

UNIT I

Fundamentals of Organization Behavior: – Understanding Organization Behavior – Fundamental Concepts – Contingency Approach – Limitation of Organization Behavior – An Organization Behavior System – Model of Organization Behavior.

Managing Communications: communications Fundamentals – #Upward and Downward Communication# – Other Forms of Communication – Informal Communication

❖ Why do individuals differ in their behavior?

Individuals differ in their behavior because there are various factors which talk about individual differences, but the biographical characteristics state what and how people are different from each other in terms of age, gender and tenure and there also are various studies which bring out contradicting ideas. The abilities help us understand the capabilities of different individuals.

❖ What is Organisational Behaviour?

Organizational Behaviour is concerned with the understanding, prediction and control of human behaviour in organizations.

It focuses on the individuals, the groups and the organization and also on their interactional relationships.

It is the study and application of knowledge about how people act with organizations.

According to Fred Luthans, “Organisational behaviour is directly concerned with the understanding, production and control of human behaviour in organisations.”

What do you mean by Positive Organisational Behaviour?

Positive Organizational Behavior (POB) is defined as "the study and application of positively oriented human resource strengths and psychological capacities that can be measured, developed, and effectively managed for performance improvement in today's workplace"

❖ Why should one study Organisational Behaviour?

The major reasons for studying OB are as follows:

- I. It explains the interpersonal relationship.
- II. It explains about the prediction of behavior of an individual.
- III. It helps in the new economic policy of the country.
- IV. It helps the manager to motivate his sub-ordinate.

❖ **State the subject matter of OB?**

The subject matter of OB are: Intrapersonal Behaviour, Interpersonal Behaviour and Group Behaviour.

❖ **Enlist various contributing discipline of OB?**

The various contributing discipline of OB are: psychology, sociology, social psychology, Anthropology, Political Science.

❖ **List various approaches to the study of OB?**

The approaches to study of OB are: (1) Human Resource Approach, (2) Contingency Approach, (3)Productivity Approach, and (4) System Approach.

❖ **Differentiate between individual behavior and group behavior?**

Individual Behavior:- It is the study of individual's personality, learning, attitudes, motivation, and job satisfaction. Example – The personal interview round is conducted to interact with candidates to check their skills, apart from those mentioned in the resume.

Group Behavior:- Group behavior studies the formation of organization, structure of organization and effectiveness of organization. The group efforts made towards the achievement of organization's goal is group behavior. In short, it is the way how a group behaves. Example – Strike, rally etc.

❖ **What do you mean by Organisational Behaviour? Discuss its nature & scope. Why do you study OB.**

Organizational Behaviour is concerned with the understanding, prediction and control of human behaviour in organizations.

It focuses on the individuals, the groups and the organization and also on their interactional relationships.

It is the study and application of knowledge about how people act with organizations.

It is a human tool for human benefit. It applies broadly to the behaviour of people in all types of organizations. Wherever organizations are, there is a need to understand organizational behaviour.

According to Fred Luthans, "Organisational behaviour is directly concerned with the understanding, production and control of human behaviour in organisations."

NATURE:

The nature/ characteristics of OB are as given below:

1. OB is a part of general management and not the whole of management. It represents behavioural approach to management.
2. OB contains a body of theory, research and application associated with a growing concern for people at the work place. It helps in understanding human behaviour in work organizations.
3. OB is a human tool for human benefit. It helps in predicting the behaviour of individuals.
4. OB is inter-disciplinary field of study. It tries to synthesize knowledge drawn from various behavioural and social sciences such as Psychology, Sociology, Anthropology, Political-science, Economics, etc. In fact, OB is an applied behavioural sciences.
5. OB involves three levels of analysis of behaviour-individual behaviour, group behaviour and behaviour of the organization itself.
6. OB is an action-oriented and goal-directed discipline. It provides a rational thinking about people and their behaviour
7. OB is both a science and an art. The systematic knowledge about human behaviour is a science. The application of behavioural knowledge and skills clearly leans towards being an art.
8. OB seeks to fulfil both employees' needs and organizational objectives.

SCOPE OF OB:

“OB is a field of study that investigates the impact that individuals, groups, and structure have on behaviour within organizations, for the purpose of applying such knowledge towards improving an organisation's effectiveness”.

The scope of OB involves three levels of behaviour in organizations: individuals, groups and structure.

1. Individual Behaviour

- (i) Personality
- (ii) Perception
- (iii) Values and Attitudes
- (iv) Learning
- (v) Motivation

2. Group Behaviour

- (i) Work groups and group dynamics
- (ii) Dynamics of conflict
- (iii) Communication
- (iv) Leadership
- (v) Morale

3. Organization: Structure, Process and Application

- (i) Organizational Climate
- (ii) Organizational Culture
- (iii) Organizational Change
- (iv) Organizational Effectiveness
- (v) Organizational Development

IMPORTANCE OF ORGANIZATION BEHAVIOR/ WHY TO STUDY OB:

1. It builds better relationship by achieving, people, organizational, and social objectives.
2. It covers a wide array of human resource like Behavior, training and development, change management, leadership, teams etc.
3. It brings coordination which is the essence of management.
4. It improves goodwill of the organization.
5. It helps to achieve objectives quickly.
6. It makes optimum utilization of resources.
7. It facilitates motivation.
8. It leads to higher efficiency.
9. It improves relations in the organization.

