

Organizational Behaviour
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Lecture - 30
Communication (Contd.)

Today, we are going to continue with the lecture on communication. In the last session, we discussed about what is communication and what are the different types of communication. In which, we covered interpersonal communication and communication at the group level. Today, we are to discuss about communication at the organizational level and the barriers to effective communication. Before moving to that, as a recapitulation, if we understand like communication helps us, there are actually are four functions of communication. It helps us in controlling other person's behavior, it helps us in motivating people in a group and it helps to share emotions or emotional expression, and also it also helps to share information. These are the four major functions of communication.

Now, one of the major parts, important parts of communication is also listening and which is one of the major responsibilities of the receiver likewise, that person is decoding the message. The listening style - that is important, that has to be learned is called the reflective listening style. In reflective listening, it is a skill which is developed. What is done is, in reflective listening, while we are listening, we listen very carefully to what the other person is telling and try to repeat the words.

We try to repeat the words back to the speaker to verify the heard message, so that there is certain scope for correction if there is a misunderstanding. So, reflective listening, it emphasizes the role of the receiver and it helps the receiver to understand the communication clearly and fully understand the message what has been sent by the sender. It is very useful in problem solving. Otherwise, there could be a gap of information about what the sender wants the receiver to understand and what the receiver actually understands.

So, the things which are there in reflective, which are more important for reflective listening and listening are, first is listening very carefully and we have to be very concerned about also what are the feelings that are communicated through the message, so that, we can get to understand the emotional part of the message that is being

communicated by the sender. Then, we should be responding to the communicator, but, and, but, not try to lead the communicator to certain thought process and it helps us in reducing the interpersonal barrier and understand people.

So, generally there are four levels of verbal response when we are talking of reflective communication. So, first step is affirm communication and affirm contact rather. In that what is done is, the communication is done assertively. Next is, the thoughts are rearranged accordingly to the, it is like rearranging thoughts process and expressions.

Next stage is that of paraphrase. In which, whatever is heard by the receiver is reflected back to the speaker and with as much of accuracy as possible. So, whatever we hear will try to accurately reflect back to the speaker as much we have heard it. It helps in building empathy and we feeling and the positive bounding between the receiver and the sender. It generates a feeling of openness and acceptance.

So, third step, important step is clarify the implicit. What happens while we communicate certain things? In most cases, we do not communicate the whole thing. We take certain things like as implicit part of it; as accepted part of understanding. Like, we take it for granted. May be we want to tell something. We do not want explicitly to tell it and we would not feel like the receiver is well matured enough to understand that part of the implicit communication. So, those part of reflective listening is one of the important functions of reflective listening is also to bring up those unspoken words and it builds greater awareness.

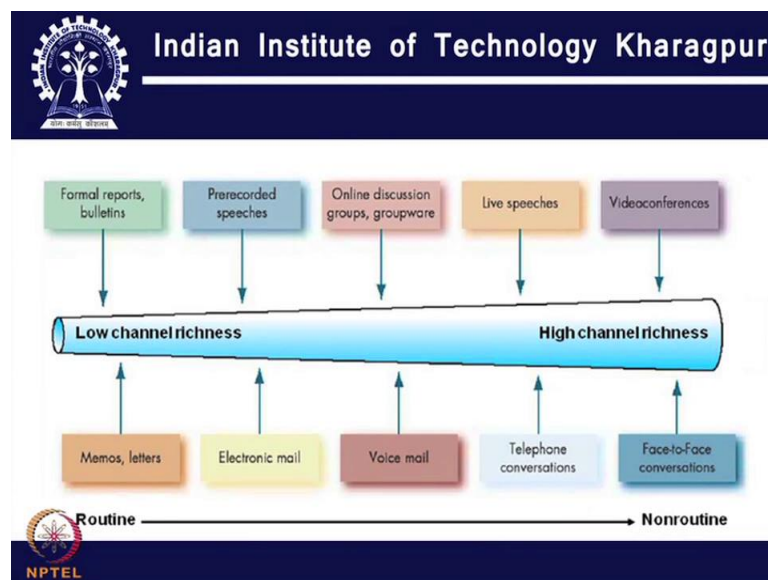
Fourth part is reflecting core feeling. In that, what happens is important thoughts and feelings are restated, so there is no scope for ambiguity. It should be done with caution. In reflective listening, there is a part of non verbal behavior also. It is important for the speaker to eye contact, like one of those important things is that of eye contact. It helps the speaker to open a discussion and get to know like, whether like your eye contacts, expressions of eyes tell that whether the listeners are listening properly, they are interested or not, and whether they have understood things properly.

