

## Communication

### **Meaning**

The word communication is derived from the Latin word *communis* meaning “common”. Communication takes place only when the receiver receives the same intellectual and emotive message which the sender sends. Communication is complete when the receiver understands the intellectual message and emotional feelings of the sender in the same sense as intended by him.

Communication plays a important role in an organisatiion. It keeps the members of the organisation informed about the internal and external happenings affecting their interest. People work at different levels to achieve common objectives. Effective communication becomes necessary to enable them to think and to act together. Communication is the means by which organized activity is unified.

### **Definitions**

*Newman and Summer* –

“an exchange of facts, ideas, opinions or emotions by two or more persons.”

*Allen*

“Communication involves a systematic and continuing process of telling, listening and understanding.”

### **Importance:-**

- 1. Essence for survival and growth of organisation-** management functions based on effective communication leads on effective communication leads to survival and growth.

2. **Facilitates smooth functioning of internal affairs of enterprise-** communication enables the manager to conduct the internal working of the organisation through proper planning, organisation, and direction etc. of its various activities.
3. **Facilitates interaction with external environment-** external environment includes customers, supplier, competitors, Govt. etc. Sound communication system enables an enterprise to ascertain and satisfy the needs of all these external agencies.
4. **Facilitates coordination of activities-** proper coordination of working of different departments, branches and people in the organisation is important for effectiveness. Such co-ordination cannot be done without effective communication.
5. **Improves employee motivation-** communication enables the manager to ascertain needs of employees and to convey the organizational needs to them. Once these needs are properly conveyed the employees productivity performance and their job satisfaction can be maximized.

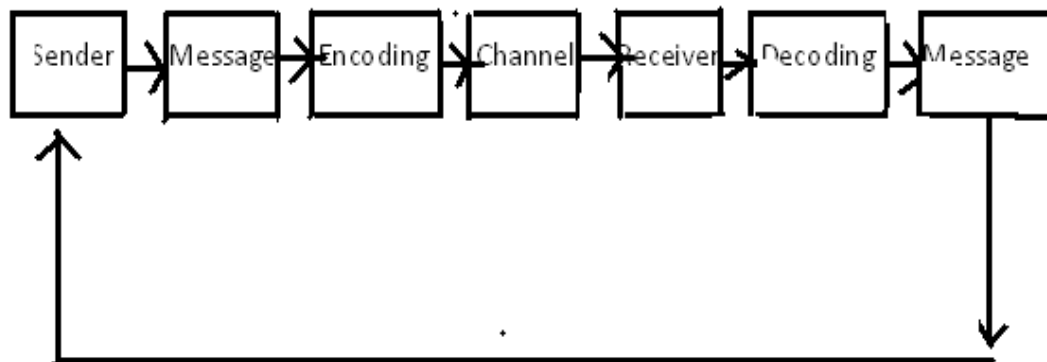
### **Communication Process**

Communication is vital to all managerial activities. It is said that a manager spends 90 % of his time in communication. Communication is a process consisting of:

1. Source: the sender of the communication is the source who will initiate an idea to be transmitted.
2. Encoder: Ideas, feelings and mental perceptions translated into a code is encoding.

3. Message: it represents actual subject matter of communication consisting of body language, facial expressions, oral and written matters.
4. Channel: the channel is the link connecting the sender with the receiver, after encoding the message.
5. Receiver: receiver is the person getting the message.
6. Decoding: the message needs to be decoded for proper understanding.
7. Understanding: the message having been decoded must be understood by the receiver in the same sense in which it was sent.
8. Feedback: When the receiver understands the message, he will send feedback to the sender indicating whether he has understood the message correctly.

The following figure shows the various elements of communication process in sequential arrangement.



### **Barriers in Communication-**

Communication breakdown is one of the major problems in modern organisation.

Such problem arises due to various obstacles. Some of the obstacles are listed below.

### **1. Organizational Barriers**

1. Organizational structure- the organizational structure having clear chain of command channel of communication and authority and responsibility helps to effective communication. If this Is not done, communication is blocked and it may not flow smoothly.
2. Organization Polity- the organizational policy regarding communication has to be clear and specific. If policy is not supportive to the flow of information in different direction, communication may not be smooth and adequate.
3. Organizational rules-if the rules of the organization are conservative and restrict the flow of message, it will act as an obstacle.
4. Organizational relationship- the superior-subordinate relationship in an organization may block flow of information.
5. Improper or inadequate information- the information must be meaningful to the employee. It must be precise and to the point.
6. Physical distractions- If organization is located centrally in busy area, noise pollution might interfere with good communication.
7. Poor timing- The communication must be in time. The manager must know when to communication. Last minute communication does not serve the purpose.
8. Information overload- if there is overload of information, it will result into confusion.

