

“ORGANIZATIONAL EFFECTIVENESS AND COMMUNICATION”

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Abstract: In the present study, effort has been made to draw an overall picture of an organization by measuring variables of organizational communication and effectiveness at the organizational level. The relationship among these variables as understood by the researcher here is discussed in the following paragraphs. The approach here is the more prevalent one i.e. the multivariate approach and a relationship is assumed and tested concerning relationships between major variables that can affect organizational success. In addition to the structural, technological and environmental influences on effectiveness, perhaps the most direct contribution to organizational success results from the behaviours of the employees themselves. It is the employees who respond to the environmental variations and pressures. Infact, it becomes readily apparent that the key to organizational success lies in the manner in which the members of an organization work together (or fail to work together) for goal attainment. In any organizational endeavor, the role of communication is of central importance. This is particularly true in regard to the issue of organizational effectiveness.

I. INTRODUCTION

Organizational psychology is a melding of traditional industrial-differential psychology and the newer concerns of organizational social psychology, where both individual variables and environmental variables come together within

a systems framework. Organizational psychology is allied to the classical industrial psychology and to human relations psychology, but it differs from both of them in its greater concern with descriptive and experimental research with emphasis on understanding organizations as well as improving them.

Organizations are changing rapidly. On the one hand, they are influenced by the physical aspects of technology and on the other, they are influenced by a new look from behavioral scientists at the people problems. Organizational psychology, as it faces the effects of organizations on individual goals and individual perceptions of the environment, is becoming multidisciplinary. The operating procedures of any organizations are closely related to the needs of people within the organizations. The organizations are one of the vital social inventions of mankind. Infact modern society is inconceivable without the enormous number and variety of organizations that characterize it. As compared to the individual, the family or a friendship group, the organization can be termed as

highly efficient because it can assemble and coordinate relatively large magnitudes of specialized resources under one roof, so to speak, for achieving particular objectives. It is able to do so, because it possesses a number of essential properties. Some of these may be mentioned briefly.

III. HIERARCHY OF AUTHORITY:

Organizations are hierarchically organized because this helps in supervising employees and in coordinating and making decisions.

IV. RULES AND PROCEDURE

All organizations have rules, procedures, controls and techniques. Rules may be formal or informal and help in the regulations of personnel behaviour. A standard operating procedure is a standardized way of responding to recurring problem situations. Standardized operating procedures vastly increase the efficiency of an organization and cut down the amount of needed personal supervision. Controls are summary measures of behaviors. They are a primary means by which an organization remains close to its chartered path. They tell management what, if anything, went wrong (or right) and to what extent. On the basis of this information, appropriate remedial action can be taken.

V. FORMALITY OF COMMUNICATION:

In an organization, the work of each member is usually very closely linked to what some others are doing. In such a context, use of a standardized, work-related, technical vocabulary avoids ambiguity and misunderstanding and thus becomes a necessity for speedy communications.

The need to study organizations is manifold. First of all, they are the primary means by which society gets its work done and its needs satisfied. The study of organizations can lead to more effectively functioning organizations and to improvements in their design such that people may have more of their needs satisfied and experience less stress. Knowledge of how organizations function can help the manager navigate organizations eddies and currents with greater wisdom and probability of success. After all, a greater understanding of how people can be motivated, how and why conflicts arise and what can be done to prevent them from becoming destructive, what effects different power structures have, or how organizations can adapt to the characteristics of their

environment can surely be useful to a manager in playing the many roles he has to play: those of an effective monitor, resource allocator, leader, negotiator and so on.

Finally if we understand organizational dynamics more fully, we may be able to design better organizations. It may also result in happier, psychologically healthier members of organizations. This understanding is better served if the prime ingredients of an effective organization can be identified. The present study has chosen some key elements contributing to organizational effectiveness, and has subjected them to closer scrutiny.