Here, we have to be concerned about the cultural differences also. What eye contacts mean in different cultures and how it gets interpreted with them. So, and it helps the listener in sorting out the thoughts and feelings and identify personal responses. So, these are certain things that help in like moving the communication forward, when either we

are in a face to face situation or we are not. In face to face situations, may be through electronic media, we are hearing certain things and we want to interpret those things, we want to interpret the meanings of those things and how the speaker is telling and what that speaker is telling.

So, reflective listening is one of the important criteria, important things, one of the important things to be learned; how to do or how to listen in a reflective way, if you want to go for effective communication. Next part of the discussion, which is very important, which we started in the earlier class it that of the richness of the media. We touched upon it in the earlier class and we thought of discussing it in this session is the richness of the media through which the message is getting transmitted.

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What we find in this diagram is, when we are talking of the richness of the media, it means like whether it is the ability of the medium or channel to elicit or evoke meaning in the receiver. Ability of the medium to elicit, evoke, elicit or evoke meaning, in the receiver. Now, when it is so, we find like there are some routine things that we do and some non routine things that are as a part of the media that communication that is done. What you find like, these can be classified as a part of like whether this media is rich in terms of the ability to transmit or evoke meaning and whether it is more rich.

From the left hand side, we find formal reports of bulletins, memos, letters, prerecorded speeches, electronic mail, online discussion groups, and groupware. Then, this is voice

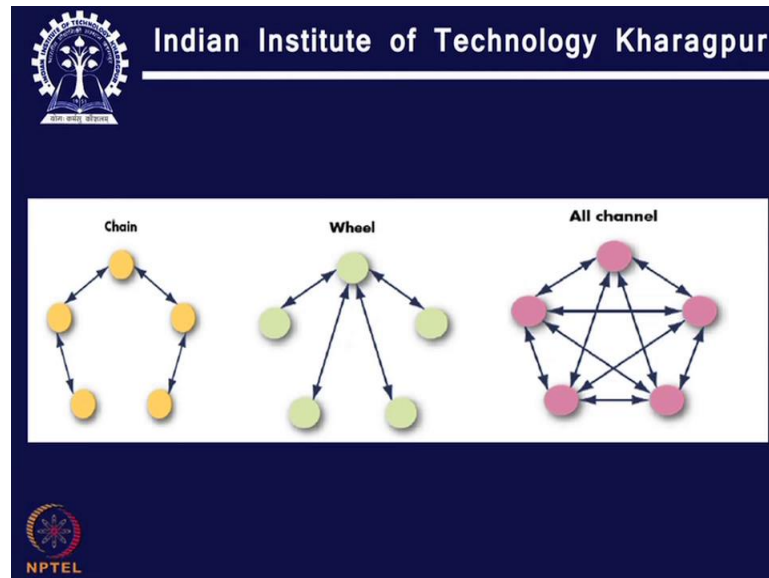
mail, live speeches, telephone conversations, video conferences, face to face conversation. So, again there is a relationship between what we find over here media richness and the data capacity of the medium. What we find over here, face to face conversation is very high in the richness of the channel, but, it is highest in the richness. But, the data capacity is lowest.

While in a face to face communication, it is, that we cannot share a bulk of information. The information shared is, its quantity is the lowest, but, it is very highest in the level of richness. Is that we can share ideas, get to know like what others are understanding about it and we can make ourselves communications clear in what you want to communicate what the person has understood. So, face to face conversation is highest in channel richness, but, it is the lowest as parts of the data capacity what is there.

When we come to telephones over here, telephones are again high in channel richness, but, it is low as far as data capacity is concerned. It is higher than face to face communication, but, it is again lower than voice mails and all these things. When we are talking of memos and letters over here, this is low in channel richness and, but, it is low or moderate in channel richness and it is also moderate in data capacity. When we are talking of reports, formal reports and bulletins, these are highest in terms of data capacity, but, it is low in terms of channel richness because, lots of data is shared and we do not know and we do not have the feedback about whether people are understanding what is being communicated to them or not.

So, as we move up in the channel richness, to me may be the data capacity of that medium becomes low. Meanwhile, low in channel richness or data capacity is somewhat high. So, we have to, like when we want to communicate certain things, we have to do a mix and match of these things; these modes of communication, these channels of communication. So that, whatever we are communicating, it is both like, it is we are able to make others understand what we want to communicate and we can communicate the whole things like, quite a bit of information that is certain points of time. So, we have to do a mix and match of these channels based on their channel richness and data capacity.