10. It is multidisciplinary in the sense that applies different techniques, methods, and theories to evaluate the performances.

❖ **Define the term OB? State different roles performed by a manager.**

Ans. Organizational Behavior (OB) can be defined as the understanding, prediction and management of human behavior both individually or in a group that occur within an organization. According to Fred Luthans, “Organisational behaviour is directly concerned with the understanding, production and control of human behaviour in organisations.”

ROLES OF A MANAGER

Now, let us see what exactly are these roles and their importance. Starting with the first role.

- ✓ **Planning** – The basic step required for any project, big or small, is the planning stage. The manager needs to plan the schedule and give the blueprint of how the task is to be done with all the necessary details, and also the manager should have a backup plan that if this doesn't work then what next. Example – There is a new project, how to start, human resource required, resources required, etc., everything should be planned.
- ✓ **Organizing** – Next comes the organizing part, where the manager needs to synchronize and have to make sure everything is going according to the plan. Everything should work as per the plan, and if not then the manager needs to look into the issue and make it work as planned. Example – A software tester is required, so organize the venue, date and time to interview those eligible for the post.
- ✓ **Staffing** – In simple words, staffing means grouping of people into different teams and allotting different tasks to them. If the team members have some disputes then the team member needs to report to the team leader who will forward it to the manager and the issue will be taken care of. Example – Assembling a new team for a new project.
- ✓ **Directing/Leading** – It is a manager's responsibility to guide the employees in all situations in order to avoid conflicts and delay in the task. Manager has to lead the employees so that they can get a clear idea about what is to be done and how to do it.

Example – a team needs a team leader to look after each task that is accomplished, in-process, or aborted.

- ✓ **Coordinating** – It means bringing all the employees together by forming an efficient relationship and making them feel comfortable to share their views and issues freely. Example – Coordinating the schedule for a project.
- ✓ **Reporting** – The manager has to keep updated information about all the ongoing tasks, and it is the sole responsibility of the manager to report the updated status to the higher authorities; while all the employees are bound to report to the manager. Example – Keeping the respective directors informed about the progress on their respective projects.
- ✓ **Budgeting** – A task has to be completed within the given time frame as well as it should be cost efficient. The manager needs to be double sure that all the amount invested in the project doesn't exceed the budget given and in case of imbalance, the budgeting manager has to report to the management. Example – If budget allows to place three employees then five employees cannot be assigned for the task.
- ✓ **Controlling** – Last but of course not the least role played by the manager is having everything under control. Whether it is the budget, or resource allocation, everything should be in order. Example – All members of a team cannot be granted leave on the same day, as it affects work delivery.

❖ **Discuss the challenges faced by a manager in this present work environment?**

- ✓ Ans. We have seen the different roles a manager as to play in order to maintain the workflow balance in an organization. With all these responsibilities, there are some tough challenges a manager has to deal with while trying to balance everything. Following are some challenges a manager has to deal with –
- ✓ **Managing workforce diversity** – Manager shouldn't create or encourage discrimination among employees. Employees from different background, culture, and ethnicity should be treated as equal and rewards should be given only on the basis of work.
- ✓ **Improving quality and productivity** – It is the sole responsibility of the manager to increase the productivity without hampering the quality. It can be done in two ways –

- ✓ **Totally quality management** – That is constant focus on customer satisfaction by improving organizational process.
- ✓ **Process of engineering** – Focusing on the manufacturing of the product, so that the quality is not compromised.
- ✓ **Responding to labor shortage** – If there is a labor shortage then the manager should quickly respond to solve this problem by arranging for the workforce required so that the product delivery is not delayed.
- ✓ **Eradication of labor shortage** – The manager needs to take quick action, if there is a labor shortage and should assure with backup plans so that there is no labor shortage in future.
- ✓ **Improving customer service** – Manager faces the challenge to constantly improve customer service to survive in an ever-competitive environment.
- ✓ **Improving ethical behavior** – Managers should make sure that the employees behave properly and maintain the decorum of the company. These are few major challenges a manager faces while trying to complete a project. To maintain work-life balance and for the betterment of the organization, the manager should try level best to resolve these challenges.

❖ **Sketch the historical growth/ evolution of the subject organisational growth ?**

The four important approaches to the study of organisational behavior, i.e, (1) Human Resource Approach, (2)Contingency Approach, (3) Productivity Approach, and (4) System Approach.

