

**Organizational Behaviour- II**  
**Prof. Sangeeta Sahney**  
**Vinod Gupta School of Management**  
**Indian Institute of Technology, Kharagpur**

**Lecture - 20**  
**Communication (Cont.,)**

Namaskar. Today in this lecture, we shall be coming to a close on our topic, 'Communication', which is a part of our subject called, Organizational Behaviour II. So, this is Lecture V in Module IV, and the last lecture on Communication. And we will be discussing the kind of strategies that are required to overcome barriers to effective communication, and the kinds of strategies which would help make communication more effective.

So, we will start with how to overcome the barriers to effective communication and then we will move on to discussing what should be done to make communication more effective.

So, the first thing that we will deal with will be overcoming barriers to effective communication and then we will see what can you do to make communication effective.

**(Refer Slide Time: 01:27)**

**ORGANIZATIONAL BEHAVIOUR-II**

**Communication**

- Overcoming Barriers to Effective Communication
- What can be done to make communication effective?

IIT Kharagpur

NPTEL

**(Refer Slide Time: 01:30)**

## Overcoming Barriers to Effective Communication

There are several ways which help overcome the barriers to effective communication.

- The sender must analyze as to whether it is a good time and place to communicate with the target person.
- Messages must be clear. Languages used should be simple to understand.
- There must be a single mode delivery; one thing at a time.
- The location of communication must be free from disturbances.
- The personal desire not to communicate in a particular situation should be honored. Emotional responses from the person in turn to what is being said must be respected.



So, coming to the barriers to effective communication. Yesterday, I mentioned to you that any obstacle that comes into the way or into the path of communicating effectively constitutes a barrier, and we discussed some barriers yesterday. We discussed barriers in general. We discussed barriers related to the sender, to the receiver, to the situation. Today, we will see how we overcome these barriers so that our communication can be effective.

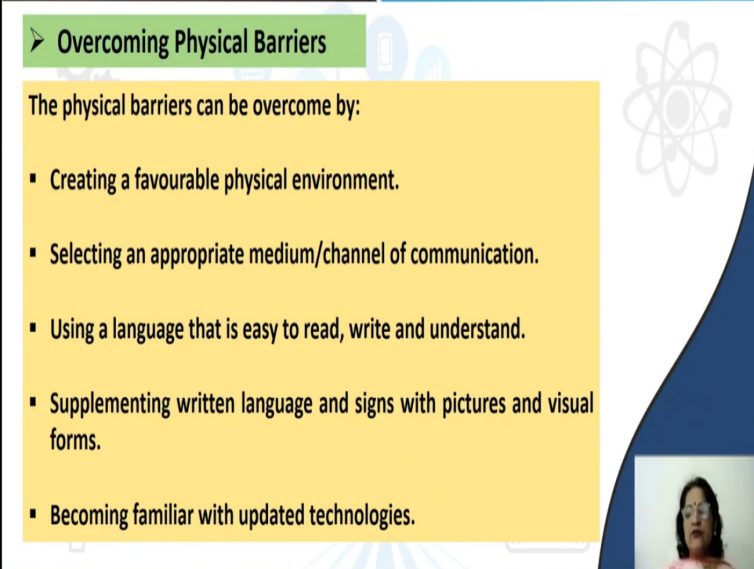
Now, there are several ways which help overcome the barriers to effective communication. First and foremost, the sender must understand as to whether it is a good time and a good place to communicate with the receiver. He must understand, he must analyse the context and the situation, and he must assess as to whether it is a good time and place to communicate with the receiver or with the receivers or with the target audience.

The message must be clear; the language that is used should be simple to understand. There must be a single mode delivery; one thing at a time that must be communicated. The location of communication should be free from all disturbances so that there are no physical disturbances. And one should also keep in mind whether the receiver or the receivers are in a receptive state of mind or not.

So, the personal desire not to communicate in a particular situation should be honoured, which means that emotional responses from the person, you know, in turn to what is being said must be

respected. So, both the sender and the receiver must give respect to the fact that either of the persons may not be in a receptive state to communicate. And so, the personal desire not to communicate in a particular situation must be honoured by both the parties. And emotional responses from a person in turn to what is being said must be respected. So, both the sender and the receiver must be sensitive towards each other.