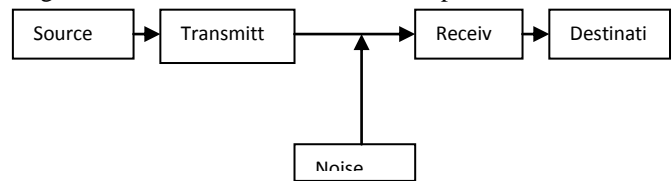
VI. COMMUNICATION

Communication is the prime ingredient of human behaviours. The ability to think and transmit ideas through the process of communication provides the binding element of all social interactions. Employees of all organizations devote most of their time to communicating (discussing problems, studying or preparing reports, giving or receiving instructions, interacting personally, and observing human behaviors). This is especially true for larger organization. Large corporations in particular, because of their complex multidivisional set up and the trend toward decentralized operations in recent years would be helpless without their communication network for cooperation, coordination, and overall utilization of resources. Efficiency and results, both for the individual units and for the organization as a whole depends on communication.

VII. DEFINITION

The communication is a basic prerequisite for the attainment of organizational goals. It is often cited as being at the root of practically all the problems of the world. Most definitions of communication which are used in management literature stress the use of symbols to transfer meaning or information. Of seemingly more importance, however, is the fact that communication is a personal process that involves the exchange of behaviour. To understand the human communication process one must understand how people relate to each other. It is the process of passing information and understanding from one person to another. It is essentially a bridge of meaning between people. It is the only means by which one person can influence another. It the flow of material, information, perception and understandings between various parts and members of an organization... all the methods, means, and media of communication (communication technology), all the channels, networks, and systems of communication (organizational structure), all the person to person inter change (interpersonal communication). It includes all aspects of communication: up, down, lateral, speaking, writing, listening, reading, methods, media, modes, channels, networks, flow, interpersonal, intra-organizational, inter-organizational.

One of the earliest and most influential models of communication comes from the field of telecommunication research (Shannon & Weaver, 1949). The proposed paradigm is shown in fig. 1.1 to describe the communication process.



(fig. 1.1 Shannon and Weaver model)

In the information processing model propounded by Shannon and Weaver (1949), the information source consists of raw information and includes some form of intent and purpose on the part of the sender. The transmitter then encodes the data into a message and sends it on to the receiver. The message may be interrupted midway by “noise”. This noise may be due to electrical static, semantic problems with the language, or deliberate distortions of the message. The receiver then decodes the message i.e. he interprets and understands the information received. Destination is the final stage of the communication process. In an organization, most information are destined to reach line managers to help them accomplish their units objectives or to top managers use in evaluating performance.

The relationship between communication and human behaviours is thus reciprocal. An open communication environment encourages frank and open behaviour whereas reticent and secretive behaviour quickly taints the environment. The relationship between communication and behaviour is in fact so close that it is impossible to study one without studying the other. Behaviour is perhaps the most revealing mode of communication, and the individual who wishes to cut off communication entirely must first accomplish the impossible task of cutting off all behaviour.

In view of the symbiotic relationship existing between organizational behaviour and communication, management has laid special emphasis on facilitating the latter. In fact Chester Barnard (1938) opines that “the first executive function is to develop and maintain a system of communication.”

Organizational communication serves four major functions: (A) informative (B) regulative (C) persuasive and (D) integrative.

A. Informative:

Organization can be viewed as information-processing systems. Managers need accurate, timely, and well-organized information to reach decision or to resolve conflict. Employees too require an enormous amount of information to operate effectively and efficiently. As each worker is provided with information about his or her job performance, the employees sets new goals and develops the proper behaviours to achieve these goals.

B. Regulative:

The operation of any organization is predicated upon its manager's ability to control and coordinate the activities of the organization. Thus in all organizations, management controls the information transmitted. The manager sends orders and expects compliance. However, the employees' acceptance of that order will depend upon (1) acceptance of the legitimacy of the source to send the

communication (2) trust in the source (3) perceived credibility of the message received and (4) acceptance of the task and goals that the communication is trying to achieve.

C. Persuasive:

Often superiors prefer to persuade a subordinate rather than issue orders. Successful managers realize that voluntary compliance by employees provide greater commitment than commands or appeals to authority.

