

A STUDY ON ORGANIZATIONAL COMMUNICATION: CONCEPTS AND IMPLICATIONS

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ABSTRACT

The paper centres around managerial communication in the organization and its system and operation. It describes effective communication and its internal and external barriers. The contrast between the plans of the conventional communication framework is considered and the types of informal communication channels, which are existed in an organization. The study has also analysed the models understanding managerial communication and hierarchal goals incorporated with regards to viable influence and persuasion. The paper also examines the communication procedures and the various layers to get the fundamental procedures.

KEY WORDS: Organizational Communication, Models, Formal Channels, Informal Channels, Productivity.

1. INTRODUCTION

The hierarchical degree of communication works within the organizations that connect employees. Henri Fayol, 1976 characterizes the board "To oversee is to figure and plan, to sort out, to order, to facilitate and to control.' Management infers and activity as opposed to a job. To others the term implied a gathering of individuals, an occupation. Effective communication is significant for all the organizations. Organizations look to carry out goals by monitors of the aggregate activity of every one of their members. Not exclusively should people be inspired to run after the association's goal; however, work should be co-ordinate and controlled for the effective working of the association. At the core of this should be a powerful conventional communication framework (David Clark, 1997).

For the individuals who manage clients, powerful influence incorporates distinguishing fitting business sectors, creating powerful messages, finding fitting vehicles for passing on messages and staying ahead of the competition as far as creating and keeping up outer assuredness. The progression of information round the company like bloodstream or circulatory system of a living being is a fundamental asset. Communication not only helps in the enhancement of the positive attitude and performance of the employees, but also increases the inclusive growth of the organization. The time has come where we must regard communication as a prerequisite and necessity and not as an art of amazing other at the workplace. Anchal & Kavita (2015) stated that "the performance of an organization depends upon the successful communication inside the organization at various levels i.e. internal communication and outside the organization with business partners, government agencies and customers' etc. i.e. external communication." Communication may course through formal and informal "grapevine" (Len Ross, 1997). Persuasion or Influence is continuously a cognizant action. Influence and persuasion are exercised including at least two people who joint communication activity decide the outcomes (Gerald, 1973). Organization goes into relationship with their workers by changing degrees of combination. Significant standard reconciliation exists when an association makes conditions that permit its individuals to meet both hierarchical and individual targets (Shackleton, 1997). There are following models of organization.

2. Employee Interaction

Employee Interaction requires the capacity to communicate and convince. It implies revamping the presence of strife and realizing how to manage it. It implies revamping the significance of remunerations and knowing how to utilize them in the presence of three models of an organization – worker relationship.

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The Exchange Model Association working as indicated by this model gives motivations to representatives to increment profitability. Influence show in such an environment is quiet submission (Barrett, 1977). "When the content and the idea of the information change due to any reason, i.e. sharing information with a huge assembly of people, new organizational structures come to an existence, i.e. decentralized systems where everyone knows everything with their own perception and understanding and share it further with another group with some different meaning and context" (Anchal & Kavita, 2015).

a. The Exchange Model

Association working as per this model gives motivation and incentives to increment their efficiency and productivity. Influence show in such an environment is quiet submission. The worker surrenders their very own guidelines for the organization standards for in any event the eight-hour workday.

b. The Socialization Model

This model includes and about leadership. The predominant how focuses on the significance of organizational goals, what's more, with conviction calls for them to be convince with industriousness, can quicken the socialization measure. For this situation peers likewise convince each other to receive hierarchical standards and worker socialization turns into a vertical (Superior – subordinate and level (peer – peer) measure.

c. The Accommodation Model

The third model presented by Barrett (1977) ventures past the unidirectional influence aspect of the two models. This model empowers more prominent self – Autonomy and consequently establishes an environment helpful for collaboration. Since the workers are remembered for a significant part of the critical thinking, objective – setting and choice – making exercises of the organization, equal principle correction, revision and the generation of commonly fulfilling new principles are obviously empowered.

3. Formal and Informal Means of Communication

There is a wide scope of conceivable Communication channels for the transmission and receipt of data in the organizations. The proper communication channels can be essential for the conventional design of the organizations and will be planned to be utilized as a part of its administration. Who conveys, what is to be conveyed and how it is to be imparted. Informal interchanges are a method of enhancing the proper framework of formal channel. In the casual or informal communication, there are frequent components of the "Grapevine", remover and tattle. In numerous associations the grapevine is major casual correspondence channel. The actual term suggests that there is a figurative knot of branches which may distort data. The second component in our examination of casual correspondence is the job of gossip which is a message sent over the grapevine and did not depend on true data. As a rumour it could be valid or bogus or have components of both. Rumour flowing externally and outside of the organization can be especially harming the overall image of the company.