**(Refer Slide Time: 03:37)**



➤ **Overcoming Physical Barriers**

The physical barriers can be overcome by:

- Creating a favourable physical environment.
- Selecting an appropriate medium/channel of communication.
- Using a language that is easy to read, write and understand.
- Supplementing written language and signs with pictures and visual forms.
- Becoming familiar with updated technologies.

The slide features a green header, a yellow main content area, and a blue decorative shape on the right. A small video inset of a woman is visible in the bottom right corner of the slide frame.

So, how do you overcome physical barriers to communication? Now, the physical barriers, if you remember yesterday, pertain to the physical disturbances in the environment. I spoke about physical barriers and we said that those barriers which actually pertained to the surrounding environment, constitute the physical barrier. Now physical barriers can be overcome by one, creating a favourable physical environment, and selecting a proper medium, or a channel of communication. Again, what we can rely on is the model on channel richness which we discussed in one of the lectures. And we spoke about that not all medium are equally effective to communicate, and based on the purpose of communication, based on the nature, the matter of communication, based on the audience, based on the environment, based on the contextual factors, we have to decide on a particular medium.

So, in order to overcome physical barriers, it is also very important that the sender selects an appropriate channel of communication. He uses a language that is easy to read, easy to write, easy to understand from the perspective of the receiver. The language, the written language, you

know, should be supplemented with pictures, with visual forms, with graphics, and the sender and the receiver must be both updated with use of technologies. Today with the internet, there have been huge technological advancements in communication. And it has to be kept in mind that the people, or both the parties, which is both the sender and the receiver have to be updated in the use of technologies.

**(Refer Slide Time: 05:34)**



The slide features a green header with the title 'Overcoming Cultural Barriers'. Below it, a yellow box contains the text 'The cultural barriers can be overcome by:' followed by a bulleted list of three points. To the right of the text is a 3D graphic of a person in a red shirt standing on a path of arrows. At the bottom right, there is a small video inset showing a woman speaking. The background of the slide is white with faint blue icons of gears and a network.

➤ **Overcoming Cultural Barriers**

The cultural barriers can be overcome by:

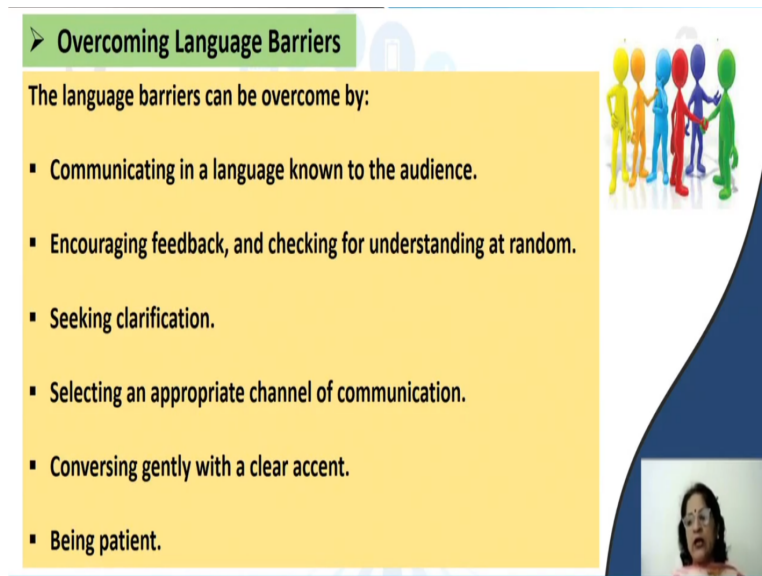
- Being sensitive to the culture of the recipients.
- Being conversant with the receiver(s) cultural background, particularly language, values and beliefs, customs and traditions.
- Creating an open, friendly environment.

Second is with respect to cultural barriers. So, yesterday we discussed what cultural barriers are. We said that people belong to different countries, different cultures, different subcultures, and when we communicate with each other, we have to be very, very culturally sensitive. And we said that this is even more so, in the case of multinational organizations, where there is diversity, cultural diversity with respect to not only the customers and the stakeholders, but also with respect to the employees.

So, whenever you have to communicate either with internal stakeholders or with external stakeholders, either with your employees or with the customers, you have to be very, very careful with respect to cultural elements. And the cultural barriers can be overcome by one, being sensitive to the culture of the recipients; creating a very open and friendly environment; developing rapport; and being conversant with the receiver's cultural background, particularly his language, his values, his beliefs, his customs and the traditions.

So, if you do that, you will be able to overcome the cultural barriers that exist in communication, and we will be able to make communication more effective.

