The Role of Communication to Improve Organizational Process

Seyyed Ali Banihashemi*
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Abstract
The purpose of this paper is presentment theoretical framework of communication in organization, for managers due to a better understanding of the dimensions and aspects of it, and improve communication quality in their organization. The Methodology of this research is archiev type which exploited of various foreign articles and books. The results of this paper indicate that managers who want to have a appropriate communication, after selection of communicational channel, should have a comprehensive plan according to their environment and organization.

Keywords: Communication, Management, Organization

* Acknowledgment
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I. Introduction

Communication can be viewed as a medium, a means to performance ends, or as constitutive, as the end in itself. Within the goal dominated domain of aviation, it is more often defined as task communication, about the goals of the team and organization. Non task communication would include innovation and social maintenance communication. [5]

Thus communication is essential to effective team performance and communications for any organization is like blood flow in the human body. The most efficient managers are who that understand communication and the use it in their organizational environment. For coordinatino between material and human elements of organization as a efficient network, good communication is essential. Because communication isn't being connected organization operation will stop. The porpuse of this paper is to help managers to communicate desirably in the organization. Therefore first we explain brief skills in communication, communication process and types of communication .then we discusss Communications planning process, and with expressing Johari window clear vague and dark areas of communication in organization for managers.

II. Communication Skills

In any organization, communication is critical to effective management. Communication is transference and the understanding of meaning.

Communication involves both receiving and sending messages (see Table 1). For the purpose of management, it is important to give thoughtful consideration on how to accomplish each task most effectively. In this respect what management is looking for is judgement, the ability to communicate (which means listening as well as speaking), humaneness and concern, openness of mind, and the ability to concentrate and that hard for a goal that the individual has to buy into. [4]

<table>
<thead>
<tr>
<th>Communication</th>
<th>Send</th>
<th>Receive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Verbal</td>
<td>Verbal indicators you give to others</td>
<td>Verbal indicators that others give to you</td>
</tr>
<tr>
<td>Visual</td>
<td>Behavioural indicators, such as hand movements that you give to others</td>
<td>Behavioural indicators others give to you</td>
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</table>
Communication skills have great importance in the work area just as they in all areas of life. For most of the professions, communication skills such as being able to express one or to understand the others correctly are required for success and satisfaction at least in elementary level. [8]

Even though an organization performs its tasks more efficient than expected, one should know that this success will not continue so long if it lacks the same efficacy in communication. [10]

The success of communication depends on several factors. Transmission of message by the process of encoding and decoding the message, which may result in short-term perception, is not adequate for the success of communication. Communication should be in such a way that will give opportunity for the respondent or receiver to task decision with regard to the message he perceived. [3]

III. Communication Process

Communication is the transmission of meaning from one person to another or to many people, whether verbally or non-verbally. Communication from one person to another is commonly depicted as a simple triangle consisting of the context, the sender, the message, and the receiver. [2]

There are also at least two positions on the role of communication in organizations. One regards communication as a subprocess which plays an important role in other organizational processes.

For example, communication serves as a channel for the exercise of leadership or for the maintenance of interorganizational linkages. The other position argues that communication is the process which constitutes the organization and its activities. [6]

Communication is essentially a perceptual process. The sender must encode intended meaning to create messages. The receiver then decodes the messages to obtain perceived meaning. Effective communication depends on the sender and the receiver sharing an understanding of the rules used to encode meaning into messages. As shown in Figure 1, effective communication between individuals (the sender and the receiver) involves many steps, including encoding, decoding, and feedback. [7]
Communication is about creating and exchanging messages between senders and receivers over channels. As shown in Figure 2, the source in human communication is the person sending the communication. In order for communication to take place, an objective, expressed as a message to be conveyed by some person is required. This message is encoded in human communication. The channel is the medium through which the message travels. [9]
IV. organizational communications

All communication is associated with initiating some form of action or behaviour. Communication is generally one of three types (Table 2). At its simplest level, top-down communication is used to instruct, control, and direct impersonally. Top-down communication is commonly associated with hierarchically structured, centrally driven organizations in which decisions are taken without too much consultation at the lower operating levels within the hierarchy. Feedback is not a requirement though team briefings are usually undertaken by middle managers. In contrast to top-down communication, the purpose of two-way communication is to create the conditions under which people freely contribute more to the achievement of the goals of the organization. Two-way communication is associated with participatory styles of management, best practice, and the alignment of project goals and personal goals.

Three-way communication that is downward, upward, and lateral are a feature of “project organizations” in which people are encouraged to cross barriers to get the information they need to do the job. [4]

<table>
<thead>
<tr>
<th>Type of communication</th>
<th>Explanation</th>
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</thead>
<tbody>
<tr>
<td>Downward communication</td>
<td>The process is management owned and controlled and is used to pass information down through the organization</td>
</tr>
<tr>
<td>Downward and upward communication</td>
<td>A two-way flow of information is exchanged between management and operating staff-ownership of the process is sometimes shared</td>
</tr>
<tr>
<td>Downward, upward, and lateral communication</td>
<td>There is a free exchange of information across the organization</td>
</tr>
</tbody>
</table>
V. Formal and informal communication

Organizational communications differ in formality. Formal communications are official, organization-sanctioned episodes of information transmission. They can move upward, downward, or horizontally and often are prearranged and necessary for performing some task.

