Organizational Communication

KOM 5315 (Study Guide)

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Mailing Information

This course has three sets of mailing materials:

1. Course outline
2. Course materials (Sections 1, 2 and 3)
3. Students evaluation of the course

Module Writers

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Introduction and course overview

You are in the midst of preparing a new proposal for your company. This proposal should be tabled for discussion and approval next week. However, you came to know that the senior vice president of the organization is not keen on the idea. Many times before the person concerned was at odds with. You know that the person is very influential in the company. How do you handle this contrasting ideas and perhaps personal conflict. How do you proposed to solve the conflict.

This and many more conflicting situation problems are quite a normal scenario in many organizations. This situations requires you to understand the organizational structure, climate and leadership style of the organization. This module will address the issue of conflict in organization, organizational climate, leadership and many more which will hopefully contribute towards a healthy and excellent organization

Course aim

This course is about the process and functions of communication in organization. The aim of the course is to equip you with knowledge and understanding of organizational communication theories and how the theories can be used to understand, explain and predict behaviors of organizational members. It is aim at creating a more effective and efficient organization to work in
Course objectives

1. to understand various approaches of organizational communication
   apply the theories of organizational communication at workplace

2. to identify communication barriers and problem in organization and able to provide the
   solutions

3. to be able to plan and practice effective communication in organization.

Course Contents:

Introduction to Organizational Communication
   Types and Examples of Communication Activities in Workplace
   Conception and Nature of Organization
   Definition of Organizational Communication

Individual and Group Communication
   Intra and Interpersonal Communication in Organization
   Group Communication Within Organization
   Group Communication Among Organizations

3. Communication Network
   Formal and Informal Organizational Communication Networks
   Formal and Informal Organizations and Communication Systems

Leadership and Communication
   Managerial Communication
   Power, Empowerment, and Communication Leadership
   Communication Audit in Organization
Barriers and Conflict in Organizational Communication

Barriers to Communication
Stress, Burnout, Conflict and Negotiation in Organization

Issues in Organizational Communication

Issues on Gender in Organizational Communication
Communication Technologies in Contemporary Organizations

Resource Materials

Required Texts


Recommended Readings


2. Management Communication Quarterly

For more information regarding research pertaining to a particular topic please refer to current journals and books in communication
Assignments Questions

Assignment One
Due date : 17 December 2000
Value : 15%
Length : Not more than 6 pages, double space type written
Question : Describe what you understand by the following concepts:
organization
organizational communication
interpersonal communication in organization
public communication in organization
internal and external operational communication

Assignment Two
Due date : 31 January 2001
Value : 25%
Length : Not more than 15 pages, double space type written
Question : Based on your working experience, discuss your organization's formal and informal network.

Assignment Three
Due date : 11 February 2001
Value : 30%
Length : 7-8 pages, double space type written
Question : a) Do you think the problem of gender and sexual harassment exist at your workplace? Describe the situations in your organization or other organization that you know off that face the problem. Analyze the situation and describe how communication could solve the problems.
b) The use of communication technology contribute towards effective communication in organization and between organizations. Do you agree with the statement? If yes, describe cases or instances where technology has assisted in creating effective communication. On the other hand, you may describe instances where technology has been an obstacle towards effective communication.
Section I

Introduction to Organization Communication
Contents

Learning Objectives
Readings and Text References
Commentary

Topic 1
The levels of Communication in Organization

Topic 2
The Concept of Organization

Topic 3
The Definition of Organizational Communication
Learning Objective

After studying this section you should be able to

1. Discuss the role of communication in organization.
2. Explain the concept of organization
3. Define organizational communication

Readings and Text References

1. Byers, P Y (Ed) (1997) Organizational Communication - Theory and Behaviour Boston Allyn and Bacon (Chapter 1)

Commentary

Understanding the role of communication in organization is important in providing the definition of organizational communication. Another important term in defining organizational communication is organization. You may read other references which discuss the concept of organization and then relate it to organizational communication.
Introduction to Organizational Communication

Communication in organization is like blood to the human body. The blood nourishes the body with oxygen and nutrients and removes the toxins away. Without the blood flow, the body will be undernourished and eventually suffer and die. For an organization to attain its goals and achieve excellence, the communication system in the organization has to operate effectively and efficiently. Communication in organization operates and functions at various levels such as intrapersonal, interpersonal, group, organizational, and societal levels. Therefore, understanding of the process of communication at these levels is important.

Topic 1

The Types of Communication in Organization

Intrapersonal Communication

In intrapersonal communication, we are both sender and receiver; our thoughts and feelings constitute the message. Our brain acts as the channel by processing those thoughts and feelings. Feedback is that information we discard or add. Examples of intrapersonal communication in organizations are preparing for a market presentation, rewriting a project proposal, and rehearsing a speech before a speaking function.
Interpersonal Communication

This is the most common type of communication. In interpersonal communication, we function as both a sender and receiver. The message is the information provided. The channel is usually the sight and sound, and feedback is the responses provided by each member of the dyad. Examples of interpersonal communication in organizations are interviews, discussing a project proposal with colleagues, talking with our supervisor or subordinate, or making a sales pitch to a potential customer.

Small Group Communication

Small group communication occurs whenever a small number of people come together for a purpose. In small groups, each individual has an equal share of participating, each can be easily heard, and each can easily interact with all other members of the group. However, with increasing member communication, it becomes more complicated. Since the group is together for a specific purpose, the interaction is generally a bit more structured than interpersonal communication, however, the channels and opportunities for feedback are the same. Examples of small group communication in organizational settings are project teams and small department meetings.
Public Communication

When a group becomes too large for active participation by group members then we have public communication. The channel for public communication is the same as group communication i.e. sight and sound, however with louder voice, audio visual aids and other support facilities to cater for the large audience. The opportunity for feedback is limited. Most public communication occur in formal settings such as at banquets, award ceremonies, press conferences and seminars.

Communication in the Organizational Context

There are three categories of communication activity that occur in organizations:
(a) internal - operational communication
(b) external - operational communication
(c) personal communication.

a. Internal - operational communication

Internal-operational communication occurs based on the structure of the organizational and as directly related to achieving the organizational goals. Examples of this type of organizational communication are inter-departmental communication such as sales reports and inventory records, which communicate needs to the production planning department, department managers used to inform superiors and subordinates of important information which is most often done through memos and telephone calls.
b. **External - operational communication**

It is communication activity conducted with individual and entities outside the organization with the aim of achieving the organization's goals. It refers to the communication the organization engages in with regulator and government agencies and with the public such as the customers, vendors, service companies, the press and others. Examples of external- operational communication are sales and public relation efforts, service follow-ups, and advertising including brochure, flyers, radio and television spots, and etc.

c. **Personal Communication**

This is communication that occurs between individual in the organization but not directly related to organization task. This is communication of private matters at personal level or "that incidental exchange of information and feelings which human beings engage in whenever they come together" (Lesikar, 1976). We do these to establish and maintain healthy social relationships. Even though personal communication is not directly a part of organization's work goals, but it is important for the success of the organization.
Topic 2

Conceptions of organization

Organizational can be viewed from various perspectives. Morgan (1986) outlines a number of metaphors describing the nature of organization. The first metaphor is the *machine*. Organizations, like machines, have parts that produce products and services. Another metaphor is the *organism*. Like a plant or animal, the organization is born, grows, functions, and adapts to changes in the environment, and eventually it dies. Third, organizations are like brains: They process information, they have intelligence, they conceptualize, and they make plans. Fourth, organizations are like cultures because they create meaning, have values and norms, and are perpetuated by shared stories and rituals.

Next, organizations are like a political system in which power is distributed, influence is exerted, and decisions are made. Morgan shows also that organizations are psychic prisons because they can shape and limit the lives of their members, and she asserts that organizations can be understood as flux and transformation, because they adjust, change, and grow on the basis on information, feedback, and logical force. Finally, Morgan says that organizations are like instruments of domination, for they possess competing interests, some of which dominate others.
We can add another metaphor to Morgan’s list—the network. Networks are social structures created by communication among individuals and groups. As people communicate with others, contacts and links are made, and these channels become instrumental in all forms of social functioning—in organizations and in society at large. Networks, then, can touch upon virtually all aspects of organizational communication in one way or another.

Network theory tells us about the structures and functions of an organization. It addresses the means by which social reality is constructed within the organization, illustrating that networks are not only instrumental but also cultural. In addition, networks are the channels through which influence and power are exerted, not only by management in a formal way but also informally among organizational members.

**Open System definition of organization**

“Organizations are system of interdependent activities linking shifting coalitions of participants, the systems are embedded in (i) dependent on continuing exchanges with and constituted by (ii) the environment in which they operate.”

(Scott, 1992 25)

**Natural System definition of organization**

“Organization are collectivities where participants share common interest in the survival of the system and who engage in collective activities structured, to secure the end”

(Scott, 1992 25)
Rational System definition of organization

"Formal organization is that kind of cooperation among men that is conscious, deliberate and purposeful"

(Bernard, 1938 4)

"Organization are assemblages of interacting human beings and in our society that have anything resembling a central coordinative system. The high specificity of the structure and coordination within organization as contrast with the diffuse and variable relations among organization and among unorganized individuals - marks off the individual organization as a sociological unit comparable in significance to the individual organism in the body"

(March & Simon, 1958 4)

The "objective" view of organization emphasizes "structure" whereas organization from a "subjective" view focuses on "process"
Topic 3

Definition of Organizational Communication

There are two key terms in organizational communication. The term communication is familiar to you and therefore need no elaboration. However, for reference, we would like to give several definitions of communication.

a. Communication is a symbolic behavior that occurs between two or more participating individuals. It has the characteristics of being a process, it is transactional in nature, and it is affective. It is purposive, good-directed behavior that is instrumental or consummatory ends.

(Burgoon & Raftner)

b. Communication is a social process involving the phases of encoding, sending, medium, receiving, and decoding (Haney, 1960).

c. Communication is the inter-change of information and ideas among all individuals in the enterprise. It is a continuing process that can't be compartmentalized or reduced to one or more communication programs. For the goal of communication is complete understanding.

