What is communication?
(Rue & Byars; 1995)
☐ Communication as the act or action of transmitting information.

(Stoner & Gilbert; 1986)
☐ Communication as the process by which people seek to share meaning via the transmission of symbolic messages.

(Bartol & Martin; 1991)
☐ Defined communication as exchange of messages between people for the purpose of achieving common meanings.

(Dubrin & Ireland; 1993)
☐ Defined communication as sending and receiving messages, including ideas, emotions and thoughts.

☐ A process in which one person or group evokes and identical or common meaning in another person or group.

☐ Communication simply means the process of exchanging information which involves the process of sending and receiving information. It is done by creating and developing understanding between people through an exchange of idea, concepts, opinions, facts and beliefs. By exchanging information individuals and groups are able to get their daily task and activities accomplished.

The Importance of Effective Communication
i) Information Function
Provides information to be used in decision-making. Eg; concerning alternatives, future events etc.

ii) Motivational Purpose
Encourages commitment to organizational objectives, thus enhancing motivation.
iii) Controlling Task
To clarify duties, authority and responsibilities, thereby permitting control. If there is ambiguity concerning such matters, it is impossible to isolate sources of problems and to take corrective actions.

iv) Emotive Roles
It permits the expression of feelings and the satisfaction of social needs. It may also help vent frustrations.

v) Managerial Jobs
Is also central to many of the managerial roles such as manager as a leader, liaison, disseminator, spokesperson, disturbance handler, and negotiator.

Basic elements of communication
i) Sender
The person who initiates the communication process by encoding his or her meaning and sending the message through a channel.

ii) Receiver
The person to whom the sender directs or sends the message. The number of receiver to the message can be one, two or many people; it depends on the decision of the sender.

iii) Encoding
The process that translates the sender’s idea into a systematic set of symbols or a language expressing the communicator’s purpose.

iv) Message
The tangible forms of coded symbols that are intended to give a particular meaning to the information or data; or an idea, concepts of information formulated by the sender to be sent to a receiver. The message must be heard and understood by the receiver.
v) Decoding
The translation of received messages into interpreted meaning.

vi) Channel
The carrier of the message or the means by which the message is send.

vii) Communication feedback
The process of verifying messages and the receiver’s attempts to ensure that the message he or she decoded is what the sender really meant to convey.

viii) Noise
Any interference with or distraction from the intended message.

Communication model

![Simple Model of Communication Process]
Characteristics of communication

i) Purpose
- To control behavior, clarify duties or establish authority
- Provide information for decision making
- To motivate and elicit cooperation.
- To express emotion or feelings.

ii) Levels
- **Intra-individual**
  - Messages from sensory organs to brain.
- **Interpersonal**
  - Between two or more individuals
- **Intra-organizational**
  - Between different groups or subunit in an organization
- **Extra organizational**
  - Between organizations or its environment

iii) Methods
- **Non Verbal**
  - Communication by means of elements & behaviors that are not coded into words / communication transmitted without words.
  - Its could be through:
    - Gesture
    - Body context
    - Express feeling / emotional
- **Verbal**
  - The written / oral use of words to communicate.
  - **Written communication:**
    - *Example* Letters, memos, reports, policy, manuals etc.
    - *Advantages* provide record & evidence, easily retrieved, direct feedback, speed up exchange of ideas.
  - **Oral communication:**
    - *Example* face-to-face conversation, meetings, telephone conversations asking question, lectures etc.
    - *Advantages* fast, immediate feedback, more personal than written communication
iv) Contents

☑️ Technical
   Instruction, policies & procedures

☑️ Interpersonal
   May or may not be job related

☑️ Strategic
   Future direction of goals organization

v) Direction

☑️ Horizontal
   Coordination effort among work group

☑️ Upward
   To provide feedback

☑️ Downward
   To transmit information or give direction.

Communication In Organizations

Channels of Communication

To assist managers in communicating effectively, they must use the right channel. There are two main channels of communication, they are:

i) Formal Channel

This refers to channels officially used by organizations to transmit information within and outside the organization.

In formal communication channel information flows freely to enable managers make quality decisions, plan and coordinates various activities in the organization. The aim is cost effective communication and the achievement of organization’s goals.
There are two main types of formal communication channels, they are:-

✓ Vertical Communication
  A vertical communication is a communication system in which messages or information move upward and downward.
  
  o *Downward Communication*
    In downward communication, managers pass the information down to all employees. This information includes the company’s policies, procedures, rules and work schedules.

  o *Upward Communication*
    It is used to provide subordinates an opportunity or means to convey information to their superior. This means information move from lower level to higher level member.