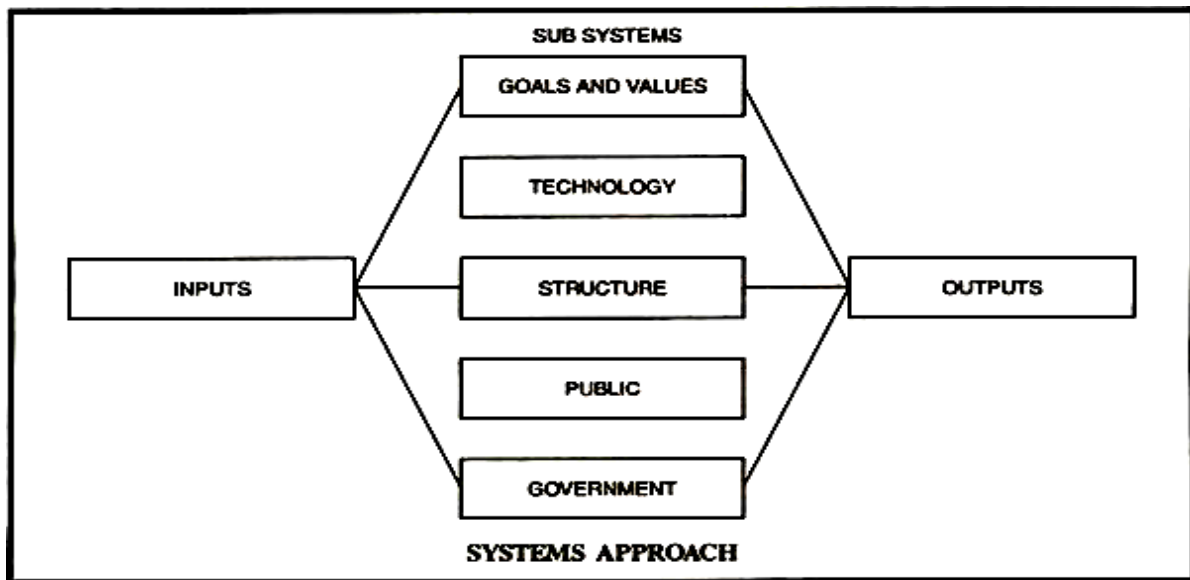
1. Human Resources Approach:- This approach recognizes that human resources in an organisation are the central force. Their development will contribute to the success of the organisation. Human resources approach provides for the changes in the managerial role. It requires that the managers, instead of controlling the employees, should provide active support to them by treating them as part of the group.

2. Contingency Approach:- The approach stresses that there is no single way to manage effectively under all circumstances. The methods of behaviours which work effectively in one situation may fail in another. The organisational structure and the processes of management are governed by the external environment and several aspects of the internal environment. Effective management processes will vary in different situations depending on the individuals and groups in the organisation, the nature of the job and technology, the environment facing the organisation and its structure.

3. Productivity Approach:- Productivity means the numerical value of the ratio of output to input. Higher the value of this ratio, greater is the efficiency and effectiveness of the management. The traditional concept of productivity was concerned with economic inputs and output only. But nowadays human and social inputs and outputs are equally important. Productivity, a significant part of organisational behaviour decisions, is recognized and discussed extensively. These decisions relate to human, social and economic issues. For example if better organisational behaviour can reduce worker's turnover or the number of absentees, a human output or benefit occurs.

4. System Approach:- The systems approach is of the view that an organisation is a powerful system with several subsystems which are highly and closely interconnected. Any action taken to solve the problems in one subsystem will have its effect on the other subsystems as well; since all the parts of the organisation are closely connected. Thus, this approach gives the managers a way of looking at the organisation as a whole, whole group, and the whole social system. Systems approach has become an integral part of modern organisational theory. Organisations are termed as complex systems comprising of interrelated and interlocking systems.

The following figure shows the relationship clearly:



The public and government have been included keeping in view the relationship between organisation and external environment. The other subsystems are integral part of overall organisations.

❖ **Discuss in details the theoretical framework of OB?**

COGNITIVE FRAMEWORK

Cognitive approach emphasizes the positive and freewill aspects of human behavior and uses concepts such as expectancy, demand, and intention. Cognition can be simply defined as the act of knowing an item of information. In cognitive framework, cognitions precede behavior and constitute input into the person's thinking, perception, problem solving, and information processing.

The work of Edward Tolman can be used to represent the cognitive theoretical approach. According to Tolman, learning consists of the expectancy that a particular event will lead to a particular consequence. This cognitive concept of expectancy implies that organism is thinking about, or is conscious or aware of the goal and result of a behavior exhibited by it. It means that a person desires a goal and also knows the behavior that will lead to achievement of the goals.

BEHAVIORISTIC FRAMEWORK

Pioneer behaviorists Ivan Pavlov and Jon B. Watson stressed the importance of studying observable behaviors instead of the elusive mind. They advocated that behavior could be best understood in terms of stimulus and response (S-R). They examined the impact of stimulus and felt that learning occurred when the S-R connection was made. Modern behaviorism, that marks its beginning with B.F. Skinner, advocates that behavior in response to a stimulus is contingent on environmental consequences. Thus, it is important to note that behavioristic approach is based on observable behavior and environmental variables (which are also observable).