(Steiglitz, 1964)
Communication Assumption

- Communication is a dynamic process
- Communication process is a transaction affecting both the sender and the receiver
- Communication is a personal symbolic process requiring a shared code or codes of abstractions. Examples of codes are cultures, non-verbal and verbal languages.

Defining Organizational Communication

a. Organizational Communication is the meaning generation process of interaction that constitutes the organization. The interaction process does not reflect the organization; it is the people. Organizational communication is the "organizational behavior" that takes place and how those engaged in that process transact and assign meaning to what is taking place.

b. A process through which people, acting together, create sustain, and manage meaning through the use of verbal and nonverbal sign and symbols within a particular context (Courad, 1994)

c. Both behaviors and symbols, generated whether intentionally or unintentionally, occurring between and among people who assign meaning to them, within an organizational setting.
Functional Definition of Organizational Communication

The display and interpretation of messages among communication units that are part of a particular organization. An organization is comprised of communication units in hierarchical relations to each other and functioning in an environment.
Review Questions

1. What is organization? Provide the different conceptions of organization.

2. From the definition of organizational communication develop a model of communication in organization.

3. Describe the different types of communication in organization by giving examples from your own daily routine in your organization.
Section 2

Individual and Group Communication
Contents

Learning Objectives

Readings and Text References

Topic 1

Intra and Interpersonal Communication

Topic 2

Group Communication Within and Among Organization
Learning Objectives:

1. To understand various levels and types of individual and group communication in organization.

2. To understand various approaches and theories of individual and group communication in organization.

3. To be able to relate discussion in workplace and enhance organizational effectiveness through teamwork and group cohesiveness.

Readings and Text References


Intrapersonal Communication

- Intrapersonal communication is the communication that occurs inside the individual. It is how we talk to ourselves, or the act of "listening to that lives in your mind" (Adler & Rodman, 1994, p. 9). We are both sender and receiver, our thoughts and feelings constitute the message, and our brain acts as the channel by processing those thoughts and feelings. Feedback is that information we discard or add.

- Intrapersonal communication is:

1. Communication within oneself
2. Self as source information and receiver
3. Feedback within oneself
4. Thinking and evaluating oneself
5. Self-talk
6. Important for the success of other types of communication
Interpersonal Communication

- Interpersonal communication or dyadic communication is communication with another person. Many scholars believe that this is the most common type of communication (Adler & Rodman, 1994). In this communication, we function as both a sender and receiver. The message is the information provided, the channel is usually sight and sound, and feedback is the response provided by each member of the dyad. Examples of interpersonal communication are interview, talking with supervisor, standing by the coffee machine discussing the recent company personnel changes, or making sales to customers.
- Interpersonal communication
  1. involves exchanges of messages between persons (2 or more) for the purpose of constructing common meaning.
  2. Understanding based on mutual expectations
  3. Basic building block for linkage system (dyad) Organization as networks of interpersonal relationship
  4. Two way communication process
  5. Feedback mechanism (verbal and nonverbal)

Interpersonal communication theories and model

1. Heider - Balance Theory (1946, 1958) This theory believe that changes in our attitudes, beliefs, and values can create explanation for persuasion. It basically says that people naturally seek harmony in their thoughts and ideas. Thus if a choice to buy a product inconsistent with a person's belief structure, that person will either change their belief or not buy the product. In this way individuals achieve balance, hence the name of the theory.
2. Individual and Group Communication

2. Newcomb – (1953)

- A’s cognition about X
- A-B understanding of agreement
- B’s cognition about X

Congruency A          Accuracy          Congruency B

Perception of
B’s cognition

3. Osgood and Schramm Model

- Principles of communication  Communication must be purposive (must have reason), continuous (never stop), relational (between superior and subordinate). learned (willing to learn, how to listen, to read and to write) and message changes (depending on the others of whom we are talking)
• **Purpose of communication** To share info, influence others, create understanding, give directions/orders, and understand oneself and others.

• **Listening effectiveness (HURIER)** Can be achieved through 1) hearing and paying attention, 2) understanding and comprehending message, 3) remembering by sending and giving meaning, 4) evaluating, judging and weighing, and 5) responding and replying. The best thing is to pass through all.

• **Functions of communication**
  1. Psychological—for our basic needs and for understanding oneself and others
  2. Social—when interact with others and as a social requirement
  3. Decision making—in exchanging information, weighing and evaluating information and influencing others

• **Source Credibility** In order to be trusted, one have to be 1) competence, where one must be trained, experienced, skillful, informed, influential, capable, intelligent and excellent, 2) trustworthy, that is a trusted, high discipline, accountable, empathetic, reliable and dependable person, 3) safety, that is a pleasant, sincere, friendly and patience person, and 4) dynamic, that is an aggressive, energetic, brave, active and efficient person.
- **Requirement for effective interpersonal communication** One must be able to
  learn to develop interpersonal trust (consistent, fair, trustworthy, favorable, be
  committed and considerable), learn to listen (listen to verbal as well as non-verbal
  cues), and learn to accept feedback either negative or positive feedback. Fear is
  an example of intrapersonal feedback.

- **Individual non-verbal messages** These messages can be get through physical
  appearance, clothing, posture (move), gesture (how you express yourself in terms
  of body language), facial expression, and vocal expression. A person's
  attractiveness becomes important because we tend to assume that those who are
  more attractive than others are more likely to be sociable, intelligent, friendly and
  successful (Herman, Zanna, & Higgins, 1986)

**Model of Non Verbal communication**

When we talk to others, we engage in one form of communication action. There are
many other behaviours that are "performed" in our conversations, however. Those

Cues are behavioural cues associated with nonverbal communication. These include
body motions (kinesics), spatial (proxemics), vocal intonation (paralanguage), time
(temporal), smell (olfactory) and object language.

Fifty five percent of perceived attitude in communication were seen from facial
expression, 35% from your vocal and only 7% from verbal or words you speak.
1 Kinesics (body motion)

The behaviour that most closely correlate with the popular term “body language” are kinesic cues (Birdwhistle, 1970). These include actions that we engage in with our bodies such as gesturing, leaning, and walking. Gestures often accompany speech and can help illustrate or augment a point or regulate the flow of conversation. On the other hands, movements that typically reflect an internal state are known as adaptors. For example, playing with our hair may denote nervousness or boredom, and rubbing our face can show confusion or fatigue.

Embletic gestures are used in the absence of spoken words where they typically have a clear, language-like-meaning. The use of particular emblems varies between cultures, most cultures have some way of gesturing interpersonal control, current state or condition, and evaluation of another (Kendon, 1988). Examples of emblems are thumbs up and thumbs down.

Our posture and the ways in which we walk, known as gait, may also reflect internal states such as mood, feelings about the person we are interacting with, and our personal attributes. Other behaviours that encompassed by the kinesics system are head, trunk and foot movements, body position, and orientation towards or away from another.
2 Proxemics (spatial)

Proxemic behaviour refers both to how we use a given territory as well as how far or close we are likely to stand to others. Research found that we actively "mark" our territories by placing certain objects, or artifacts, to show that a given space is ours (Becker, 1973). For example, employees are likely to put markers in their offices to show ownership of the area.

There are also particular rules for how close we should or should not stand in relation to another and this depends on the nature of interaction. The intimate zone should be distance between 0 to 1.5 feet, the personal zone is between 1.5 to 4 feet, the social zone is between 4 to 12 feet and the public zone is 12 feet and above (Hall, 1966). Although Hall provided ranges commonly used for these zones, the specific distance used will depend on the culture within which the behaviour occurs, the idiosyncrasies of the interactants, and the nature of the topic discussed.

3 Paralanguage (vocal intonation)

Besides spoken word, the other things that we do with our voices are part of our vocalic behaviour, or paralanguage. Sighs, tone, speed or tempo, volume, silence, pitch, and vocal quality are all considered part of the paralinguistic system (Giles, et al., 1987, Trager, 1961). Although they can occur independently of language (e.g. sighing, silence), these vocal cues typically work alongside speech to alter the meanings of the spoken words. Vocal cues
are also used in assessments of another's character. Although few vocal behaviours are reliable indicators of actual personality characteristics, they are often part of stereotyping others as confident, outgoing, dishonest, personable, and the like (Knapp & Hall, 1992).

4 Temporal/Chronemics (time)

The use of time to communicate is another cue in non-verbal communication. Arriving late or early, doing one or more things simultaneously, and how quickly a task is performed are all part of chronemics, or time, as a source of communicative information. The use of time also is linked with status, perceived personality characteristics, and beliefs about what is or is not important to another (McGrath & Kelly, 1986).

5 Tactile/Haptics (touch)

Touch is seen to be an important cue for both biologic (Montagu, 1978) and communicative reasons (Jones & Yarbrough, 1985). There are also very powerful rules dictating when touching is appropriate, and violations of these norms can lead to negative evaluations of the person enacting the behaviour. What a touch comes to mean depends on a variety of factors including who does the touching, where on the body the touch occurred, and the nature of the touch. These meanings or functions include such things as emotional displays, playfulness, influence and responsiveness.
6. Olfactory (smell)

How person form impression based on one's smell. For example, the good smell of perfume, breath odor, sweat, etc.

7. Object language

Certain meanings are given to different kinds of things. For example, there are different meanings given to different colors, different shapes or even different branded of handbags, briefcase, and clothes. Different style of haircut also included in this part. Normally people try to match object with situation, age and lifestyle.

**Topic 2**

**Group Communication Within And Among Organizations**

Individuals are not especially valued for their individuality in the organization. Organizations are made up of individuals who have been molded into working units. An organization is a set of groups - teams working toward a common goal.

- **Group defining characteristics**.

Group is a number of people working toward a common goals and perceive themselves as being a group, and has stable structure. Group differs in terms of their size.
channels, function, and communication network. An "optimum" group consists of five to fifteen people (Cartwright & Zander, 1973).

