Unit – I

Chapter- 3: Essentials of good Organisation Communication

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Objectives: The Objectives of this chapter are to make the students aware of:
1. The concept of Organisation Communication;
2. Objectives of Organisation Communication;
3. Essentials of good Organisation Communication;
4. Barriers to Effective Organisation Communication; and
5. Measure to Improve the Effectiveness of Organisational Communication

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Introduction

Communication is the lifeblood of an organisation. It is the process of exchanging information, ideas, and feelings between individuals or groups to achieve common goals. Without effective communication, organisational activities cannot be coordinated, decisions cannot be implemented, and employees cannot work in harmony. Organisation communication is not merely the transmission of messages—it is a dynamic process that ensures understanding, feedback, and mutual trust among stakeholders.
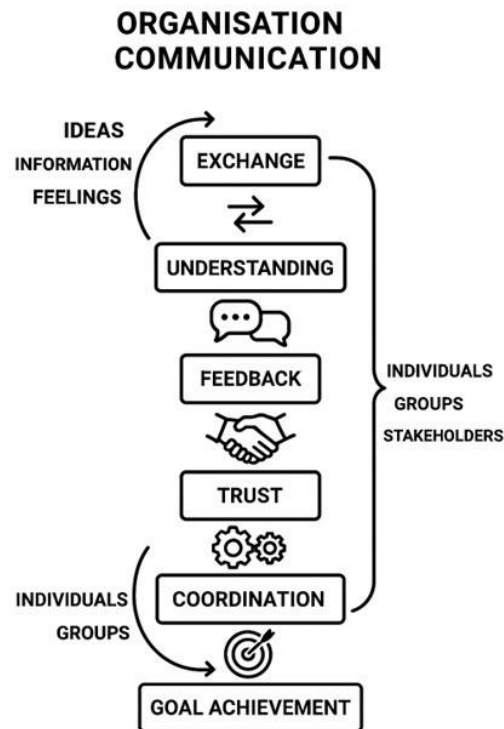
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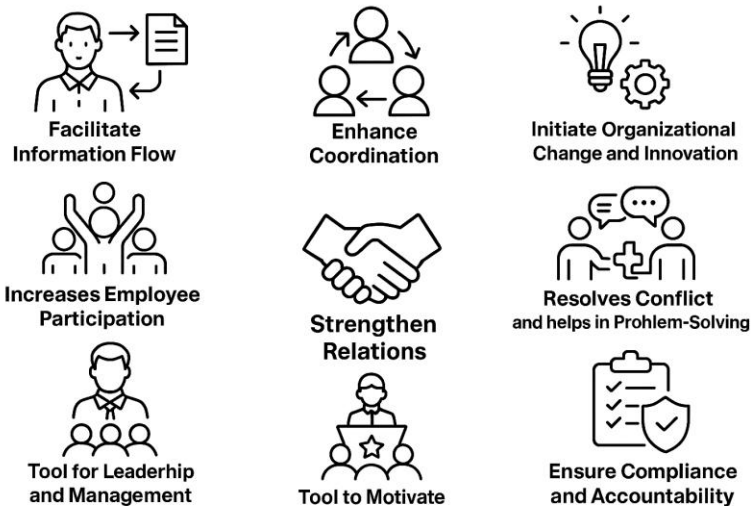
Definitions

The term 'Communication' is defined as the use of words, letters and symbols or some other means to have 'common' information about any object under consideration within and outside the organisation. Organisational Communication is defined in the following manner:

1. **Keith Davis:** Organisational communication is the process of passing information and understanding from one person to another. It is the means by which behaviour is modified, change is achieved, and goals are attained.

2. **Herbert Simon:** Communication is the process through which decisions are transmitted from one person to another in an organisation.

3. **William Scott:** Communication in an organisation signifies the process of transmitting information, ideas, and attitudes from one person to another for the purpose of achieving organisational objectives.

An analysis of the definitions of organisational communication reveals it is a means by which people connect with each other in an organisation to achieve a desired common purpose. Communication is fundamental to a shared understanding and effective functioning of the organisation.

Objectives of Organisation Communication

Objectives of Organisational Communication are to:

Facilitate Information Flow

Enhance Coordination

Initiate Organizational Change and Innovation

Increases Employee Participation

Strengthen Relations

Resolves Conflict and helps in Problem-Solving

Tool for Leaderhip and Management

Tool to Motivate

Ensure Compliance and Accountability

1. <u>Facilitate Information Flow:</u> The most important objective of Communication is to ensure the timely and correct dissemination of information across all levels that helps in decision-making by providing relevant data and updates. It also helps in maintaining transparency in operations and policies.

2. <u>Enhance Coordination:</u> Organisational communication helps in enhancing coordination in the organisation by aligning the efforts of different departments towards achieving organisational objectives. Communication also helps clarify roles, responsibilities, and interdependencies, reducing duplication and streamlining workflows.

3. <u>Initiate Organisational Change and Innovation:</u> Organisational communication helps in communicating organisational change initiatives to employees at all levels clearly and persuasively.

