



Communication

ORGANIZATIONAL BEHAVIOR

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ELEVENTH EDITION

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PowerPoint Presentation
by Charlie Cook

Functions of Communication

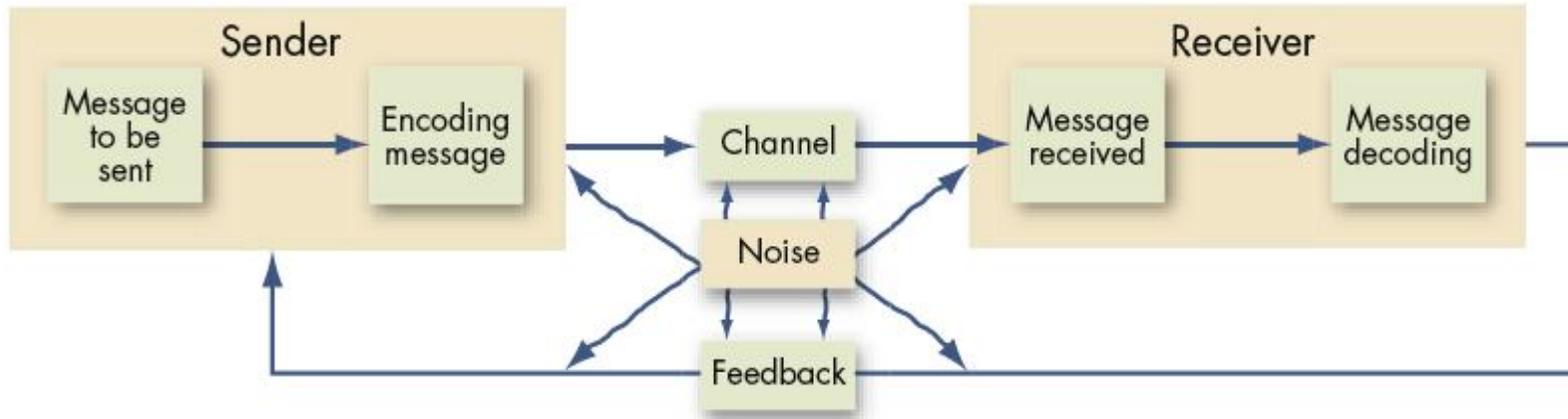
Communication

The transference and the understanding of meaning.

Communication Functions

- 1. Control member behavior.**
- 2. Foster motivation for what is to be done.**
- 3. Provide a release for emotional expression.**
- 4. Provide information needed to make decisions.**

The Elements and Communication Process Model



Communication Process

The steps between a source and a receiver that result in the transference and understanding of meaning.

The Communication Process

➤ Channel

- The medium selected by the sender through which the message travels to the receiver.