9. Network breakdown-network breakdown may be national or international; it results in failure of communication.

## **2. Semantic Barriers**

Semantic is a science of meaning. All communications are symbolic. Semantic barriers arise from limitations in the symbols as well as different interpretations of symbols.

1. Symbols with different meaning. The symbols used in the process of communication have variety meanings. For example the English word 'round' has 110 different meanings. So one should choose the correct meaning.
2. Incorrect translations –subordinate receives variety of messages from superior, peers etc. he has to translate such messages and pass them. If a he is weak in language the result will be incorrect translation.
3. Poorly expressed messages- if a manager lacks expression power, his message may not be clear and precise. He may use loose words or phrases and may omit some important information.
4. Assumptions- there are some assumption in communication. Assumptions create problems in communication.
5. Language- The language of message may be special or technical. If the receive in not a specialized person, he may not get the correct meaning of the message.

3. **Psychological Barriers-** the psychological or emotional factors are the major barriers in communication.

1. Inattention—if the mind of the receiver is preoccupied, he may not listen to his superior.

2. Loss in transmission- when the organizations complex, the communication flows through various levels. Thus the successive transmission of the message becomes less and less accurate.
  3. Poor retention- if the memory of the people is not good, the information is lost. It is said that employees retain about 50% of information only.
  4. More emphasis on written communication- written communication fails to get desired results. The face to face conversation cannot be substituted by written communication.
  5. Sender's indifference- if the sender is not serious and makes mistakes in judgment or decisions, the receiver may delay action. Thus the organization suffers.
  6. Early evaluation- sometimes, there is an early or premature evaluation of the communication. Such evaluation stops the transfer of information.
4. **Personal barriers-** personal barriers arise due to the personal limitations of both sender and receiver.

**A. Barriers of Superiors:**

1. Negative attitude- If the attitude is unfavorable or negative, message may not flow properly.
2. Fear of losing authority- manager feels that by giving more information to subordinate, he might lose authority. This fear makes communication weak.
3. No confidence in subordinates- manager think that his subordinates are not competent and cannot produce the desired result. So may not supply the information.

4. Deliberate ignoring-the superiors ignores the communication from the subordinates. They do intentionally to maintain their importance.
5. Time constraint- the superiors are busy people and they are overburdened with the work. They get little time to talk to subordinates.
6. No perception- managers think that understand employees problem but employees do not think so. This difference in perception makes communication difficult.

#### **B. Barriers of Subordinates-**

1. Lack of willingness- the subordinates don't come forward to give information to superiors. Either, they feel shy or scared to communicate.
2. No incentives- if the organisation do not reward for suggestions of subordinates then they are unwilling to co-operate in communication.
3. Cultural differences.- the cultural differences between the superior and subordinates create barriers in communication.

#### **Essentials of Effective Communication**

Effective communication requires efficiency on the part of the sender as well as receiver and a smooth transmission system. Effective communication depends on the following.

1. Use of simple language:- always use simple language so that the receiver understands the message clearly.
2. Maintain clarity:- Be specific in communication to avoid confusion. Do not make ambiguous statements because it will increase misunderstanding.
3. Consider status of receiver:- people come from different education and learning background. While preparing message it is important to consider the level of understanding of the receiver.
4. Give complete message:- the sender must take care to give complete message so that the receiver does not indulge into self[interpretation,
5. Use empathy:- empathy means so see yourself through the eyes of others in the communication link. Use familiar words, short words and single words which the receiver will appreciate.
6. Message at right time:- communication should be made at the right time to have its proper impact.
7. Control emotions- when the sender becomes emotional, he will land up saying something different.
8. Encourage feedback- feedback of communication will encourage both transmission and reception. Feedback will also establish how correctly the message was received by the receiver.
9. Consider the context- relationship exists between one problem and the other or between two events because there is cause and effect. It is necessary to understand the context in which the communication was made.