D. Integrative:

Integrative communication functions are those that operate to give the organization unity and cohesion defining the objectives and tasks for the purpose of facilitating the entry and smooth absorption of appropriate participants, coordinating the activities and schedules of various individuals and departments, eliminating redundancy and wasted effort. Integrative processes serve to draw the organization's boundaries, taking in those individuals and activities that contribute to its objectives and excluding those that do not.

These four functions are not mutually exclusive, since any act of communication can fulfill several functions. Coordinating the action of two or more individuals toward the achievement of a common goal is a problem for any organizational unit. It is only with the effective use of communication that coordination can be achieved.

In sum, communication is the mortar that holds our organizational structure together. It provides the basis for coordinating the relationship between individuals to reach the ultimate organizational objectives.

VIII. THEORIES OF COMMUNICATION.

A. Information Theory.

Information theory is a strict scientific approach to the study of communication. This is a mathematically oriented theory and is concerned primarily with the transmission aspects of the communication process. Specifically, the transmission concepts of encoder (sending) and decoder (receiving), in terms of both their functional roles and their contribution to the achievement of a given level of performance, are the distinguishing characteristics of information theory.

The goal of information theory is to encode messages by taking advantage of their statistical nature and to use electrical signals to transmit message over a given channel, with minimum error. Information that exists, recognize entropy in the analysis of the communication system for examples they try to measure and control noise entropy that may arise from distractions, distortions, or the electrical

static occurring when a message transmitted over a communication system.

B. Interpersonal communication Theory.

The opposite extreme to information theory is the interpersonal approach to communication. Whereas information theory is very mathematically oriented, interpersonal communication is very behaviorally oriented. Here the emphasis is on transferring information from one person of effecting behaviors change and it incorporates the psychological processes (perception, behavior change and it incorporates the psychological processes perceptions, learning and motivation) on the one hand and language on the other. There must both be a sender and a receiver in order for interpersonal communication to take place. The sender is obviously important to communication, but so it is the neglected receiver who gives feedback to the sender.

The importance of feedback cannot be overemphasized because effective interpersonal communication is highly dependent on it. It permits expressive action on the part of one or more persons and the conscious and unconscious perception of such action. Perhaps one of the most important factors in a network is feedback which is vital if the originator and receiver are to secure some level of effectiveness in the communication process.

Beside feedback other variable, such as trust, expectations, values, status and compatibility greatly influence the interpersonal aspect of communication. For example, there are many research studies that show the people who do not trust one another do not communicate. This finding has significant implications for superior subordinate relations in and organization. If the subordinates do not trust the boss, there will be ineffective communication. Giving attention to these interpersonal variables can spell the difference between effective and ineffective communication.

C. Organization communication process:-

The organization process approach to communication presents the middle ground between information theory on the one hand and interpersonal communication on the other. Traditionally, the formal organization structure was viewed as a network over which there were linear information flows. Especially in classical organization structures, the communication process consisted simply of the following:

1. Instruction and commands to do or not do are always communicated down the chain of command, and only from one person to others, directly below him in the hierarchy.
2. Reports, inquiries, and request are always communicated up the chain of command, and only to the one person directly above the communicator in the hierarchy.
3. Subgroups do not communicate directly with other subgroups at their level on the

chart, but instead communicate up the chain of command until the message arrives at an office where both subgroups share a supervisor, then down the chain of command to the recipient subgroup.

4. The staff plays the role of communication god fly –i.e. it is given free rein to collect and disseminate no authoritative information in its role as an extension of the boss.

Thus, it is clear that an institution's communication system is so affected by intangible human factors that it can never be perfect. There is no quick way to achieve affective communication. All that much organization or any person can do is to start of the beginning and laboriously improve. If communication is improved, it can make a major

contribution to improving effectiveness by improving the information-gathering and information-sharing activities of an organization. Uncertainty can be reduced; the quality of the resulting decisions and the decisiveness of managerial action can be improved measurably to the benefit of organizational stability, growth and development. Communication patterns and processes are the necessary sources by which employees' activities become co-ordinated and directed toward the goals and objectives of an organization.