➤ Types of Channels

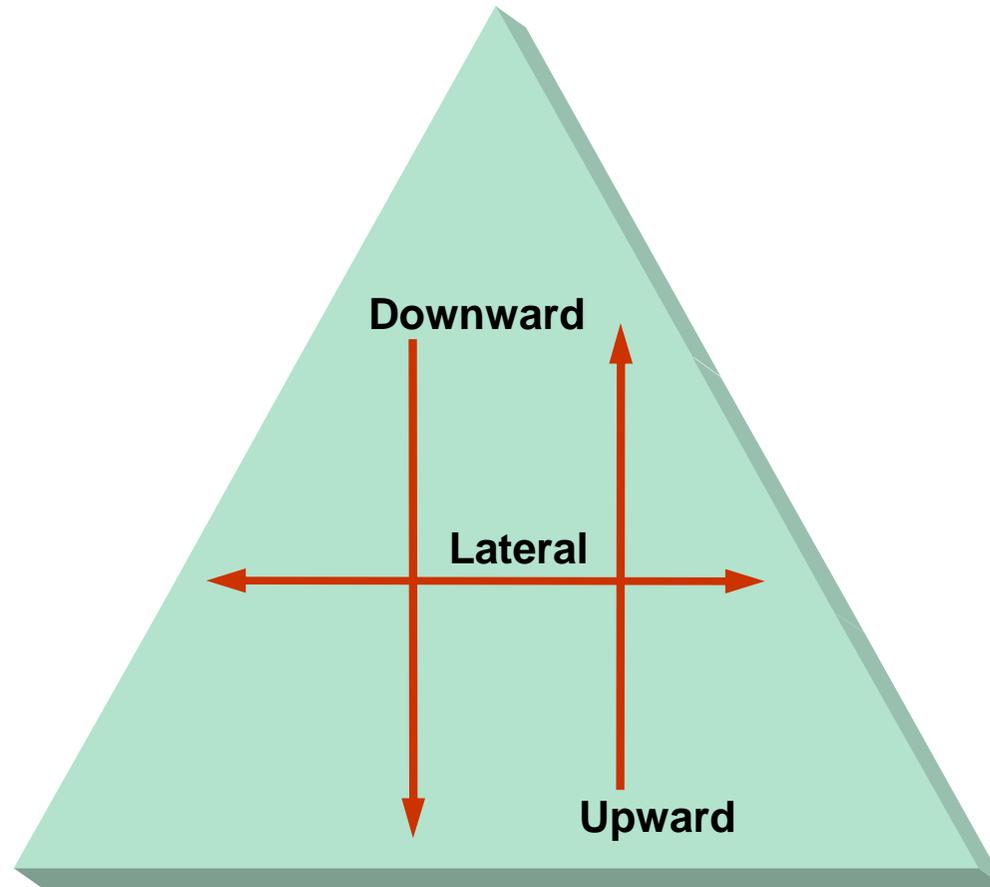
– Formal Channels

- Are established by the organization and transmit messages that are related to the professional activities of members.

– Informal Channels

- Used to transmit personal or social messages in the organization. These informal channels are spontaneous and emerge as a response to individual choices.

Direction of Communication



Interpersonal Communication

➤ **Oral Communication**

- Advantages: Speed and feedback.
- Disadvantage: Distortion of the message.

➤ **Written Communication**

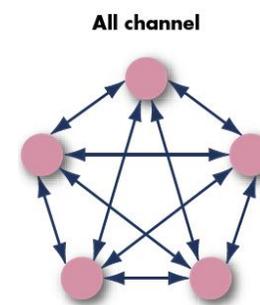
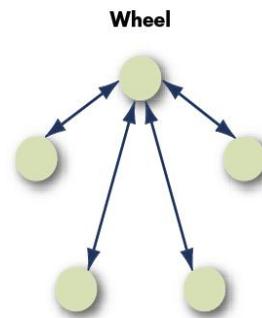
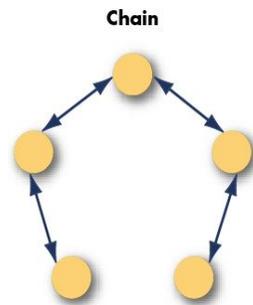
- Advantages: Tangible and verifiable.
- Disadvantages: Time consuming and lacks feedback.

➤ **Nonverbal Communication**

- Advantages: Supports other communications and provides observable expression of emotions and feelings.
- Disadvantage: Misperception of body language or gestures can influence receiver's interpretation of message.

Intonations: It's the Way You Say It!

Three Common Formal Small-Group Networks



NETWORKS

Criteria	Chain	Wheel	All Channel
Speed	Moderate	Fast	Fast
Accuracy	High	High	Moderate
Emergence of a leader	Moderate	High	None
Member satisfaction	Moderate	Low	High

Grapevine

➤ Grapevine Characteristics

- Informal, not controlled by management.
- Perceived by most employees as being more believable and reliable than formal communications.
- Largely used to serve the self-interests of those who use it.
- Results from:
 - Desire for information about important situations
 - Ambiguous conditions
 - Conditions that cause anxiety

Suggestions for Reducing the Negative Consequences of Rumors

1. Announce timetables for making important decisions.
2. Explain decisions and behaviors that may appear inconsistent or secretive.
3. Emphasize the downside, as well as the upside, of current decisions and future plans.
4. Openly discuss worst-case possibilities—it is almost never as anxiety-provoking as the unspoken fantasy.