SOCIAL COGNITIVE FRAMEWORK

Social learning theory takes the position that behavior can best be explained in terms of a continuous reciprocal interaction among cognitive, behavioral, and environmental determinants. The person and the environmental situation do not function as independent units but, in conjunction with behavior itself, reciprocally interact to determine behavior. It means that cognitive variables and environmental variables are relevant, but the experiences generated by previous behavior also partly determine what a person becomes and can do, which, in turn, affects subsequently behavior. A person's cognition or understanding changes according to the experience of consequences of past behavior.

Bandura developed social learning theory into the more comprehensive social cognitive theory (SCT). **Stajkovic and Luthans** have translated this SCT into the theoretical framework for organizational behavior. Social cognitive theory recognizes the importance of behaviorism's contingent environmental consequences, but also includes cognitive processes of self regulation. The social part acknowledges the social origins of much of human thought and action (what individual learns from society), whereas the cognitive portion recognizes the influential contribution of thought processes to human motivation, attitudes, and action. In social cognitive theoretical framework, organizational participants are at the same time both products and producers of their personality, respective environments, and behaviors. **Bandura** identified five basic human capabilities as a part of SCT.

1. **Symbolizing:** People process visual experiences into cognitive models. They help in future action.
2. **Forethought:** Employees plan their actions.
3. **Observational:** Employees learn by observing the performance of the referent group (peers, supervisors and high performers) and the consequences of their actions.
4. **Self-regulatory:** Employees self regulate their actions by setting internal standards (aspired level of performance).
5. **Self-reflective:** Employees reflect back on their actions (how did I do?) and perceptually determine how they believe then can successfully accomplish the task in the future given the context (probability of success between 0 to 100% is estimated)

❖ State the relationship between OB and Individuals?

OB highlights on its several aspects like:

- ✓ **Way of thinking**—requires clearly identifying the level of analysis (individual, group, organizational).
- ✓ **Multi-disciplinary**—draws principles, theories, and models from psychology, sociology and cultural anthropology.
- ✓ **Humanistic orientation**—assumes that individual feelings, attitudes, perceptions, goals, etc., are important to the organization.
- ✓ **Performance-oriented**—focusing on whether and why individual/group/organization performance is high, moderate, or low.
- ✓ **External environment**—substantially impacts organizational behavior.
- ✓ **Scientific method**—plays a critical role in OB research.
- ✓ **Applications oriented**—concerned with providing useful/applicable answers to management problems.

INDIVIDUALS:

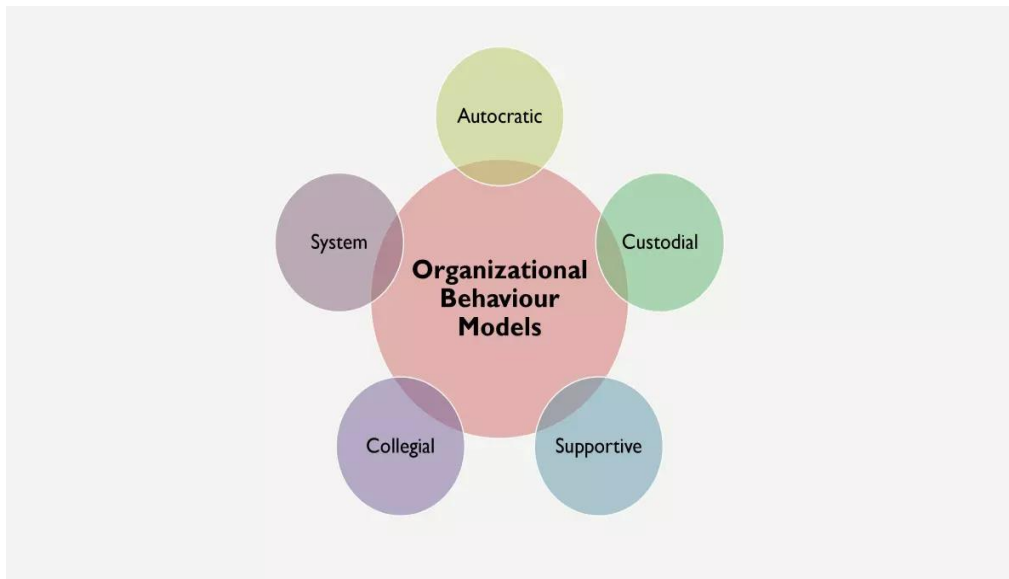
Each person is substantially different from all others in terms of their personalities, needs, demographic factors and past experiences and/or because they are placed in different physical settings, time periods or social surroundings. This diversity needs to be recognized and viewed as a valuable asset to organizations.

Individual performance forms the basis of organizational performance.

The four key influences on individual's behavior and motivation are:

- ✓ **Individual characteristics**—e.g., personality, attitudes, perceptions, values.
- ✓ **Individual motivation**—interacts with ability to work to determine individual performance.
- ✓ **Rewards/punishment**—use of behavior modification techniques to enhance performance and control misbehavior.
- ✓ **Stress.**

MODEL OF ORGANIZATION BEHAVIOR:



The five models of organisational behaviour are the:

- ✓ Autocratic model,
- ✓ Custodial model,
- ✓ Supportive model,
- ✓ Collegial model and
- ✓ System model.

