

Designing Work Organization
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Lecture 35

Communications Structure of Organization

In this presentation, particularly communication structure of organizations, we will try to understand what is the communication process is there and importance of the organizational communication, functions of the organizational communication, the objectives of the organizational communications and types with the communication structure of these organizations are there. Then as usual, we will be also talking about the case study, research papers, book recommendations and the references are there. And the most important thing in the communication is to hear what is not being said. So, one is the verbal communication with the person speaks and there are the other important messages which we receive when the even the person has not communicated to us. So, how do we receive those messages and what is actually the communication is? Communication is the transfer of messages from source to destination is there. So, from whatever the source is there, so from that particular source, it goes to the destination and communication in the organizations institutions has a four basic functions and these functions are information functions, motivation functions, control functions and the excitability function is there.

So, organizations communication is an integral part of the organization and plays an important role in building a successful business is there. So, communication and the people's behavior within the organization affects the operations of the entire organization, and communication in an organization is vital. So, organizational communication is a field of study that measures the information flow and communication in the workplace in communication studies. Communication between the members, individuals and the organization can be formal or the informal.

So, communication network refers to the combination of the sender and receiver in their role of the transmission of the message is there. It makes the communication interesting and quickens the flow of the information and increases the effectiveness of the communication is there. In order for organization to achieve the determined goals, the elements of the organization must be brought together in line with this particular purpose and this can be achieved through the organization of the management through a set of the activities are there. The most basic element of the organization and coordination function is the communication is there. If a successful communication cannot be established within the organization, employees cannot know the actions of their colleagues, and this

causes the realization of activities that may cause problems in the short and long term, such as doing the same action more than once.

So, not taking the necessary actions for the organization or the leaving the job description of the employees. The fulfillment of the managerial and organizational activities is the possible due to organizational communication. Now, when we see that what is the importance of the organizational communication we find it is a thanks to the communication because it successfully fulfills the planning, organizing, directing and controlling functions of management. Communication is a managerial activity for the managers and therefore, in that case it is a coordination that becomes very, very important role of a manager and where the communication plays a very significant role. Communication in organization provides the information for directing, planning, organizing, motivating and controlling between the departments and amongst the employees and to the employees.

Organizational communication is the main purpose of the efficient and effective fulfillment of our organizational and managerial activities are there. So, what are the different functions are followed under the organizational communication? The first and foremost is the persuasion and influencing the function of communication. So, persuasion is the process of influencing and changing the behavior, the thoughts and the attitudes of the person and people in front of the person in the desired way. Influence, on the other hand, is to change the attitude and the behaviors of the individuals over a long period of time in a way that does not contradict their wishes and goals are there. Tutorial communication is the in organization managers also communicate with the subordinates in order to tell them what to do and how to give them direction or to direct their behavior.

Teaching a new employee to the organization on the job is one of the examples included in this particular function. The third function is the information providing functions of communication. So, the information exchange is considered the most basic function of the communication. The exchange of the information provided by the organization in order to achieve its goal is of great importance for organizations. The information providing functions of the communication can be carried out verbally or in writing.

An example of this function is the internal networks created to ensure the information that is exchange of the employees within the companies are there. The fourth function of the organizational communication is of the unification and coordination function of communication. It is possible for people to maintain their mutual relationship and loyalty through the communication. So, communication which enables individuals to gather around organizational goals also has an important function in the in preserving this psychological integrity and the balance of individuals. With clear communication, a

business can run smoothly and can potentially find success.

Creating clear instructions for these operational tasks of the business can help to increase the efficiency. So, having good communication is especially important when there are the changes within the company. By making sure all employees are included within the changes such as encouraging the feedback, employees can feel that they are the part of the change and may impact the outcome of the organizational changes there. The objective of the organizational communication is to inform the individuals in the organization about the goals, policies and objectives of the organization. To facilitate the learning process by providing the information about work and the operation and to ensure that the functions within the organization become more efficient.

Informing the employees about the emotional and conflicting issues within the organization and ensuring that actions are taken for the correct problem resolution. So, motivating employees to provide feedback to management on employing functions within the organization based on their experience, intuition, observing and reasoning is there. To inform and enlighten the employees on issues such as the promotion opportunities at work, developments related to the work with the expectation for the future. To enlighten the employees about the activities of the organization and the important events and the decisions, achievements are there. When employees are involved in the decisions made by the companies, their motivation to work and their commitment to the organization increases, which ultimately leads to the increase in the efficiency of the organization.

