

CHAPTER

1

Fundamentals of Communication

Earliest Efforts — Adam and Eve

One of the earliest examples of interpersonal communication obeying Denis McQuail's linear model, must be the one between Adam and Eve after chewing the forbidden fruit.

Juxtaposing a piece of conversational imagery from John Maria's article "Battle of the Sexes", one may effectively portray how the curtain raises for the first verbal dual between man and woman and how she stoops to conquer.

After eating the apple, the excited Adam, covering himself with fig leaves, looks at Eve in anguish and says, "This is all your fault, I mean who would listen to a snake for Pete's sake?"

Eve Reports

"Who is Pete? And anyway it takes two to a Tango, buster, you did your share of the chewing when it came to the apple."

Adam, losing his ground, looks at Eve in all innocence and asks, "What is a Tango anyway?"¹

What happened further in the garden of Eden, how Adam, the first male of the homosapien species, got his beating is not our slice of apple.

Pre-Historic Communication

Two million years ago, man made his first appearance on earth, heralding the down of an era yet unborn — the era of Communication. He produced sounds and made gestures to convey his feelings of joy, fear and sorrow.

Time passed by. Man multiplied. His families expanded and coalesced into tribes. Soon, a need for communication arose.

Lighting a fire, he sent smoke signals to convey messages over long distances.

Meaning of Communication

The word “communication” is derived from the Latin word *communis*, which means common. In its application, it means a common ground of understanding. It is a process of exchange of facts, ideas, opinions and as a means that individuals or organisations share meaning and understanding with one another. In other words, it is the transmission and interacting of facts, ideas, opinions, feelings or attitudes. Communication is an interdisciplinary concept because theoretically, it is approached from various disciplines such as mathematics, accounting, psychology, ecology, linguistic, systems analysis, etymology, cybernetics, auditing etc.

Communication is a process involving the sorting, selecting and sending of symbols in such a way as to help the listener perceive and recreate in his own mind the meaning contained in the mind of the communicator. Communication involves the creation of meaning in the listener, the transfer of information and thousands of potential stimuli. Communication enables us to do important things, to grow, to learn to be aware of ourselves and to adjust to our environment.

To communicate with one another is a compulsive urge of human beings. There can be no mutual understanding without communication; mutual understanding is the core of human relations. Communication is like birth, death, breath and wanting to be loved as a part of life itself. Man is a communicating animal; he alone has the power to express in words. Sight, sound, touch, smell and taste are the modes of exchange of messages. Communication is the story of man and his efforts to communicate effectively. Civilisation and culture progress to the extent communication has made these possible.

Definitions of Communication

American Society of Training Directors: “The interchange of thought or information to bring about mutual understanding and confidence or good human relation.”

Newman and Summer: “Communication is an exchange of facts, ideas, opinions, or emotions by two or more persons. Communication is also defined as intercourse by words, letters, symbols, or messages and as a way that one organisation member shares meaning and understanding with another.”

Leland Brown: “Communication is the transmission and interchange of facts, ideas, feelings, or course of action.”

Allen Louis A.: “Communication is the sum of all the things one person does when he wants to create understanding in the mind of another. It involves a systematic and continuous process of telling, listening and understanding.”

Ordway Tead: “Communicating is a composite of information given and received, of a learning experience in which certain attitudes, knowledge, and skills change, carving with them alterations of behaviour, of listening effort by all involved, of a sympathetic fresh examination of issues by the communicator himself, of a sensitive interacting points of view, leading to a higher level of shared understanding and common intention.”

Bellows, Gilson and Odiorne: “Communication is defined as intercourse by words, letters, symbols or messages and a way that one organisation member shares meaning and understanding with another.”

Charles E. Redfield: "Communication is the broad field of human interchange of facts and opinions and not the technologies of telephone, telegraph, radio and the like."

Theo Haicmann: "Communication is the process of passing information and understanding from one person to another. It is the process of imparting ideas and making oneself understood by others."

M.T. Myers and G.E. Myers: "Communication refers to a special kind of patterning: patterning which is expressed in symbolic form. For communication to take place between or among people, two requirements must be met: (1) a symbolic system must be shared by the people involved (we need to speak the same language or jargon or dialects) and (2) the associations between the symbols and their referents must be shared."