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We have already discussed about this part of, like while we are talking of communicating in a group and we found in formal channels of communication, like there are three ways of communicating. One is chain, one is wheel and the other is the all channel process. So, what we may try to do over here is like is to classify these things based on certain criteria. So, we can classify these modes of communication. We can classify it based on certain aspects or criteria that are called and we can take it over here, the chain, the wheel and all channel.

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Criteria	Chain	Wheel	All channel
1) Speed	Moderate	Fast	Fast
2) Accuracy	High	High	Moderate
3) Emergence of leader	Moderate	High	None
4) Status of satisfaction	Mod	Low	High

Note: A small diagram of a communication network is shown next to the 'All channel' column.

So, these criteria according to which we can classify. First is the speed of communication. What we can find over here in chain, the speed is moderate. In wheel, it is fast and all channel, it is also fast. Because, you can, in all channel it is fast because, here you are not like, you can move from here, there and whichever you want to go and communication spreads very fast. The speed of communication is very high. Next we are talking of accuracy of communication. In which, the chain the accuracy of communication is high. In wheel also it is high, but, in all channel, it is moderate.

Reason is, like in chain, what we know is one person is communicating to the other person. This person is communicating to the other person. So, one to one communication is there and we know like who is communicating to whom. There could be a process of validating and rechecking. In wheel also, all the communication passes through the leader. So, there is a great possibility of accuracy in it. But, what happens in this one? In all channels, everybody starts communicating with the other person and there is hardly any check on what is the validity of the data and whether it is been transmitted in an accurate way or not.

When we are talking of emergence of a leader, it is the third criteria emergence of a leader. The chances of emergence of a leader are moderate in chain communication because, all are just passing information. It is very high in wheel because all information gets centrally passed on to one person and that person passes that information to the outside parties or the outside world. So, there is great chance of emergence of a leader when we are talking of wheel communication. But, when we are talking of all channels communication, when we are talking of all channels communication, may be possibility of emergence of leader is none.

When we are talking of like the status of members and the satisfaction of members, what we find is, status of members and their satisfaction, we find it is moderate in chain communication because, one is communicating to the other and there could be a hierarchy of like communication and may be closer to the boss. It is low in terms of wheel because, some people get to communicate to the leader and some people may not. It is very high when we are talking of all channels because, everybody is trying to communicate with the other person and that is why they get satisfaction from this communication.

So, these are like the small group networks. How the communication process is effective in these small group networks. What will try to with this knowledge of media richness, with this knowledge of data capacity, manage data capacity of the richness, with the knowledge of reflective listening and how these chains are working in terms, things are working as a part of wheel chain and all channels, with this knowledge of this communication medium and then networks and everything, we move to the next level of discussion where we try to see like what are the communication processes and systems when we are talking of communication at the organizational level.

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Organizational level

- **There are new types of technological communications:**
- The Internet and the Intranet.
- Electronic mail or e-mail
- Voice mail.
- Video conferencing and teleconferencing.
- Electronic meetings

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Communication at the organizational level is mainly through new types of technological communication, which if you bring in the idea of media richness and data capacity, we can understand they vary in their richness and data capacity. The types of the channels which are there are intranet or internet and then, e-mails, voice mails, video conferences and teleconferencing and electronic meetings. Each of these has their both positives and negatives attached to the medium that is taken for communication. We will try to discuss some of these things in detail. When we are talking of e mails, now life is such that, may be, we cannot think without an e-mail and without an e-mail and like which is cannot think of written and it has become a part of our life. Now these, what are these e-mails and what we do with it and how to be a person who is like irrespon[se]-, who uses this e-mails with quite a good responsibility in the organization is what is the focus now for the organization.

Now, when we are talking of e-mails, e-mails are organized. It is where we are using technology to internet to transmit and receive internet, transmit and receive computer generated text and documents. So, what it is done? It is more quickly written and quickly transmitted like and we can edit it and store and main purpose is it can be sent to many. It is also not required and It can be stored and it is not required that the person that you sent the e mail to, reads it immediately and give the feedback. That person can read the e-mail at the considerable time later and they can give the feedback.

So, these are may be the advantages of e mails. But, e-mails are not without its draw backs also. Like, what happens because more of like writing part of it and you cannot see the person expressing the feeling? Then, what happens is, there could be misrepresentation of the meaning and negative messages can spread also through e-mails. So, it is very time consuming in nature and sometimes it becomes so much irresistible for us, like we do find it difficult to stop ourselves from checking the e mails.