AUTOCRATIC MODEL

- ✓ It is the model that depends upon **strength, power and formal authority**.
- ✓ In an autocratic business model, **management and owners have formal authority for controlling the work and the employees who work under them**.
- ✓ Employees work under strict supervision of management and do not assume direct responsibility for their work.

CUSTODIAL MODEL

- ✓ The custodial model is based around the concept of providing **economic security for employees** – through wages and other benefits packages (such as healthcare and retirement plans). – that will create employee loyalty and motivation.

- ✓ The decision-making process, however, is still firmly in the hands of management who act as custodians for the organisation's workforce.

SUPPORTIVE MODEL

- ✓ Unlike the two earlier approaches, the supportive model is focused around **aspiring leadership**.
- ✓ It is not based upon control and authority (the autocratic model) or upon incentives (the custodial model), but instead tries to **motivate staff** through the manager-employee relationship and how employees are treated on a day-to-day basis.
- ✓ The intent of this model is to motivate employees through a positive workplace where their ideas are encouraged and often adapted. Therefore, the employees have some form of **“buy-in”** to the organisation and its direction.

COLLEGIAL MODEL

- ✓ The collegial model is based around **teamwork** – everybody working as colleagues (hence the name of the model).
- ✓ The collegial model is quite effective in **organisations** that need to **find new approaches** – marketing teams, research and development, technology/software – indeed anywhere the competitive landscape is constantly changing and ideas and innovation are key competitive success factors.

SYSTEM MODEL

- ✓ The final organisational model is referred to as the system model.
- ✓ In the system model, the organisation looks at the overall structure and team environment, and considers that **individuals have different goals, talents and potential**.
- ✓ The intent of the system model is to try and balance the goals of the individual with the goals of the organisation.
- ✓ Individuals obviously want **good remuneration, job security**, but also want to work in a positive work environment where the organisation adds value to the community and/or its customers.
- ✓ The system of model should be an overall partnership of managers and employees with a common goal, and where everybody feels that they have a stake in the organisation.

COMMUNICATION:

- ✓ Communication is fundamental to the existence and survival of humans as well as to an organization. It is a process of creating and sharing ideas, information, views, facts, feelings from one place, person or group to another.
- ✓ Communication is the key to the Directing function of management.
- ✓ A manager may be highly qualified and skilled but if he does not possess good communication skills, all his ability becomes irrelevant.
- ✓ A manager must communicate his directions effectively to the subordinates to get the work done from them properly.

PROCESS OF COMMUNICATION

Communications is a continuous process that mainly involves three elements viz. sender, message, and receiver.

The elements involved in the communication process are explained below in detail:

1. Sender

The sender or the communicator generates the message and conveys it to the receiver. He is the source and the one who starts the communication

2. Message

It is the idea, information, view, fact, feeling, etc. that is generated by the sender and is then intended to be communicated further.

3. Encoding

The message generated by the sender is encoded symbolically such as in the form of words, pictures, gestures, etc. before it is being conveyed.

4. Media

It is the manner in which the encoded message is transmitted. The message may be transmitted orally or in writing. The medium of communication includes telephone, internet, post, fax, e-mail, etc. The choice of medium is decided by the sender.

5. Decoding

It is the process of converting the symbols encoded by the sender. After decoding the message is received by the receiver.

6. Receiver

He is the person who is last in the chain and for whom the message was sent by the sender. Once the receiver receives the message and understands it in proper perspective and acts according to the message, only then the purpose of communication is successful.

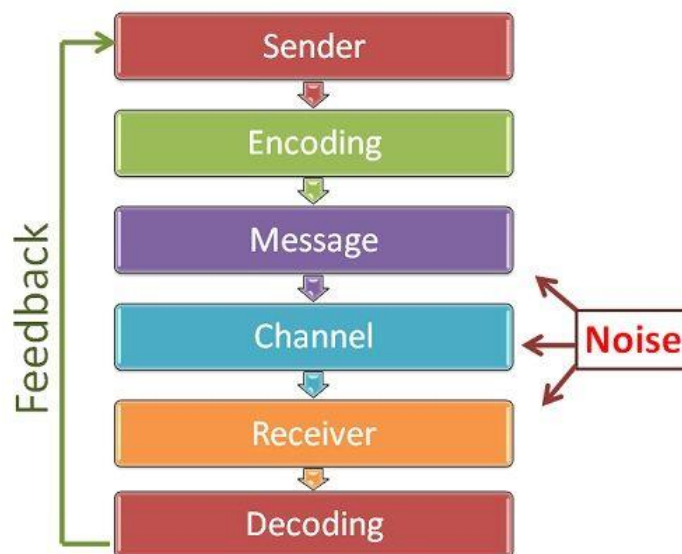
7. Feedback

Once the receiver confirms to the sender that he has received the message and understood it, the process of communication is complete.

8. Noise

It refers to any obstruction that is caused by the sender, message or receiver during the process of communication.