It also helps reduce resistance to change by sharing and explaining the reasons, ideas and processes and addressing concerns.

4. <u>Increases Employee Participation:</u> Timely organisational communication wherein there is a free exchange of ideas helps the employees participate in organisational change, organisational effectiveness and organisational efficiency.

5. <u>Strengthen Relations:</u> Effective organisational communication strengthens relations between the stakeholders, clients and partners. It helps in building the image of an organisation and thereby its reputation.

6. <u>Resolves Conflict and helps in Problem-Solving:</u> Organisational communication helps in addressing misunderstandings and grievances constructively. Channels of mediation and negotiation lead to the resolution of interpersonal and departmental issues.

7. <u>Tool for Leadership and Management:</u> Organisational communication acts as a tool for leadership and management to enable delegation and supervision. It also communicates management's vision, strategy and expectations.

8. <u>Tool to Motivate:</u> Organisational communication is a tool that can be effectively used to motivate the employees through clear plans and policies, expectations from the employees and also to take constructive feedback.

9. <u>Ensure Compliance and Accountability:</u> Organisational communication helps disseminate not only plans and policies, but also ethical standards and legal obligations. It also helps in monitoring compliance.

Essentials of good Organisation Communication

Communication facilitates planning, decision-making, and other organisational processes. Chester I. Barnard believes that communication is a means by which different people of the organisation are unified as a whole to attain its objectives. The essentials of communication are as follows:

1. <u>Clarity of Purpose:</u> The sender/communicator must be aware of the exact purpose of the message he is sending, i.e. direct, seek information, persuade or inform.
   Example:

2. <u>Comprehensiveness of Message:</u> The sender needs to ensure that the message he sends is complete in all respects. It should contain all necessary facts and details to provide clarity to the receiver.

3. <u>Accurate and Timely:</u> Organisational communication can make an impact only if it is accurate and timely; otherwise, it may lead to delayed decision-making and affect the functioning of the organisation.

4. <u>Simple Language:</u> Organisational communication must be in simple language which the receiver can understand. The language must be according to the target level/receiver. Unnecessary technical jargon must be avoided.

5. <u>Appropriate Medium and Channel:</u> Selection of the most appropriate medium for sending the message is essential for it to reach on time and to the authorised person.

6. <u>Active Listening:</u> Communication is always a two-way process where the sender and the receiver both need to be active listeners to comprehend the message fully.

7. <u>Feedback:</u> Timely feedback on the message received and the action taken is essential to ensure the effective functioning of the organisation.

8. <u>Confidentiality:</u> In case of sensitive or classified information, confidentiality needs to be maintained by sending it securely to the authorised person through a secure medium.

9. <u>Inclusiveness:</u> Organisational communication needs to follow the principle of inclusiveness as today's organisations have people from diverse backgrounds, nations and cultures.

10. <u>Consistency:</u> Organisational communication must be as per the policies of the organisation.

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Barriers to Effective Organisation Communication

Barriers to effective organisational communication are as follows:

1. <u>Physical Barriers:</u> There may be physical barriers, like distance, noise, and poor technology, making communication difficult. Insufficient office space or scattered office premises are barriers to effective organisational communication.
2. <u>Semantic Barriers:</u> If there is a lack of clarity in the message/order/directions, then the chances of misinterpretation and misunderstanding are higher. The same word may have different meanings for different people due to ambiguity in words and phrases.
3. <u>Psychological Barriers:</u> Organisations have psychological barriers like stress, emotions, personal biases, low morale and lack of trust.
4. <u>Organisational Barriers:</u> Organisational barriers include complex hierarchies, rigid rules and regulations. Inefficient communication channels are also organisational barriers that lead to inefficiency.
5. <u>Technological Barriers:</u> Lack of digital literacy, lack of technological advancements or even overuse of technology is a barrier.
6. <u>Information Overload:</u> The Internet age is also the era of the explosion of information, leading to information overload. It may lead to excessive or irrelevant information, resulting in confusion and poor retention.
7. <u>Cultural Barriers:</u> Organisations have people from diverse groups who have different norms, values and communication styles. These differences can become barriers in organisational communication.
8. <u>Perceptual Barriers:</u> Sometimes, some people in organisations filter information due to preconceived notions or assumptions.
9. <u>Interpersonal Barriers:</u> Interpersonal barriers like personality clashes, interpersonal conflicts, poor listening skills and lack of empathy plague organisations.
10. <u>Status Barriers:</u> People work at different levels in the organisational hierarchy. These levels inhibit open exchange of ideas due to fear of authority or repercussions.

Measures to Improve Organisation Communication

1. <u>Develop Clear Communication Channels:</u> First and foremost, the organisation needs to establish formal communication networks like meetings, memos, reports and emails. It also needs to develop informal channels, such as casual talks and chats, and ensure that everyone in the organisation receives reliable information.
2. <u>Encourage Open Communication:</u> A culture of open communication must be established to ensure that the employees feel free to share ideas, feedback and concerns without fear.
3. <u>Use Technology Effectively:</u> Adoption of suitable technology in the organisation, like emails, instant messaging, video-conferencing, and portals, along with proper training for the employees, is necessary.

