

## Unit 9: Communication

Communication is defined as the transmission of information and understanding through the use of common symbols from one person or group to another.

Similarly, according to Stephen P. Robbins, “communication is the transfer and understanding of meaning”

Functions of communication:

1. Communication acts to control member behavior in several ways.
2. Communication fosters motivation by clarifying to employees what is to be done, how well they are doing and what can be done to improve performance.
3. Communication provides a release for the emotional expression of feeling and for fulfillment of social needs.
4. Communication provides the information that individual and groups need to make decisions by transmitting the data to identify and evaluate alternative choices.

Communication Structure:

Communication structure refers to flows and direction of information in the communication process. Following is the communication structure used in the organization.

- a. **Downward communication:** Communication that flows from individuals in higher levels of organization to those in lower levels known as downward communication. The most common form of downward communication is job instruction, official memos, policy statement, manuals, company publication etc.
- b. **Upward communication:** Upward communication flows from individual at lower levels of the organization structure to those at higher level. Some examples are suggestion boxes, group meetings, appeal and grievances procedures etc.
- c. **Lateral Communication:** When communication takes place among members of the same work group, among members of work group at the same level, among managers at the same level, or among any other horizontally equivalent personnel, then it is called lateral communication.

Communication process: The steps between a source and a receiver that result in the transfer and understanding of meaning is known as communication process.

Fig from book.

- a. **Sender (communicator):** is a employee or manager with ideas, intention, information and a purpose for communicating.
- b. **Encoding:** It is translating the sender's idea into a systematic set of symbols .i.e. into the language expressing the sender's purpose.
- c. **Medium/ Channel:** It is a carrier of message.
- d. **Decoding:** It is the interpretation of the message.
- e. **Feed back:** It is the response or reaction of the receiver.
- f. **Noise:** It is the interference in the normal flow of information.

Types of communications

1. **Formal communication:** It is task related communication in an organization and is controlled and regulated by the management. E.g. official letters, memo, notice, newsletter etc. E.g. Chain network, circle network, wheel network, all-channel network

2. Informal communication: An unofficial communication between and within individuals, groups is known as informal communication. E.g. Grape vine network.
3. Interpersonal communication: Communication that flows from individual to individual in face to face and in group setting is interpersonal communication. E.g. Oral communication and written communication.
4. Non-verbal communication: Communication through body language, such as eye contact, gestures, postures, etc. Manager must be aware of non-verbal communication in the work place because it should be inconsistent with verbal message.

Barriers of communication:

1. Filtering: only transfer those messages which are favorable to the receiver.
2. Selective perception: one's way to see the thing, especially receiver view point.
3. Information overload: over message then able to process.
4. Emotion: in the context of anger and happy.
5. Language: ambiguous words, Jargon, etc.
6. Communication apprehension : sender anxiety( unnecessary tension)
7. Politically correct communication: word that might insult should be avoided while communicating.

Enhancing effective communication:

- a. Active listening
- b. Use of understandable language
- c. Use of advance technology
- d. Providing feedback
- e. Avoiding other physical barriers