Katz and Kahn: "Communication — the exchange of information and the transmission of meaning - is the very essence of a social system or an organisation."

Davis: "Process of passing information and understanding from one person to another...." "The only way that management can be achieved in an organisation is through the process of communication."

Chester Barnard: "In exhaustive theory of organisation, communication would occupy a central place because the structure, extensiveness, and scope of organisations are almost entirely determined by communication techniques."

Simon: "The question to be asked of any administrative process is: How does it influence the decisions of the individuals without communication, the answer must always be: It does not influence them at all."

Edwin B. Flippo and Gary M. Munsinger: "Communication is the act of intercourse by words, letters, symbols or messages and is a way that one organisation member shares meaning and understanding with another."

Scope of Communication

The scope of communication is very wide and comprehensive. It is a subject of almost unlimited dimensions and is a interdisciplinary one. It is a two-way process involving both transmission as well as reception. It is a continuous process of exchange of facts, ideas, feelings, attitudes, opinions, figures, and interactions with others. In the process, it uses a set of symbols; symbols may be words, action, pictures or figures. Communication, however, does not mean downward movement of sending directions, orders, instructions etc. It is only one-way communication.

Two-way communication represents movement of communication upward. Internal communication flows in different directions — vertical, horizontal, diagonal and across the organisational structure. Internal communication may be formal and informal. External communication is concerned with transmission of messages outside the organisation with Government, its departments, customers, dealers, intercorporate bodies, general public, investors, etc. External communication promotes goodwill with the public. Internal communication helps in discharge of managerial functions like planning, direction, co-ordination, motivation etc.

The broad policies and objectives flow downward from top management to a lower level. Both written and oral or verbal media can be used to transmit messages. Written media consist of

instructions, orders, letters, memos, house journals, posters, bulletins, boards, information racks, handbooks, manuals, annual reports, union publications, etc. Verbal media may consist of face-to-face conversation, lectures, conferences, meetings, interviews, counselling, public address system, telephone, grapevine, etc. Recently, a number of sophisticated communication technologies have emerged, both in oral and written communication on account of technological advancement.

Nature of Communication

Organisations are represented as communication systems. It is a formal process to accomplish the desired common goals. It is an exchange of information between individuals, groups, departments, etc. Every organisation has its own sub-systems and there is always infraction “and interface between sub-systems to achieve goals. Communication transmits information and data to the sub-systems as well as to the total system. Management information system operates effectively through communication. It involves information gathering, storage, processing and monitoring.

It includes both present and past information. Communication is a tool and a vital aspect of management process. As a matter of fact, superior-subordinate relationship can exist only with effective and meaningful communication. There must be two parties to the process of communication. The communicator or sender or transmitter of message and the receiver or recipient or listener or reader is another party at the end. The nature of communication is exchange of message and interaction. Communication may be through written or verbal, action, figures or pictures.

The purpose of communication is to make others to understand and act upon it accordingly in the same sense. Communication is effective when the message is shared and understood with one another. There can be no communication if the information is not understood by the receiver in the same sense as it was intended to be by the communicator. It need not be necessary in effective communication that the receiver must agree or accept the information. It is sufficient if the information is understood even though information is rejected or disagreement exists.

IS COMMUNICATION AN ART OR A SCIENCE?

The concept of communication is universal and is as old as human beings. That is why different views have been expressed about the nature of communication. The nature of communication becomes clearer if an attempt is made to examine the following important issues:

1. Is communication an inborn quality?
2. Is communication a science or an art?
3. Are the principles of communication of universal application?

These question are often raised. For answers to these questions, it is necessary to understand the exact meaning of the terms, science and art.

1. Communication, an Inborn Quality

Communication is an inborn quality. To communicate with one another is a compulsive urge of human beings. Communication is like birth, death, breath and wanting to be loved as an art or of life itself. Man is a communication animal because he alone has the power to express in words. Sight, sound, touch, smell and taste are the modes of exchange of messages.