- **Group Classification**

There are several types of groups. Groups differ not only in size and networks, but also in why they exist. Group also can be formal or informal. Below are some examples:

1. **Formal Groups** – Examples of formal groups are task group and command group. *Task group* almost always have a job to do (DeVito, 1997). The jobs differ depending on where an individual is in an organization. A *problem solving group* seeks solutions to problems. It may consists of individual workers brought together for their task expertise. A *decision making groups* work on problem solving, and they go one step beyond finding solutions; they resolve the problem, execute the solution, and monitor and evaluate progress. It may consists of middle and upper level management who have power and resources to enact solutions. *Ideaation groups* consists of primarily upper-level management and are concerned about organizational problems.

2. **Informal groups** – This type of group are formed based on social intention or informal tasks. Social groups allows members of organization to come together and discuss the conditions of work and benefits provided by
organization. It supplies necessary feedback to upper-level management about the "state of the organization". Another examples are bandgroup, which formed based on interest on certain types of music, and also friendship group, which formed based on mutual interest and understanding of individuals.

- Group Types – There are many types of groups around the world. Below are some examples of popular groups formed:

  1. Social interaction group – formed to maintain and build strong member interrelationship
  2. Personal-growth group – formed to help members in individual personal development
  3. Therapy group – formed to help individual within organization overcome personal problems
  4. Decision making group – engaging in problem definition process, analysis, development of alternatives and selection of solution to attain goals
  5. Production group – communicating in producing tangible products for group accomplishment
  6. Consciousness-raising group – "increases members awareness of something which the members share" gender, nationality, religion...
Individual and Group Communication

value. ‘ways woman are victims of discrimination’ (Infante, Rancer, & Womack, 1993 in Hickson, M., 1998)

* **Group Theories**

1. Attribution Theory (Kelley, 1971) – this theory generally says that we tend to attribute success to self and failure to others.

2. Drive Theory (Zajonc, 1965, 1980) – says that presence of others may/may not improve performance, depending on the learned task.


* **Group Dynamics**

Some stages of group development in sequence are 1) forming (establish ground rules), 2) storming (hostility and self-control), 3) norming (relationship feeling), 4) performing (getting job done), and 5) adjourning (dissband/ accomplished)

* **Different communication strategies at different phase of group development in organization**

1. Opening phase – social in nature. Most of the time will be spent getting to know or reacquaint members. Introductions are made and roles often assumed.
2. Feedforward stage – the problem is discussed in general, roles and responsibilities discussed, and group routine established

3. Business phase – involve the active discussion of the problem or task, the review of positions and research, and suggestion of potential solutions offered

4. Feedback phase – the group evaluates the process by which it came to potential solutions and may select which solutions or options will be forwarded to those with the power to implement the group’s recommendations

5. Closure – the group comes full circle, the group experience is relieved as group members take on individual characteristics, and information is stored for use in future groups with the same members

- Establishing group identity through communication process
  
  Some group process variables are identity, Social structure, Goals, Cohesiveness, and Norms

- Group Cohesion Factors that lead to cohesiveness in group are severe initiation, external threats, lots of time together, small size of groups, and the history of success the members shared.
- **Group Cohesion Positive Consequences** are enjoy membership, voluntary participation, accept group's goals, and low absenteeism / turnover (group loyalty)

- **Group Cohesion Negative Consequences**
  1. Groupthink – members are so close that they didn't realize the weaknesses of the group
  2. Members may work against organisation

*Roles played by group members*

1. Task-oriented roles – as initiator/contributor that recommend new solutions to problem, as information seekers that get necessary facts, as opinion givers and as energizers that stimulated or changed group interaction.

2. Relation-oriented roles – as harmonizers that mediate group conflicts, as compromisers that shift own opinion for harmony, as encouragers that praise and encourage others, as expeditors that suggest ways for smooth operation.

3. Self-oriented roles – as blockers that are stubborn and resistant to change, as recognition seekers that call attention for own achievement, as dominators that assert authority through manipulation, as avoiders that maintain distance and isolate themselves.
Janis's Groupthink Theory

Janis has defined the situation where group consensus and cohesion create a dysfunctional group, one that fears disagreement and disenfranchisement from the group, as groupthink. Groupthink is facilitated when a group has a strong, charismatic leader, is isolated from the rest of the organization, and sees itself as failing, and fails to explore alternatives. Groupthink occurs when group members become close-minded and overestimate their own power and prestige while underestimating the power of problem.

Symptoms of groupthink

- There is the illusion of invulnerability – there is excessive optimism and risk taking.
- There are rationalizations by the member of the group to discount warnings and threats.
- There is an unquestioned belief in inherent morality. The group ignores questionable ethical or moral issues or stances.
- Those who oppose the group are stereotyped as evil, weak, or stupid.
- There is direct pressure on any member who questions the stereotypes. Loyal members don't question the direction in which the group seems to be heading.
- There is self-censorship of any deviation from the apparent group consensus.
- There is illusion of unanimity – believing silence as accepting.
There are self-appointed mind guards who protect the group from adverse information.

How to Overcome Groupthink

Groupthink can be countered by the establishment of supportive group climate and by the encouragement of disagreement. Alternatives to problems should always be examined and contingency plans (multiple plans) should be generated.

Janis suggests that “mind guards” be replaced by “devil advocates” (critical person) whose job is to counterargue solutions as they are discussed. Outside experts or individuals not typically group members might be added to the group for fresh insight and an ability to counter self-appointed mind guards or group peer pressure. Other ways are by increasing group size (heterogeneity), removing physical isolation, facilitating organizational graffiti (grapevine), eliminating competition with other group, making confronters into heroes (assertive confrontation), creating multiple subgroups to work on the same problem (plenary group approval), creating second chance or second meeting at different level, using special techniques like nominal group techniques through written opinion and, having leaders absent themselves from some meetings.
- **Differences Between Group and Team**

  1. **Group**

     Group can be defined as a number of people working toward a common goal. It demands good management and it differs in terms of their size, channels, functions, and communication network. Contributions in group are made individually. The outcomes also are individual, and not mutual.

  2. **Team**

     A team is a set of group of individuals workers who have a common problems to overcome or goal to meet. When working in team it is important to remember that organizations are composed of workgroups (teams), and not individuals. Advancement in the organization comes through teamwork. Therefore everybody have to perform well and give good commitment. The outcomes are mutual, and not individual. The demands in team is self imposed.

- **Group Performance**

  Composite output of group members towards directed goals depends on i) group task planning, ii) task dependent information, iii) task relevant communication, and iv) feedback.

  Factors that influence group performance are individuality, leadership, norms, cohesiveness, task, organizational system and technology. Individuals in group should not be selfish and individualistic. Organization that provides good leader with efficient
leadership qualities, good organizational system, good organizational culture and efficient investment in new technology can enhance group performance.

- Joining, Staying, and Leaving Group

There are many factors that influence people to join, stay or leave their groups. Issues to be considered here are security/safety of the group they joined, task complexity of the tasks they handled, social interaction pattern in the group, propinquity (nearness), reciprocity relationship, mutual interest and common goals among its members, and the needs for self esteem, or self accomplishment in the group.
Review questions

1. What do you understand by intrapersonal and interpersonal communication in organization?

2. Explain how non verbal communication is important in ensuring effective communication.

3. What is the difference between group and team? Why teamwork is very important in organization?
Section 3

Communication Network
Contents

Learning Objectives

Readings and Text References

Topic 1

Formal and Informal Organization Network

Topic 2

Formal and Informal Organizations and Communications System
Learning Objectives:

1. To understand various levels and types of organization networks in organization.
2. To be able to apply theories and relevant strategies of organizational networks in workplace.
3. To be able to differentiate the characteristics and designs of formal and informal organizations.

Readings and Text References:

Topic 1

Formal and Informal Organization Network

Introduction

According to Peter R. Monge, networks are social structures created by communication among individuals and groups (C. R. Berger and S. H. Chaffee, 1987)

"Network theory tells us about the structures and functions of an organization. It addresses the means by which social reality is constructed within the organization, illustrating that networks are not only instrumental but also cultural. In addition, networks are the channels through which influence and power are exerted, not only by management in a formal way but also informally among organizational members (S. W. Littlejohn, 1996)

- Characterized of Network

A network can be characterized in three ways

1) Scope – Scope is a level of analysis that we can study from the perspectives of individual, dyads, organization, or interorganization

2) Function – It is inclusive of production (direction, coordination and control), innovation (new ideas in the system) and maintenance (preserve the values and relationship)
3) Structure - Structure or regularities in transforming the message from sender to receiver in regular basis or we would see flow of information in other. In other words, it is who is talking to whom.

Organizational Networks

Organizational networks represent the differentiation of organizations. This is accomplished by network articulation that assigns individuals to network roles (Farace, Monge and Rusell, 1977). Typically these roles include group member, a linking person (a "liaison" or "bridge"), and a "star" or "isolate".

Network offer what bureaucracies can never deliver, that is the horizontal link. Networking also provide both lateral and horizontal, even multi directional and overlapping linkages. In the networking environment, rewards come by empowering others, not by climbing over them. Some examples of communication network studies are diffusion of information, migration, turn over, adoption of innovation, adoption of new technology, survival, social support and information sharing.

- Communication Network Theories – Some of communication network theories are Strength of Weak Ties Theory (Granovetter, 1973), Exchange Theory, (Homan, 1956, 1961), Equity Theory (Adams, 1965), Resource Dependence
3. Communication Network

Theory (Aldrich, 1976, Pfeffer, 1972), Diffusion Theory (Rogers, 1972), Inter Organisational Theory (Evan, 1965), and Cybernetic Theory (Weiner, 1948)

Peter R. Monge in Handbook of Communication Science explain that communication network in organization can be divided into two areas, namely formal networks and emergent networks or informal networks.

- **Formal Networks** – Formal networks are those designated by someone within authority to prescribe who should communicate with whom. In other word it is depicted through formal organization chart, which spells out explicit reports to whom.

  Formal networks are concerned with three types of messages. Task or production messages are transmitted through networks that concern task output, including job instructions and performance feedback. Maintenance messages are carried on networks that focus on policies and procedures. Human messages travel on networks that focus on individual employees.

- **Emergent Networks or Informal Networks** – Emergent networks occur from day to day interactions among people, irrespective of whether someone has specified that they communicate.
Concepts Pertaining to Formal Organization.

Formalization is the extent to which rules governing the behavior are precisely and explicitly formulated.