Sometimes, emotions are like, emotions are expressed through long e-mails that we write and those may hamper the organizational relationships. So, like privacy issues are also there when we are talking of e-mails. If e-mails, e mail id is trapped, then our privacy regarding certain things also become questionable. So, we have to know, it is not only very important that we use e-mails for as one of the ways of doing things in organizations, but, side by side we have to be very careful about what to do with these e-mails and how to use them. So, if we can think of like certain thumb rules like we should not check e-mails right at the morning when we are into the organization because, e-mails checking is the considerable time consuming factor. So, try to check e-mails in batches. So, you should dedicate such a time of yours like, this is the hour that I am going to check e-mails.

Never use the same e-mail id for different purposes, which are professional in nature and which are public in nature or which are like personal in nature; privacy issues. Because, then you get to, like when the separation is done, you get those messages which are appropriate for each of these categories and your part of segregating them to different trailing will be less. So, sometimes we may have to delete e-mails also. Unnecessary e-mails come to us and we have to block those e-mails. There is another relief which we call over here, SMS or text messaging, which is like where instantaneously we sent message about certain things that we feel, like certain happenings that we watch etcetera.

So, what is important over here and how it is differentiated from e-mail is, e-mail is a long message and SMS is a short message. But we, for understanding those SMSs', what we have to understand is the language of the SMS. So, many people are not very comfortable with the language of the SMS. They have to learn it to understand what is being told in that SMS.

There are other parts like also networking software, where we like register to that, like my space or Face book. Then, we know what are the functions and we try to form a common bond with the people that we need or quit. Blogs are again social media, where entries are written and generally displayed in reverse chronological order. So, one of these, may be type of blog is tweeter. So, next important thing is that of video conferencing. In video conferencing, what happens? It helps people meet. It helps you to meet with people in different locations. What happens as if you are interacting face to face, but, you are placed at different locations. What is important like, all are present at the same point of time and all are accessing the net at the same point of time, when we are talking of video conference.

So, all these things may lead to certain, one of the important issues is like how to manage information. How to manage information may require like, there are two separate parts to it. One is information overload and the other is one is information overload the other is could be like the security of the information, whether like stress from bombarded with information at all types.

So, now what happens even if you are in the aero plane, you are not able to switch your phone because of some facilities were provided and you can call through those. So, these sometimes become irritating for the people who want to spend some time with the family members and may be do keep oneself away from the job situation. But, these things like, more the technology advances, it is more easy for the organization to keep track of employees who are there. So, that may lead to information overload.

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Knowledge Management (KM)

- Knowledge Management is a process of organizing and distributing an organization's collective wisdom so the right information gets to the right people at the right time
- Knowledge management is important because Intellectual assets are as important as physical assets. When individuals leave, their knowledge and experience goes with them. A KM system reduces redundancy and makes the organization more efficient.
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- **Communicating Externally**
- Typical external communication program includes four distinct programs: **public relations, advertising, promotion, and customer/client/patient surveys.**

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Next, we will move on to knowledge management in the organizational context. In knowledge management, what is happening is, it is organization's way of generating collective wisdom, so that, the right information gets to the person right person at the right time. So, this is very important for the organization as they are important assets and even if people are leaving, then this is the implicit asset that stays with you in terms of the knowledge and experiences and things learned out of that. So, another part of organization communication is communicating externally through distinct programs like public relations, advertising, promotions, customer or client or patient surveys and all these things.

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The slide features the IIT Kharagpur logo in the top left corner and the NPTEL logo in the bottom left corner. The title 'Multicultural Communication' is centered at the top in yellow. The main content is a bulleted list of barriers and success factors for international communication.

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Multicultural Communication

- Barriers to effective international communication:
 - a. Ethnocentrism: tendency to consider the values, norms, and customs of one's own country as superior. It may be implicit or explicit.
 - b. Cultural Insensitivity: By not being sensitive to cultural differences we contribute to misunderstandings. Words and phrases, behaviors and other nonverbal expressions may mean different things across cultures.
- **Intercultural communications succeeds when communicators:**
 - a. Familiarize themselves with significant cultural differences.
 - b. Try to abandon ethnocentric tendencies.
 - c. Maintain a posture of "knowing they do not know."

So, these are some of the different types of organizational communication. When we are talking of multicultural communication and we are talking of barriers to effective communication in multicultural communication, so what are these barriers or factors that block significantly or significantly distort the successful communication and what happens over here in multicultural communication.

So, there are issues of ethnocentrism; tendency to consider the values, norms and customs of one's own country as superior. So, it may be implicit or explicit. Cultural insensitivity is not being sensitive to cultural differences. This is very important. Non verbal cues. In fact, it means different things to different cultures and if you are not sensitive to the culture, then you may land up in great trouble. Because, non verbal cues from different countries vary. I mean totally different things.