Table1: A Model of Informal and Formal Communication

Communication	Formal	Informal
Oral	Representatives gatherings, public location, meeting request, giving guidance.	Individual contacts meetings and Telecommunication worker plant Tours (Orientation)
Written	Preparation organization polices Management news foams Company Magazine Company Reports	Announcement Boards Daily News Digests
Oral and Written	Organization Meetings where	Face to face contact

	reports and information are introduced.	between senior and Subordinate where composed data is exchanged.
Visual	Motion Picture Slides Chart talks.	Sound-activity exhibits closed-circuit TV

(Raymond, 1987)

This is especially the situation in circumstance in which there is certifiable disarray about what's going on and the officially distributed data is indistinct and deficient. Alongside rumour talk the grapevine frequently imparts gossip: inactive talk, regularly of little result however it can be harmful if malevolent and about specific individuals. It can hurt notorieties, which are regularly set up to a degree in gossip. It could have a positive side as well. It tends to be a spirit sponsor, a mingling power which illuminates bunch standards, and it tends to be helpful to the person as a method for sharing business stresses. The correspondence of a message begins with the sender having an idea, data, or piece of information to pass on. Envision a data agent in a vacationer office noting an inquiry from an explorer about where a specific structure is in conveying the answer there will be the following stages:

- i. The assistant having heard the question ponders the wide scope of information applicable to the data mentioned and chooses what data, in what language and how data is to be conveyed.
- ii. The assistant intellectually settles on the genuine substance or phrasing of verbal and different messages to be given and some other types of correspondence to be utilized.
- iii. The message is communicated by discourse and maybe additionally by signal. The representative may fortify the verbal message by giving the inquirer some composed data, a road plan for this situation. The course to be taken might be appeared on a guide.
- iv. The explorer gets the messages by tuning in and maybe looking.
- v. The message is decoded. The language, elocution and words utilized might be hard to comprehend.
- vi. The interpreting should make a beeline for the total comprehension of the answer given to the first question. Or then again, the answer may not be completely perceived.
- vii. The comprehension of the answer may prompt activity. The explorer might be happy with the appropriate response to be inquiry and exist to office (Victor, 1992).

i. Formal Channels

Formal communication channel follows hierarchy of command and streams of data is from a boss to his aides and at that point it is additionally given to the following level. Formal channels are intended to convey data like the points, techniques also, activities of an organization. The organization's bulletin is one of the best models. The pamphlet gives solid consciousness of an organization's points and destinations not exclusively to its workers, however, to its clients also. Updates, rules, reports and arranged gatherings, examination gatherings, congregations, corporate strategy, yearly reports, customer satisfaction audit, organization's guide, are all proper communication channels.

ii. Informal Channels

An informal channel runs alongside formal channels in an organization. Formal communication channel alone can't work capably and need some external help for example casual organization. Even though the interaction may get upset by informal channels, thus, it turns out to be exceptionally fundamental for a supervisor protect a condition of equilibrium between the two. The best illustration of informal channel is a cafeteria/container where workers get settled environmental factors to examine different expert issues with one another. Excellence gatherings, supervisors sitting on the

floor with different workers, different preparing successions, executing an active strategy to deal with questions, collaboration are considered to act as an illustration of an informal communication channel.

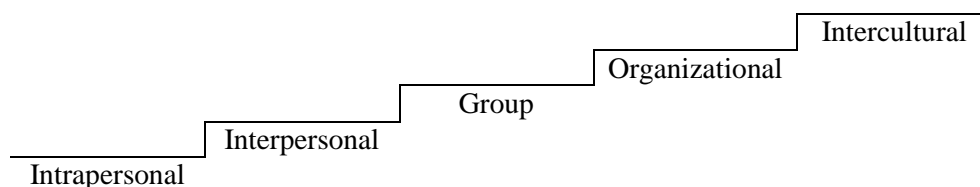
4. Formal Communication Technique

To accomplish effective communication in an organization the executives needs a technique for its formal channels of communication. The execution of this system should be upheld by persistent training and preparing in communication strategies and mindfulness. This ought to be additionally standard reappraisals of the way, the formal communication frameworks of the company are typically working. In taking choices, about the plan and activity of the proper interchanges' framework, the manner in which they may really work out and the effect of the unavoidable casual interchanges ought not be neglected. There are four principle areas in which decisions should be taken and where issues and problems can emerge:

- i. People should know about the need to communication (Awareness).
- ii. People don't have the exact idea what ought to be imparted (Content).
- iii. People don't have a clue how to impart in the best way (Method).
- iv. Adequate channels for communication are available (Facilities).

Methodology is the aftereffect of skilful arranging. Jerry Wofford(1977) and others have introduced different organizational communication methodologies.

5. Steps in Organizational Communication:



The intrapersonal communication is the primary level of communication. It centres around internal conduct such is noticing, tuning in, perusing, reading, and writing. The second class is the interpersonal degree of communication. At this level, at least two individuals communicate and exchange thoughts. They might be sharing data, giving criticism, or basic keeping up, giving input, or keeping a social relationship. The most continuous type of group communication is meeting which might be either formal or casual the intercultural level of communication concerns connection among individuals of various societies (Humstreet & Baty, 1991). All communication happens inside a culture. Culture is the social stick that ties individuals from countries and organizations together through shared qualities, images and social thoughts. Hierarchical culture additionally influences how trough conveys. In certain associations, a regular worth might be to explicitly state each solicitation or recommendations, while in another association composing is exercise in futility.