For example, bad telephone connection, faulty encoding, faulty decoding, inattentive receiver, poor understanding of message due to prejudice or inappropriate gestures, etc.



IMPORTANCE OF COMMUNICATION

1. The Basis of Co-ordination

The manager explains to the employees the organizational goals, modes of their achievement and also the interpersonal relationships amongst them. This provides coordination between various employees and also departments. Thus, communications act as a basis for coordination in the organization.

2. Fluent Working

A manager coordinates the human and physical elements of an organization to run it smoothly and efficiently. This coordination is not possible without proper communication.

3. The Basis of Decision Making

Proper communication provides information to the manager that is useful for decision making. No decisions could be taken in the absence of information. Thus, communication is the basis for making the right decisions.

4.Increases Managerial Efficiency

The manager conveys the targets and issues instructions and allocates jobs to the subordinates. All of these aspects involve communication. Thus, communication is essential for the quick and effective performance of the managers and the entire organization.

5. Increases Cooperation and Organizational Peace

The two-way communication process promotes co-operation and mutual understanding amongst the workers and also between them and the management. This leads to less friction and thus leads to industrial peace in the factory and efficient operations.

6. Boosts Morale of the Employees

Good communication helps the workers to adjust to the physical and social aspects of work. It also improves good human relations in the industry. An efficient system of communication enables the management to motivate, influence and satisfy the subordinates which in turn boosts their morale and keeps them motivated.

TYPES OF COMMUNICATION:

1. FORMAL COMMUNICATION

- ✓ Formal communications are the one that flows through the official channels designed in the organizational chart.
- ✓ It may take place between a superior and a subordinate, a subordinate and a superior or among the same cadre employees or managers.
- ✓ These communications can be oral or in writing and are generally recorded and filed in the office.

Formal communication may be further classified as **Vertical communication** and **Horizontal communication**.

➤ *Vertical Communication*

- ✓ Vertical Communications as the name suggests flows vertically upwards or downwards through formal channels.
- ✓ Upward communication refers to the flow of communication from a subordinate to a superior whereas downward communication flows from a superior to a subordinate.
- ✓ Application for grant of leave, submission of a progress report, request for loans etc. are some of the examples of **upward communication**.
- ✓ Sending notice to employees to attend a meeting, delegating work to the subordinates, informing them about the company policies, etc. are some examples of **downward communication**.

➤ *Horizontal Communication*

Horizontal or lateral communication takes place between one division and another.

For example, a production manager may contact the finance manager to discuss the delivery of raw material or its purchase.

Types of communication networks in formal communication:

- ✓ **Single chain:** In this type of network communications flows from every superior to his subordinate through a single chain.
- ✓ **Wheel:** In this network, all subordinates under one superior communicate through him only. They are not allowed to talk among themselves.
- ✓ **Circular:** In this type of network, the communication moves in a circle. Each person is able to communicate with his adjoining two persons only.
- ✓ **Free flow:** In this network, each person can communicate with any other person freely. There is no restriction.
- ✓ **Inverted V:** In this type of network, a subordinate is allowed to communicate with his immediate superior as well as his superior's superior also. However, in the latter case, only ordained communication takes place.

2. INFORMAL COMMUNICATION

- ✓ Any communication that takes place without following the formal channels of communication is said to be informal communication.
- ✓ Informal communication is often referred to as the '**grapevine**' as it spreads throughout the organization and in all directions without any regard to the levels of authority.
- ✓ Informal communication spreads rapidly, often gets distorted and it is very difficult to detect the source of such communication.
- ✓ It also leads to rumours which are not true.
- ✓ People's behaviour is often affected by rumours and informal discussions which sometimes may hamper the work environment.
- ✓ However, sometimes these channels may be helpful as they carry information rapidly and, therefore, may be useful to the manager at times.
- ✓ Informal channels are also used by the managers to transmit information in order to know the reactions of his/her subordinates.

Types of Grapevine network:

- ✓ **Single strand:** In this network, each person communicates with the other in a sequence.
- ✓ **Gossip network:** In this type of network, each person communicates with all other persons on a non-selective basis.
- ✓ **Probability network:** In this network, the individual communicates randomly with other individuals.
- ✓ **Cluster Network:** In this network, the individual communicates with only those people whom he trusts. Out of these four types of networks, the Cluster network is the most popular in organizations.

3. UNOFFICIAL COMMUNICATION

- ✓ There is also an unofficial way of communication.
- ✓ Unofficial communication refers to employee communication outside of the workplace on matters unrelated to work.
- ✓ Friendly meetings, dinner outings, and social gatherings among employees are examples of unofficial communication channels.
- ✓ The management must be aware of the existence of such a channel and the information flowing through it.

BARRIERS OF COMMUNICATION:

The communication barriers may prevent communication or carry incorrect meaning due to which misunderstandings may be created. Therefore, it is essential for a manager to identify such barriers and take appropriate measures to overcome them.