**(Refer Slide Time: 06:51)**



➤ **Overcoming Language Barriers**

The language barriers can be overcome by:

- Communicating in a language known to the audience.
- Encouraging feedback, and checking for understanding at random.
- Seeking clarification.
- Selecting an appropriate channel of communication.
- Conversing gently with a clear accent.
- Being patient.


The slide features a yellow background for the text, a green header, and an illustration of five colorful figures (yellow, blue, red, green, purple) holding hands. A small video inset in the bottom right corner shows a woman speaking.

The third is with respect to language. Again, language, as we all know, is a component of culture. So, the language barriers can be overcome by one, communicating in a language which is known to the receiver, known to the target audience; encouraging feedback; checking for understanding of what you are saying randomly, suddenly; and in case the receiver or the receivers or the target audience is not able to understand what you are saying, you must be able to clarify it.

It is very, very important that when you communicate with people who speak different languages, you must use an appropriate channel of communication. So, it may so happen that you may not be able to use oral communication, but you may have to give a written communication, or in the form of a translated language known to the receiver, or even if you are already communicating especially virtually like online, so, transcripts should be available to the receiver in the language, which is known and understood by the receiver. So, you have to use an appropriate channel of communication, whether verbal or non-verbal; you have to be very careful about cultural components, about the language and, you must ensure that in case oral communication is not being understood, there is always an option for a written communication, and a transcription and a translation so that it can be easily understood by the receiver. In fact, oral communication can also be understood by people if there is a technological aid which

facilitates translation of what the sender wants to say to the receiver, especially if the receiver is not conversant with the language being used by the sender. Another, you know, step that can be taken to overcome language barriers is being patient, very clear with your accent, and conversing gently. So, these are, you know, ways in which you can overcome language barriers.

**(Refer Slide Time: 09:18)**



**➤ Overcoming Emotional Barriers**

Emotional barriers can be overcome by:

- Creating a supportive environment between friends, philosophers and mentors.
- Inspiring each other, and encouraging commitment to change.
- Being patient.

**➤ Overcoming Gender Barriers**

Gender barriers can be overcome by:

- Laying thrust on inclusion of the opposite sex in various tasks and roles.
- Encouraging networking across gender.
- Training employees on gender sentiments and gender sensitivity.

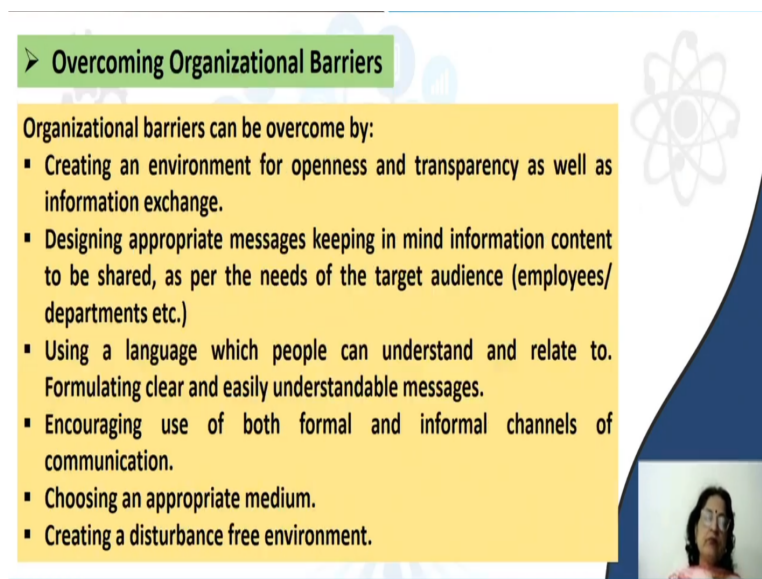
We also spoke yesterday about emotional barriers, and I did make mention about the receiver and the sender not being in positive mood states or positive emotional states, and I said that this could lead to improper decoding of the message, improper encoding of the message, and so, it is very, very important that, you know, when people interact with each other, they are in a stable emotional state, positive mood state.

So, emotional barriers can be overcome by creating a supportive environment between friends, philosophers, mentors, peers, colleagues, inspiring each other in the organization, and encouraging commitment to change; being very positive in your approach towards others; developing good interpersonal relations with each other; creating an environment of trust; being very open with communication, transparent with communication; and being very gentle and patient with each other, and developing a good rapport, good interpersonal relations which can help overcome emotional barriers, or any kind of fears, anxieties, and insecurities, etcetera.