6. Layer Model

The strategic approach might be compared with an onion. The technique is at the actual centre of the onion; however, one should strip away the various layers to get deeply. Achievement breeds achievement. Effective and interactive communication brings about trust and receptiveness, which improve work execution. Manager must stay away from communication mistakes that my outcome in

a negative environment. Does a believing open environment exist or does a shut, guarded environment win? Hierarchical communication culture likewise influences how managers impart. It gives a comprehension of acknowledged qualities. These qualities should be found with communication. For example, if autonomy is esteemed, a convincing strategy as opposed to a requesting approach might be needed. On the off chance that custom is esteemed, a formal type notice as opposed to a call might be fundamental. On the off chance that broad specialized subtleties are some part of the hierarchical culture, all reports may require specialized elaboration.

7. Transactional Mode

According to John Akers, 1992, the channel is the strategy used to pass on importance among individuals. The sort of channel used relies upon the message and the strategy used to exchange thoughts. Individuals encode when they pick the best images to address their musings and sentiments the more prominent the arrangement between two individuals about the significance of the images, the more noteworthy the likelihood of shared agreement. Whenever encoders have picked and deciphered the images that address their idea, the communication recipient should decode the message. The individual should initially see the message and afterward the person should decipher what has been seen. Feedback allows the sender to decide whether the message was deciphered and if essential, give a freedom to alter future messages. It is the way toward restricting the sender and receiver.

Reap the benefits of effective organizational communication — increased productivity.

- i. higher quality of services and products.
- ii. greater levels of trust and commitment.
- iii. increased employee engagement and higher levels of creativity.
- iv. greater employee job satisfaction and morale of employees.
- v. better workplace relationships.
- vi. Barriers to Effective Communication

Three parts of the message receiver are especially significant first and foremost, are the collector's feelings and perspective understood? In attempting to offer to a client, how are the organizations items assessed? What is the imminent client looking? A second viewpoint is the persuasive mentality of the receiver. Thirdly, individuals may see words, ideas and articulations uniquely in contrast to that of the sender on the grounds that they have very various perspectives. This perspective is alluded to, as a "frame of reference".

Stage 1: To lessen the communication barriers, which emerge from neglecting to comprehend the individual who gets the message one ought to create sympathy with the individual, comprehend the inspirational state and furthermore how things are seen and deciphered in the specific frame of reference.

Stage 2: Face-to-face communication, surely all correspondence ought to be two different ways to be compelling or effective. Feedback is the way toward getting data of the receipt of the message from the receiver.

Stage 3: The utilization of different channels can improve communication extensively with the assistance of reiteration. To stay away from mistaken assumptions, an agreement haggled verbally will be affirmed recorded as a hard copy. A genuine illustration of a circumstance where a manager needs to give the least possibility of confusion is the way, where association conducts yearly staff examinations. The staff assessment might be conveyed verbally. The worker is appeared the report, strengthened by verbal intensification and the responding to of any inquiry. The communication measure is finished by the marking recorded as a hard copy that the audit has been peruse and perceived.

Stage 4: Signal should be meaningful. The sender may utilize words giving one message however the body language and generally speaking disposition gives the lie to the verbal message. For instance, a

popular subject in the mid 1990's was business morals. Numerous organizations offered LipService to a code of business morals and focused on the significance yet by and by adjusted exactly, not the aim, of their morals code.

Stage 5: Physical plan like furniture can decrease impact. A circle of seats can improve the viability of gathering communication.

Stage 6: The degree of sophistication of language and the real words can be an obstruction. The sender ought to relate the real words and expressions used to the specific crowd. Expressing needs to be pitched at the correct level. Some denounce the use of Jargon it can have a significant mental part in receiver sensation of being treated as equivalent to the sender and they can relate to the speaker.

Group briefings and quality circles are the two gadgets for the board to carry out the advantages which can come from up close and personal gathering on the exchange of data and the joint addressing of issues. The point of group briefings is to conquer the constraints of joint discussion panels. They additionally plan to conquer the inadequacies of causal briefings. Numerous examiners have inferred that a significant piece of the accomplishment of Japanese firms at the shop-floor level was their reception of value circles. The strategy strengthens bunch attachment at the level of the shop-floor, an average quality circle will be comprised of five to ten shop-floor individuals with a prepared pioneer holding ordinary short gatherings where they way to deal with the issues systematically.

8. Conclusion

Number of influence important parts of organizational life requires great communication of data all through the organization is fundamental for its endurance and development. The Executive Board needs proficient two-way channels of communication to show up at, and put into impact, the fundamental decisions about the new organization's arranging control, coordination, and inspiration. Instructing representatives isn't as powerful as convincing them. It is the best activity. A significant part of correspondence is that each one should realize what is expected from them and how they are performing so that can improve their tasks. The authoritative culture, specifically the manner in which individuals identify with one another ought to be taken into account. Explicit advances ought to be taken to conquer potential hindrances to workable communication such as issues of predisposition language, over-burden and absence of trust. Great correspondence successfully and adds to the accomplishment of the enterprise.

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