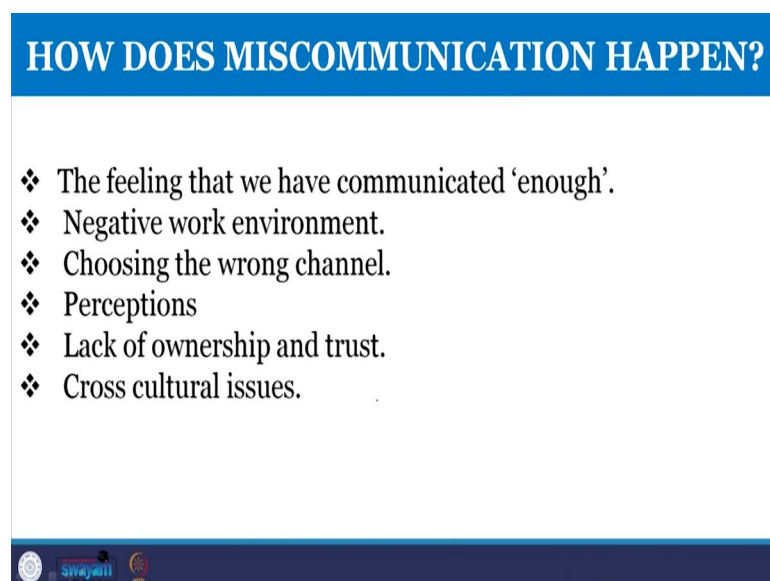**Principles of Management**
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Indian Institute of Technology, Roorkee
Lecture - 52
Organizational Communication - II

Today in the Organizational Communication Part 2, we will be discussing about the barriers of communication. In the previous lecture we discussed about the noise or the barriers in communication. To understand what are the sources of barriers and how does miscommunication happen, how barriers can lead to miscommunication.

We will be learning in more details the genesis of miscommunication. The feeling that we have communicated enough gives a sense of is one of the factors of miscommunication. A negative work environment, if there is a negative work environment that can also create miscommunication. As we know that work place today is there are various factors of power and politics in the work place which create a sense of negativity.

And which will need to say which will be one of the barriers of communication; negative feelings towards other pessimistic attitude towards others, the receiver source. So, these factors create a negativity in the work place and which can lead to miscommunication.

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Choosing the wrong communication channel, perception barriers, lack of ownership and trust interpersonal trust within the sender and the receiver and cross cultural issues. To understand it in more details we will discuss about the communication barriers like; sender related barriers, verbal and nonverbal barriers, cross cultural barriers and the physical and other barriers.

So, these barriers organizational barriers, semantic, socio-psychological barrier, physical, personal and organizational barriers.

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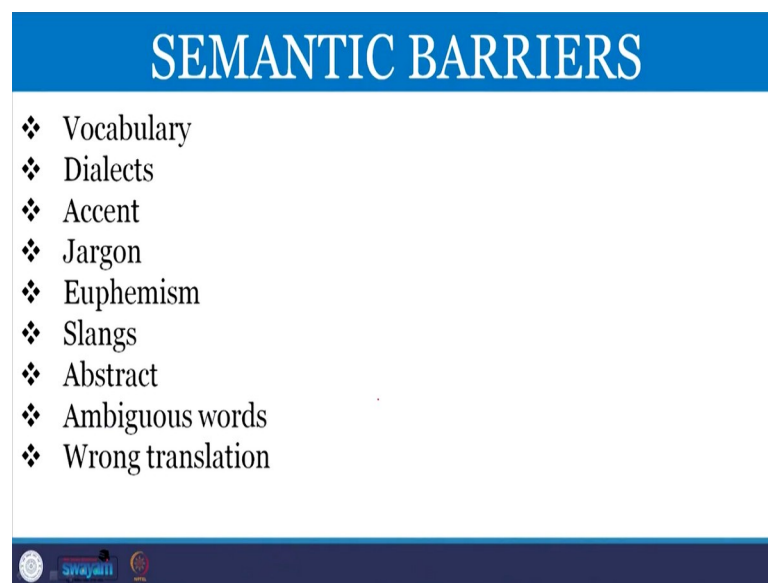
What is semantic barrier? As we discussed here the semantic barrier is one of the organizational barriers. So, what is semantic barrier? Vocabulary, dialects, accent, jargon, euphemism or praise the slangs that we used abstractness in the abstract words, ambiguous words and wrong translation these factors create semantic barriers.

