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1. Introduction

Communication is a process of expressing yourself to others. The way of expressing can be verbal, written or any other form (Maund, et al., 2011. p.47). According to Waldow and Osgood (2012, p.265), communication skill is the absolute significant for the success of an organisation.

In an organisational setting communication can be defined as a process interchanging information, thoughts, and opinions within or outside the business. According to Bambacas and Patrickson, (2008), *“organizational communication is a process which involves the transmission and accurate replication of ideas ensured by feedback for the purpose of eliciting actions which will accomplish organizational goals.”*

In an organisation communication is important for managers to manage organisational activities such as planning, organisation, directing and controlling. Additionally communication assists management team to carry out their roles and duties. When an organisation is planning to implement any strategy or take any initiatives then the managers need to communicate their planning with their subordinate to effectively implement those planning. In order to organizing tasks and job responsibilities leaders and managers must need to communicate effectively in order to achieve desired goals. Without proper guild lines which can written or oral organisational management is not possible. Therefore mangers need to communicate effectively in order to smooth running of their organisations and communication can be oral, written or any other form with top management, colleagues, employees, clients and suppliers. (Lammers, 2011)

This report aims to analysis the way of making communication effective in a business, relevant, effectiveness of workplace communication in security industry, and various method of business communication. This report also describes the impact of poor workplace communication and how organisational communication can be improved.

2. Way of making communication effective in a business

Effective communication is a two way process of providing, acquiring and realising the message successfully. Effective communication is an important process of sharing information among the employees within an organisation. To ensure organisation

communicate effectively Rai and Rai (2009) propose 7Cs of communication and these are described below:

i. Concrete: When information is passed to client, employee and supplier, it should be concrete and should be easily understandable by the receiver.

ii. Coherent

During the delivery of any information it has to be coherent means that it should be logical, sequential and well organised. Moreover, the flow of information has to be consistence within or outside the business.

iii. Clarity: The information should be clear and should serve to meet its goals and objectives.

iv. Commitment: Workplace communication should be well committed to provide actual impact and improve morale.

v. Consistence: During the communication processes the words that will be deliver should not confuse the receivers. Constancy in delivering words can save time by avoiding repetition.

vi. Completeness: During communication should not use incomplete sentences and should use sentence using logical conclusion

vii. Courteous: During delivering any message business should consider that the information is open and honest, polite and respectful.

3. Theories of communication

A lot of theories of commination have been identified in the present literature and in this some of these will be discussed.

3.1 Berlo's SMRC Communication model

In 1960, David Berlo developed a communication model, which has four elements, and the developer identified several of factors under each element as shown in figure 1.

Berlos's SMCR Model of communication

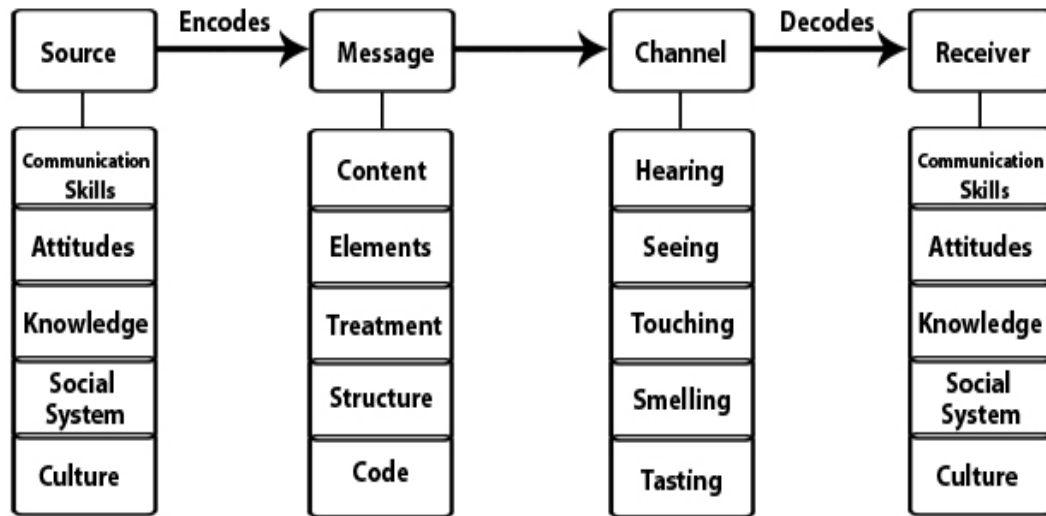


Figure 1: Berlo's SMRC model of communication (Rao, 2013)

Source: Here the message originates.