Another barrier, which I spoke of was gender barrier. Now, how do you overcome gender barriers? Gender barriers can be overcome by laying thrust on the inclusion of the opposite sex in

various tasks and roles. If you recall yesterday, I spoke about the fact that in some cultures, we see a dominance of males or in some cultures, we see dominance of females. So, there is this gender role orientation, which exists in countries and that also gets reflected in the kinds of job roles or the tasks or activities that are designed to both men and women. So, in order to overcome gender related issues and barriers with respect to communications, it is very important that thrust is laid on the inclusion of the opposite sex in various tasks and roles; encouraging networking across gender; and training people to be gender sensitive, and respecting gender sentiment. So, this is how you will be able to overcome gender barriers, because once you are sensitive towards gender, and you are conscious about gender sentiments, when you communicate, you will automatically be more careful while dealing with members of the opposite sex and so, it is very important that we are very gender sensitive. In today's organizations, we are giving a lot of importance to women assuming important roles, and when we see a large number of people in the world, a large number of women in the world have been successful as managers, as chairman, as presidents of companies, it is very, very important that gender related issues are handled carefully, and gender sensitivity is addressed. And communication can be made more effective by overcoming these gender related barriers.

**(Refer Slide Time: 12:47)**



➤ **Overcoming Organizational Barriers**

Organizational barriers can be overcome by:

- Creating an environment for openness and transparency as well as information exchange.
- Designing appropriate messages keeping in mind information content to be shared, as per the needs of the target audience (employees/ departments etc.)
- Using a language which people can understand and relate to. Formulating clear and easily understandable messages.
- Encouraging use of both formal and informal channels of communication.
- Choosing an appropriate medium.
- Creating a disturbance free environment.

The slide features a green header with a white arrow, a yellow background for the list, and a small video inset in the bottom right corner showing a woman speaking. A stylized atom logo is visible in the background on the right side.

Coming to organizational barriers, I spoke about the fact that very often the organization structure or the roles, responsibilities, etc., you know, can also pose barriers to effective communication. So, how do you overcome organizational barriers? Well, they can be overcome;

by creating an environment of openness and transparency, as well as information exchange, designing messages keeping in mind the information content that has to be shared as per the needs of the target audience. Target audience here, being the employees in different levels of the organization, and the people working in different departments. So, there has to be a balance with respect to the kind of information you are sharing. There should not be any information overload. There should not be any information underload. Care has to be taken that there is neither overload nor underload. Care has to be taken that any and every piece of information that is important can be shared with the target audience, and so appropriate messages must be designed keeping in mind the very fact that there is clarity with respect to the information content, and even the content is such a which is substantial. There is neither overload nor underload. The language that is used in organizations while communicating must be such that it is known to the employees at different levels.

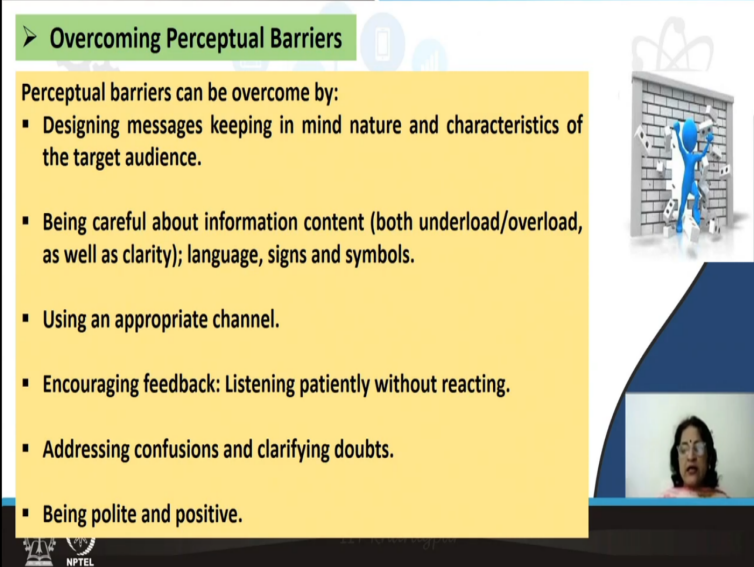
So, companies must use a language which people can understand and relate to. They must formulate clear and easily understandable message. And companies should encourage use of both formal and informal channels of communication. In a previous lecture, I have spoken about the importance of both formal and informal channels of communication, and the various networks that exist. So, it is very, very important, that organizations emphasize upon the use of both formal and informal channels of communication. As I mentioned yesterday, very often the informal channels of communication, are an important source for the management to assess people's attitudes with respect to job satisfaction, people's attitudes with respect to job commitment, as well as the fact that people's dissatisfaction etcetera, also can be judged through informal communication and the grapevine and so, companies must actually encourage the use of both formal and informal channels of communication. We also discussed that informal communication may not be always reliable and trustworthy. Yet, it is important in companies, and managers must give due respect to both formal and informal channels of communication. Another way by which you can overcome the organizational barrier is by choosing an appropriate medium.