4. Simplify and Clarify Messages: Using clear, concise and jargon-free language with clear verbal and written instructions will make organisational communication effective.
5. Active-Listening: Managers and senior functionaries must not only give orders but also listen to the employees attentively to understand the issues and problems within the organisation.
6. Regular Meetings: Organisations must conduct team meetings, briefings and feedback sessions to build cooperation and coordination and trust to achieve organisational goals.
7. Feedback Mechanism: Organisations must introduce a viable feedback system and encourage employees to give and receive constructive feedback.
8. Training and Development: Employees need to be trained in verbal, written, digital and interpersonal communication skills training and also focus on cross-cultural communication in diverse workplaces.
9. Promote Transparency: Organisations must share policies, goals and changes openly with the employees to build trust and reduce misinformation.
10. Encourage Teamwork and Collaboration: Using group discussions, team-building activities and brainstorming sessions to strengthen interpersonal communication and relationships.
11. Adapt to Audience: Communication must be tailor-made according to the level of the workers, managers and levels so that communication is understood by all stakeholders.
12. Non-Verbal Communication Awareness: Employees must be made aware of non-verbal signals like body language, tone and gestures, so that the employees can understand them.
13. Cultural Sensitivity: Encouraging inclusivity in multi-cultural organisations and increasing in cultural sensitivity improves organisational communication.

14. <u>Crisis Communication Planning:</u> To ensure that information reaches everyone quickly during critical times, there must be clear procedures for emergency communication.

Conclusion

Organisational communication is the backbone of successful management. When communication is clear, complete, accurate, and timely, it fosters understanding, reduces errors, and promotes harmony. Leaders must recognise that communication is not merely about transmitting words but about creating shared meaning. In a rapidly changing environment, mastering the essentials of communication is crucial for organisational growth and employee satisfaction.

Activities to understand different aspects of Organisational Communication

(The teacher can do some or all these activities/any other activities in the class to make the students understand Organisational Communication)

1. Ask a student to draft a complex communication and then present it in the class, and see how students interpret it.
2. Discuss the way information can reach everyone in the organisation, if the organisation is spread over a few buildings/cities, or continents.
3. Ask groups of 5 students and ask them to discuss an organisational issue. Ask every group to give an oral presentation and answer questions from other groups.
4. Ask students to enumerate barriers to effective communication before and after the topic.
5. Ask students to enumerate measures to improve organisational communication.
6. Ask the students to discuss the barriers they feel and the measures to overcome those barriers.

Important Terms/Terms/Information

1. **Keith Davis:** Organisational communication is the process of passing information and understanding from one person to another. It is the means by which behaviour is modified, change is achieved, and goals are attained.

2. **Physical Barriers:** There may be physical barriers, like distance, noise, and poor technology, making communication difficult. Insufficient office space or scattered office premises are barriers to effective organisational communication.

3. **Information Overload:** The Internet age is also the era of the explosion of information, leading to information overload. It may lead to excessive or irrelevant information, resulting in confusion and poor retention.

Short and Long Questions

Short Answer Type Questions

1. Write one definition of Organisational Communication.

2. Write one note on the barriers of Organisational Communication.

3. Write three measures to improve Organisational Communication.

4. Write three essentials of Organisational Communication.

Long Question

1. Define Organisational Communication. Give its Essentials. Discuss the barriers to effective organisational communication.

2. Define Organisational Communication. Discuss the barriers and measures to improve Organisational Communication.

Additional Resources/Suggested Readings

1. **NCERT:** https://ncert.nic.in/vocational/pdf/kees101.pdf

2. Sharma, Vibha. Fundamentals of Public Administration for Semester – I, Jalandhar: New Academic Publishing Co, 2024

3. Avasthi, Amreshwar and Shriram Maheshwari. Public Administration. Agra: Lakshmi Narian Agarwal, 2016-2017.

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5. Basu, Rumki. Public Administration Concepts and Theories. New Delhi: Sterling Publishers Private Limited, 1998.

6. Bhagwan, Vishnoo and Vidya Bhushan. Public Administration. New Delhi: S. Chand, 2005.

7. Bhattacharya, Mohit. New Horizons of Public Administration. New Delhi: Jawahar Publishers & Distributors, 2016.

8. Fadia, B.L. and Kuldeep Fadia. Public Administration - Administrative Theories. Thirteenth Revised Edition. Agra: Sahitya Bhawan, 2017.

9. Naidu, S. P. Public Administration. New Delhi: New Age International, 2006.

10. Sharma, M. P., B. L. Sadana and Harpreet Kaur. Public Administration in Theory and Practice. Allahabad: Kitab Mahal, 2015.
11. Relevant reading material from e gyankosh - http://egyankosh.ac.in/
12. Relevant reading material from e PG Pathshala - https://epgp.inflibnet.ac.in/