Standardization is the degree to which the content of the communication ranges from novel to routine work-related matters and the extent to which rules, policies, and procedures are established to coordinate work activities with other units, levels of organization.

Organization Structure is the formally described pattern of interrelationships existing between the various units of an organization.

Domain consensus is the degree to which an organization agrees to the claims it makes with respect to products or services provided and population served.

Mandate is the extent to which organizational info sharing is dictated by law and regulations.

Span of Control (breadth of responsibility) is the number of subordinates in an organization who are supervised by a manager.

Chain of Command is the direction from which the order/info flow hierarchically.

Nationality is the extent to which a series of actions is organized in such a way as to lead to predetermined goals with max efficiency.

Organizational Chart is a diagram showing the formal structure of an organization, indicating who is to communicate with whom.
Hierarchy of authority is the flow of who should to whom to immediate boss / supervisor, senior office.

Division of labor is the process of dividing the many tasks performed within an organization into specialized jobs.

Mechanistic Organization is an organization / structure in which people perform specialized jobs, many rigid rules are imposed and authority is rested in a few top-ranking officials.

Topic 2

Formal and Informal Organizations and Communication System

Concepts Pertaining to Informal Organization.

Grapevine - an organization's informal channels of communication based mainly on friendship or acquaintance.

Voluntary - info-sharing activity carried out on the individuals own accord without any directive from an authority.

Rumor - information with little basis, often transmitted through informal channel.

Horizontal communication - the tendency that a high amount of info flows in creating co-op between members and coordination between units of similar status.
MUM effect - the reluctance to transmit bad news, shown either by not transmitting the message at all or by delegating the task to someone else.

Boundaryless Organization - an organization in which chains of command are eliminated, spans of control are unlimited and rigid departments give way to empowered teams.

Modular Organization (focal) - an organization that surrounds itself by a network of the organization to which it regularly outsources noncore functions.

Virtual Organization is a highly flexible, temporary organization formed by a group of companies that join forces to exploit a specific opportunity.

Organic Organization - an internal organization structure in which jobs tend to be very general, there are few rules and decisions can be made by lower level employees.

Theories that relate to formal organization.

- Administrative Theory (Fayol, 1937) This theory serves as a guideline for the management of organizations based on strict rules and lines of authority. The focus is on the administrative level of hierarchy. According to Fayol, people wishing to talk with others on different levels must follow the hierarchy up, over, and down. He advanced twenty key management ideas related to his administrative theory. Some important concepts are administrative principle, co-ordination of organization activities, top to bottom management strategy, scalar principle of hierarchical structure of organization, chain-of-command (...
control) principle, span-of-control principle (management privilege), specialization (departmentalization for homogeneity), and line-staff principle (production purposes).

- **Theory of Bureaucracy (Weber, 1946)**. In this theory, Weber describes a bureaucratic organization. He proposed eight qualities of bureaucratic organization in which the role communication presented is very orderly and formalized. It follows a clear, rational pattern. Highly bureaucratic organizations are seen as very formalized, very inflexible, and very insensitive to workers' needs. Other concepts discussed in his eight qualities are typology of authority (differentiation), traditional authority (sanction and legitimation of control), national-legal authority (rules, procedures and commands), and charismatic authority (heroism and exemplary character).

- **Rational - legal authority (bureaucracy)**. Some important concepts in this theory are specialized administrator staff (official duty), a fixed division of labour, a hierarchy of offices (superior-subordinate authority), a set of general rules to govern performance (blueprint), a separation of personal from official property and rights (official versus personal property), a selection of personnel on the basis of technical qualification (merits and competency), and employment is viewed as a career by participation (lifelong career and loyalty for security).
Comparison between Formal and Informal Organization.

For formal organization, the accuracy of information is high, speed of information flow is moderate, reliability of information is high, validity of information is also high, quality and quantity of information is moderate.

For informal organization, accuracy of information is moderate, speed of information flow is fast, reliability and validity of information is high, quality of information is moderate, and quantity of information is high.

Mechanistic versus Organic Organization

<table>
<thead>
<tr>
<th>Mechanistic</th>
<th>Organic</th>
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<tr>
<td>- stable</td>
<td>- unstable</td>
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<tr>
<td>- many specialist</td>
<td>- many generalists</td>
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<tr>
<td>- rigid rules</td>
<td>- considered flexible</td>
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<tr>
<td>- authority centered in</td>
<td>- decentralized, diffused</td>
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<td>a few top people</td>
<td>forms of Organization</td>
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Simple structure is an organization characterized as being small and informal, with a single powerful individual often the founding entrepreneur, who is in charge of everything.
Adhocracy is a highly informal, organic-organization in which specialist work in teams, coordinating with each other or various projects.

Machine bureaucracy is an organizational form in which work is highly specialized, making is concentrated at the top, and the work environment is probe to change.

Professional bureaucracy is an organization in which there are lots of rules to follow, but employee are highly skilled and free to make decisions their own.

Divisional structure is the forum used by many large organization, in which separate auto mans units are created to deal with entire product lines, freeing top management to focus on larger-scale, strategy decision.

Intra and Inter Organizational Designs

1. Intra organizational design internal mashed system, an organizational design in which rigid hierarchies are eliminated and individual organizational units are allowed to complete a separate, profitable independent business.

2. Inter - organizational design Plans by which 2 or more organizations come together.

Conglomerate is a form of organizational diversification in which an organization adds an entirely unrelated business or products to its organizational design.

Strategic alliance is a type organizational design in which 2 or more separate companies combine forces to develop and separate together.
1. Value chain partnership — strategic alliance between companies in different industries that have complementary capacities.

2. Joint venture — strategic alliance in which several companies work together to fulfill opportunities that require the capabilities of one another.

3. Mutual services consortium — a type of strategic alliance in which similar companies from the same or similar industries pool their resources to receive benefit that would be too difficult or expensive for either to obtain alone.

Technological - Core Design

1. Small-batch production is a technique in which products are custom-produced in response to specific orders from customers.

2. Large-batch (mass) production is a technique based on long production runs or standardized parts or products.

3. Continuous-process production is a highly automated form of production that is continuous in nature and highly integrated in terms of component steps and processes.

Organizational Interdependence.
- interdependence is the extent to which the personnel from units or departments within / without an organization depend on each other to accomplish tasks.

- pooled interdependence is a relatively low level of interdependence in which units within / without an organizational operate in a largely interdependence.

- sequential interdependence is an intermediate level of interdependence in which the output of 1 unit serves as input for another within / without an organization.

- reciprocal interdependence is a high level of interdependence in which the output of each unit within / without an organization serves as the output for another and vice
Review Questions

1. What factors might increase the likelihood of a rumor spreading over the organizational grapevine? Why?

2. How might a manager control an organizational grapevine?

3. How do the formal and informal communication systems work together in an organization? Why are both necessary?

4. Compare and contrast between formal and informal organization
Section 4

Leadership and Communication
4. Leadership and Communication

Contents

Learning Objectives
Readings and Text References

Topic 1
Power, Empowerment, and Communication Leadership

Topic 2
Communication Audit in Organization
Learning Objectives:

Upon completion of this unit, students will be able to

1. Understand important concepts, theories and approaches of power and leadership

2. Able to apply the concepts, theories and approaches of managerial communication in workplace

3. Able to plan and practice effective communication in handling employees in organization

Readings and Text References


Topic 1

LEADERSHIP AND COMMUNICATION

Introduction

An effective leadership is a key ingredient in determining organizational success. Most people would agree that successful leaders anticipate change, actively identify and exploit opportunities, motivate their followers to higher levels of productivity, provide feedback for improving poor performance, and lead the organization toward the attainment of its goals and objectives. In achieving these qualities, communication is very fundamental to the influence process that takes place through leadership. This unit will attempt to shed some light on this important issue.

Power, Empowerment, and Communication Leadership

Power

- French and Raven (1968) define power as consisting of five interrelated "bases." The first two that can be seen as a continuum are reward power, that occurs when you control the rewards that others can receive, and coercive power, that occurs when you control the punishments that others receive. These power bases reflect your ability to provide positive and negative sanctions. The other three, which are more social in nature, are legitimate power, that occurs when others have given you power over them, expert power, that occur when you are perceived as possessing special knowledge or information needed by other, and referent power, that occurs when you are viewed as attractive to others.
- Power is the capacity to change the behavior or attitudes of others in a desired manners. In organizational politics, unofficial use of power can exchange, or protect self interest. This is an unauthorized use of power that enhance, or protect own or group personal interest.

- Power also has been defined as the ability to influence others or to maintain control over your own life. Weber (1942) defined power as the probability that a person can carry out his or her own will despite resistance.

- Power is related to influence, authority and control. It is “in the eyes of the beholder.” Power is acquired especially in the organizational setting, where it has a potential to increase or decrease.

- *The need for power* – Power is needed to control other people, to influence their behavior, and to be responsible for them.

- *Power Seekers* – According to Mc Clelland (1975), there are two types of power seekers. The first one is *personalized power seekers*. This power seekers attempt to dominate others for the sake of dominating in favor of personal concerns, thus detrimental to the organization. The second one is *socialized power seekers*. The power seekers attempt to motivate people for working as a group to achieve organizational goal and responsibilities.
- **Group and individual power** — Group can provide a collective power by combining the power of individual members (aggregated power).

  To define individual power, let's consider several different types of individual power. *Position Power* is power based on formal position in an organization. *Legitimate Power* is power based on the recognition and acceptance of one's authority. *Reward Power* is power based on the capacity to administer valued rewards to others. *Coercive Power* is power based on the capacity to administer punishment to others. *Information Power* is power based on the ability to access information that make him or her especially influenced. *Personal Power* is power based on individual qualities or characteristics. *Relational Persuasion Power* is power based on the ability to use logical arguments and factual evidence to convince others that an idea is acceptable. *Expert Power* is power based on an individual's recognized superior skills and abilities in a certain area. *Referent Power* is power based on the degree to which one is liked and admired by others, and *Charismatic Power* is power based on the individual's enthusiasm and optimism that is contagious (aura of leadership).