No doubt, communication is an inborn quality but not an inborn quality without scientific base. In the pre-scientific management of communication period, prior to 1880, there had been a leading concept that communication was an inborn quality. Many people believed that it is not necessary to study any organised body of knowledge of communication concepts, principles, as managers were born and not made. There may be some people who are so efficient and talented in making effective communication since their birth, they lead and are successful in effective exchange of ideas, feelings, facts etc. But, as we see today, this concept has become obsolete by the development of the faculty of communication as a separate discipline.

Therefore, to communicate effectively, it is necessary that one should acquire skills of communication like speaking skills, listening skills, writing skills and reading skills. This is the reason why successful and effective communicators are made but not born. Therefore, this subject is the story of man and his efforts to achieve effective communication. Pre-historic man produced sounds and sent smoke-signals, gestures to convey his feelings. Civilization and cultural progress was possible through communication. It was within the family and very closely living people helped the primitive communities to achieve this.

The last century witnessed the rapid transmission of communication by electronic media which became possible due to the rapid advancement of sophisticated communication technologies. In this “age of communication” the most significant technologies are based on silicon chips, the lesser, fiber optics and a set of technologies known as biotechnologies. The information technology revolution has transformed the communication conscious human society into a global village.

What is Science?

Science may be defined as an organised and systematised body of knowledge based on proper findings and exact principles, pertaining to an area of study and contain some general truths explaining the past events or phenomena. The body of knowledge has been systematised through the application of scientific methods. Thus, we may speak of the science of astronomy, physical sciences, biological science, chemistry and social sciences like sociology, political science, economics etc.

We speak about these sciences to indicate accumulated knowledge with reference to the discovery of general truths. Science explains phenomena because it establishes relationship between cause and effect and its principles are universally applicable. The hypotheses, which are generally called generalisations are tested for their accuracy. Science may be classified into two groups, namely, positive science and normative science. Positive science deals with “what is” and normative science deals with “what to be.”

The principles are universal and truthful. For instance, water is formed with two volumes of hydrogen mixed with one volume of oxygen. According to the law of gravitation, if anything is thrown towards the sky, it will come down to the earth. On the other hand, water turns into vapour when it is boiled.

What is Art?

Art is the ability or skill which is due to more practice than learning. In other words, art refers to the best way of doing things. It guides how an objective is to be achieved. The art of management

deals with the application of skill and effort for accomplishing desirable results. It is knowing how the application part of a body of knowledge is required. On the other hand, under science, one usually understands the knowing “why.”

According to Chester I. Barnard it is the function of the art to accomplish concrete ends, effect results, produce situations that would not come about without the deliberate effort to secure them. It is the application of the body of knowledge acquired. Every art is practical, in that the proof of the practitioner’s competence lies in the tangible results.

Communication is an Art and a Science

It is obvious that communication contains both the elements those of a science and those of an art. Then, communication is both an art and science. The science of communication provides a body of principles which can guide the managers to find a solution to the specific problems and objective evaluation of results. Like any art, communication is also creative. It develops new situations, new designs and new systems needed for further improvement.

It is true that there is no one best way of communicating. Everyone has his individual approach, skill, behaviour and techniques in dealing with a particular situation. So, communication is the oldest of the arts and the youngest of the sciences. The process of communication is very much related with the behavioural aspects of the people at work and their dynamics cannot be predicted in exact manner.

The limitation of social sciences are there with the science of communication. But, with the introduction of sophisticated communication technologies in the field, communication is fast growing as a science. The subject has an organised and systematised body of knowledge having its own theories, principles, concepts and nature.

The knowledge of communication can be imparted to newcomers also through formal training. Though communication is an inborn quality, it cannot be effective without proper training. So, managers can be made effective communicators but they are not born.

To illustrate, a doctor knows the body of knowledge of science of anatomy. But, he also practices by applying the principles of science of anatomy. It is similar in a chemist, a physicist, an engineer etc. That is why theoretical knowledge is accompanied with practical work also. Similarly, the skills of communication should be theoretically acquired and practised as an art. The art of communication deals with the application of skill and effort for producing desirable results. So, as a conclusion, we can say that communication is a science as well as a social science, having its own approach, dynamics in different work situations.