So, types of the organizational communications are there. Within the organizational. On the communications there are two main types of formal communication, internal and external communication is there. So, organizational communication is a formal communication and there is an informal communication. In the formal communication it is an internal communication and the external communication while, in the case of the informal communication it is the grapevine is there.

So, internal communication refers to the interactions that take place within the organization. This can include communication between employees, communication between managers or the combination of the two. Within the business, internal communication may use a variety of channels, including the email, phone calls, video conferencing, face to face meeting, and the other in person discussions are there. Internal communication can flow in various ways from upward and downward to the horizontally and the diagonally. So downward communication is the information that flows from the management to the employees.

So upward communication is the opposite to it refers to the information that employees

send over to the managers. And this can consist of how employees reporting to their supervisors are giving the feedback on a workplace matters. Horizontal communication refers to the interactions that occur between the individual within the organization that are at the same level. So, this can include workers across different departments who are working together on a company project or in employees who work together on daily basis. Diagonal communication, diagonal it is a communication that takes place at various levels of the organization.

For example, an employee who reaches out to a senior manager would be considered a diagonal communication is there. External communication refers to the communication process which take place outside of the organization. And they includes the interaction with other business or the organization, suppliers, customers, shareholders, investors and other parties outside of the organization. So external communication can use various channels depending on the purpose. For example, business that reaches out to other businesses or stakeholders on a regular basis, then they may also use similar channels as internal communication such as the meetings, phone calls and emails are there.

Now we will talk about the informal communication. The grapevine refers to the informal communication takes place in a business It is considered unofficial communication within the business. Since, the information does not directly come from an employee of a foreign level of authority. For example, an employee who tells another employees about a potential pay raise would be communicating through the grapevine since the information is not official presented by the management is there. So, communication structure of the organization depending upon the nature of urgency, organizational culture and the size the different communication network can be used.

There are the 5 types of communication network. chain or the line communication is there. So, you will find that is a communication is going from the 1 to 1 communication is going while the communication is going like for this, then we will say it is a wide type of communication is there or there is a wheel communication is there. So, therefore, in that case, the communication is going from these diagonally to each other members and the whole members they are going for this particular wheel or the communication is only with the circle is there and therefore, no diagonal communication it is in this one to the another is there. All chain are open are there.

So, therefore, there can be the communication which may be open to all. Now, the question arises that is which one will be the right one process of the communication. So, here all these processes which have been taken care of now, which anyone which depends on the situation. So, if the situation arises, so in the situation, whenever we talk about this particular aspect, then definitely in that case, you will find that sometimes this

particular source of communication is working, sometimes the wheel type is working, sometimes it is a wide type is working as we have discussed earlier that is it may go from the bottom to top. So, here this will be going for this bottom to top will be there, sometimes it may be that is all chain are the open is to there.

So, here you will find so, communication is a spread to all. Now, these type of issues when they arise, then definitely here, you will find that is the you can go for the appropriate type of the communication in an appropriate situation are there. Now, here when we are talking about the applications now of the chain or the line network is there. So, in the diagram 1 can communicate with 2, 2 with 3 and 3, 5 in downward communication where the information can flow from bottom to top and top to bottom is there, it is more suitable when authority and responsibility are clearly defined among the group or other team members are there. So, in the case of the Y network, it is a pattern of communication network in which the top leaders or the managers communicate to the person close to them, then the message is communicated in the downward direction in the hierarchy is there.

So, wheel network is there it is the pattern of the communication network in which a single person as pivotal, supplies messages to other member, it is centralized communication network is here. The group idea is probably the main source of the communication is there. So, in the figure 1 manager is the main source of the information and they passes information to the other members 2, 3, 4 and 5. In this type of network only managers communicate to the subordinates, but the subordinates are not allowed to communicate with others that is member 2 cannot communicate with 3 and others is there. In the case of this communication network, each person can pass information to his or her adjoining 2 persons right or left is there.

For example, in the figure 2 can communicate information to 3 and 1. Similarly, 3 can pass the 2, 2 and 4 but cannot pass information to 3 or 4. So, therefore, in that case, what is the best way of the communication is the all channel network is there. So, it is one of the most decentralized type of the communication network in which all the members of the group or the team share their ideas, views and suggestions to all the members without any restriction. So, here in each of the member has a right to communicate with any other person in the group without any restriction and the boundaries are concerned.