Computer-Aided Communication

➤ **E-mail**

- Advantages: quickly written, sent, and stored; low cost for distribution.
- Disadvantages: information overload, lack of emotional content, cold and impersonal.

➤ **Instant messaging**

- Advantage: “real time” e-mail transmitted straight to the receiver’s desktop.
- Disadvantage: can be intrusive and distracting.

Computer-Aided Communication (cont'd)

➤ **Intranet**

- A private organization-wide information network.

➤ **Extranet**

- An information network connecting employees with external suppliers, customers, and strategic partners.

➤ **Videoconferencing**

- An extension of an intranet or extranet that permits face-to-face virtual meetings via video links.

Choice of Communication Channel

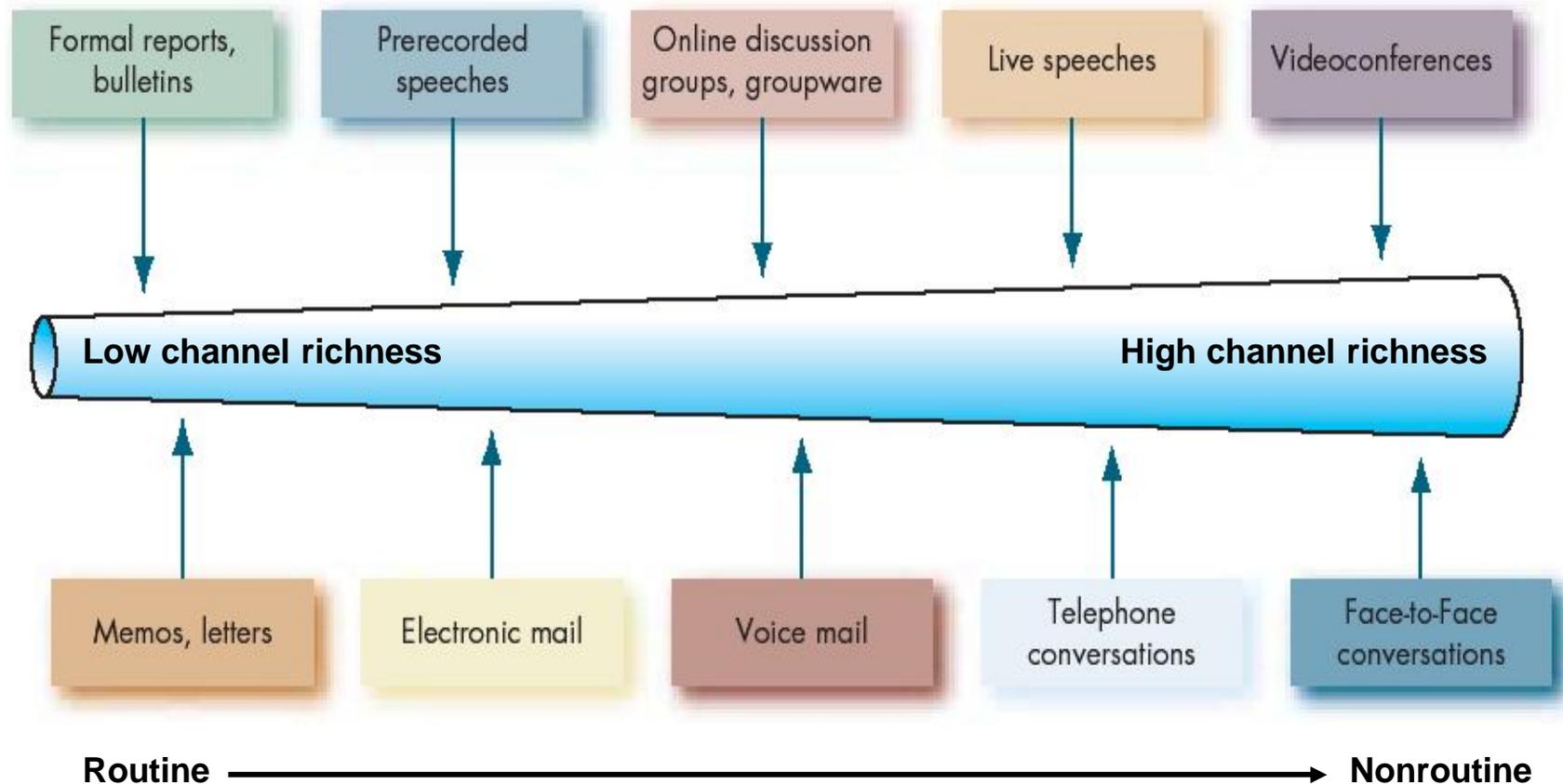
Channel Richness

The amount of information that can be transmitted during a communication episode.

Characteristics of Rich Channels

- 1. Handle multiple cues simultaneously.**
- 2. Facilitate rapid feedback.**
- 3. Are very personal in context.**

Information Richness of Communication Channels



Source: Based on R.H. Lengel and D.L. Daft, "The Selection of Communication Media as an Executive Skill," *Academy of Management Executive*, August 1988, pp. 225–32; and R.L. Daft and R.H. Lengel, "Organizational Information Requirements, Media Richness, and Structural Design," *Managerial Science*, May 1996, pp. 554–72. Reproduced from R.L. Daft and R.A. Noe, *Organizational Behavior* (Fort Worth, TX: Harcourt, 2001), p. 311.

Barriers to Effective Communication

Filtering

A sender's manipulation of information so that it will be seen more favorably by the receiver.

Selective Perception

People selectively interpret what they see on the basis of their interests, background, experience, and attitudes.

Information Overload

A condition in which information inflow exceeds an individual's processing capacity.

Barriers to Effective Communication (cont'd)

Emotions

How a receiver feels at the time a message is received will influence how the message is interpreted.

Language

Words have different meanings to different people.

Communication Apprehension

Undue tension and anxiety about oral communication, written communication, or both.

Communication Barriers Between Men and Women

➤ Men talk to:

- Emphasize status, power, and independence.