Vocabulary, right vocabulary should be used in each context. If there is a wrong vocabulary or erroneous words are used which may also spoil the relationship or which may lead to miscommunication. Dialects, there are several dialects and what is an appropriate language to use in a particular context. Accent, like say African speaks in a different accent. South in India itself there are different people with a different accent.

So, accent also can be the reason for miscommunication. Jargon or say some words like euphemism or praise slangs which are used in a place. So, these can also distort the

message. Abstract wards; say for example, if we use some words which are fuzzy in nature which can also lead to miscommunication ambiguous words.

There are second factors like the socio psychological barriers perception differences which results from differences in culture, age group, learning styles of individuals, socio economic status and experience of individuals. Attitudinal differences between the sender and the receiver, conflicting signals dissonance between verbal and nonverbal signals.

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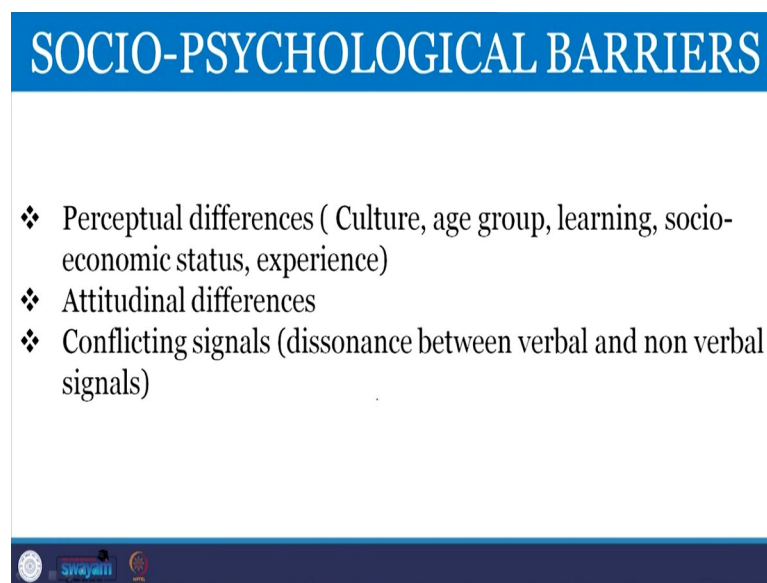
Perception difference, each culture people are conditioned to think or to take decisions based on the origin based on their cultural belongingness. Age group, different age group people from different age group or generational cohorts have a different way of articulation different way of thinking their cognition differs.