**Empowerment**

- Empowerment is the passing of responsibility and authority from managers to employees. The substitutes for leadership are 1) subordinates have exceptionally
high level of knowledge and commitment, 2) jobs are highly structured and routine, and 3) technology used strongly determines individual's behavior.

- Empowerment is power sharing, delegating authority, and decentralizing trusting employees. It creates the sense of accountability, sense of achievement, and can improve skills, motivation and performance. It removes the bureaucratic red-tape, reducing delays and errors while maintaining a fully utilized work force.

- Empowerment is applicable to open system and modern organization in order to respond rapidly to the changing environment. It produces flexible management for fast decision-making. The use of power in empowerment is to create opportunities and conditions through which others can gain power, can make decisions, can use and expand their abilities and skills, and can create and accomplish organizational work in ways that are meaningful to them (Louis 1985, Robert 1985, Thomas and Vetthouse 1985). Empowerment is a practical and productive way to get the best from yourself and your staffs.

- Organizational Politics. Power in Action.

Here are some of the political tactics and abuse of power in organizational scenario:

1) Controlling access to information. Withhold information that makes someone looks bad, avoid contact with those who may ask for information.
that he would prefer not to disclose, be selective in the information that he
disclose, overwhelm others with information that may not be completely
relevant
2 Cultivating a favorable impression by dressing for success, associating
oneself with the successful accomplishment of others, and simply drawing
attention to one's own success and positive characteristics
3 Developing a base of support by lobbying ideas to avoid embarrassment of
public rejection, reciprocate favor rendered, and "calling in" favor for
developing organizational power
4 Blaming and attacking others. He always find a "scapegoat", that is
someone to take the blame for failure or wrong doing. This person also is
like what mentioned in Attribution theory (Kelley, 1967) where he rewards
internal factors to self success, blames external factors for failure, and
relates to social judgement and social comparison.
5 Aligning oneself with more powerful people by selecting powerful mentor,
forming group condition, getting more powerful people to like them
(ingratiation), and forming alliance
6 Playing political games He plays i) authority game that is to resist
authority or to counter such resistance, ii) power base game such as
sponsorship game, alliance game, and empire building game, iii)rivalry
game such as line versus staff game and rival camp game, and iv) change
Theories of Power Empowerment

- Resource Dependence Theory (Aldrich, 1976)
  This theory says that organizations are continuously in competition with other organization for resources.

- Strategic Contingencies Theory (Child, 1972)
  This theory emphasizes the importance of choice. It relates power to result in organizational interest and goals. It aims is to achieve stability for survival of organization, and thus lead to power and influence of organization. It also aims to develop focal organization.

- Population Ecology Theory (Hannan & Freeman, 1977)
  This theory emphasizes on population of organizations. This relates to survival, growth and death of organizations. It believes in natural selection of organizations, that is the fit between organization and it’s environment. This theory is based on revolutionary analysis (Campbell, 1969), that is creation, selection and retention. It discusses on the question of organizational mortality.
Communication Leadership

- Leadership is the process whereby one individual influences other group members toward the attainment of defined group or organizational goals. Leadership is a process that involves influence, and communication is fundamental to the influence process that takes place through leadership.

- The functions of leadership include establishing organizational mission and formulating strategies for implementing mission. Successful leaders anticipate change, actively identify and exploit opportunities, motivate their followers to higher levels of productivity, provide feedback for improving poor performance, and generally lead the organization toward the attainment of its goals and objectives.

- Leaders and Leadership Theories

1. "Great Person Theory" (Hunder and Colvin, 1991) - This theory believes that leaders possess special traits/characteristics. They are responsible for assuming a position of power and authority. Examples are Prophet (S.A.W), Alexander the Great, Abraham Lincoln.

2. Leader-Member Exchange Theory (Graen & Wakabayashi, 1994) - This theory says that leaders form different relations with various subordinates. This exchange relationship is for strong effects on subordinate's performance and satisfaction. This will affect on morale, commitment, creativity, volunteerism, etc.

3. Contingency Theory (Fiedler, 1967) - This theory discusses on the influence of an effective leader on group process (interaction) and productivity (performance).
Fielder maintained that leadership effectiveness depends on the match between the leader's style and the situation. The most effective leaders depend upon the favorability of the situation. Situation favorableness refers to a general notion of how easy or difficult a setting might seem to be for a manager. It is determined by three specific features of the situation: 1) Leader-member relations, that is the extent to which group trusts and respects the leader and is willing to follow his/her directions, 2) Task structure, that is the degree to which the task is clearly specified and defined (structured) as opposed to ambiguous and unclear (unstructured), and 3) Position power, that is the extent to which the leader has official organizational power, that is, how much control over rewards and punishments that the leader has as a result of their position. Leader with power, friendly and having clearly structured task is able to activate and influence group to perform due to acceptance and group cohesiveness.

4 Situational Leadership Theory (Hersey & Blanchard, 1988) - according to this model, the most effective style of leadership depends on the extent to which the followers requiring a) guidance, b) direction, and c) emotional support.

5 Path-Goal Theory (House & Baetz, 1979) - says that subordinates will be motivated by a leader. A leader must know the goals, and then subordinates can follow. Goals are attained through various leadership styles such as instrumental/directive leadership style, supportive/human relation leadership.
style, participative leadership style, achievement oriented/ improved performance leadership style

6 Normative Decision Theory (Vroom & Yetton, 1973) – Stresses on leader effectiveness based on autocratic style, consultative, or group decision. Focuses on strategies from available information/alternative. Effective approach to decision making (based on acceptable rules) are 1) protecting decision quality by following rules like leader information rules, goal congruent rules and unstructured problem rule; 2) protecting decision acceptance by following rules such as acceptance rules, conflict rules, fairness rules and acceptance priority rules.

7. Other leadership theories are 1) autocratic, democratic or laissez-faire style of leadership (Lewin, Lippitt, & White, 1939), 2) autocratic vs democratic, 3) authoritarian vs non-authoritarian (Shaw, 1955), 4) supervisory vs participatory (Preston & Heintz, 1949), 5) directive vs non-directive (Shaw & Blum, 1966), 6) initiation and structure (Hainin, 1955), and distant, controlling, managing vs. psychologically close, permissive (Fiedler, 1964)

Traits of successful leader – Successful leaders must have drive/desire for achievement, ambition, high energy, tenacity and initiative. He must have leadership motivation and have desire to exercise influence over others to reached shared goals. Possess good qualities like honesty, integrity, trustworthy, reliable, open, have self-confidence in own abilities. Must also have good cognitive
qualities like intelligence, and ability to integrate and interpret large amount of
information, good knowledge of business such as knowledge of industry and
relevant technical matters, original creativity, and flexibility in adapting to needs of
followers and requirement of situations

- Below are 12 different styles of leadership

1. Directive Democrat – Leader make decision participatively, and closely
   supervises subordinates

2. Directive Autocratic – Leader makes decision unilaterally, and closely
   supervises subordinates.

3. Permissive Democrat – Leader makes decision participatively, gives
   subordinate latitude in carrying out their work

4. Permissive Autocratic – Leader makes decision unilaterally, gives subordinates
   latitude in carrying out their work

5. Initiating Structure – Leader with task performance oriented Stresses on
   productivity: Task-oriented style, product-oriented leader

6. Consideration Style – This type of leader is welfare oriented, human
   relationship type with person-oriented style

7. The Managerial Grid style are further divided into four types of management
   They are 1) Country Club Management that have high concern for people and
   low concern for production, 2) Task Management that have high concern for
   production and low concern for people, 3) Impoverished Management that
have low concern for both people and production, and 4) Team Management
that have high concern for both people and production.

8 Charismatic – Leader with self confidence, good vision, and extraordinary
behavior. He is recognized as change agent and have environmental
sensitivity.

9 Transformational – Leaders that have charisma, intellectual stimulation,
individualized consideration and inspirational motivation.

10 Attempted Leadership – One who tries to influence and affect the behavior of
others through communication. Example: Salesman

11 Successful Leadership – Follower behaves in accordance with the desire of this
type of leader.

12. Effective Leadership – Followers' behaviors produce group goal attainment.

**Topic 2**

**Managerial Communication**

Definition “Managerial communication integrates communication skills and
knowledge of the entire system with the function of the organisation” (Level &
Galle, 1983)

“Managerial communication is the process through which modification of
interpersonal and organisational outcome occurs as a result of message exchange”
(Hawkins & Preston, 1981)
• Managerial Communication and Organizational Subsystems

Maintenance subsystem: Mediates the task demands and human needs in keeping the production system functioning by maintaining both formal and informal communication.

Boundary subsystem: Linking the organization to its environment through a two-way flow of information across a permeable boundary (open system perspective)

Adaptive subsystem: Ensuring that organization make changes and adaptation to the technological and economic changes

Managerial subsystem: Oversees that minimum conflict occurs while integrating diverse activities in a meaningful whole through information exchange and sharing of responsibilities (empowerment). Managers should avoid conflict through information sharing.

• Classical Theories of Organisations from relational-system perspective

Scientific Management Theory (Taylor, 1911): believe in scientific manipulation of task. Aims the maximum output (profit) with minimum input (resources). Stresses on efficiency of performance and relational activities of works and of managers

This theory is applied more to industrial field. It assumes human as machine and believe human as motivated by economic incentives.
• **Transitional Theory from natural system perspective**

1. **Human Relation Theory** *(Mayo, 1945; Roethlisberger & Dickson, 1939)* - According to this theory, change is interesting and attention is gratifying. This theory is concerned with the interpersonal relationship between employees. The aim of management must be to render industry more humane. This approach is popular with the Hawthorne effect studies that say extra attention influenced workers to increase their work performance.

• **Management Theories Applied in Managerial Communication**

1. **Theory X** *(McGregor, 1950's)* - According to this theory, people don’t like work. They are inherently lazy and avoid work if they can. People usually work for the basics of life: food, shelter and clothing. Because of their dislike for work, people must be force to work or at least coerced. Consequently they must be directed, controlled and monitored closely. Says that people don’t like responsibility unless forced to take it. By keeping employees anxious about their security, they can be induced to take responsibility and work towards organizational goals.