Factors to considered:

Communication skills – it is the individual's ability to communicate such as read, write, speak, and so on.

Attitude- the attitude of the individual's involved in the communication for example, for employees the attitude should be focus on responsibility and for managers the attitude is to provide direction.

Knowledge: the knowledge on the information that the source and receiver is going communicate.

Social system: the place where we communicate should take into consideration of social values, culture, norms, beliefs and so on.

Encoder: the individual who send the message.

Message

Content and elements: from the start to the end of the message consists of content and several factors such as language, gesture and so on are the elements of the message. (Rao, 2013)

Treatment and structure: treatment is how a message will be passed or delivered. The structure of the message refers to how a message is organised to deliver.

Channel

Channel is refers to the medium by which a message is generally sent (Rao, 2013). Although there are several technological channels by which a message can be sent, but generally there are five senses of human that Berlo referred as communication channel.

- **Hearing** – We receive the message through hearing.
- **Seeing** – We perceive through seeing. We also get non-verbal messages by seeing.
- **Touching** – Many of the non-verbal communication happens from touching like holding hands.
- **Smelling** – We collect information from smelling.
- **Tasting** – Taste also provides the information to be sent as a message.

Receiver

Receiver is the individual who receives the message. According to the Berlo's SMRC model the receiver should have the same attributes like sender. The effective communication may not be as effective if the sender and receiver do not have the same factors (Rao, 2013)

. The factors are:

- Communication skills
- Attitudes
- Knowledge
- Social Systems
- Culture

The in class exercise on 'The professor and the village people' (See Appendix) is a great example of understanding this model. The case study shows that village people did not help the professor as he said "*the edifices is being consumed by a great conflagration*" and due to language, educational and social difficulties the village people did not come to help the

professor to prevent his house from burning. During communication we should consider about our social system, culture, and level of language we use and so on.

Although this model provides several important aspects of communication but there are some limitations of this model such as this model have consider the process of feedback, communication berries, possible noise, and both sender and receiver should have the same attributes (Rao, 2013).

3.2 Osgood-Schramm Communication model

In 1954, Wilbur Schramm indicated that people should examine the aftermath that a particular message has (both desired and undesired) on the target area of the message. The whole section computes how this communication process within an organisation can be improved using Osgood-Schramm Model of Communication. (McQuall, 2016)

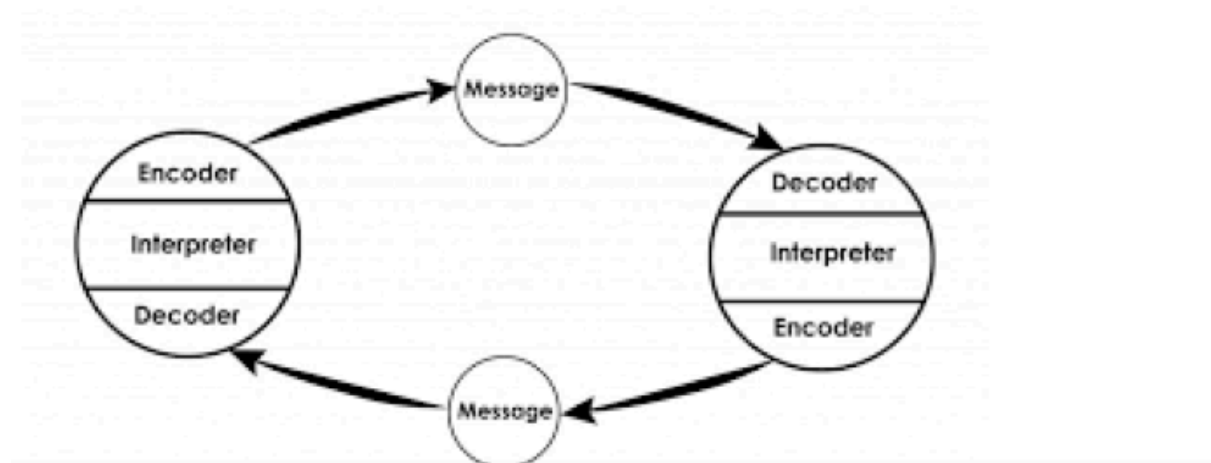


Figure 2: Osgood-Schramm model (Osgood, 2014)

In the Osgood-Schramm model, the components are fairly simple:

- **Sender:** This is the person who encodes (converts) and sends the message.
- **Message:** This is the content being shared between the parties.
- **Receiver:** This is the person who decodes (interprets) the message.
- **Semantic barriers:** The backgrounds, beliefs, experiences, and values that influence how the sender conveys a message and how the receiver interprets it.