Learning style of each individual is different, socio economic status and also influences the thought process of an individual their experience. People having less experience and more experience will also that influences in their way of communication, attitudinal differences.
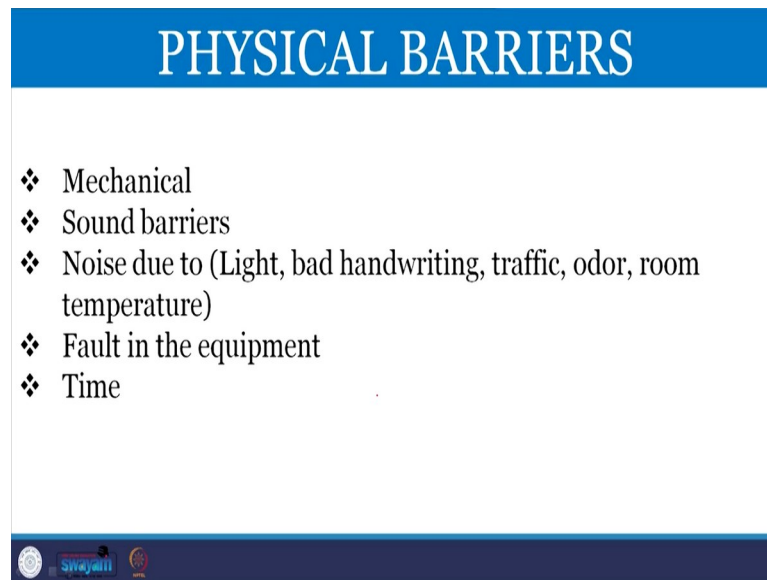
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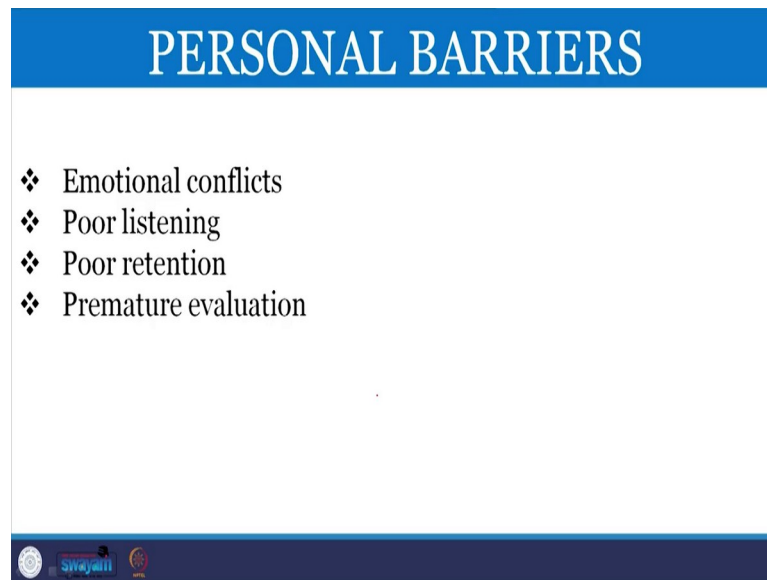
Personal barriers: emotional conflict, poor listening, poor attention, premature evaluation. Emotional conflict, we know that every individual has is influenced why their emotions guided by emotions. If you are in a happy mood or if you are in a sad mood that will influence the way you communicate put forth the message.

Poor listening: generally, people communication will be effective when we speak language which is required in the to make frame the message. When we also need to get a right feedback, it also depends on the observational skills and listening skills of an individual.

Retention memory recall recall-ability of an individual also influences the individual's communication style. So, poor attention, who are listening and premature evaluation of the audience or about the message can be personal barriers or person specific barriers. The next point is physical barriers, what are the barriers; like, sometimes the message is distorted by the environment the factors in the environment

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PHYSICAL BARRIERS

- ❖ Mechanical
- ❖ Sound barriers
- ❖ Noise due to (Light, bad handwriting, traffic, odor, room temperature)
- ❖ Fault in the equipment
- ❖ Time

Like mechanical factors, sound related barriers, noise due to light, bad handwriting, the traffic, the odor of the room odor or room temperature. So, these factors also interfere in the communication process. Be it the one to one communication, one to many communications in a team or when you are communicating in a conference in a town hall meeting.

So, the lighting, bad weather, bad handwriting, traffic odor, room temperature all of these factors also influence in the or they form barriers in communication process. What is the; the fault in the equipment, the mic which you are using for speaking addressing the audience.

If that has some problem the noise, then that would also form the barrier physical barrier of communication. Time factor time is also an important physical factor for communication miscommunication.
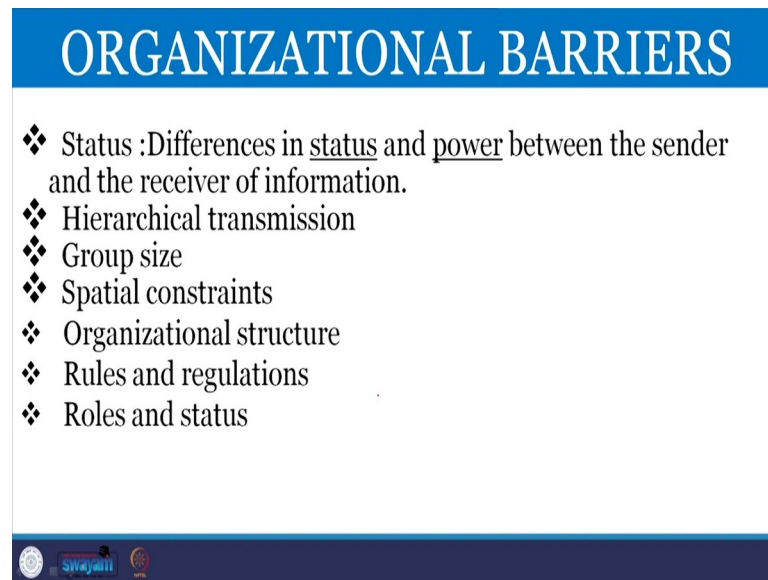
Organizational barriers: what are the organizational barriers? Status: difference in individuals. There are as we know that communication between managers and the supervisors. The supervisors and the workers there is a difference in status. The status difference is due to the position power they enjoy between the sender and the receiver of information.