Next is, intercultural communication succeeds when the communications are made in such a way it shows like communicators are aware of the cultural, structural, cultural differences, significant cultural differences which are there and it should be taken care of like ethnocentric feelings and tendencies are avoided. It should be understanding, like people are different and they understand things in different ways. So, these things, like if we move or start with these assumptions, may be life is easy for us in communicating in different cultures.

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The slide features the IIT Kharagpur logo in the top left corner and the NPTEL logo in the bottom left corner. The title 'Indian Institute of Technology Kharagpur' is displayed in white text at the top right. The main content is a bulleted list of barriers to effective communication.

- **Barriers to Effective Communication-** Barriers exist either within individuals (e.g., frames of reference, value judgments) or within organizations (e.g., in-group language, filtering).
- **1. Frame of reference:** People can encode/decode messages differently because of different frames of reference. It results from different individual backgrounds and experiences. It produces distorted communication and occurs even at different organizational levels.
- **2. Selective listening:** A form of selective perception where individuals perceive only information that affirms beliefs and blocks out new and disconfirming information.
- **3. Value judgments:** The receiver assigns an overall worth to the message based on his/her evaluation of the message's anticipated meaning, the communicator or previous experiences with the communicator.
- **4. Source credibility:** Trust, confidence, and faith that the receiver has in the communicator's words/actions. Directly impacts message reception and reaction by the receiver.

When we are talking of barriers to effective communication, barriers could exist within an individual or within the organization. So, when we are talking of barriers, we will try to see some of the points clubbed and the different headings. First is the frame of reference. What is it? As we are discussing as people are from different backgrounds, different emotional and social setups, what happens due to their differences in background and experience is, they may encode or decode messages differently.

Selective listening is a form of selective perception, where we give the feedback in such a way like that it consists of only the positives. It does not share. It throws much of light on the negative part of the situation, which may have an impact on the communicators also. Value judgment is, where we judge an overall, give an overall value to the message based on his or her evaluation of the message's anticipated meaning and then you get the value to this. Source reliability is trust, confidence and faith that the receiver has in communicator's actions. So, what happens over here we have to find. We have to be cautious about some of these barriers based on like, where is the block being created and how it is trying to reflect on the behavior pattern. So, like value judgments, source credibility these are important parts of barriers that have to be taken care of...

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- **5. Filtering:** The communicator manipulates the information so the receiver hears it as positive ("telling the boss what she wants to hear"). It frequently occurs in upward communication. It occurs because the direction (upward) carries control information to management that may affect merit evaluations, etc.
- **6. In-group language:** Language (jargon) developed by a particular group (e.g., researchers, engineers) that is meaningful/understandable only to the members; produces communication breakdowns when outsiders are involved.
- **7. Status differences:** Can be perceived as threats by those lower in the organizational hierarchy and channel of communication who normally would be included.
- **8. Time pressures:** Can produce short-circuiting wherein someone has been left out of the formal channel of communication who normally would be included.
- **9. Communication overload:** People feel buried by information and data that they cannot adequately absorb. It occurs because of the deluge of information with which managers must contend. Overloaded, the manager cannot absorb/adequately respond to all messages which results in "screening out" (never decoding) many messages.



Next is filtering of the message. When the communicator manipulates the information so that the receiver hears it positive. It frequently occurs in upward communication. So, that is, it is just generally telling the boss what he or she wants to hear and maybe it is not like the correct feedback. So, when we are again talking of in-group language, these are certain group languages, jargons developed by the members within a group, which that particular group member will only understand and not understood by others. So, we have to be careful of using those words and not using those words in particular situations.

So, it appears as the status difference and like time pressures, communication overload, all these things will affect the behavior of the individuals and their performances in the organization. We have to take care of these issues, if we are to go for better performance. There could be like, if we are not aware of these things, due to this things, the barriers may be found and this could be acting contra to the performance of the organization. What we can do is to try to take corrective measures to check these barriers.

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The slide features the IIT Kharagpur logo in the top left corner, the title 'Indian Institute of Technology Kharagpur' at the top, and the subtitle 'Communication Barriers Between Men and Women' in orange. The main content is a bulleted list comparing men's and women's communication styles. The NPTEL logo is in the bottom left corner.