The barriers to communication in organizations can be broadly grouped as follows:

1. Semantic Barriers

These are concerned with the problems and obstructions in the process of encoding and decoding of a message into words or impressions. Normally, such barriers result due to the use of wrong words, faulty translations, different interpretations, etc.

For example, a manager has to communicate with workers who have no knowledge of the English language and on the other side, he is not well conversant with the Hindi language. Here, language is a barrier to communication as the manager may not be able to communicate properly with the workers.

2. Psychological Barriers

Emotional or psychological factors also act as barriers to communication. The state of mind of both sender and receiver of communication reflects in the effective communication. A worried person cannot communicate properly and an angry recipient cannot understand the message properly.

Thus, at the time of communication, both the sender and the receiver need to be psychologically sound. Also, they should trust each other. If they do not believe each other, they cannot understand each other's message in its original sense.

3. Organizational Barriers

The factors related to organizational structure, rules and regulations authority relationships, etc. may sometimes act as barriers to effective communication. In an organization with a highly centralized pattern, people may not be encouraged to have free communication. Also, rigid rules and regulations and cumbersome procedures may also become a hurdle to communication.

4. Personal Barriers

The personal factors of both sender and receiver may act as a barrier to effective communication. If a superior thinks that a particular communication may adversely affect his authority, he may suppress such communication.

Also, if the superiors do not have confidence in the competency of their subordinates, they may not ask for their advice. The subordinates may not be willing to offer useful suggestions in the absence of any reward or appreciation for a good suggestion.

COMMUNICATION CHANNELS:

Communication channels are the means by which people in a company communicate and interact with one another.

Without the proper communication channel, it is exceedingly difficult for employees to align with the business objectives and goals, as well as drive innovation and progress in the workplace.

Along with Formal and Informal Communication Channels, we also have a few different types of channels used in business organizations. They are as follows:

✓ Digital communication channels –

To reach and engage their staff, most firms use digital communication platforms. They include a variety of online tools that employees utilize to stay in touch with one another and stay up to date on corporate news and developments. This form of communication channel is thought to be the most effective of all.

A few examples are social media, intranets, employee collaboration software, project management tools, feedback software, etc.

✓ **Face-to-face communication channels**

Face-to-face communication is still vitally crucial in the workplace, despite the fact that electronic forms of communication are gaining over. It is still crucial since many situations require nonverbal communication (body language, gestures, signs, facial expressions, etc.).

✓ **Written communication channels –**

Within corporations, this sort of communication is nearly extinct. However, textual communication is still required when communicating critical policies, letters, memos, manuals, notices, and announcements to employees. But, for external communications with the customers, retailers, distributors and other individuals, written communication is still the most effective.

A few examples are emails, live chat, text messages, blogs, newsletters, written documents, etc.

MODELS OF COMMUNICATIONS:

The communication process is divided into three standard models: linear, interactive, and transactional. They are useful because they simplify the fundamental structure of communication and can help us understand it not only verbally, but also visually. Most importantly, they identify the many communication pieces and act as a form of a map to explain how different portions of the communication process are interconnected.

✓ **Linear Model**

- ◆ In this model, a sender encrypts a message and sends it to the recipient via a channel.
- ◆ The message is decoded by the receiver.
- ◆ There could be obstacles or background noise in the communication process.
- ◆ Also known as Straight-line communication, it is most common in mainstream media such as television, radio, and newspapers.
- ◆ There is no way to get immediate feedback in this model.

✓ **Interactive Model**

- ◆ The Interactive model is similar to the Linear model, except it includes feedback.
- ◆ The feedback concept was introduced to the model, which gave a closer simulation of interpersonal human interaction than was previously known. Interactional models follow two channels in a more dynamic perspective of communication.
- ◆ After receiving the message, the receiver encodes and transmits a response to the original sender, who has now become the receiver.
- ◆ A common example of this model is a telephonic call.

✓ **Transactional Model**

- ◆ In the Transactional Model, the receiver and sender can both perform the same roles at the same time, as messages can be sent back and forth at the same time.
- ◆ People generate shared meaning in a more dynamic process in the transactional model.
- ◆ To create common meaning, there must be some overlap in realms of experience.
- ◆ In other words, if people are to communicate at all, communicators must share at least some degree of cultural, linguistic, or environmental commonality.

VERBAL COMMUNICATION:

- ◆ Vocal communication is accompanied by auditory signals produced by a vibrating organ, such as the larynx in mammals' throats.
 - ◆ The vocal communication is the process through which speakers' express emotions by changing the nonverbal components of their speech, and listeners use nonverbal aspects of speech to infer the speaker's emotional experience.
 - ◆ This comprises aspects of the voice such as intonation, stress, volume, speed, and accent interference. We use vocal communication to frame our message more effectively.
 - ◆ This form of communication, as well as voice features such as pauses and focus stress, are used to build a structure that allows the listener to follow your message.
- ✓ **Intonation** – Intonation defines how the pitch of your voice increases and falls during a speech. A shift or variation in pitch can have an impact on the meaning of what we say.
- ✓ **Stress** – Stressing is the process of emphasizing a word or statement in order to bring attention to it. Stress syllables and words are said louder, for a longer period of time, and with a higher pitch. When the speaker is monotone, these crucial cues are missing, and the message becomes puzzling.
- ✓ **Pauses** – The pause allows the speaker to gather his or her thoughts before making the final argument. This allows the audience to stay up with you while also giving them time to process what you just stated.
- ✓ **Focus Stress** – The listener's attention is drawn to a certain word or phrase when there is focus tension. The employment of focus stress is used to clarify, emphasize, or demonstrate the difference.