Hierarchical transmission: so, hierarchy they have different hierarchical positions and based on the positions they occupy they would be speaking in a different tone there would be the message would be conveyed with a different flair. Group size: what is the size of the group that also forms the barriers in communication.

How effectively you convey the message in a smaller group constituting of 5 to 7 members and in a larger group with 15 to 20 members it differs based on the size of the group. Spatial constraint: the distance between the sender and the receiver. It matters, if the space is less the conversation is in a different is carried forward in a different manner.

If the there is a space is too much or the there is a wider space it will have a different connotation. Organizational structure: as we know that there are different types of structures in the organization a tall structure and a flatter structure.

Tall structure with more number of or larger number of hierarchical levels and wider structure which is considered to be a flexible structure, which has a different type of

message or which has a different type of communication process which is guided by the structure of the organization.

Rules and regulations: every organization has certain rules and regulations as part of the formal structure. So, rules and regulations also helps sometimes form barriers their organizational barriers in communication process. Roles and status: rules and regulation structure, size of the group, hierarchical transmission all these are factors which constitute the organizational barriers.

Sender related barriers the challenges faced by the sender. When idea is not very clear then there would be difficulty in sending the message. When the medium through which the message is sent is not an appropriate one this the presence of barriers these factors are primary challenges which are faced by sender of a message.

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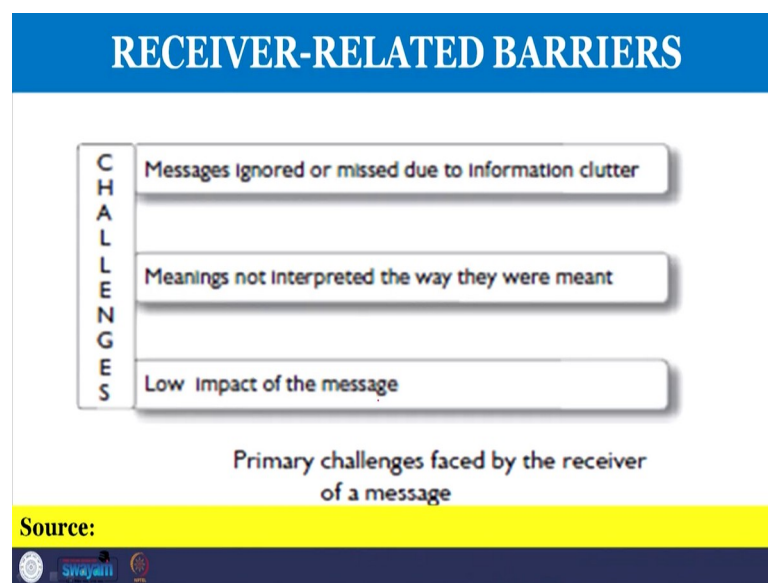
Receiver related barriers: what are the primary challenges? Messages ignored or missed due to information clutter. A large amount of information or information overload can distort the effectiveness of the message because a receiver or audience is exposed to a huge amount of information.

And is not able to clarify or is not able to clear we to differentiate which is most important and which is least to be ignored. Messages meaning of the message is not interpreted in the way they are meant. So, if the audience is not able to interpret the

meaning is not able to cognitively retrieve the meaning or see able to hear or understand the meaning.

So, that can also form the barrier in the communication process. A low impact message the message which has not either been worded properly, which has which has semantic barriers, which is not written in a very simple manner may also create which will not have an impact on the receiver.