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Communication Barriers Between Men and Women

- Men talk to:
 - Emphasize status, power, and independence
 - Complain that women talk on and on
 - Offer solutions
 - To boast about their accomplishments
- Women talk to:
 - Establish connection and intimacy
 - Criticize men for not listening
 - Speak of problems to promote closeness
 - Express regret and restore balance to a conversation

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There could be communication barriers between men and women also. So, it means like women talk in certain ways and men do talk in certain other ways. Like, men talk to emphasis status power and independence, complain that the women talk on and on and offer solutions and to boast about their accomplishments. Women talk to, like they are more on the social front. They talk to establish intimacy and connections, criticize men for not listening, speak of problems to promote the closeness like emotional bonding and express regret and restore balance to a conversation, like something are not working, they generally share and regret and try to restore the balance in the conversation. So, if we can understand, women are more of like betrayed formal groups and relationship oriented, when we are talking of the barriers between what men communicates and wants to here and what women communicates.

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- **Barriers to Effective Cross-Cultural Communication**
- Semantics, Word Connotations, Tone Differences, Perception Differences
- **Communication Barriers and Cultural Context**
- High-Context Cultures- Cultures that rely heavily on nonverbal and subtle situational cues to communication
- Low-Context Cultures-Cultures that rely heavily on words to convey meaning in communication



Barriers to effective cross cultural communication could be semantics, word connotations and tone differences and perceptual differences. So, communication could be there across cultural context also. Like, when it is a very high context culture, cultures that really rely heavily on nonverbal and subtle situational cues to communication. In low context cultures, cultures rely heavily to convey meaning in the heavily in words convey meaning in communication.

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Improving Communication in Organizations

- **1. Following up:** attempting to determine whether your intended message was actually received.
- **2. Regulating information flow:** attempting to eliminate communication overload. Exception principle—regulating information quantity and quality by bringing only significant deviations from policies and procedures to the superior.
- **3. Utilizing feedback;** sent by receivers of your messages.
- **4. Developing empathy:** placing yourself in the shoes of the receiver to anticipate how the message will be decoded. Essentially putting yourself in another's role and assuming their viewpoints/emotions.
- **5. Repetition:** Introducing repetition/redundancy into communications to be sure that the message is understood. This is also an accepted learning principle.



So, what happens over here? Based on these two things, like the cultures that the people are in, people give importance to different things, when they belong to these different cultures and accordingly the factor may vary. So, while communicating in different cultural context, we have to keep these things also to mind. We also have a type of communication, which is called, before we go on discussing like improving this communications in the organizations, we will try to discuss something which is on like defensive communication, which is aggressive and angry in nature and passive and withdrawing in nature, which leads to injuries, communication breakdowns, attention, then nonproductive efforts, problem solving features.

So, in defensive communication, what happens like characteristics are like either passive, withdrawn, submissive or either they are passive or submissive or they are very aggressive in nature, if their defensiveness behavior is dominating them. People take different techniques while they are trying to communicate defensively. Defensive techniques which are taken by boss are like your power play, like, showing power play, like finish the reports by month end and sort of things.

Then, we are talking of put down things. Like, telling others if someone is capable like, I can put you down, in the sense, we compare you with someone effective and tell like this person have been able to do this job more clearly. So, leveling someone as either as fast learner or slow learner and raising doubts in the whole situation, if whether we can raise doubts, whether we can trust someone and if you are not able to finish the thing in time.

So, these are some of the defensive tactics taken by boss. Defensive tactics taken by employees could be like misleading information. In order to show that we have collected so many information, but, misleading information to detract the evaluator. So, scapegoating. Like, scapegoating some person in the organization so that, we can blame that person. So, telling hostile jokes and deception are some of the defensive techniques taken by the employees to defend their own interest.

Non defensive communication is one which is very assertive in nature and which is direct and powerful. It provides the basis for defense and it restores orders, balances and effectiveness, when situations arise. The non defensive communication is a powerful tool. In the sense, people get to know their self control and self esteem and self position and it helps in relationship building and it helps the listener to feel accepted and rather

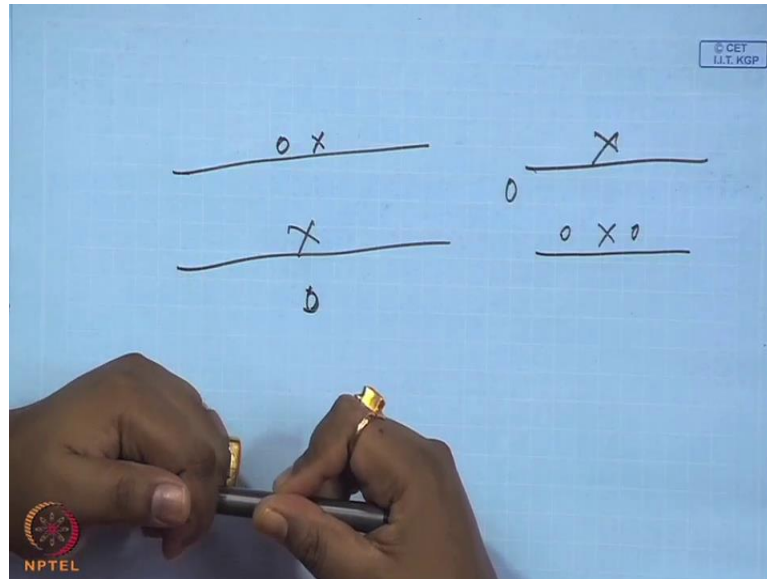
than rejected because, it is how that person interprets your cues. It is very important. So, non defensive communication is where self control and self position are more important as the speaker has a very centered, holistic role as at even control role in this communication.