2. **Theory Y** *(McGregor, 1950's)* - According to this theory, work is as natural as play and rest. Exercising external controls and threats is not the only way to direct people. Managers can help employees exercise self-direction and self-control and still accomplish organizational goals. It further says that
commitment to organizational objectives is directly related to the rewards associated with their achievement. Under the proper work conditions, the average person learns to accept and seek responsibility. Most (not just a few) employees can exercise high degree of imagination, ingenuity and creativity in solving organizational problems. This theory believes that under the conditions of modern industrial life, the intellectual potentials of the average worker are only partially utilized.

3. **Cooperative System Theory** (Bernard, 1938) – This theory regards organizations as cooperative systems, and integrates individual contributions. Every unit is coordinated and share common purpose and goals. Believes in togetherness for survival.

4. **Institutional Approach** (Selznick, 1948) – Believe in organizations as adaptive organisms. They are adaptive to external environment influence such as innovative information and internal maintenance such as maintenance information. Organizations provide cooptation mechanism with the environment.

Contemporary Organization Theories from Open System Perspectives

1. **Contingency Theory** (Galbraith, 1973; Lawrence & Lorsch, 1967) – According to this theory, there is no one best way to organize and any way of organizing...
is equally effective. The way to organize is actually depends on the nature of the environment. The design are contingent upon the environmental conditions. Best adaptation is the one that meet the demand of the environment. Adaptation strategies should be matching at 1) structural features of sub-units at specific environment; 2) integration features of the larger organizations to the overall environment; and 3) relate to information processing by decision makers for their performance.

- **Functions of Managers** - The main function of managers is to Organize. Organizing involves important activities of planning, directing, controlling, staffing, innovating, creating new ideas, leading, motivating, coordinating, representing organization, establishing and maintaining linkages and decision making.

- **Manager interpersonal organizational communication activities** are listening, reading, understanding, questioning things, probing problems, proposing solutions, giving feedback, winning support and dealing with objections.

- **The Art of Managerial Communication**

  *Managing Yourself* - Understand yourself, evaluate yourself and seek feedback from others. Must clear of your objectives and goals, and also able to strike balance between doing and managing. It is important to effectively manage your
time, paper, memory and your secretary. Delegate task properly by planning what
to delegate, whom to delegate and how to delegate.

Managing others by modeling yourself as best example. Thus, you should work
hard, be positive, be cooperative and always help your subordinates. Earn trust
and respect, be yourself (your best self), be human, be considerate, be fair, be
trustworthy, show trust and respect, know your staff, be caring, encourage
involvement, consult and explain, help to achieve objective/goals, encourage
openness, be trusting, manage by consent. You should oriented yourself to
manage for result. Set high standard, give clear direction, make sound decision,
face up issues, keep control and always recognize achievement.

Managing your boss – develop understanding with your boss, keep him informed
of present solutions and not problems. Show initiative, be businesslike, give
support to him and whenever there is disagreement, disagree positively.

Managing performance – Plan your performance by identifying, setting and
agreeing with your objectives/goals, and update this plan. Track your performance
by staying informed and reviewing progress. Then improve your performance by
giving encourage, support and help. Give feedback, appraise performance and
track poor performance positively.
Managing discipline and grievances - Manage discipline fairly. Identify the standard required, know and follow the discipline procedure, act promptly, investigate and consult beforehand, give a hearing, determine the appropriate remedy, summarize and identify next steps, commit things to writing and do follow up. Avoid grievances by anticipating concerns, listen effectively, act quickly and do follow up.

Managing recruitment - Determine your need, plan your campaign, aid self selection, select thoroughly, treat people considerably and offer opportunity.

Managing reward - recognize contribution and reward fairly. Match grade to job size, relate total reward to performance, aim for understanding and stay objective.

Managing training and development - Provide proper training by planning it excellently and help people learn. Provide thorough induction, develop the right attitude, give effective instruction, coach performance, use courses effectively and finally evaluate the training given. Support individual development in the organization by helping their selves development, use their abilities fully, discuss aspirations and establish a development.

Managing interpersonal communication - Develop your communication skills by presenting effectively, writing thoroughly, listening carefully and reading
selectively. Keep others in your organization informed by establishing appropriate system for information sharing and aim for understanding. Keep yourself in touch by encouraging openness. Be accessible and visible. You should also manage meetings effectively by planning, preparing, chairing and recording it.

Managing organization – To develop an appropriate structure, minimize level and optimize span of control. Ensure accountability and build team and teamwork. Keep members tight, ensure the right mix, provide clear objectives, give appropriate leadership, foster team identity, and keep competition constructively.

Aim for organization effectiveness. Measure results, improve performance, and increase resilience.

Managing Quality – In order to set clear standards, you have to consult your customers, decide on appropriate quality standards, communicate quality standards and review these standards. Achieve the Standard Required (QA) by determining and implementing control, and agreeing for responsibility of quality. To track the Quality Achieved (QC), install QC, discuss quality feedback with staff, and ask for an audit and feedback. Finally, to improve quality you have to involve your staff, address key vulnerabilities early and develop the right approach.

Managing productivity – Give good focus on productivity. Understand what production means, explain why production is important, aim for effectiveness and
aim for efficiency Plan to be productive organization Access your staffs' and your workload correctly, provide the right equipment for the job and schedule projects. You should also ensure that the performance is productive by managing your resources efficiently, establishing productivity measures and tracking levels of productivity. Maximize productivity of the organization. Involve staffs, look for better ways, reduce costs and seek outside helps.

- **Model of Organizing** (Weick, 1969; 1979).

(Also "communicating" by Farace, Monge & Russell, 1977)

Concepts in this model

- Organization is regard as information processing.
- Human organize in order to help reduce uncertainties
- The organization structures are 1) enactment, 2) selection, and 3) retention.
- Organization survive when there is a balance between flexibility and stability.
- It give regards for individual semi-autonomy
- In processing information, the needs are to receive information, make decision, and direct / take action
- To survive in organization is to adapt, and to adapt is to change
- Interdependence is necessary (deviate from being closed, self-contained and self-sufficient system)
Topic 3
Communication Audit in Organization

- **Definition**  A “communication audit is an objective report on the internal communication of an organization. The audit allows management to improve the way in which the organization deals with the information necessary for its operations” (Hamilton, 1987)

A “communication audit is the process whereby the communications within an organization are analyzed by an internal or external consultant with a view to increasing organizational efficiency. Therefore, it is an activity which involves the measurement and analysis of communication within an organization” (Booth, 1988)

- **Objective of Audit Communication in Organization**
  - To determine the amount of information underload or overload associated with the major topics, sources and channels of communication
  - To evaluate the quality of information communicated from and/or to these sources
  - To assess the quality of communication relationships, specifically measuring the extent of interpersonal trust, supportiveness, sociability and overall job satisfaction
☐ To identify the operational communication networks (for rumors, social and job related messages), comparing them with planned or formal networks prescribed by organizational charts

☐ To determine the bottlenecks and gatekeepers of information by comparing actual communication role of key personnel (isolates, liaisons, group members, etc.) with expected roles as provided by job descriptions

☐ To identify categories and examples of commonly occurring positive and negative communication experiences and incidences

☐ To describe individual, group and organizational patterns of actual communication behavior related to sources, channels, topics, length and quality of interactions

☐ To provide recommendations, derived from the audit, which call for changes or improvement in attitudes, behaviors, practices and skills

- In selecting an audit process, things that have to be considered are 1) time and money availability, and 2) good internal and external consultants

- There are several steps in conducting Audit Communication First, identify the focal unit from intrapersonal, interpersonal and organizational level Second, state the purpose of the audit It may be prevention, problem solving, or innovation. Third, identify subsystems, activities, and variables Fourth,
proposed networks to evaluate "traffic flow", use of Delphi forecasting technique, and monitoring telex usage
Review questions

1. Explain how good leader can ensure excellent performance of subordinates.

2. Discuss the concept of leader and leadership. Support your discussion with relevant theories and studies.

3. What is audit communication and why it is important in organizational communication?

4. Elaborate on stages and methodology of audit communication.
collect and treat information through content analysis and readability tests.
Fifth, identify effectiveness criteria, and finally analyze and report.

Methodology in audit communication is divided into Quantitative and Qualitative methodology. For Quantitative methodology, the steps are to do system description, identification of objectives and constraints, formulation of measures of performance, generation of options (routes to objectives), model construction, evaluation, choice of routes to objectives, and finally implementation.

For Qualitative methodology, first you have to have the unstructured problem situation. The next steps are to do analysis, find, root definition of relevant systems, build conceptual model, compare the conceptual model with real world situation, debate on feasible and desirable changes, and finally implement.

- Common techniques of auditing communication are structure interviews, unstructured interviews, questionnaires, group discussions, network analysis or sociograms, communication diaries, telephone call logging/monitoring, checking and analyzing telephone bills, looking at the house newspaper, videos and training films, carrying out a structure system analysis, drawing the picture of the principal information flows, running a computer simulation models for
Contents

Learning Objectives

Readings and Text References

Topic 1

Barriers to Communication

Topic 2

Stress, Burnout, Conflict and Negotiation in Organization
Learning Objectives:

1. To understand various concepts, approaches and level of barriers and conflict in organization.

2. To be able to relate discussion in workplace and enhance organizational effectiveness through good conflict management and negotiation.

Readings and Text References:


Topic 1

Barriers to Communication

- **Definitions** “Communication barriers are problems/difficulties associated with the process of abstracting information against reality of the situation” (Byers, 1997)

  “Communication barriers cause miscommunication because differences in the elements are the rule and the similarity among them are the exception, making communication a complex phenomena to understand.

- **Levels of communication barriers**: The levels are 1) intrapersonal communication barriers, 2) interpersonal communication barriers, 3) group communication barriers, 4) intra organizational communication barriers, 5) inter organizational communication barriers, and 6) system level communication barriers.

- **Communication elements** are 1) source, that is individuals with differences, dissimilarities, different ideologies and practices, 2) message, comprises of verbal and non-verbal meaning, information distortion, and gatekeeping/filtering of information, 3) channel, that can be personal, mediated or mass, 4) receiver, who also have differences of thoughts and backgrounds; 5) differential effects such as different environments, different clients, competitors, partners and
turbulent/changing external factors, and 6) feedback mechanism where one can have unexpected outcome or negative feedback.