So, these are primary challenges by the receiver of the message. Intrapersonal and interpersonal barriers, what is intrapersonal factor, what is interpersonal factor?

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Intrapersonal factors are related to self of an individual like or otherwise we are also we have discussed, the self related or person specific barriers. Selective perception, individual differences in communication skills, emotions, frame of reference or the status of state of mind of an individual.

Whether the person is in a happy mood in anger the person is in a say sad mood all these factors also all they interfere in the communication process. Emotions, status of state of mind, attitude, preconceived ideas or preconceived notion about a particular person or a message. Inter interpersonal factors, when the factors are related to two individuals in communication process.

The factors relate the factors like climate, climate of trust, then credibility, credibility of the source, sender receiver similarity and intrapersonal sensitivity, selective listening and semantic problems they form the barriers in interpersonal domain. Climate: the organizational climate whether it is a kind of participative culture, the organizational climate is the hierarchical structure or it is flexible it defines what would be the communication style.

Trust, how much we trust each other in a in an organization that they also decides or that also helps in effective or ineffective that can decide the effectiveness or ineffectiveness of communication. Credibility of the source: how much authentic the source is so that we can understand or interpret the message we can rely the information given by the person.

Sender receiver similarity, when sender and receiver have similarity either due to the culture due to their due to some of the certain factors like their in common interest or their position. So, there would be the similarity in the sender and receiver in their thought process. So, the message would be most effective.

If there is a disparity, then there are chances of getting or there are chances of having barriers in communication and the message would be ineffective or this would lead to miscommunication. Interpersonal sensitivity: how much one person understands the other person will also decide the communication process.

Selective listening: generally, we must have seen that people have a sometimes they selectively try to understand or listen to a particular message which they have interested and which is also a barrier to communication. Semantic barrier: the use of language, slangs, the jargons they are also part of interpersonal barriers of communication.

Intrapersonal barriers: communication apprehension undue tension and anxiety about oral communication, written communication or both.

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Gender differences: men tend to talk to emphasize status while women talk to women talk to create connections. So, men give more importance to the status or the task and women give more. These are some gender differences in communication which also form interpersonal barriers.
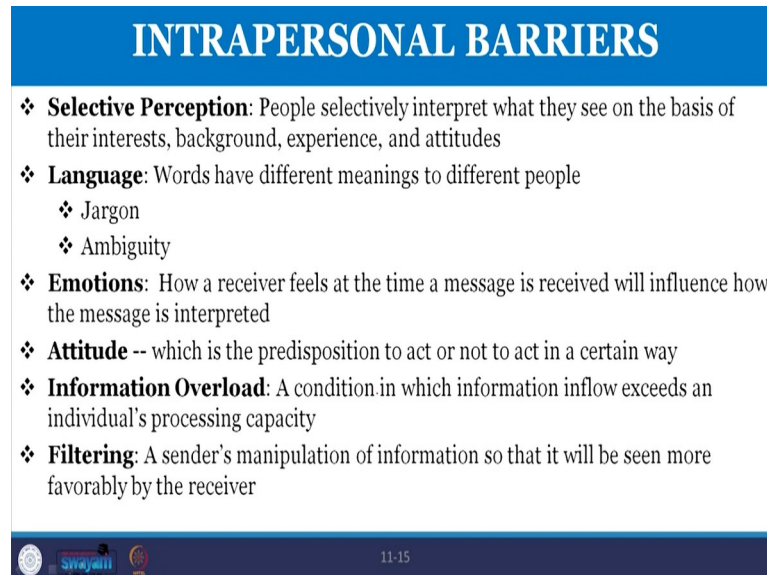
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General communication difference: men report talk and women rapport talk. Men a give emphasis on advice quickly and directly gives; a women gave advice indirectly and reluctantly. Men they give emphasis on conversations and are negotiations of status and