Again, coming to the fact that based on the nature of the message, as well as the nature and characteristics of the target audience, the time available, the resources available, managers must



decide the kind of channel they must use. Again, channel richness or the concept of channel richness has to be kept in mind, and an appropriate channel must be selected. And then another way by which you can overcome organizational barriers is by creating a disturbance free environment in the organization, and during the communication process.

**(Refer Slide Time: 16:24)**



➤ **Overcoming Perceptual Barriers**

Perceptual barriers can be overcome by:

- Designing messages keeping in mind nature and characteristics of the target audience.
- Being careful about information content (both underload/overload, as well as clarity); language, signs and symbols.
- Using an appropriate channel.
- Encouraging feedback: Listening patiently without reacting.
- Addressing confusions and clarifying doubts.
- Being polite and positive.

The slide features a 3D blue character standing on a stack of books, with a large white question mark above it. A small video inset in the bottom right corner shows a woman speaking. The NPTEL logo is visible in the bottom left corner.

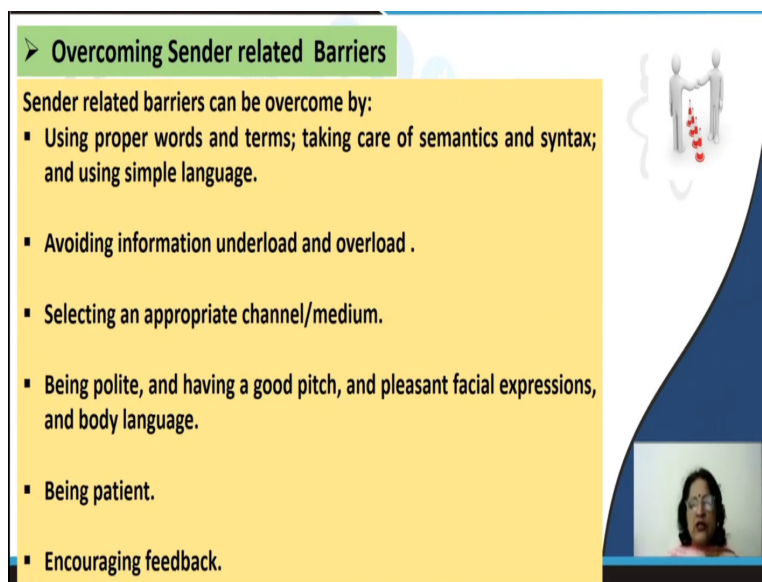
Then, we come to perceptual barriers. If you recall, I had spoken about the fact that we all differ with respect to our age, gender, educational background, literacy levels, you know, socio-economic backgrounds, cultural backgrounds, work experiences, and so forth, and all this has an impact on how we perceive things. So, people perceive things differently and because of this, there may be a difference in how people accept a message and understand it.

So, very often, there are perceptual distortions and errors, and this can make communication ineffective. So, companies need to take care of the perceptual barriers which exist, and perceptual barriers can be overcome by first designing a message keeping in mind the nature and characteristics of the receiver or the receivers or the target audience, being very careful about the content of information. As I just said, both underload and overload is not desirable, and managers have to be very very careful about the clarity of the message - both the content of the message as well as the clarity of the message, and they have to be careful about the language used; the signs and symbols; an appropriate channel must be used; they must encourage

feedback; in case the target audience seeks clarification on a particular point, the sender or the manager must be able to clarify those doubts to the subordinates.

So, in case the sender who is a manager communicates something to the receiver who is his subordinate, and the subordinate is not able to understand, the subordinate should seek clarification, and the manager should be able to address that doubt or that query, and clear the confusions. And of course, another way by which you can fight perceptual barriers is by being very polite, gentle, and very positive in your approach.