When we are talking of different slab of communication, which is again very important part of communication, which is called nonverbal communication. Nonverbal communication is that type of communication where in every situation words are not required. So, there are four types of which helps in nonverbal communication. Basic types are one is proxemics. Like, if we are sitting close to one another, that sitting techniques itself will determine what is the intended nonverbal communication that I want to send.

Kinesics is study of body movement, facial and eye behavior is always there and paralanguage and use of paralanguage. These are the four elements of nonverbal communication. When we are talking of proxemics, then everyone, even an animal has what is called territorial space. So, just some degree around us is comfort zone, where we are, which is very intimate zone and there may be personal zone, social zone and public zone. These are the four zones in a person's mind. So, proxemics deals with how this spaces being invaded or taken care of or respected by the tactics that we desire for communication.

What happens sometimes, sitting arrangements may tell like what we want people to do. Like, if you want to communicate in certain ways, if you want to co-operate with each other, then the sitting element is something, if you want them to compete to one another, then sitting arrangement is certain things. If we just to communicate, then sitting arrangements is something. If no response is required and non communication, we want we will do it in other ways. So, the types of sitting arrangements that you are doing, this tells about the ways in which communication is done.

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So, we can think of like, suppose this is where we want people to cooperate and this is where we want people to compete because, one cannot see the other. This is where we want this person to communicate with this one and this is where may be they are not able to communicate with each other. So, these things have to be taken care of. Next is, there is another part of nonverbal communication which is called paralanguage. In which, the tones that we use, the voices that we use are pitch of the voice tonal quality, interruptions as I said, all this will determine like what we want to convey through this speech or a message. So, that is very important. Like, variations brought into the speech either through ways of speaking or accents connected or body movements connected to the ways of speaking.

What is, could be the disease of communication, if you put it in that way is failing to communicate in a proper way and where there is a lack of heartfelt communication and we are just communicating from the head, just sort passing on the message and there is less of emotional attachment and softness of what we are speaking. So, and it shows less of personal integrity of the speaker who is communicating the message. So, that is very important. All these things, like when we are talking of positive and healthy communication, it should be from head to heart and then, there should be some competence for written and then, emotion competence and personal integrity, these are important parts of healthy communication.

So, again nowadays, like this information passed through communication technology, these are easy in our life to certain extent because, it helps us to communicate faster and it helps us to reach many people at a certain point of time. But again, it also affects our life, and it also invades our life to certain extent. Like, suppose we do not want to communicate, we want to be our own self, we want to be with our family members, but, due to this, like high accessibility of electronic medium, suppose we have become like ever reachable and always reachable quality of type of people and as a result, like schedules of office hours become irrelevant and considerations of time and distance become irrelevant and sometimes these time zones, boundaries, geographical boundaries become irrelevant and these may create tensions and stress on the individuals. So, we have to understand where we need to stop and how do we need to balance all these activities while we are talking of communicating in the organization.

That brings us to the last part of the discussion, which is now on improving communications in organizations based on the barriers that we have discussed, based on the characteristics of the different communications that we have discussed, based on the defensive communication and the requirement of healthy communication. We now have to feature into how communication can be improved in the organization. So, first is of course, follow up. Following up, attempting to determine whether you received the intended message in which it was intended, so, actually received it.

Regulating information flow is one of the important issues that about the things that you have just discussed. It is, we have to know like how to eliminate communication overload and by the quantity and the quality of information that you need to may be reject and look into and utilizing feedback in a proper way is one of the important things. Then, developing empathy for people like who are listening to your communication, empathy for the receiver will help you to anticipate, could be how the message will be decoded. Repetition, so that, this is what we are talking of reflective listening, repetition of the message, so that, we can understand, like we have understood the intended message in a correct way.

