from down to up. So, here what happens what a what are the different nature of this communication here.

We are like people lower in hierarchy tries to communicate to people higher up in the hierarchy about certain things like could be their grievances like whether they are satisfied or not like any suggestions that they want to give appeals grievances and procedures to be taken in group meetings. These are the certain things, so what happens in large organizations? It is, if these process is not channelized if it is not inbuilt in the system of the organization, like how to get this feedback from the lower level and move to the upper level information may get lost in between.

So, there should be some organizationally designed process so that the and in that reflects a culture of a very open organization, who gives a proper hearing to what the employees are telling. What are their views on certain things issues, how to how they will express their views about the different procedures work procedures? How what suggestions they can give to improve these procedures? So, there should be some organizationally designed mechanism to tap this information and move it up to the higher levels.

When we are talking about horizontal communication, we are talking when we are talking about horizontal communication it is about communicating in the same hierarchy. So, like person from one position is communicating is trying to communicate with the person from the who is working in the same level may be at the certain other department, so what it depends. So, organization it is, it again depends on the cultural of the organization whether there is this is open to discussion like horizontally people can communicate or they have to come through the departments. It is a boss and they can communicate to with each other.

So, if it is a organization which encourages horizontal communication, then people at two different departments working at the same level may communicate with each other and share about their work processes and increase their social network also. It all depends how the communication is encouraged in the organization? Diagonal communication is a communication, which flows between employee and higher level manager. So, of may be other departmental to whom is not reporting to so this is important in to for the people specially for the lower level people in the organization to express their views to get to know from others certain learning's and if the organization is open enough.

This type of communication is also encourages like if in certain cases you are not able to share with your direct boss or if or you want learn something different, which will feel

like other people in different sections, can help you to learn whether you are able to communicate directly to that person or not. To have to come through that process of you have to give tell your boss. Your boss will refer to the other person and then he will agrees to talk to you or communicate to you, all this things will determine whether the diagonal communication is encouraged in the organization or not?

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Communication within a particular organization can be at three levels like; interpersonal level, group level and organizational level. So, co when we are talking of interpersonal communication, these communication is which flows from individual to individual and in the face to face and in group settings. So, it varies from like direct orders to casual expressions and impresses, how people feel about the organization. So, it is a one to one either face to face communications and whether we do it in a in face to face and group settings. So, it can be direct orders and to casual expressions so the range is from formal to informal.

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Different types of interpersonal communications are like first is of course, oral communication. When we try to express orally about the message, what it is how we are feeling about certain things and we communicate it directly through oral message. The advantage of this is it, is the it is very speedy and it gives a proper feedback disadvantage, could be like that message can get distorted. Because why you are transmitting a oral message general it is not documented in the form of either keeping a record of it.

So, it becomes very intangible and what happens because there is no evidence, no proof. Generally we means of this oral message, what happens people me latter on distort your message and try to put words in your mouth. So, that tact is the disadvantage of this oral communication when we are talking of written communication. It is more formal than in oral communication because it is written it is tangible it is very foible and later on you can refer back to it as a part of evidence, but disadvantage of this message is that this type of message it is a like it is very time consuming and you do not get immediate feedback.

What happens in oral communication? While you are a communicating, if your if your communicating directly face to face, you can see, you can understand the can interpret the expression on the receivers face his body language. Her body language responses and you can get instantaneous immediate feedback and try to reorient your thought process,

while communicating with the other person. But in terms of written communication, you do not have those possibilities of like getting immediate feedback you get feedback. May be but the time is it is a deferred feedback, that you get when the communication reaches that persons and interacts you back and it reaches you. So, it is already deferred feedback it is not immediate feedback.

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So, in non-verbal so that that was oral communication and written communication another part of communication is the non-verbal communication in non-verbal communication. What is done information is sent by a communicator that may or may not be related to the verbal communication. So, it is it is it is sent by via physical queues such as facial and most facial features and eye movements postures distance. What is the voice tone and gestures?

So, these are not related directly to the verbal communication, but it expresses a lot about how the person is reacting to the communication mean, may and non-verbal communication. It may differ from other forms of communication. In the sense, like it is very, very difficult to hide it from others. You are not able to suppress from others and it is more apparent to the others. Then to those produce them and people may interpret this non-verbal queues in different ways. So, eye contact eye movement and the emotional intensity delivered by the physical queues such as distance postures and gestures this tells a lot about the how a person is receiving a particular message.