- Complain that women talk on and on.
- Offer solutions.
- To boast about their accomplishments.

➤ Women talk to:

- Establish connection and intimacy.
- Criticize men for not listening.
- Speak of problems to promote closeness.
- Express regret and restore balance to a conversation.

Cross-Cultural Communication

➤ Cultural Barriers

- Semantics
- Word connotations
- Tone differences
- Differences among perceptions

➤ Cultural Guide

- Assume differences until similarity is proven.
- Emphasize description rather than interpretation or evaluation.
- Practice empathy.
- Treat your interpretations as a working hypothesis.

Communication Barriers and Cultural Context

High-Context Cultures

Cultures that rely heavily on nonverbal and subtle situational cues to communication.

Low-Context Cultures

Cultures that rely heavily on words to convey meaning in communication.

High-
vs.
Low-
Context
Cultures

High
context



Chinese
Korean
Japanese
Vietnamese
Arab
Greek
Spanish
Italian
English
North American
Scandinavian
Swiss
German

Low
context



The background of the slide is a blurred photograph of two people, likely in a professional setting, engaged in a conversation. The image is out of focus, with the subjects appearing as soft, greyish shapes against a light, hazy background. The overall color palette is muted, with soft blues, greys, and greens.

TRANSACTIONAL ANALYSIS

- A model for explaining why and how:
 - **People think like they do**
 - **People act like they do**
 - **People interact/communicate with others**

Transactional Analysis (TA) is a theory of personality, providing **a map of understanding** self and others.

TA offers a theory of communication which can help us understand how people express their personality through behaviour and relationships.

Assumptions

- ① **People are OK:** Every human being has worth value and dignity
- ② **Everyone has the capacity to think:** We all can think for ourselves. Therefore it is the responsibility of each of us to decide what we want from life.
- ③ **People make decisions about their life and these decisions can be changed:** People can change. We can achieve change not only by insight, but by actively deciding to change old patterns of behaviour

Transactions

A transaction consisting of a single stimulus and a single response, verbal or non-verbal, is the unit of social action.