Now, I would like to share this particular case study and in this case study of the Barry and communication barriers is a 27 year old who is a food service manager at a casual dining restaurant, barry is responsible for supervising and managing all employees in the back of the house. Employees working in the back of the house range in age from 16 years old to the 55 years old. In addition, the employees come from the diverse cultural

and ethnic backgrounds. For many English is not their primary language. Barry is servSafe certified and tries his best to keep up with the food safety issues in the kitchen but he admit it is not easy.

Employees receive "on the job training" about the food safety basics for example, appropriate hygiene and hand washing, time, temperature and cleaning and sensitizing. But with the high turnover of the employees, the training is often rushed and some new employees are put right into the job without training if it is busy day. So, eventually most employees get some kind of the food safety training. The owners of the restaurant are supportive of Barry in his food safety efforts because they know if a food safety outbreaks wherever linked to their restaurant, it would likely put them out of the business. So, still the owners know that there are the additional cost for the training and making sure food is handled safely.

One day the Barry comes to the work and is rather upset even before he steps into the restaurant, things have not been going well at home and he was lucky to rummage through the some of the dirty laundry and find a relatively clean outfit to wear for work is there. He admits he needs a haircut and a good hand scrubbing, especially after the working on his car last evening. When he walks into the kitchen he notices several trays of the uncooked meat sitting out in the kitchen area. It appears there have been sitting at room temperature for the quite some time. Barry is frustrated and does not know what to do.

He feels like he is beating his head against a brick wall when it comes to getting the employees to practice the food safety is concerned. Barry has taken many efforts to get the employees to be the safe in how they handle the food. He has huge signs posted all over the kitchen with these words "keep hot food hot and cold food cold and wash your hands always and often". All employees are given a thermometer when they start to so that they can temp food. Hand sinks, soap, and the paper towels are available for the employees so that they are encouraged to wash their hands frequently.

Now, this is the research paper which talks about the organization is integrated communication towards the flexible integration. As, we have talked into these previous case study that is the if you are into the place of Barry what you will like to do and how would you like to communicate. Now, here there are the different ways of the communications which we have talked and there here with the help of this research paper also I would like to explain that is how the communication that is required to be the flexible. Because unless and until the communication is only one sided and suppose it goes from the top to bottom or bottom to top then that will not be workable. So, marketing organizations increasingly talk about the importance of integrating their

communications of the aligning symbols messages procedures and behaviors across the formal organizational boundaries.

So, as we have seen in the earlier case study also that it becomes very very important that is your marketing image. Suppose the hotels are not clean or the food practices are not clean then in that case if the message goes outside the organization will be having a difficulty to survive. Similarly, these marketing organizations also. So therefore, in that case there the what should be the their mode of communication. So, they talk about the symbols also, they talk about the procedures across, the they talk about the organizational boundaries within the organizational boundaries what will be the communication.

Often this implies the tighter central control over communications and the other organization processes are there. So, this paper sets out to discuss potential negative consequences of such tight control in terms of organizational incapability to react to the market changes in increasingly food environments due to the loss of sufficient corporate complexity and diversity is there. So, it becomes very important that is organizational capabilities. If the organizationally incapable then definitely they find it very difficult for these in the terms of their increasing their efficiency. So, here to be for the loss of the sufficient corporate complexity what we are supposed to do that we the solution is that there should be a proper communication is to be there.

So, this food environment, food environment means where the uncertainty is there. So, organizations are working into a lot of uncertainty. For example, in this particular research papers, when we are talking about these marketing organizations, then definitely in this case, we find that is they are not having this these smooth flow of communication and there might be a corporate complexity may arise and there might be the diversity is to be there. So, the authors actually in this particular research what they do a flexible integration approach that they have drawn in the attention to the handling of the difference and variety within the context of an integrated communication project is articulated. The paper proposes a framework that balances centralization and decentralization through attention to the dimensions and endogenous control, tight and loose couplings, networks, and the common process rules are there.