This model is also called a dynamic model and considers the change in situation during communication. This model also introduced that communication is a two way process. However, this model failed to describe about semantic noise.

3.3 Shannon-Weaver communication Model

As stated by Shannon-Weaver Model, “communication includes the following concepts: sender, encoder, channel, decoder, receiver and feedback. Furthermore, there is also concept of noise included in the model, which goes through the channel and renders the message more difficult to understand by the receiver” (Shannon and Weaver, 1999).

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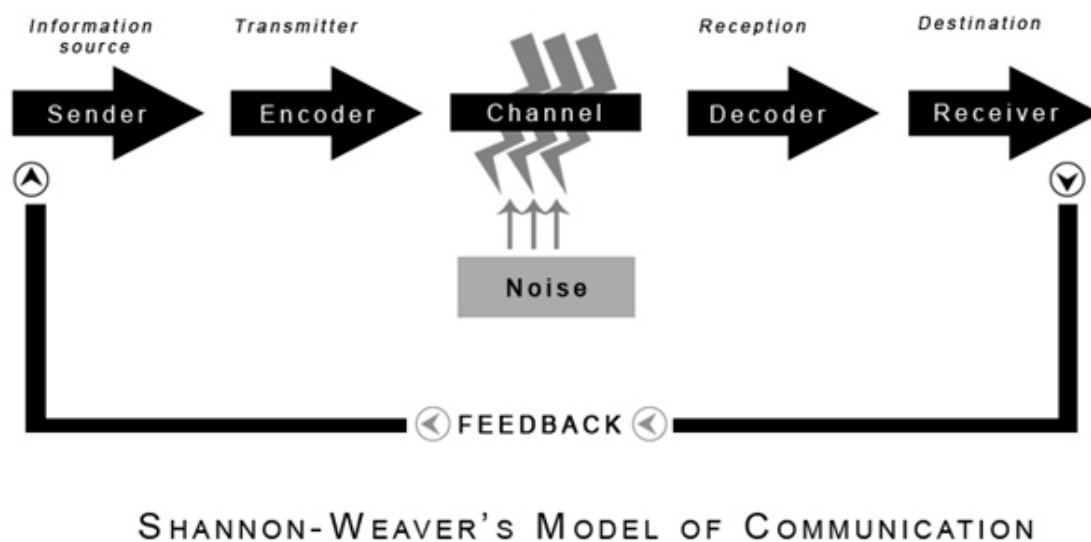


Figure 3: Shannon-Weaver Model (Shannon and Weaver, 1999)

Sender or source of information

According to Shannon and Weaver (1999), *“the communication process begins with the information source. The sender has some raw information. His intention changes that information into a message to be communicated. The source of a message therefore, is the information source of the communication process”*.

Encoder/Transmitter

According to (Shannon and Weaver (1999), *“having thought over the message, the sender puts it into words (verbal symbols or any other symbolic form of expression). This process is called encoding”*.

Channel

According to Shannon and Weaver (1999), *“an appropriate medium—oral, written, electronic, in code, or a signalling system—chosen to send the message is known as channel”*. During transmission of message thorough channel the information may be disturbed or affected by various forms of physical noise. Due to presence of noise receiver often don't get the correct information. The in class exercise on case study of Pedro and Maria suggests the impact of noise in communication channel.

The following example can help to understand how noise affects communication process. A manger sends a text message to his subordinate requesting to come for some office work. The employee did not get the full text because of noise as shown below:

Manager: Can you please come for some extra help tomorrow ('at 9am?' goes missing due to presence of Noise such as phone network disruption.

Employee: What time do you want me to come?

However, the feedback from employee assists the manager to understand that the message was incomplete and therefore resend the message only after receiving the feedback.

Decoder

As stated by Shannon and Weaver (1999), *“decoder is process of converting data into message”*. The receiver get the decoded message and send feedback to the sender or information source

Receiver destination

According to Chaturvedi (2013), *“the communication process ends with the receiver putting the interpreted message into action, as intended by the sender”*.