It is called a transaction because each party gains something from it.

The transaction (or interaction) when two people meet is the meeting place of six ego states (P-A-C plus P-A-C).

‡ (P) "Get out of bed lazybones."

‡ (C) "Just a few more minutes."

‡ "Come on, the early bird gets the biggest worm."

‡ "But I'm so tired."

‡ "You'll have plenty of rest after you're dead, now get up!"

Fundamental to TA is the notion that the personality consists of three 'ego states':

Parent

Memories of our parent's thoughts, feelings and behaviors.

Thoughts, feelings, attitudes, behavioral patterns based on messages or lessons learned from parents and other 'parental' or authoritarian sources

Adult

Current thoughts, feelings, and behaviors.

Thoughts, feelings, attitudes, behavioral patterns based on objective analysis of information (data, facts)

Child

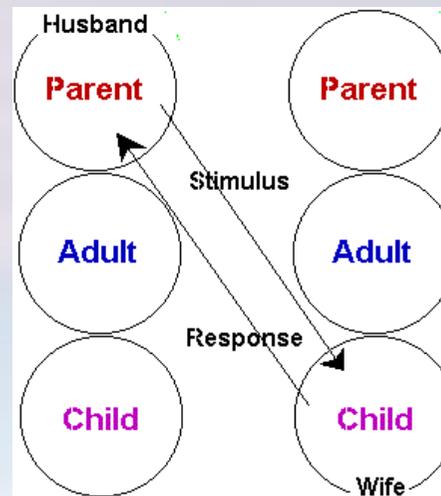
Childhood thoughts, feelings, and behaviors.

Thoughts, feelings, attitudes, behavioral patterns based on child-like emotions, impulses, feelings we have experienced

Complementary transactions

The simplest kind of transaction is the complementary transaction, where the arrows showing the communication of ego states with one another are parallel.

'Look, you can't just go around spending my hard-earned money on new dresses whenever you feel like it',



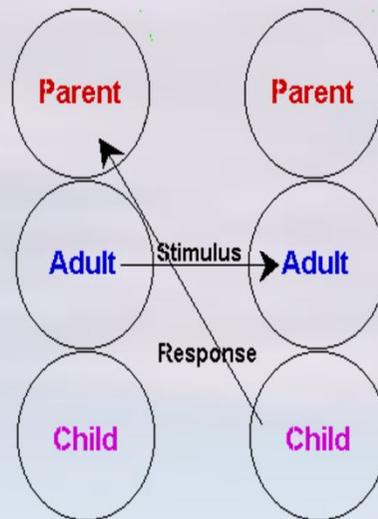
'No, you're right. I'm sorry, I won't do it again.'

Crossed transactions

Type I (AA-CP)

An initial Adult-to-Adult stimulus has been met with a Child-to-Parent response, which causes most trouble in the world.

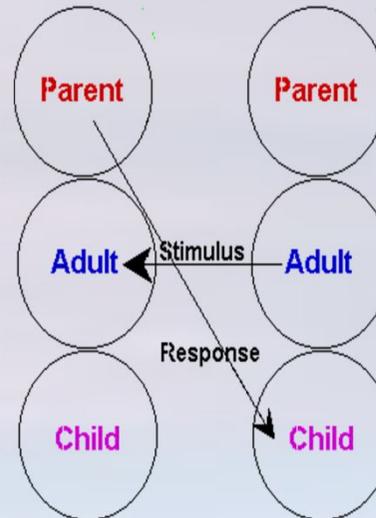
- How could you so cruel like that?
- The boss asked me to do so!



Type II (AA-PC)

The Adult-to-Adult stimulus is met with a patronizing or pompous Parent-to-Child response.

- What time do you have?
- There's a clock on the wall, why don't you figure it out yourself?