So, therefore, in this case, you will find that is the in this paper, the process whether we should go by the centralization and decentralization, we have talked about the centralization and the decentralization into the previous sessions also. So, whenever we are talking about this, the channel of communication and when there is a centralization is there, so, it will be always working from the top to bottom is there whether it is a horizontal or it is the vertical structure is there. Now, here, if we go by the

decentralization is there, naturally immediately it will go by like this power and authority will be distributed amongst the many members. Whenever you are distributing this power and authority from this different members, naturally you will be able to go for this particular point of time where the you will be taking care of this particular issue that is how you are going to make issues of the clarity and communication is there. So, this is such paper has given the more and more the emphasize on the how to control and the loose coupling will be there.

As I mentioned in the beginning of this session, what a manager has to do, a manager has to communicate with the proper channel and the formal channels. So, if there are the loose couplings are there, then these functions that is a controlling function of the manager that will not be effective. So therefore, when for example, you are circulating these memos, you are circulating the notices and all, so, a common process and rules are to be there where the people will be able to understand. If you are not able to understand, then the people will not follow. So, what the paper demonstrate that in order to integrate its communication, an organization needs to embrace the diversity and variety and to balance the wisdom of its many voices with the effort to secure clarity and consistency in its overall expression is there.

So, whatever the policies are designed or developed, then this is very much necessary that is you are creating the type of this balancing between your all functions are there. For example, when we are talking about the planning and controlling is there. So, what is the vision? In the planning we talk about the vision, mission and goals are there. So, what are the vision, mission and goals which will be communicating to these particular employees, managers and down the employees, then definitely in that case you will find that this will give you a particular diversity and variety. When these particular communication of this your policy matters from the top to down is there and when you are working into the diversity, then definitely in that case you are required to make the clear communication.

So, employees can follow your rules and regulations. Now, here it is the balancing the wisdom of the many voices are there. Now, the open communication, whenever there is an open communication, then the people are having that different voices and with these different voices, they try to afford to secure clarity is there. These vices that communication that is required to be very positive. So, here we understand the practical implication of this research paper is the flexible integration approach is there. We have talked about the flexibility in the communication, the mode and channel and the way of communication or operations that is required to be the flexible.

So, this flexible integration approach advances in this paper opens the new avenues of

the research practices and the pedagogy is there. Pedagogy means the method of teaching is there, the way it has been taught. So, it is encouraging the scholars, practitioners and teachers to explore the following dimensions of the integrated communication is there. For example, the reception, variability, organization, voice, couplings and the transferability is there. So, these dimensions of these integration communication that will be taking care of this type of the issues where the paper contributes to the literature on the integrated communication and the corporate communication is there.

Now, here we have to also understand that is whenever we are talking about the communication, then it can be the integrated communication is there. So, integrated communication is communication on the different levels are there. And therefore, in that case for the different functions of planning, organizing, leading, directing, coordinating, controlling is there and then you are using that integrated communication. When, you are talking about the policy matters from the organization's top to bottom, then we talk about the corporate communication by addressing the organizational dimensions of the integration and suggesting a new avenue of the integrated communication. Now, different organization in the era of technology, for example, you are talking about the messaging is there when you are talking about the different mechanisms of these, for example, the WhatsApp is there.

So, there you are having the Instagram, social media. So, therefore, the new avenue of integrated communication will be there and this is for more sensitive to the organizational context in which the projects of the integration exist and unfold is there. Dear friends, in the current era of technology, now the communication is not restricted to the physical communication only, it has been extended to with the help of technology to the different fields are there. And in these different fields, you will find that is the more and more the role of the social media is there, the people are using even in the professional communication, they are using the social media is there. This is the book recommendation that is the organizational communication structure and written by the J. David and Johnson published by the Praeger publishers and corporations and this I talks about that is the organizational communication structure, how it is to be there.

This book tells structural research in many ways is the most narrowly based on all the approaches to the organizational communication. This book seeks to broaden the perspective by discussing the heuristic value of each of the 4 major approaches for examining the larger concept of structure is there. So, as i mentioned weather it is horizontal structure, weather it is vertical structure, whenever we are talking about about these different forms of the structure here, we take this book is suggesting us that is for the different type of the structures, how they can be the major approaches of the

communications are to be there. So, therefore, your whatever the structure of the organization, the communication flow will not stop and the organization will be making this continuing communication. These are the references for your the further detailing these you can go by these references and find out that is how in the organization, we can make the use of the communication for the smooth flow of information and necessary information which can be received by the different stakeholders in the organizations are concerned. Thank you. Thank you.