Informal communication is more unofficial. People gossip, employees complain about their boss, people talk about their favorite sports teams, they whisper secrets about their co-workers, work teams tell newcomers about how they operate. The grapevine is the social network of informal communication that helps people interpret the organization, translates management’s formal messages into "employee language”, and conveys information that the formal system leaves unsaid. On the other hand, the grapevine can be destructive when irrelevant or erroneous gossip and rumors proliferate and harm operations. [1]

Richness is the information-carrying capacity of an item of data. When the communication of a single item of data conveys substantial new understanding, that communication is information rich. As shown in Figure 3, communication media vary in their information richness. Information richness is determined by such factors as the number of channels utilized in the communication medium and the opportunities for and speed of feedback.

![Figure 3. The Relationship between Information Medium and Information Richness](image)

Face-to-face communication is highly information rich because it utilizes multiple channels (words, facial gestures, body language) to reinforce a message. Face-to-face communication also provides opportunities for immediate feedback. Written communication
is lower in information richness because it lacks the support of multiple, meaning-confirming channels, and feedback is slower. [7]

VI. Communication Planning Process

Communications planning with the proper investment of time, resources, and collaboration becomes both a problem solving process and a learning process. Perhaps the greatest payoff that comes from successful use of communication planning is the groundwork that is laid for future cooperation within the project community.

Communications planning generally involves four phases. Within each phase, the participants will normally work through several tasks to accomplish the specific objectives (Figure 4). The phases are:
1. Assessment of needs
2. Formulate plan
3. Implementation plan

Phase 1: Assessment

The assessment phase is a critical first step in determining the scope of communications planning. The objectives of an assessment are to identify key communications issues and which stakeholders will be affected and those that will play a vital role in the project.
Phase 2: Formulate Plan

Once the assessment phase is concluded, the next task is to assimilate the findings from the assessment and recommend a suitable course of action. There is no precise formula for determining the right communication plan or whether it is likely to succeed or hit the right mark. However, there are a number of key indicators that contribute to what may be considered best practice.

- Keep the process simple
- Know your audience
- Maintain an overview of the vision
- Define clear roles and responsibilities
- Set concise deliverables
- Perform validations at appropriate intervals
- Use appropriate validation criteria
- Represent your vision by words and deeds.

Phase 3: Implementation

Once an agreement is reached as to the content of the plan, the work of implementation and monitoring begins. Although the process often creates a great deal of good will, the progress can be wiped out by a lack of attention to detail following agreement to implement the plan. During the implantation phase, the project manager should support the actions of the implementers and ensure that all actions are concluded in line with the agreed deliverables. [4]

VII. Communication Styles

People differ in the ways they choose to communicate with others. We all know individuals who rely on face-to-face discussions, and others who utilize e-mail and voicemail almost exclusively. Developed by Drs. Joseph Luft and Harry Ingham (after whom it was named), the Johari Window has received widespread use by management trainers as a device for assessing and categorizing managers' communication styles. As shown in Figure 5, the Johari Window classifies an individual's tendencies to facilitate or hinder interpersonal communication along two dimensions: exposure and feedback. Exposure is the extent to which an individual openly and candidly divulges feelings and information when trying to
communicate. Feedback is the extent to which an individual successfully elicits exposure from others. These two dimensions of communication (exposure and feedback) give rise to four distinct components of interpersonal communication. As shown in Figure 5, the arena represents information that is known to the manager and known to others. In the best of all worlds, all communication would be in the arena. A manager would be open and candid in discussions with others team members, and in turn those other members would be open and candid in discussions with the manager. The more information that falls in the arena, the more effective the communication. The second cell of the Johari Window is the blindspot. Information in the blindspot is known to others but not known to the manager. Blindspots occur when a manager does not communicate enough, does not listen well when communicating, or antagonizes others so that they don't provide the manager with feedback. Components of communication become hidden when a manager fails (intentionally or unintentionally) to provide information to others. Hidden information can cause problems, particularly if the manager incorrectly assumes that everyone already knows it. Finally, information may be unknown to both the manager and others. This information is not intentionally being held back, but it nevertheless remains uncommunicated. [7]

![Figure 5. The Johari Window](image)

Differences in the extent to which managers' communication skills and abilities result in arena, blindspot, hidden, and unknown information give rise to four distinct communication styles:

Type A communicators are low in both exposure and feedback. Type A managers would be characterized as uncommunicative, terse, and even aloof or impersonal. Type A communication results in both hidden information and blindspots.
Type B communicators are also low in exposure, but they are high in feedback. Type B managers constantly seek out information, but they rarely provide information in exchange. Type B communication results in hidden information. Managers low in exposure (Type A or Type B communicators) basically don’t trust others with important information. Low-exposure communication is particularly ineffective when paired with high feedback because it results in continual requests for information.

Type C communicators are high in exposure but low in feedback. Type C managers are typically perceived as being autocratic or arrogant. They provide lots of information but rarely request the opinions of others. They are likely to be perceived as not valuing others' opinions and perspectives. Type C communication tends to create blindspots.

Type D communicators are high on both exposure and feedback. Most of their information is arena information, and they tend to communicate effectively. [7]

VIII. Conclusion

The communication in organization is so important that it is said, the first and most important task of managers that they have to expand communications system in the organizations. Necessary information should be considered before a decision must be taken. Communication is considered as the blood vessels that bring life flows and lack of information cause will be disorder of the heart. In short, without effective communication tasks of survival and it will not be possible.

In this paper investigated all aspects and points to effective communication in the organization, it gain in conclusion that channels of communication is one of the most effective way in a relationship, and qualified managers have to pass over all stages of communication. We hope that the results of this paper caused the attention of managers in their responsibility.
References