Feedback

According to Dignen (2014), *“two-way communication gets confirmed that the message is rightly sent and can understand the success or failure of communication. Positive feedback is another word for praise, and is all about taking the opportunity to express appreciation of a job well done, in the hope of inspiring an individual to do many more jobs even better. Feedback is essential to develop performance”*.

Analysis of this model:

This model is a simple model and very much applicable in communication theories. In this model the sender acts in primary role and receiver acts on secondary role. The most important aspect of this model is that it helps to realise in depth about noise in communication and how identifying noise assists to solve difficulties in communication.

4. Importance of effective communication

In this section the importance of effective communication will be discussed based on the author's experience on working food service industry. Food service business needs great communication skills to be successful. Food service is fast paced and customer centric business. The employees of this business need to interact with customers every single moment. Customers of this industry always look for outstanding service and without effective communication it is not possible. (Chilcutt, 2010)

Communication with Customers

The first and most crucial part of food business is the effective communication with the customers. Employees and management need to communicate effectively with customers in order to reservation of table, taking order, serving food, processing payment and seeking for feedback. In every aspect during the visit of the customer in restaurant employees have to be able to speak clearly and with courteous manner to ensure their repeated visit. For instance, if a customer raises any issue the employees of the restaurant has to resolve it effectively. Such

as if a customer get an incorrect item then it is important for the manager to communicate with them by showing empathy and seek apology for the mistake. Poor communication can lead to bigger problem. (Ettinger, et al., 2007)

Communication among staffs

In line with communicating with customers, the employees of restaurants need to communicate effectively with their others. The example of serving incorrect food to the customers could have been avoided if the waiter / waitress would communicate properly with the chef or other kitchen staffs. Good communication among co-workers creates trustable relationship and promotes good organisational culture. It is also beneficial for managers to work cordially and assist to avoid unnecessary stress (Devita, 2000).

Communication between management and employees

According to Page (2018), *“food organisations generally function on a hierarchical arrangement based on chain of command. Decisions are often passed from the top ranking downwards and reports and instruction are passed through these levels as required. An employee of a restaurant, the person you report to will generally be the same person you receive instruction from”*.

The importance of effective communication in restaurant business is described below:

It also helps managers to point out mistakes their colleagues are making in a constructive way and this kind of openness will not only benefit individuals but also the company as a whole.

- Effective communication with employees assists the managers to motivate their staffs and also help them to realise the requirement and expectation of their employees. For example, when a waiter provides excellent service to customer the managers should acknowledge it and provide motivational feedback. Thus the employee will feel valued and motivated. (Chaturvedi, 2013)
- In a restaurant business effective communication assist leaders to identify the errors of their subordinate and effective management of this error will ensure the productivity of their subordinate and also for the business.

5.Impact of poor communication

Poor workplace communication results in unfavourable impact at working environment and considering the food service industry the effect might be wrecking. A research conducted by **The Economist (2018)** identified five consequence of poor workplace communication and these are listed below:

- Delay business operations (44%)
- Low employee morale (31%)
- Fail to meet organisational objectives (25%)
- Increased work stress (52%)
- Low sale and high employee turnover (18%)

Nokia Mobile Phone Company is one the best example to describe the consequence of poor workplace communication. Nokia was a market leading mobile phone company in the world, but by 2013 the company lost everything. A research conducted by Blundel, et al., (2008) identified reasons for these consequences at Nokia were poor communication between top management, middle management and staffs. The author identified that during board meeting the leaders used to get temperamental and never think twice to shout at their subordinates. They also threatened their people to fire or demotions. This behaviour demotivated the workplace and flow of information between the top management middle management and employees were hindered. The employees were feared to bring innovative ideas in front of management team, which were essential for a mobile phone manufacturer like Nokia.

6. Communication between Management and Employee

Management assists to establish an effective communication process in an organisation. In order the establish effective communication the following steps can be taken into consideration

During sending any message management should consider:

The message should be concrete and should be easily understandable by the receiver. It should be logical, sequential and well organised. The information should be clear and should serve to meet its goals. Information that will be delivering should not confuse the receivers.

The message should be complete. The information that will be communicated should be open and honest, polite and respectful.