So, sometimes whatever is communicating verbally is supported by the non-verbal queues also. But sometimes there is a mismatch between the verbal, that is been given through the verbal message and the non-verbal produced by the non-verbal message. So, prudence of the communicator lies in the fact like, if he is able to interpret the these two together, find out what exactly is going in the receiver's mind and about how he is reacting to the communication? That was intended to intended that for that person to receive.

So, these are very important things and this we can get the advantage of understanding this non-verbal queues, only then we are in a face to face communication, when we see the receiver in front of us. Either directly or through certain electronic medium, we have to see the receiver in front. So, that we have to hear the receiver and specifically see the receiver its if it is. So, that we can study the body language and get to know that how that person is reacting.

So, but again we have to be a very trained and we have to very expert in interpreting the non-verbal queues, because if we interpreted differently it will create all together different meaning of what this person is may be trying to communicate. So, advantages of non verbal communication, it supports other communications and provides observable expressions of emotions and feelings and disadvantage is misperception of body language and gesture can influence receiver's interpretation of message.

Problems in communicating with other person can arise from perceptual differences and interpersonal style differences. So, these happens when we are in an interpersonal situation that is what we are discussing when we are discussing noises in communication, if the receiver and a communicator and not at the same platform of thought process if the communicator does not know the perceptual style interpersonal style of the receiver. Then what happens?

The receiver may not understand the message in the sense that the communicator wants the receiver to understand and make his or her own meanings based on his own perceptual ways, of his own ways of looking at the whole at the meaning that he or she understands, introduce out of it, so that that could result a noises of communication.

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When we are talking of perceptions at group levels, we are talking of three common formals small groups networks, which are there in the organization and the patterns of communication in it. The three ways to communicate in a group are first is chain, second is feel and the third is all channel. When we are talking of a chain of communication, what happens in this formal chain of communication? It is typically vertical in nature, it is about the work that means to be communicated and it tells about the authority check. So, when we are talking of a chain of communication it it looks like something like this part.

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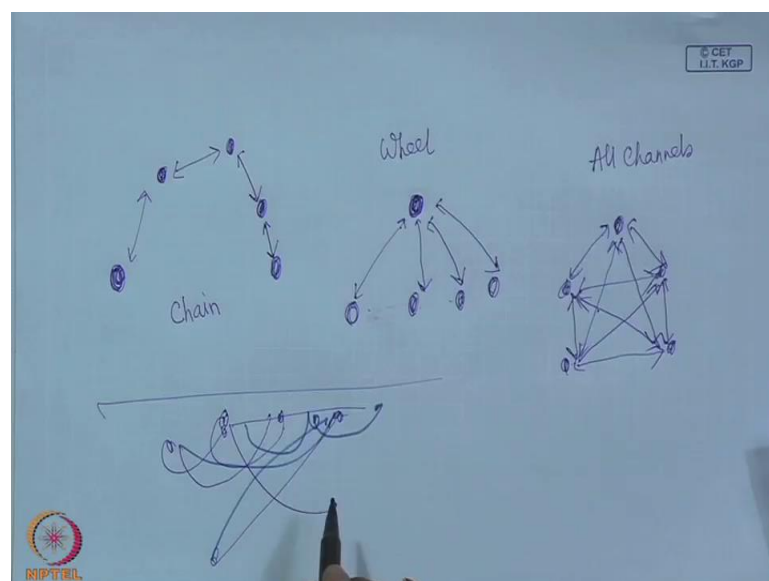
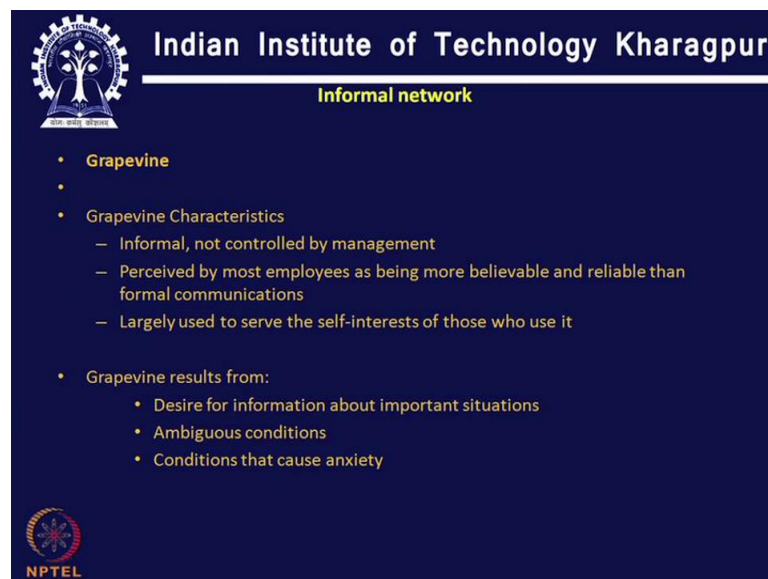This sort of like here. So, what is rigidly follow is the formal chain of command. So, who talks to whom, sort of thing both in the like typically in the hierarchy sort of thing, this is called chain. Next we come to what is called a feel when we are talking of the wheel network, there is a central leader and they these are the followers and all communications are deducted to the leader. They derived from the leader, this is called the wheel of communication.