conversations are bonding events for women less sensitive to nonverbal cues in case of men and women are more sensitive to nonverbal cues.
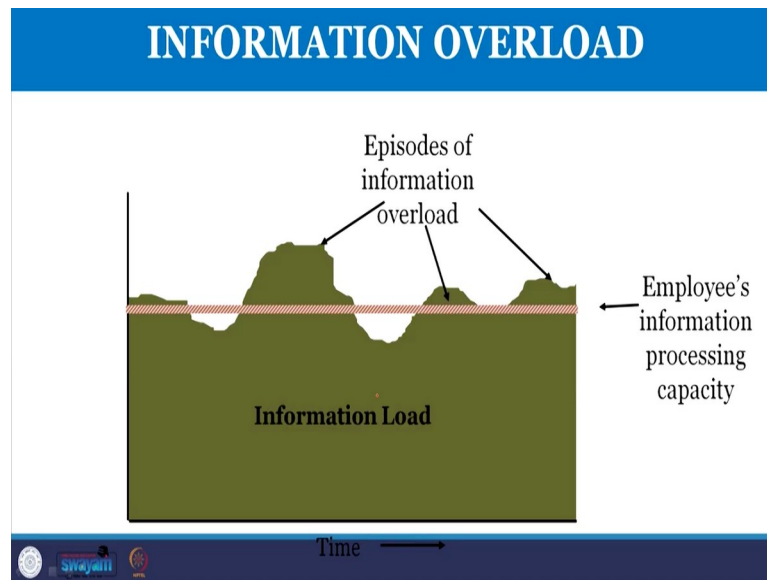
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Intrapersonal barriers in more details we can understand. Selective perception: people selectively interpret what they see on the basis of their interest, background, experience, and attitude. Language: words have different meaning for two different people like jargon and ambiguity.

Emotions: how a receiver feels at the time a message is received will influence how the message is interpreted. Attitude, which is the predisposition to act or not to act in a certain way. Information overload or information clutter a condition in which information inflow exceeds an individual's processing capacity. Filtering: a sender's manipulation of information. So, that it will be seen more favorably by the receiver.

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So, information overload, episodes of information overload and the employee's information processing capacity.
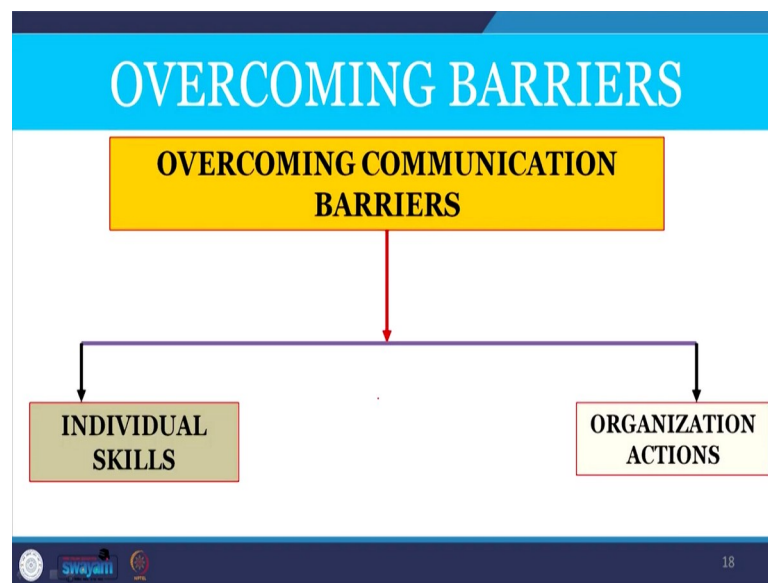
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Cross cultural: barriers verbal differences, language differences. Nonverbal differences are wise intonation, interpersonal interpreting nonverbal meanings, importance of verbal versus nonverbal, silence and conversational overlaps.

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We have already discussed about different types of communication barriers. Now, the question comes how we can overcome the communication barriers so that the message is meaningfully conveyed to the receiver. And so, here we will be discussing about overcoming communication barriers, what is the individual skill required and what is the organizational action required.