Selecting communication medium

Another important aspect of organisational communication is the selection of communication medium. A communication medium can be oral, written, or body language. During selecting medium management should consider the factors such as target audience, the number of employees to be communicated, frequency of the message to be communicated, use of information, and so on. During transmission of message through channel the information may be disturbed or affected by various forms of physical noise. Due to presence of noise receiver often don't get the correct information. Therefore, it is important for management to identify potential noise and act accordingly. (Kikoski, 1999)

Feedback

Feedback is a two way processes. Management should ensure the culture of providing feedback during communication. Feedback assists to avoid the noises. The management need to provide feedback to the employees on their performance and ask for feedback from employee how they are doing as employer. Honest feedback can improve communication and provides a lot of benefits such as enhance employee morale, promote good organisational culture, keep employees motivated and so on.

7. Conclusion

In an organisation communication is important for managers to manage organisational activities such as planning, organisation, directing and controlling. Effective communication is a two way process of providing, acquiring and realising the message successfully. In effective communication the message should be concrete and should be easily understandable by the receiver. It should be logical, sequential and well organised. The information should be clear and should serve to meet its goals. The analysis of various communication models suggests that communication starts with sender, message, transmitter, and receiver. However, Shannon and Weaver model of communication consider important factors such as noise and feedback. Poor workplace communication results in unfavourable impact at working environment and considering the food service industry the effect might be wrecking. In this section the importance of effective communication will be discussed based on the author's experience on working food service industry. The first and most crucial part of food business is the effective communication with the customers. During transmission of message through channel the information may be disturbed or affected by various forms of physical noise. Due to presence of noise receiver often don't get the correct information. Therefore, it is important for management to identify potential noise and act accordingly. Honest feedback can improve communication and provides a lot of benefits such as enhance employee morale, promote good organisational culture, keep employees motivated and so on.

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Appendix



Effective Team Working and Communication – Term 1 BMSW4002 In-class exercise 1

Time allocated: 1 hour. Please return your paper to the lecturer upon completion. It will be returned to you at the next session. You will need to include a scanned copy of this exercise in the form of an appendix together with you Task 1 (part of the Assignment for this module).

Student Name: SYED RAHMAN Student ID: 1818484

Ex.1. Read the following passage and answer the questions.

The professor and the village people

A Professor of English at a well-known Welsh University lived in a large house not far from a little village. He never went into the village, but shopped in the town near the University because he had nothing in common with the village people, who were largely uneducated and did manual jobs. One night, the professor fell asleep while smoking his pipe and the pipe fell onto the carpet and started a fire.

When the professor awoke and saw the house on fire, he rushed into the village, screaming:

'The edifice is being consumed by a great conflagration!'

'The edifice is being consumed by a great conflagration!'

The village people looked at him and continued doing what they were doing.

'Don't you understand?' He said. "The edifice is being consumed by a great conflagration!"

They ignored him.

When the Professor returned home, he saw that his house had been completely destroyed. He sat down on the ground and wept. The next day, he went into the village crying. 'Why, oh why didn't you help me? My home has been destroyed by the fire. I came and begged you last night.' He wept.

'But Professor, why didn't you say that your house was on fire? We would have helped.'

Q1: Why didn't the village people help the Professor?

Q2: What should he have done to get them to help him?

Q3: Whose model of communication do you think can explain this situation?

Q4: Why?

Ans-1: The village people did not help the professor because the way professor said that "the edifice is being consumed by a great conflagration" it so the villagers don't have clue what he is on about. *Sorte*

Ans 2: The Professor should have bring the language level down to the villagers, so that they could understand what he is talking about. *why?*

Ans-3: The Berlo or Shumpes model of communication.

Ans 4: Because these model has feedback, so any misunderstanding could be rectify via feedback.

Lecturer's signature: *[Signature]*

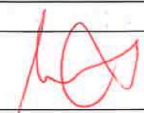
Date: 29/7/19

Ex.2. Read the following brief and write a business email according to the instructions.

You are Director of Communications at your company and you would like an employee, Jack Daniels, to join your Communications Training team.

- Tell JD why you are writing
- Say what you have observed and like about his communication skills
- Tell him why you think he would be an asset to the team

- No: This is not how you write an email.*
- Jack I would like huge you to join my Communication Training Team. So we can ~~build~~ together and ~~build~~ can build this company dynamic. So ~~that~~ think about it we have so much in common back ground.
 - I ~~obs~~ observed ~~how~~ Jack is so dynamic, has ~~to~~ every detail that communication team look for it.
 - Jack, you ~~could~~ would be an asset to our team. ~~Yes~~. You ~~do~~ have ~~for~~ so much fair and every details, so it ~~so~~ would bring the company a new height.

Lecturer's signature: 

Date: 29/7/19