**(Refer Slide Time: 18:30)**



➤ **Overcoming Sender related Barriers**

Sender related barriers can be overcome by:

- Using proper words and terms; taking care of semantics and syntax; and using simple language.
- Avoiding information underload and overload .
- Selecting an appropriate channel/medium.
- Being polite, and having a good pitch, and pleasant facial expressions, and body language.
- Being patient.
- Encouraging feedback.

The slide features a yellow background for the text, a blue curved graphic on the right side, and a small video inset in the bottom right corner showing a woman speaking. There is also a small icon of two people with a red arrow pointing upwards.

Coming to the sender related barriers, so the sender here could be a manager, could be a supervisor in the case of a top-down communication. In the case of a bottom-up communication, it could be the subordinates or the employees of the organization who want to communicate with their bosses or with their managers. So, either way, with respect to sender related barriers, we should be very careful that proper words and terms are used. Care is taken with respect to the semantics and the syntax. Simple language is used, and both information overload and underload is avoided; an appropriate channel is selected; the speaker or the sender of the message in the case of written communication should be polite, and in case it is oral communication, he or she should be polite, have a good pitch, pleasant facial expressions and body language. In case it is a written communication, even then the message should be presented in a very polite manner with simple language.

The sender must be patient with the receiver and the target audience, and he or she should encourage feedback.

**(Refer Slide Time: 19:51)**



➤ **Overcoming Situation related Barriers**

Situation related barriers can be overcome by:

- Avoiding information underload and overload.
- Selecting an appropriate channel/medium.
- Using the power of data and technology.
- Switching to mobile-first communication, in case it is possible.
- Creating a disturbance free environment.
- Generating a climate of openness, transparency and trust.

The slide features a yellow background for the text and a blue curved graphic on the right. An illustration shows a person in a white shirt and black tie breaking through a brick wall. A small video inset in the bottom right corner shows a woman speaking.

Coming to situation related barriers. Situation related barriers can be overcome through avoiding information overload and underload. Again, selecting an appropriate channel. As I just said, based on contextual factors, based on situational factors, the channel or the medium differ with respect to their ability to transmit messages, and so, it is very important, that keeping in mind the nature of the message, and the nature and characteristics of the target audience as well as the resources that the company has, the sender should select an appropriate channel.

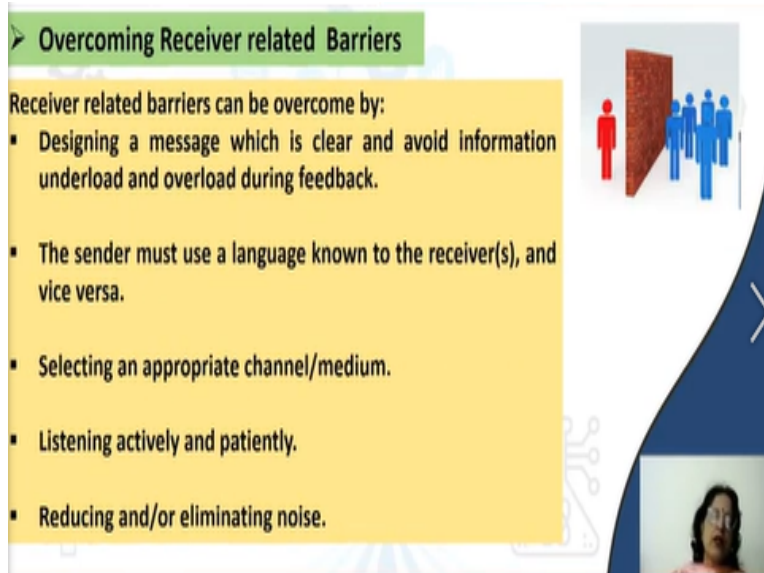
The use of power of data and technology is something which is absolutely essential in today's day and age. The sender must switch to mobile first communication in case it is possible, because that would lead to an instant exchange of ideas of information, and also facilitate feedback. A disturbance free environment should be created; disturbances here, as we said earlier, could be physical or psychological. So, it is very important on the part of the sender and the receivers that any kind of physical or psychological barriers should be addressed, and a disturbance free environment is created. And again, it should be ensured that there is a climate of openness, transparency and trust between the communicating partners.