In individual skills the important skills are active listening, asking questions, showing interest an occasionally, paraphrasing to ensure accurate interpretation.
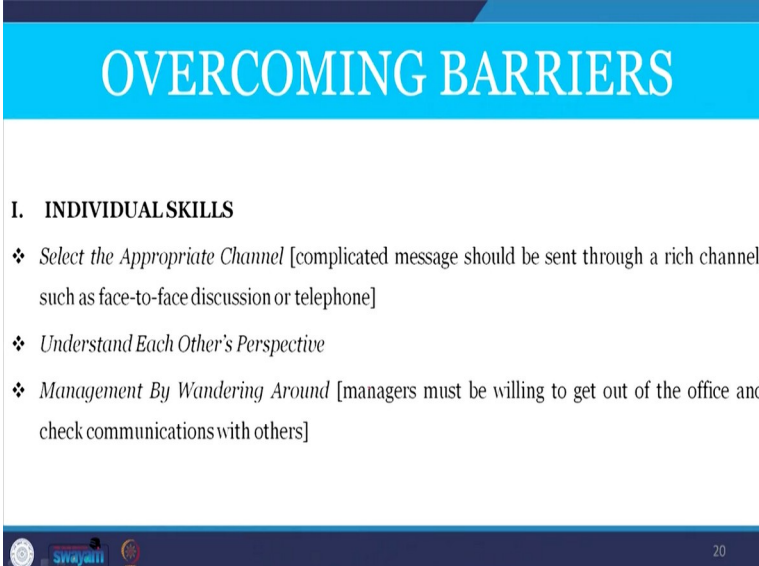
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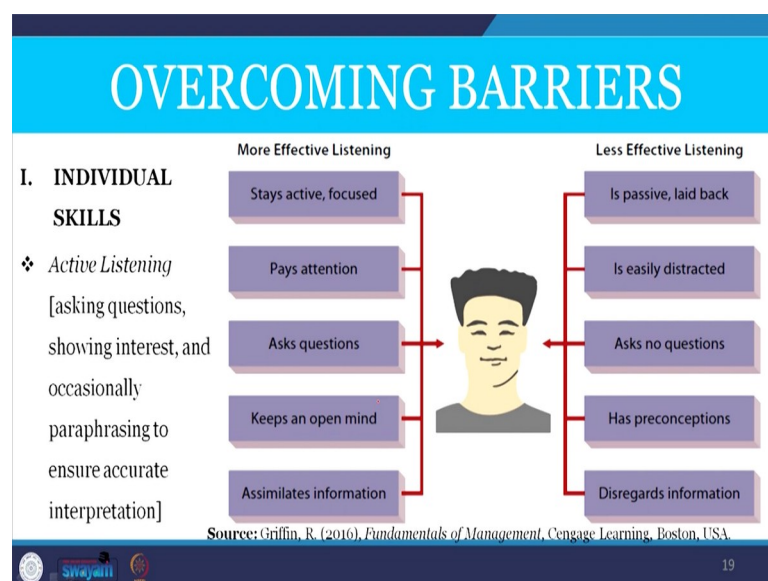
More effective listening and what is we will then compare what is effective listening and what is less effective listening. Stay active and focused whereas, pay attention to what is being said, ask questions repeatedly. If you do not understand you have to ask question.

Keep an open mind to the message which has been sent and assimilate information, assimilate or collate information so that you can understand you can understand the holistic picture of the message being conveyed. And what is less effective listening, is passive and laid back attitude is easily distracted.

It distracts when the message is not given or when you do not pay much attention. So, you get distracted from the message when you ask no questions when you do not have any questions to raise, so, that will also lead to you know miscommunication. And when you have a preconceived notion about the message, that will also distract the listener and when you have this regard for the information which is conveyed.

So, we have to overcome these barriers in order to make it more effective. How do we overcome these individual, what skills are required individual skills for improving the communication?

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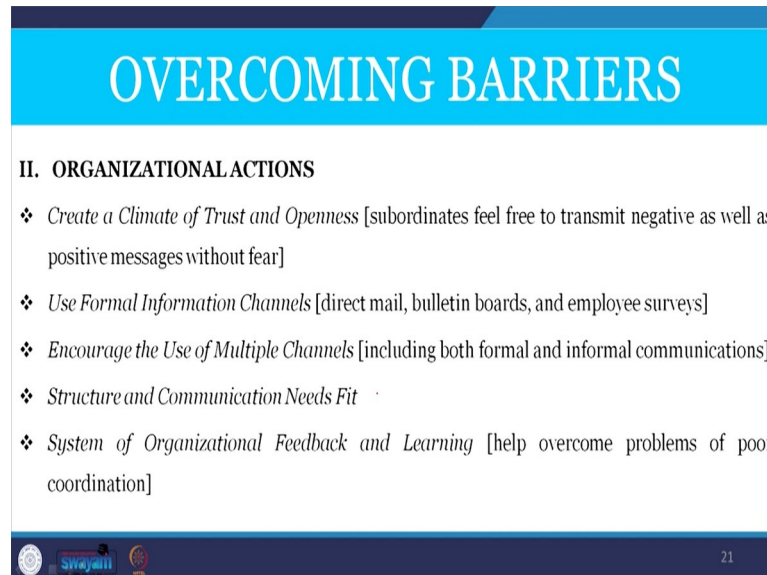