- **Types of communication barriers**  
  Some barriers to communication are due to
  1) perceptual differences (due to culture, believe, tradition, age, race, etc.),
  2) problems with language and meaning,
  3) noise (internal and external to individual),
  4) lack of control over the communication process,
  and 5) problems associated with networks, such as distortion of information.

- **Steps in identifying communication barriers**
  - Level 1 - the presence of physical distance brought about by physical growth.
  - Level 2 - the presence of traditional hierarchy of power and status in organization
  - Level 3 - presence of job specialization creating antagonism between groups
  - Level 4 - presence of “introduction ownership” by gatekeepers creating “social dilemma”

- **Power differential as communication barriers**
  Tactics to maintain power - Taking counsel and seek advise when necessary
  Do not commit to untenable program  
  Complete the communication process by sharing the relevant information with others  
  Be compromise to others and
at the same time not foregoing your own goal Delay reaction when necessary (negative timing) This will give you more time to think and stabilize your emotion before giving judgement.

* Overcoming communication barriers

Be active and attentive listener Follow the HURRIER concept, that is hear, understand, remember, interpret, evaluate and responds

Keep your language simple Use common words and avoid jargons (specialized language used by a particular group) Keep your language short, simple and direct to the point (KISS – keep it short and simple)

Avoid overload, or overburdened with too much information. Use gatekeeper or message queuing

Provide effective feedback mechanism such as suggestion systems (suggestion box), corporate hotlines like specialized telephone hotline, brown bag meeting (casual meeting or informal gathering) and employee survey (communication audit)

* Some guides to effective communication management

To effectively manage your communication, first you have to clearly establish the intended message and communication objectives. The objectives can be informational,
motivational, controlling, or for emotional support. Then you establish the primary communication needs of the message. For example the need for modification, need for speed, and need for feedback. Identify also the characteristics of the receivers. This is very important in dealing with their perceptual problems, biases, communication skills, strength and weakness.

Identify all available channels whether personal, mediated or mass type of channels. Cross check channels, receivers and message effectiveness in terms of reliability, validity and cost. Select the most effective channel or channels. Multi effective channels is normally better than single channel.

Carefully encode the message to suit the receivers. Take into consideration selective exposure, selective selection, selective retention and selective retrieval. Obtain feedback by opening feedback system to upgrade and improve the source of information, message and channel.

If possible, repeat the flow of information in a different mode in order to ensure continuity and efficiency. Learn from communication experience, especially from mistakes.
Topic 2

Stress, Burnout, Conflict and Negotiation in Organizations.

Definition of Stress

"Stress is a physiological state of an individual which is influenced by stressors and which is indicated by several chemical levels which can be directly measured."

(Dunham, 1984)

"Stress is the pattern of emotional states, cognitions and physiological reactions occurring in response to stressors."

(Greenberg & Boon, 1997)

Some Related Terms

Stressor - is an environmental factor which influences an individual's stress level.

Stress reactions - this is human responses to the stress level, including affective, psychological physical and behavioral reactions.

Stress management action strategies - the strategies include changing the stressors, treating the reaction and changing the person.

Strain - Deviations from normal states or functioning resulting from stress are called strain.
Daily hassles - Daily hassles are problems of everyday life that serve as important causes of stress.

**Personal Traits and Stress**

Type A behaviour pattern personal are always in a hurry, highly competitive and irritable. Therefore they are highly susceptible to the adverse effects of stress.

Optimistic persons have hopeful outlook in life, see situation in a positive light and expect favorable outcome. These traits lead to problem focused coping and able to manage stress.

Hardiness persons have high level of commitment to their jobs, believe they can control their outcomes, and see stress as challenge. Therefore, they have high resistance to stress.

For Tension Discharge Rate type of persons able to dissipate job-related, tension quickly at the and of the day. Therefore, the harmful effect of stress on them are reduced.

**Personal Approach to Stress Management**

There are many personal approaches in managing stress. Some ways are by exercising good lifestyle management. This can be achieved through good and effective diet and exercise. Another way is by practising physiological techniques like relaxation and meditation. Beside physiological, one can also practise cognitive techniques such as thinking oneself as out of stress.
Organisational - Based Strategies for Managerial Stress

Some good practices are family - support practices which help to reduce the stress of work family conflicts, flexible scheduling, supportive "superior" behaviour and good social support system that maintain co-work linkages.

Burnout

Definition

"Burnout is a syndrome resulting from prolonged exposure to stress, consisting of physical, emotional and mental exhaustion plus feelings of lack of personal "accomplishment""

(Greenberg & Boron, 1997)

Some examples of job burnout are exhaustion, fatigue, health problems, irritability, intellectual impairment, and emotional outburst.

• There are several reasons that lead to job burnout. Critical boss always make the subordinates under pressure. This type of boss see only the "dirt" and not "the gold". They see mistakes and only know how to blame and criticize.

Incurable client is client that does not seem to improve but return to their old habits. Example of incurable client's habits are drug addiction, tardiness and absenteeism. These habits will finally lead to job burnout.
Lack of recognition from higher management may also lead to job burnout. Example of this phenomena is inadequate pay, state pay and no promotion given to staffs.

Other reasons that lead to job burnout are job ambiguity resulting from lack of information, clear goals and objectives; endless task, that is task given within end and job monotony, no win situation where there are incompatible demand demanded by two bosses, conflicting role of supermom, superwife and boss, and value conflict. In value conflict, one have to choose whether to cheat/bribe or be poor. This situation will surely but people under stress.

Work overload or underload also can lead to job burnout. This means that there are too much work to do or too little work to do that make someone exhausted or bored.

- **Sign of job burnout** include feeling of frustrated, emotional outburst, withdrawal, health problem, alienation, substandard performance and increased use of drugs, alcohol and cigarettes.

- **Symptoms that lead to job burnout** are 1) negative emotions like frustrations, anger, depressed, dissatisfaction, anxiety, chronic behaviour and emotional fatigue, 2) interpersonal problems such as over react, hostility, withdrawal from social interaction, inaccessible and aloof, 3) health problems such as cold, headache, insomnia, backache and tired; 4) declining performance where one
cannot concentrate and easily feel bored, 5) substance abuse, that is eat more
or eat less, take more drugs more cigaratte and more coffee, and 6) feeling of
meaninglessness such as cynicism, pointless, tardiness and absenteeism

- *Antidote to burnout* – Burnout can be controlled through several techniques
  
  Improve your personal power. Insert the feeling of “I can do” in your mind
  Believe that you can control your work excellently
  
  **Manage your self**  Get knowledge, get more information and improve your
  communication skills and relationship with your colleagues and supervisors
  
  **Manage your stress**  Always be relax and able to control yourself
  
  Improve your social support system. Communicate well with your family,
  friends and coworkers. Try to build and maintain those relationships
  
  **Build your skills**  Acquire skills to tackle new challenges and surprises
  
  **Modify your job**  Tailor your work according to your work style
  
  **Change your job**  Get new job, new atmosphere, new boss and new
  challenges
  
  **Manage your mood with thought control**  Replace your mind with positive
  thoughts and ideas. Follow the law of replacement of “bad” with “good” ideas
  
  **Detached concern**  Forget about the bad and the past. Don’t fret
Organizational Conflict and Negotiation

Definition of Conflict
Conflict occurs when 2 parties possess incompatible goals and interact in such way that the behavior of one or both of them threatens the other's goal attainment.

"Conflict is a process that begins when individual or groups perceive that others have taken or will soon take actions incompatible with their own major interests." (Greenberg and Baron, 1997)

Conflict is an expressed struggle between at least two interdependent parties who perceive incompatible goals, scarce resources, and interference from other.

"Conflict is party in achieving their goals. (Byers, 1997)

Definition of Negotiation
"Bargaining/negotiation is a process in which two or more parties in dispute exchange offers, counteroffers, and concessions is an effort to attain a mutual acceptable agreement." (Greenberg, 1997)
Causes of conflict

- Organization structure - job assignment, incompatibility, ambiguous responsibility
- Competitive nature of reward system
- Resource competition due to scarcity of resources
- Presence of interdependency (differentiated)
- Time pressure
- Power differential / unequal status
- Misperception of communication intention

Conflict process

- Frustration on anything that you care for but prevented from obtaining it (performance goal, promotion, personal power, etc)
- Conceptualization stage of conflict: Formulate the perception about the nature of conflict could be distorted/ nonexistence issues
- Conflict reactive behaviour - avoiding, competing, accommodating, collaborating, compromising
- Reactions from the other party in response to your reactive behaviour
Outcomes of organizational conflict

Positive - change in organization culture, increase group cohesion and cooperation, generate creative and innovative ideas, increased maturity, avoidance of group think

Negative - decreased performance, decreased cohesion, decrease job satisfaction, sabotage, physical aggression, organizational dysfunctional

Conflict resolution strategies

1 Conflict avoidance - not communicate with those whom you are in conflict
2 Conflict escalation - you are upping the "anti" and legitimizing the other person's power
3 Reducing conflict - communicate with those whom you are in conflict
4 Maintenance of conflict - allow conflict tension be present
Review Questions

1. Compare and contrast interpersonal and intergroup conflict. Which may be more easily managed by organizational policies? How? Why?

2. Describe the following concepts
   a) type of barriers
   b) job burnout
   c) personal traits and stress management

3. What are the causes of conflict in organizations?
Section 6

Issues in Organizational Communication
5: Barriers and Conflict in Organizational Communication

Contents

Learning Objectives

Readings and Text References

Commentary

Topic 1

Issues on gender in organizational communication

Topic 2

Communication technologies in contemporary organizations
Learning Objective

After completing this section the student will be able to.

a. Identify gender related problems in organization.

b. Determine the cause of sexual harassment.

c. Describe the role of communication technologies in organization.

Readings and Text References.


Commentary

This section will present selected issues in organizational communication which are regarded as contemporary three issues that are being focuses in this module, these are the issues of gender and communication technology in organization.
Topic 1

Gender Issue

The increasing number of women who entered the work force has created changes in the work environment of organization. Women have progressed and moved up the ladder of organization to be senior, executive and CEOs. Among the issues of concern in organization are factors affecting women’s mobility, men’s and women’s roles in organizational cultures, the treatment of women managers, behavioural style of male and female managers, the sexes’ participation in informal communication system, work-family conflicts, sexual harassment and organization romance.