**(Refer Slide Time: 21:12)**

➤ **Overcoming Receiver related Barriers**

Receiver related barriers can be overcome by:

- Designing a message which is clear and avoid information underload and overload during feedback.
- The sender must use a language known to the receiver(s), and vice versa.
- Selecting an appropriate channel/medium.
- Listening actively and patiently.
- Reducing and/or eliminating noise.



Coming to receiver related barriers, which are very similar to the sender related barriers as well that, the message which is designed by the sender should be clear and no information overload and underload. Similarly, when the receiver communicates, he should also design a message, which is clear, and avoid any kind of information underload or overload during feedback, when he provides feedback.


So, the receiver has to keep in mind that when he provides feedback, when he actually gives feedback to the sender, he also should present a message or design a message which is clear, and which avoids any kind of information overload and underload. So, this particular point of message design with respect to content and clarity holds good both for the sender as well as the receiver.

The receiver who has to revert with a feedback should also keep in mind that he should design a clear message which is devoid of any problems associated with information underload or overload. The sender must use a language which the receiver is familiar with. In case that is difficult, there must be arrangements for translation and transcription.

An appropriate channel must be used by the receiver when he provides feedback. The sender should encourage feedback, and both the sender and the receiver should listen patiently and

actively. And there have to be all efforts to reduce or eliminate noise; physical noise or psychological noise of any kind. So, this is how you will overcome the receiver related barriers.

**(Refer Slide Time: 23:16)**



**What can be done to make Communication Effective?**

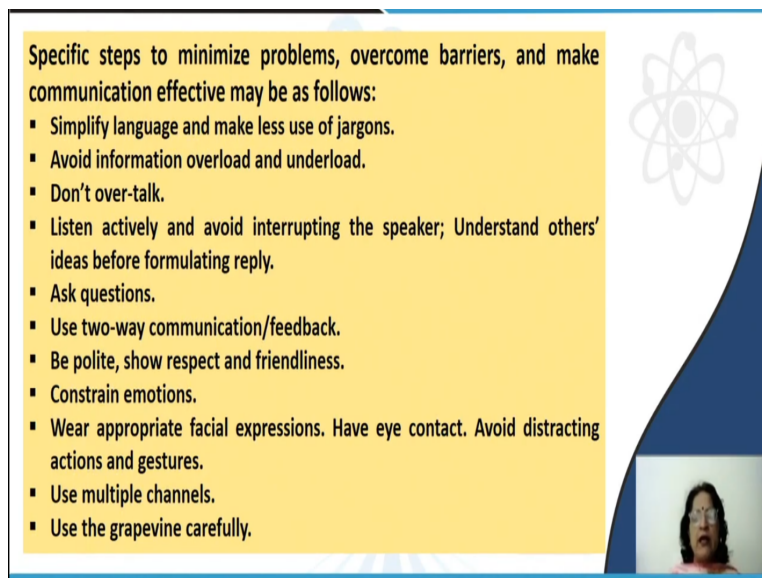
- Adequacy of the message in terms of coverage and content.
- Clarity and cohesion of information.
- Credibility of the source.
- Proper timing to ensure relevance of message.
- Choice of an appropriate channel keeping in mind the target audience and the nature of the message.
- Feedback from the receiver.
- Clarification of doubts and answering queries.

Now, we come to the fact about how to make communication effective? What can be done to make communication effective? Most of the points I have already explained when we were discussing the previous topic, which was overcoming barriers. So, you see, the manner in which we overcome barriers to effective communication, the same will help; the same means and measures will help us make communication more effective.

So, to be more specific first and foremost, in order to make communication effective, it is essential that the message is adequate in terms of coverage, in terms of content. There is clarity and cohesion of information. So, the message content should be adequate in terms of coverage. The message should be clear. The way it is expressed should be cohesive. The source has to be credible. Yesterday I spoke about the credibility of the source, where I said the credibility of the source is a function of expertise and trustworthiness. Initially it was regarded to be a function of expertise and trustworthiness. Later on other elements like likingness, similarity with the communication partners, and physical appearance etc. also were added as elements of source credibility. Also, you know, also in order to make communication effective, it is very important that there has to be a proper timing of the message. Messages should be communicated timely, in a timely manner because otherwise they lose the importance. Especially in today's day and age,