Both — the theoretical knowledge and the practical knowledge are necessary. They are complementary to each other and are not mutually exclusive. With the increase in the technique and knowledge of communication, the art is to be improved. Communication science and communication art are indeed interwoven and overlapping in nature. It may be true to say that the art of communication is as old as human history, but the science of communication is an event of the recent past. The emergence of communication as a distinct and leading technology is a pivotal event in a social history. In recent years, considerable attention has been given to communication, resulting in the emergence of sophisticated communication technologies.

Communication is a Social Process

The above discussion establishes that communication process involves the sender of the message and the receiver of the message. In between, encoding and decoding of symbols takes place; reception, listening and knowledge represent the reception stage. Communication is also a special process because there is interpersonal communication process in which two or more people are involved. In case of a written communication, the sender is a writer and receiver is a reader. In case of oral communication the speaker transmits the message and the receiver is the listener. In the case of visual communication, the function of the receiver is observation.

Communication as a social process affects the entire society. It is a tool that enables everyone in society to satisfy his basic needs and desires and to get along with other people. As a social process, it is a means of recording and preserving knowledge by way of writing, symbols or by some other device to pass it on to the next generation. Thus, communication is not only a means of individual and group progress and social advancement, society as a whole interacts in the communication process to influence the society.

Communication is a Human Process

Basically, communication is a human process — an art and craft of transmitting information. Communication is indeed an activity process, consisting of some basic techniques and models for getting information and transmitting of information on the activities or the enterprise for accomplishment of broad objectives. Whatever the broad objectives formulated by the management to be accomplished through organised efforts and co-operative endeavour of individuals and groups, communication becomes a necessity for informing, directing, co-ordinating and unifying the efforts of managerial people towards a common goal. It is the informing, collecting information and activating element in a business enterprise.

The art of getting things done through and with the people in a formally organised group cannot be achieved without a proper communication network. The job of management is to disseminate as much detailed information by various networks and media so as to enable the management groups to understand objectives, policies, procedures and rules to accomplish organisational objectives. On the other hand, it is the function of the management to gather detailed information from appropriate channels which helps managers in making sound decisions and in turn to communicate. Thus, communication is a function of management by means of which the purposes and objectives of an individual or group are determined, communicated, directed, co-ordinated and achieved.

Communication is a human process because two or more people are involved. In an oral communication, every word spoken requires a listener, every letter in a written communication requires a reader, every visual communication requires an observer. The receiver may respond by reporting to someone or by taking some action that will influence others. The recipient of the message in an organisation may try to tell it to someone else or respond by taking some action. Communication, as an organisational process, affects all. It enables us to satisfy our basic needs and desires and to get along with other people. This human and organisational process is also the means of recording knowledge and passing it on to the succeeding generations. Without it, business enterprise cannot operate. Communication is the means of individual and group progress.

Communication is a Universal Process

The principles of communication are in the nature of universal application. The principle of universality of communication is one of the characteristics pertaining to the nature of communication. Truly speaking, the problem of effective communication is present in all interpersonal, group and organisational activities. The problems are present everywhere whether it be a family, a school, State and Central Government departments, undertakings, corporations, trade unions and in all joint activities:

The principles and techniques of communication are universal in application but not necessarily and exclusively applicable to only business. They are applicable to social, religious, charitable, formal, non-formal, non-profit organisations also. Communication is a universal process. The chairman, managing director, heads of various functional areas and subordinates have necessarily, to use the same communication skills and principles in their inter-personal group and organisational situations. The fundamental principles of scientific communication are applicable to all human activities, from the simplest small groups to great corporations and the public.

There are a number of elements fundamental in the process of communication which are common to the process of communication in different walks of life. It is on the basis of these elements that theory of communication can be evolved. The principles and theory of communication are useful because they provide a broad basis for approaching communication problems. Universality of communication principles also means that they are transferable, newcomers can know and be made as effective communicators. Universality of principles also means that all people have to follow the same principles and skills regardless of their position. Thus, communication seeks to harmonise individual efforts with the organisational goals.

The Process of Communication

Communication is a process of exchange of ideas, facts, opinions and manner by which the receiver of the message shares meaning and understanding with another. It is the whole sequence of transmission and interchange of facts, ideas, feelings etc. Process is a course of action. Communication as an organisational process affects all. It enables us to transfer information from one person to another, from one department to another, from outside to the organisation, no matter whether the organisation is an individual, firm, society or a body corporate. The ultimate object is that information transferred must be understandable by the receiver.