Type III (CP-AA)

The stimulus is from Child to Parent, where someone is seeking sympathy, but gets facts instead (Adult-to-Adult).

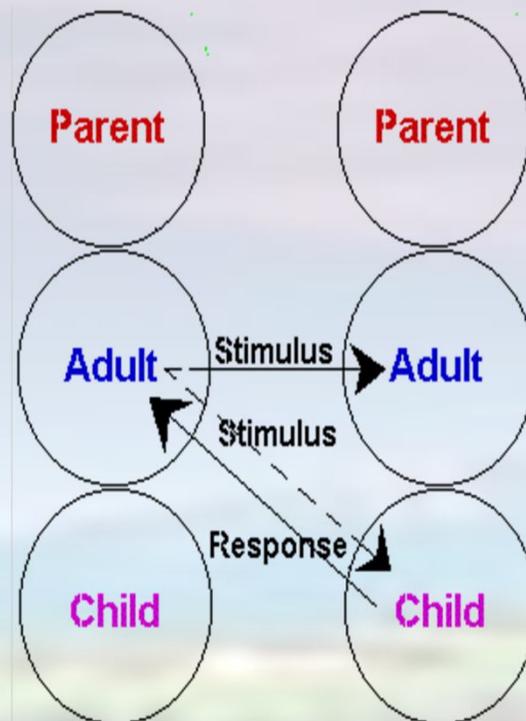
Type IV (PC-AA)

The stimulus is from Parent to Child, expecting compliance, the response is a 'smart alack' response, in the form of a factual statement from Adult to Adult.

Angular transactions

An angular transaction is a transaction in which the speaker speaks as if to one ego state, but in fact covertly addressing another.

If the response to the covert stimulus is from the ego state covertly addressed, then the angular transaction was successful, as shown in the graphic.

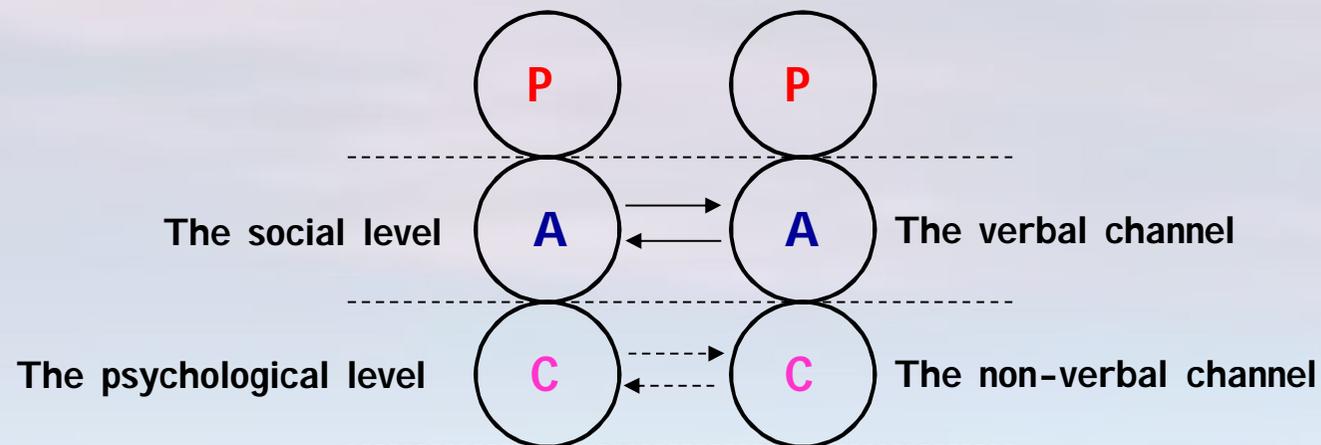


"Kamu punya potensi, dan itu perlu digali... let's discuss"

Duplex transactions

In a duplex transaction, there are two separate transaction levels: an overt, social level and a covert, psychological level.

Typically the social level would be in the verbal channel and the psychological level in the non-verbal channel.



**“How about coming up to my room
and listening to some music?”**