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- **6. Encouraging mutual trust:** developing trust between managers and subordinates. Facilitates communication and makes follow up on each communication less critical.
- **7. Effective timing:** Timing a communication so it does not compete with other messages being sent to a receiver.
- **8. Simplifying language:** Encoding messages into words and symbols that the receiver understands.
- **9. Effective listening:** Entails listening with understanding—removing distractions, putting the speaker at ease, showing that you want to listen, and asking questions.
- **10. Using the grapevine:** Managers should know how to use it and increase its accuracy, as distortions traveling through the grapevine can be devastating.

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So, encouraging mutual trust is very important between, specifically between the manager and the subordinate, so that, we can know like we share information and there is organization process of sharing information. We trust each other with the information shared, so that, we know like it should be not be miss utilized. When this is done, the grapevine and rumors decrease in the organization and people communicate to know the organization's purpose. There is less of guess work and deviance in the organization's purpose is not there. Effective timing is what you need to understand, so that, like at a certain point of time, like employees are not bombarded with too many of information and they have to prioritize those information. So, we have to use simple languages, so that, people are able to decode it even if they are not very conversant with the particular language.

So, effective listening is, it is listening with understanding and which helps you to decode the messages. Using of the grapevine is, managers should know how to use the grapevine in the positive purpose because, if the grapevine starts functioning against the organization's purpose and because it has got a great speed through which message can travel and because of that high speed, then there is less way to check the accuracy of the information. This can be devastating if message distortions travel through grapevine.

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- **11. Promoting Ethical Communications:** Krep's principles guiding effective internal communications suggest that organization members:
 - i. Should not intentionally deceive one another.
 - ii. Should not purposely harm any other member.
 - iii. Should be treated justly .
- Management in many instances says it has the right to gather intelligence on its employees, even spying if it is not illegal.
- There are any numbers of tools available for such monitoring of behavior. Competitive intelligence, a system for gathering information (all forms of communication) that affects a firm, analyzing the data, and taking action is becoming an accepted practice.



We have to promote ethical communication. In the sense, people should not intentionally deceive each other. They should not intentionally harm each other and they should be treated justly. So, whether there are certain issues of discussion like, there are to what extent privacy should be respected in the organization. Regarding privacy of information shared, so, whether we can allow for monitoring our communications, getting our communications getting monitored by others and organizations spying on whatever we are doing as part of telephonic communication, e-mails.

So, these are the things that we need to be very careful about. We may think like we are just writing an e-mail and others are not following us, but, we could be under the surveillance of the organization, who is monitoring all the e mails that we are writing or the phone calls that we have made to other people and other parties. So, and those may act as evidence against us in later point of time. So, we have to be very careful about these things while we are using organizational channels of communication and the work time and the work place. There should be also some understanding, some points of agreement, and some points of drawing the line, that is working where to stop and where to begin. That balance should be there while we are talking of ethical issues in communication and what type of monitoring, to what extent about and what matters and what degree we can do it.

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- 1. What is the Importance of Communication in organization? Justify with examples
- 2. What are the elements of communication? Discuss the Communication Process Model
- 3. What are the types of Channels? Establish the relationship of Channel Richness with Communication effectiveness.
- 4. Discuss with suitable examples the different directions and levels of Communicating Within Organizations. Discuss the issues related with Communicating Externally.
- 5. What are the Barriers to Effective Communication. Discuss the ways of Improving Communication in Organizations. How can the organization promote ethical communication?

So, this is and how to use it in a very responsible way. These are some of the issues that are related to ethical communication. We will come to the questions over here. Like, what is the importance of communication in organization, justify with examples, what are the elements of communication, define communication process, what are the different types of channels and the channels richness with communication effectiveness, discuss with suitable examples the different directions and levels of communication within organizations, discuss issues related to communicating externally, what are the barriers effective communication, how do you think of ways of improving organizational communication and how can the organization promote ethical communication.

So, these are the important questions which help us to learn what is the importance of communication, how we get the sender and receiver involve in the process of communication, how do we transmit messages which are important for the organization smooth functioning and helping the team getting informed. In that sense, we communicate and we express our feelings and information, we share things and the sender and the receivers understand it in the way, they take a feedback and they come closer due to this process of communication, and they work towards an organizational purpose. Also, ethical communication is in the sense, what to communicate, how to communicate, what should be the language that we should be using, what is the media that we should be using, what all information can we shared with outside world or should we be trustworthy enough to retain some of the organization's information, which leads

to the competitive edge for the organization and like and we should not share with it outside, things outside the world or other competitors around; or we should not use the organization's platform to just show some disrespectful opinion, which is our personal opinion to others and use the company's channel of communication for it. So, these are certain things where we have to be very responsible communicators, and communicating that way. If that is done properly, then communication works wonders for organizational effectiveness.

Thank you.