So, leader is the central to this communication process. Communication gets directed towards the leader and come backs from the leader there is no linkage between the people, who are they? Can they are not communicating with each other? We are talking of all channels communication, we are talking of all channels communication it is something of this nature where all the parties can communicate to each other.

They are very active in this process of communication, so all the members can communicate to each other get to know. So, there is also (( )), you can find in this in all channels communication there is upward communication. There is downward communication, there is horizontal communication, there is diagonal communications. All channels are active and every person can communicate with the other person based on the primary thing.

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What we need to know and what we need to learn and what is the source from where get this feedback. How do you get to know things properly when we are talking of informal

channels of communication? We are talking of informal networks in communication in group situations and one of the of the primary informal network in the group situation is the grape wine. The characteristics of grape wine is it is it is informal in nature. It is not controlled by the management. So, and it is informal and so how does it look like grape wine looks like this sort of one goes to other.

The other come and it is every person trying to communicate with the other person in every person is trying to communicate with the other person. In this way and everybody can communicate with the other things, so when it goes in this way this this, these are like telling telegraphers where is that that is going? So, what happens over here? This is informal in nature. It is not controlled by management and most of the employees perceives it to be more reliable source and believable source of information than the formally designed source of information.

In most cases, it is used to serve the self interest of the person, who is generating this communication and it is generally used to spread rumors in the organization. What happens when there is a need for particular information regarding the certain important issues in the organization? The organization set up the management does not provide any avenue any clear cut information about these things, stories start spreading and it spreads very fast through this informal communication channel, which is called grape wine. Like what happens as these generates new facts goes on adding to it and people actually it comes to like rumors?

It is spreads very fast as a formal rumor in which the truth is like (( )), what is the truth people go on making up stories for it and it spreads very fast. So, and it generates in ambiguous conditions and sometimes it gives raise to exiting what can be done, is we the organization can use this grape wine positively for its own purpose to connect informally to the employees, like even before because it is the speed of grape wine is very fast. So, if we want to spread certain message, which will help the organization to perform we can use this grape wine positively for the organization also. There lies the pronounce of the manager, how he or she going to utilize this grape wine. So, before we come to the organizational level, what happens in this another type of communication, which is very prevalent at the informal network level for the groups is also about the social net workings.

That that are becoming very important, these are also informal networks that people for and where you have to become a member and you tell your views about this things. So, expressive views in a platform, you get connected to your life minded people. You get connected to others who share your views and that is speed of this network is also very fast. Now, organizations can utilize social networks also for the purpose of the better performance of the organization. Otherwise if there is lack of understanding, lack of communication, lack of openness and trust to the employees from the organization side, this communication and these networks informal networks either grape wines or social networks may work against the organizations purpose also.

Because if the purposes of the organizations and employs purpose their feelings their interest their goals are not matching and there organization are not very clear about transmitting messages and they are hiding certain messages from the people they are not open to them to tell about this like, why things are done in certain ways? Why employees are expected to perform in certain ways? What they are going to get in their future? What, why are these expectations from them if this questions are not answered properly from the organizations side. What happens like these start thinking their own way.

Try to fill up this gap with their level of understanding, there ways of feeling up this with messages that they can gather from their own sources and this grape wines and social networks they may try to act against the purpose of the organization. So, organizational communication is also one of the vital issues of communication and what organization can do to give a proper message to share information with the employees? To receive feedback is one of the vital part of this discussion when we are talking of communications and we will take it up in a next lecture to be followed.

Thank you.