information gets outdated very quickly. So, it is very important that when you are communicating, you are updated with knowledge, and as and when you have to communicate, you should present the facts, the figures the information very timely to the receiver so that the receivers can make use of this knowledge or make use of these facts and figures or this information, and perform the tasks effectively. The choice of the channel has to be kept in mind also, and choice of an appropriate channel would depend upon the target audience and the nature of the message. Feedback from the receiver should be encouraged, and if the receiver seeks any clarification, the senders must be able to address those queries or address those concerns or address those conclusions and doubts. So, he should be able to clarify the doubts which exist in the minds of the target audience. So, if the manager has to communicate with the superior or with the subordinates, then the manager must ensure that the message is properly understood by the supervisors and the subordinates, and in case the subordinates or the supervisors have certain doubts, the managers should encourage them to come up with those doubts, to pose questions, and the managers must be able to address those queries and those doubts which are there in the minds of the subordinates, or the supervisors.

**(Refer Slide Time: 26:47)**



Specific steps to minimize problems, overcome barriers, and make communication effective may be as follows:

- Simplify language and make less use of jargons.
- Avoid information overload and underload.
- Don't over-talk.
- Listen actively and avoid interrupting the speaker; Understand others' ideas before formulating reply.
- Ask questions.
- Use two-way communication/feedback.
- Be polite, show respect and friendliness.
- Constrain emotions.
- Wear appropriate facial expressions. Have eye contact. Avoid distracting actions and gestures.
- Use multiple channels.
- Use the grapevine carefully.

Other specific steps to minimize problems or overcome barriers and make communication effective can be simplify the language and make less use of jargons; avoid information overload and underload; do not over talk; in case of oral communication, do not over talk; in case of written communication do not have detailed documents; be very specific, be very precise. In case

detailed documents and reports are needed, then you must present them. But if they are not required, if such detailed information is not required, then you should be very short and crisp with what you want to communicate; listen actively and avoid interrupting the speaker. So, be very patient. When the sender is communicating or when the speaker is speaking something, the receivers have to be very patient; they should listen actively, and avoid interrupting the speaker; they should understand others' ideas, before formulating a reply or before posing a question or a query. So, as the sender communicates, the receiver must listen patiently and only after listening to the entire dialogue, should the receiver ask questions, and seek clarifications of doubt. For effective communication is very important that the receiver or the person who is listening to the speaker or being receptive to a written document, asks questions. It is very important that the receiver asks questions or seeks clarification of doubts, and provides feedback. So, in this way, two-way communications through a dialogue and feedback makes communication very effective. The communication partners be it the sender or the receiver, be the managers or the subordinates, must be very polite to each other. They must show respect, they must be friendly. They must try and develop rapport with each other when they begin communicating with each other. They must have a constraint on their emotions. Body language is very important as I mentioned earlier to develop a rapport. And so, the communication partners, be it the speaker or the listener, be it the sender or the receiver, they should wear appropriate facial expressions, have eye contact, be polite, be cheerful, avoid distracting actions and gestures.

Also, to ensure that communication is effective, managers may think of using multiple channels or multiple media, and they must give importance to both formal and informal communication, and must use the grapevine very very carefully.

**(Refer Slide Time: 29:56)**

## REFERENCES

- Aswathappa, K. (2014). Organisational Behaviour: Text, Cases, Games. Himalaya Publishing House, Mumbai.
- Cherrington, D.J. (1989). Organizational Behavior, The Management of Individual and Organizational Performance, Allyn and Bacon, Boston, USA.
- Greenberg, J. (2013), Behavior in Organizations, Tenth Edition, Prentice Hall of India, Delhi.
- Luthans, F. (2011). Organizational Behavior: An Evidence-based Approach, Published by McGraw-Hill/Irwin, Twelfth edition, New York.
- Robbins, S.P. and Judge T.A. (2017). Organizational Behavior, Seventeenth edition, Pearson Education UK.
- Robbins, S.P., Judge T.A. and Vohra, N. (2018). Organizational Behavior, Eighteenth edition, Pearson Education India.
- White, D.D. and Bednar D.A. (1986). Organizational Behavior: Understanding and Managing People at Work, Allyn and Beacon, Boston, USA.



IIT Kharagpur


So, with this I come to a conclusion of my lecture on Communication. This was the last lecture on this topic. And these are the references.

**(Refer Slide Time: 30:10)**

## CONCLUSION

This brings us to an end of the last lecture on the topic "Communication".

We shall be starting with the next topic, which is 'Conflict' next week.



And we shall be starting with the next topic which is 'Conflict' next week. Thank you.