✓ Lateral Communication (Horizontal Communication)
  Lateral communication is also known as horizontal communications. It refers to the movement of flow of information between individuals on the same level.

ii) **Informal Communication**
  Informal communication is also known as the “grapevines”. Information is passed between individuals and groups which can job-related or personal in nature. Information of messages transmitted is usually through oral channel and it is part of an interpersonal communication rather than organizational communication.

There are four types of grapevines chains, they are:-

1. Single strand
2. Gossip
3. Probability
4. Cluster
1. Single Strand

- Least accurate in channeling information because information that move from one another are added, filtered and passed in the way the sender would find it interesting & ‘juicy’ to convey.
  - Example: Mr A tells Mr B something about the organization. Mr B then tells it to everyone else in the line. As information reaches to the last person, the news is already inaccurate.

2. Gossip

- This chain is often use to convey information that is interesting & is non job-related.
- The news must be interesting to hear.
  - Example: When Mr A hears news, he quickly conveys it to as many people, to friends, relatives and even to the boss.

3. Probability

- Individual may have some info that may not be interesting, but useful to some people.
- He will only relate the info to an individual /groups who need to know & will benefit from the news.
- The other people who get the news may tell others at random, or may not convey it to other people.
Types of Communication

Verbal Communication
- Is a way of transmitting message by means of spoken words, writing letters, memo, newsletter, bulletin boards and etc.
- In organization communication, it is the normal and formal form of communicating.
- Advantages:
  1. It forms a record and evidences
  2. Through a face-to-face meeting does not only speed up the exchange of idea/info, but also fast in getting direct feedback.

Non-Verbal Communication
- Is the exchange of information/transmission of message by means of gestures.
- To express feeling and emotion of individuals.
- Are categorized as follows:

Facial expression and movement

The movement of the person's head and a particular look on the individuals face provide signal of approval, disbelief and distrust.
Barriers To Effective Communication

i) Poor listening

People spend a lot of time communicating with one another and yet, many individuals are poor listeners. This includes the manager himself and employees.
ii) Semantic problem
The usage of words can be a barrier to effective communication. Semantic is the various meaning people attach to words. Certain words maybe interpreted different by differently by different people. They differ because of individuals past experiences, educational background, attitudes and perception.

iii) Filtering
It refers to an alteration of information to make it interesting, positive and acceptable to the receiver.

iv) Credibility of the sender
This means how trustworthy the sender or the source of the message. If the sender is known to be trustworthy, the information will get to the receiver clearly. Where else if the sender has low credibility, the receiver maybe ignores the information conveyed to them.

v) Emotionally
Emotionally is associated with a person’s feeling of love, anger hate, jealousy, fear, defensiveness, embarrassment and enthusiasm. All this feeling have influence over and individual’s delivery and acceptance of messages of information.

vi) Noise
Noise relates to any factor that interferes, confuse or disturb the messages from reaching the receiver in the way it is intended.

vii) Inconsistent verbal and non-verbal communication
A person conveying information is always said to be effective when he speaks face to face. But the messages conveyed are strongly influenced by his non-verbal actions such body movement and gesture.

📖 Overcoming Barriers To Effective Communication
i) Obtain feedback
Poor listening and noise can hinder and waste efforts of communicating. Managers or individual could encourage the receiver by asking them to ask questions, repeat the message or express action.
ii) **Use simple language**

Words may have many meanings or ‘semantic’. As such it will be good for managers to use simple language and words that are common and can easily be understood by all. Technical terms must be clearly explained.

iii) **Recognize emotions**

Listening will be more effective when an individual put himself in the situation (empathy). Managers must be able to pin-point the feelings of employees behind words and statement they said.

iv) **Do not make own conclusion**

People are fond of making their own conclusion to the story or information they hear before the speakers finishes relating his story. Manager needs to listen to the full story before making any decision.

v) **Avoid noise**

To avoid noise, one must identify its cause or sources.

vi) **Understand verbal and non-verbal communication**

Manager should understand individual’s facial expression, clothes, postures and gesture. This is because they signal something and it should be consistent with the message they are sending. A careful analysis of individual non-verbal communication would reduce or even eliminate inconsistencies in communication.

vii) **Create openness, rational and trust**

Subordinates always have fear and a feeling of insecurity to share their problems. Managers should control themselves in the communication process by instilling an atmosphere of openness. Rational and trust. By doing this, it will encourage subordinate to discuss and talk freely about themselves, their work and other problems.

viii) **Send message in an effective way**

This can be done by:-

- Plan and clarify ideas before communicating
- Be specific in giving orders or direction
- Use bias free language
- Modify language and use words appropriately