- ✓ **Pace** – Pace is the rate at which you speak. The pace might be rapid, slow, or moderate, and it can fluctuate throughout. It is claimed to vary the tempo, quickening up at times and then slowing down depending on the scenario and the significance of the context, in order to keep the audience's attention.

NON-VERBAL COMMUNICATION:

- ✓ Non-Vocal Communication is the technique of transmitting meaning without the use of written or spoken words.
- ✓ Non-verbal communication refers to any communication between two or more people that involves the use of facial expressions, hand motions, body language, postures, and gestures.
- ✓ These non-vocal cues can provide insights, supplementary information, and significance in addition to spoken communication.
- ✓ Non-vocal elements such as unspoken symbols, signs, and signals to express meaning are examples of verbal communication. Non-vocal elements such as body language, gestures, facial emotions, and eye contact are examples of nonverbal communication.

◆ **Signals**

- ✓ Signals are movements that are used to express to others one's wants, desires, and feelings. Signaling is a type of expressive communication.
- ✓ The primary goal of signals is to change a single environmental aspect in order to attract attention and convey meaning.

◆ **Signs**

- ✓ Signs do not belong to any specific language, although they are found in practically every region of the world.
- ✓ The primary distinction between a sign and a signal is that a sign (such as traffic lights or a police officer's badge) has inherent meanings, but a signal (such as a scream for aid) is only a means through which extrinsic meanings can be formulated.

◆ **Symbols**

- ✓ The symbol has been defined as any device that can be used to create an abstraction.
- ✓ Symbols are visual representations of an event, activity, object, person, or location that can be used to convey information about that event, action, thing, person, or location.
- ✓ Symbols can be used to communicate in both receptive and expressive modes.
- ✓ The more closely a symbol resembles what it represents, the more tangible it is.

◆ **Icons**

- ✓ An icon is a visual representation of an application, a capability, or another concept or distinct thing that has meaning for the user.
- ✓ Icons are typically thought to be dense collections of linked and unconnected symbols.

◆ **Gestures**

- ✓ A gesture is a movement of the hand, arms, or other bodily part meant to express or accentuate something, most often while speaking.
- ✓ Gestures can also develop a communication lexicon that is more or less unique to each culture.

◆ **Proxemics**

- ✓ Proxemics is the study of how people from diverse cultures use time and space, as well as body positions and other elements, to communicate.
- ✓ The proxemics is the study of what people express by standing closer or farther apart.
- ✓ Standing very close to someone to whom we are about to disclose something private is one example.

Another example is backing away from someone when we feel our personal space is being infringed upon.

MASS AND PUBLIC COMMUNICATIONS

- ✓ The process of developing, sending, receiving, and analyzing messages for large audiences via vocal and written media is known as *Mass communication*.
Print media, outdoor media, digital media and the Internet, social media, films, radio, and television are all examples of these mediums.
- ✓ The method through which media companies develop and disseminate messages to large audiences, as well as the process by which those messages are sought, used, interpreted, and influenced by the audience, is known as mass communication.
- ✓ When a person or a group of individuals meet and begin sharing information with an audience or give a presentation on specific themes to deliver a message, this is referred to as public communication.
- ✓ *Public communication* can be defined as the act of sharing information with the general public. Public speaking events, conferences, seminars, and press conferences are all instances of public communication.

Control of mass communications

- ✓ In serving the people, public communicators are not totally free to follow their own whims.
- ✓ In several nations, national authorities have complete control over all broadcasting, and in some areas, print and cinema media are strictly regulated by the government.
- ✓ Written and visual communications may be subject to censorship and limits under local law.

Effects of mass communications

- ✓ Mass communications are capable of creating learning and changing attitudes and opinions in their listeners, with the depth of the learning and changes restricted by the situation's connected elements.
- ✓ Some people believe that the overall impacts of mass communication are safe for both children and adults.
- ✓ Many sociologists believe that mass communication influences attitudes and behaviour.
- ✓ In the voting behaviour of so-called undecided voters, the influence of newspapers, journals, and television in shaping political opinions are fairly well recognized.
- ✓ Advertising firms well-versed in television tactics have been introduced into the political arena to organize campaigns and promote their customers' images.

❖ List the measures to improve communication effectiveness?

1. Communication of Clarification of the idea.
2. Communication should be according to the needs of the receiver.
3. Consulting others before communication.
4. Awareness about the language, tone and body postures and gestures.
5. Convey information useful to the receiver.
6. Ensure proper feedback.
7. Follow up communications.
8. Be a good listener.