The following points were observed on the situations of working women:

a. Women workforce has increased dramatically in the part decades, but their movement into management and executive level has been slower.

b. There is a concentration of women at lower levels of management. There is job segregation in which women are concentrated in clerical, teaching, nursing and other services jobs. Men’s job typically have more power, status and prestige, while women’s jobs often have pleasant working conditions and emphasize the women’s appearance.

c. There is a salary inequity between male and female employees.

d. The portrait of organizational life shows women working at lower organizational levels than men, holding lower prestige jobs, and earning
less money than men. This situation is referred to as ‘The Glass Ceiling’ The glass ceiling in a metaphor for the invisible but impermeable barrier that prevents women from advancing beyond middle levels in organizational hierarchies. The ceiling is glass because women can see the higher level, more prestigious, and greater paying jobs above them, but they cannot attain them in any large member

**Gender and Organization Culture**

Traditional organizational culture is regarded as masculine. This is because men have been dominating the workplace. Despite the fact that women have entered the workplace in large numbers, the culture of most organizations is still based on male norms and assumptions. To be successful in most organizations, women are expected to assimilate into masculine organizational cultures. They must enter hierarchical organizations, be competitive to climb the hierarchy, and speak the language of organization. Such terms as ‘chain of command’, ‘in the field’, ‘front line’ and ‘sales force’ represented male dominant culture. Feminine organizational culture is regarded to be less hierarchical, participative decision making, few rules, lateral communication, interaction as the mode of conflict resolution, power based on expertise not position, cooperation, teamwork, corrective rather than punitive discipline, and flexible schedules and benefits (Karsten, 1994).
Male and Female Managerial Behaviour

What are the differences and similarities between male and female managerial behaviours? Studies have shown that the differences are small. Women managers were found to be more interactive with subordinates, encourage participation, and share power and information then men do. — Women managers bring unique communications, including human resource skills of communication, cooperation, affiliation, attachment, emotionality and intimacy, (Grane, 1988)

There are however similarities between male and female managers. They are similar in the degree to which they want to achieve, the power they want to attain, and the extent to which they want to associate with people. Male and female managers do not seem to differ in their influence behaviour, their personal goals setting or their personality traits.

Other related phenomena of women in organizations are:

a. Women are less involved in mentoring and networking than men.
b. Women face more work and family conflict than men. This is because working wives are responsible for about 70-80 percent of household and children responsibilities.
Sexual harassment is defined as unwelcome sexual advances, requests for sexual favours, and other verbal or physical conduct of a sexual nature. Sexual harassment is also defined in terms of unwelcome behaviour in which verbal or physical acts of a sexual nature demigrate or create an uncomfortable work environment.

There are two types of specific behaviour that are not permitted:

1. When a direct offer is linked to employment, promotion, or pay increase (quid pro quo harassment)

2. When a direct threat of job loss or retaliation significantly interferes with an individual’s work performance by creating an intimidating or offensive working environment (a hostile work environment)

Examples or cases that could be considered sexual harassment are:

1. A male supervisor touching or patting a private part of a female subordinate’s body

2. A male supervisor requiring sexual favours from a female subordinate in exchange for organizational rewards

3. Male supervisor repeatedly asking out female subordinate who is not interested
4 Male supervisor making sexually suggestive remarks or gestures to a female subordinate.
5 A male supervisor displaying sexually suggestive visuals
6 A male supervisor telling sexually oriented jokes to a female subordinate
7 A male supervisor asking a female subordinate to run a personal errand (such as picking up his laundry).
8 Male supervisor telling sexually oriented jokes in the presence of a female subordinate.
9 Male supervisor touching or patting a female subordinate on nonsexual parts of her body.
10 Male supervisor asking a female subordinate for a date
11 Male supervisor paying for a female subordinate's meal.
12 Male supervisor helping female subordinate with physically demanding work.

Cause of Sexual Harassment

The occurrence of sexual harassment could be attributed to three main's causes.

The imbalance of power relationship between men and women. The harassers use sexual behaviour as a way to intimidate, treat, humiliate, or retaliate against others in the workplace. Supervisors may
abuse their role power and legitimate authority by linking job consequences to sexual behaviour. Or males, by virtue of the perceived power they have compared to women, may intimidate or embarrass women in the workplace through sexual remarks or behaviour.

2 The view of women in traditional roles in society may spill over into the workplace and lead men to see women in unprofessional ways.

3 A third possible explanation for sexual harassment relates to the general culture of communication between women and men in society and consequently, in the workplace. This means that typical communication styles of women and men position men in assertive, direct, and supervisor roles and position women in polite, submissive, and cooperative roles. These communication styles create and reinforce power imbalances that can contribute to sexual harassment in the workplace.

Please read Byers Chapter 10 (pg. 257) and Hickson, 111 and Stakles (pgs 240-246)
Topic 3

Communication Technologies in Organization

Communication technologies are ubiquitous and organizations, whether big or small, are dependent on them for effective and efficient functioning. It was a few short years ago that the computer was still a novelty, voice mail was in its infancy, and the fax machine seemed like a very real threat to the courier business. Today all these technologies and many more are part of our everyday lives and are becoming as commonplace as telephones, radios, and television. The Internet has become a common business tool for both huge multinational corporations and man and pop business. The world wide web connects individuals, groups, and organizations that have some command thread of interest and allows for nearly instantaneous connections for people all over the globe. Among the important applications of communication technologies in organizations are Local Area Network (LAN), Wide Area Network (WAN), internet, telecommuting and teleconferencing.

LAN's and WANs

LANs and WANs are computer network systems in which computers are linked to one another to facilitate on-line real-time access and sharing of data and information. LAN is a system in which computers in a building or limited geographical area are linked together. WAN operate on the same process but the linkage how is for and wide covering several geographical areas and provide a bridge to the outside
world of the Internet and World Wide Web. These systems are implemented through
cable that can accommodate not only remote terminals and micro computers but also
telephones, television, graphic devices and other information processing tools. In this
form, electronic information processing literally becomes a communication medium
that can complement or potentially replace other forms of communication.

Internet and World Wide Web

Internet is a world wide computer network operating through a standard
communication protocol in order to facilitate instant exchange of data and information
globally. One leading advance of the Internet is the introduction of the World Wide
Web. While the Internet allows for transfer of text and numerical data, the World
Wide Web, also simply referred to as “the Web,” allows for sharing images and sound
in addition to text and numbers. With the proper software, moving images, video
clips, and animation can be shared over the Web. It is in part the visually-based
menus and screens that make communication over the Web more accessible to new
compute users. Remembering specific text commands that resemble hieroglyphics is
quickly becoming extinct and a more universal system of images and icons is evolving.
This transformation is helping to propel the Internet in a new direction. Businesses are
recognizing the tremendous marketing and commercial potential of this virtual
community, not to mention its use as an in-house and intra-organizational
communication conduit. As Internet success stories circulate, and as more innovative
ideas are tested, Internet user number will rise.
Telecommuting

The concept of telecommuting is the use of communication technologies to allow employees to perform job-related tasks and to communicate with their organization from their homes or other remote locations. Some employees may have traditional office space within an organization and telecommute part-time. Others, however, may work solely out of their homes, cars, recreational vehicles, motorhomes, hotels, or small satellite offices. Telecommuting offers employment and business opportunities to many people and organizations that would otherwise be denied these opportunities. It is becoming more common for new parents to stay home with young children while maintaining their careers. Individuals who are home-bound for medical and other reasons also benefit from the technologies that allow for telecommuting. Telecommuting is also beneficial in cases of family emergencies, when there are various geographical and even meteorological constraints, and for employees who need to work flexible hours. Also, organizations that want to explore new geographical areas without committing the overhead necessary for setting up a new office can benefit by hiring on telecommuters.

The most common and simple form of telecommuting is the use of a personal computer and modem to connect the employee with the organization’s mainframe computer. Most often this is accomplished via the Internet. Through this link, the telecommuter can communicate with other members of the organization.
sophisticated forms of telecommuting include conference calls, fac machines, video-conferencing, and fiber optic connections. Seen as a blessing by many, telecommuting allows employees many freedoms that would be lost if one was required to work in an office or some other particular location.

Teleconferencing

Teleconferencing is a generic term for any combination of electronically mediated audio, video, or computer interaction that connects two or more people at two or more locations. Teleconferencing can be either "synchronous" live interaction or "asynchronous" interaction in which each party involved can receive and send messages at their convenience; there is no real-time interaction. Messages are sent, received, and replied to in the same chronological fashion as writing and mailing letters. Complete interaction that may take several minutes face-to-face, may take several hours, days, or weeks when asynchronously communicating.

Various combinations of audio, video, and computer channels have been used as well. For instance, one party can send video, and audio messages while the other party can only reply with audio messages. This is referred to as one-way video, two-way audio-conferencing. Along with these channels come various impacts on the users' perceptions of the communication.
Teleconferencing technologies are being used by many organizations. Businesses find financial saving by reducing travel expenses via the use of teleconferencing. If an organization has managers located at one hundred branches across the country and needs to simultaneously expose them all to a new product, it could cost hundreds of thousands of dollars to fly them all to one location, house them, and feed them. This equation does not include lost work hours for travel time or consider special needs of employees who may be averse to flying or who have some other conditions that limit their travel abilities. Educational organizations tap into new populations of students who are unable to attend traditional classes. Health care and medical facilities use teleconferencing to share procedures and practices with one another.

For more detail discussion please read Byres Chapter 13.
Review Questions

1. What is meant by the issue of gender in organization?

2. What are the general observations or generalizations on women as a workforce?

3. What is masculine and feminine traditional culture? Do you agree that traditional organizational cultures is masculine?

4. Define sexual harassment. What are examples of sexual harassment?

5. What is LAN and WAN?

6. Describe how teleconferencing is being used in organization.

7. Explain what managers and trainers can do to meet the challenge of human communication in a technological organization.