

## CHAPTER NO. 5: PDS- COMMUNICATION IN ORGANIZATIONS

### SUMMARY

#### **Introduction**

Organizations, large and small, commercial and not-for-profit, religious and educational – are all structured to facilitate the achievement of objectives. The communication process in an organization connects superiors, subordinates, members of the peer group and the external environment. The top man's job is almost solely communication as he has the main task of linking and relating the organization with the environment.

#### **The Basic Communication Process**

- **Sender**
  - Decides what message to send
  - Encodes it using symbols he or she assumes the receiver will understand
  - Converts message to a signal
  - Sends message over communication channel to receiver
- **Communication channel**
  - Person's voice
  - Electronic device
  - Written medium
  - Video medium
- **Receiver**
  - Decodes message and interprets its meaning

Responds to message by acting in a manner consistent with that interpretation.

## **Types of Communication**

- Verbal communication: oral, written, electronic, video
- Nonverbal communication: eye movements, gestures, facial expressions
  - Adds much of the feeling and emotion that a sender wants to give to a message
  - Often has more effect than verbal on the meaning receivers give a message
- **Verbal communication**
  - Oral communication
    - All forms of speech between a sender and receiver
    - Leaves no permanent, retrievable record of the message and response unless recorded
    - More effective than written when trying to affect receiver's opinion on some matter
    - Nonverbal communication can affect the final interpretation of the message

## **Functions of Organizational Communication**

- **Feedback about performance**
  - Reduces uncertainty
  - Integration and coordination of various functions
  - Especially important in global operations
- **Persuasion**
  - Affecting the behavior of others

Often the focus of improvement in communication skills Related to business presentations

## **Dysfunctions of Organizational Communication**

- **Selective perception**
  - Receiver filters a message and then gives meaning to it
  - Block out information a receiver does not want to hear
- **Semantic problems**
  - Different people have different meanings for words
    - “Good,” “average,” “Do your best”
    - Jargon: “burden”, “metrology”

### **Listening**

- Different from hearing
- Hearing is a physiological process of detecting and processing sounds
- Listening: mental process of assigning meaning to sounds
- Communication professionals view it as a primary skill for success
- People spend about 50 percent of their time listening

### **Active Listening**

- Listener is responsible for the completeness of a speaker's message
- Listener's role is not passive
  - Absorbing spoken message
  - Deriving meaning from it

### **Improving Communication Effectiveness in Organizations**

- **Sender**
  - Understand receiver's background
    - Culture
    - Education
    - Social status
    - Professional or technical training

### **Technology and communication**

- Major changes from fiber optics and new satellites
- Digital cellular telephone: easy communication around the world
- Wireless facsimile devices and modems

### **Communication Roles in Organizations**

- Initiators: start communications; send more messages than they receive or pass on
- Relayers: receive and pass on more messages than they start or end
- Liaison
  - Connects two parts of an organization; not a member of either part
  - Helps coordinate organizational functions

### **Communication Networks**

- Structured communication system in organizations
- Formal organizational design defines some networks
- Informal social interaction defines others

### **International Aspects of Communication**

- Nonverbal communication: a major role across cultures
  - Distance between people

### **Ethical Issues in Organizational Communication**

- Communication processes and an organization's ethical image
- Internal and external
  - Internal processes
    - Newsletters