Select the appropriate channel: complicated messages should be sent through a rich channel such as face to face discussion or telephone. Understand each other's

perspective, management by wandering around: managers must be willing to get out of the office and check communication with others.

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Organizational what are the organizational actions, how can an organization take initiative to make communication better? Create a culture of trust and openness: subordinates feel free to transmit information a negative negatives as well as positive messages without any fear.

So, there should not be any fear when the message is conveyed. So, a climate of trust and openness should will help in overcoming the barriers. Use formal information channels like direct email, bulletin boards and employee service. Ensure or encourage the use of multiple channels including both formal and informal communication.

Structure and communication needs a fit system of organizational feedback and learning will help overcome problems of poor coordination. How do we overcome communication barriers?

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OVERCOMING BARRIERS

Barriers	How to Overcome
Individual	
Interpersonal dynamics	Active listening
Channels and media	Selection of appropriate channel
Semantics	Knowledge of other's perspective
Inconsistent cues	MBWA
Organizational	
Status and power differences	Climate of trust, Dialogue
Departmental needs and goals	Development and use of formal channels
Lack of formal channels	Encouragement of multiple channels, formal and informal
Communication network unsuited to task	Changing organization or group structure to fit communication needs
Poor coordination	Feedback and learning

Source: Daft, R. L. (2008), *Management* (8th edition), Thomson South-Western, Mason, USA.

So, individual factors and how to overcome that individual factors interpersonal dynamics channels and media semantic barriers inconsistent clues. So, active listening is one a way to overcome the barriers selection of appropriate channels that we discussed and knowledge of the other individual or others perspective.

Organizational factors, status and power differences departmental needs and goals, lack of formal channels and communication networks unsuited to task and poor coordination. How do we overcome these barriers?

Climate of trust, dialogue, two-way communication, development and use of formal channels, encourage encouragement of multiple channels, formal and informal channels changing organizations or group structures to fit communication needs and feedback and active listening and feedback and learning.

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REDUCING BARRIERS TO IMPROVE EFFECTIVENESS

❖ Flat organizational structure
❖ Improved relationship (Johari Window, Transaction analysis)
❖ Training (Listening, writing, speaking, retention, concentration, feedback)
❖ Promote two way communication
❖ Dynamism (Adapt and adopt/ situation based)
❖ Timely information
❖ Correctness
❖ Clear and concise messages (Basics of communication)

So, overall what we discussed here is we discussed about the communication barriers, we are also discussing about the individual actions and organizational actions to overcome the communication barriers. So, reducing barriers to improve organizational effectiveness: flat organizational structures, improved relationships.

We will in later sections we will be discussing in the next lecture we will be discussing about Johari window transaction, analysis. These are the two important theories which will help us to overcome the communication barriers in the workplace. Training is required: listening skills, writing skills, speaking, memory retention, concentration, feedback which will help in promoting the effective communication.

Promote two-way communication: generally, one-way communication can always spoil or can distort message or can transfer off message. So, two-way communication should be given emphasis. Dynamism: adapt and adopt or based on the situation. Timely information, correct information, clear and concise messages these are the basics of communication process.

With this I would like to conclude this session. We discussed about the communication barriers, various personal barrier, semantic barriers and perceptual barriers. We discussed about the organizational specific barriers and the methods of overcoming the barriers so that the message can be effectively conveyed in the communication.

As we have already understood that communication can make or break relationship, communication can breach an effective workplace or can develop an effective workplace.

Thank you.