It is organisational process because a group of people and group activities are involved. Every information transmission involves a reader or a listener who responds to the message. This organisational process is also the means of preparing information and circulating it to others in the organisation. Without this process, organisational activities do not progress. Communication is the vehicle of individuals and group in the organisation. In this process, the transmitter uses a set of media to convey ideas, opinions, facts or feelings to another. The media may be written media, or oral media, visual or audio-visual media. Visual or communication media carry slides, neon-boardings, posters, etc. Television and films are audio-visual communication media.

Communication is a process that uses a set of media to transmit ideas, facts and feelings from one person to another. Media challenge the communicator to select them with an awareness of

their purpose to the listener or reader. So, a good communicator must understand the receiving and understanding capabilities of the recipient not only of the transmitting message but also their effect.

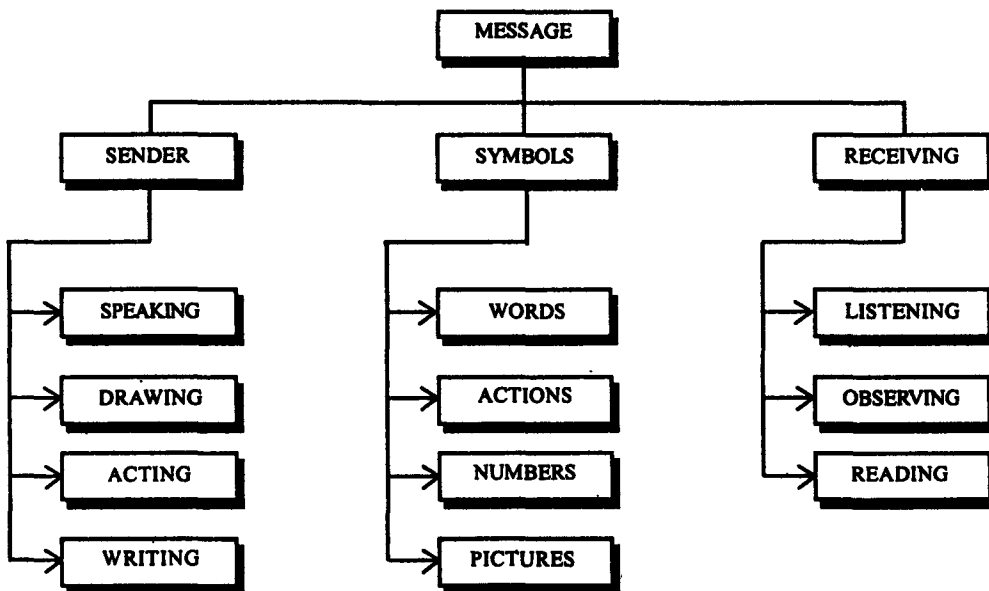
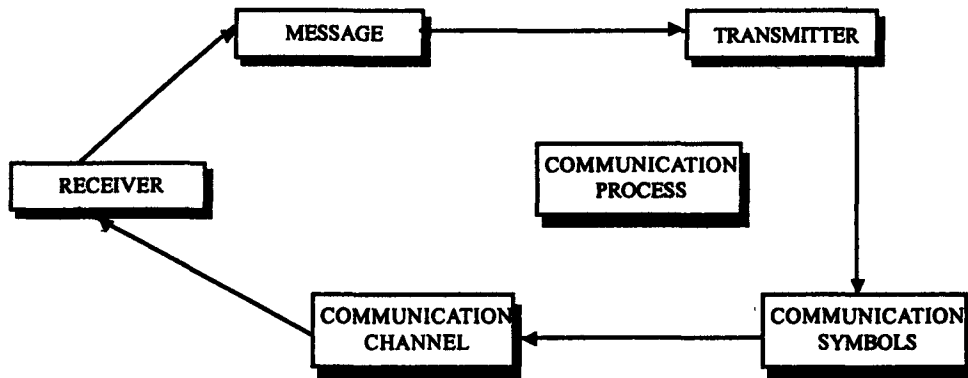
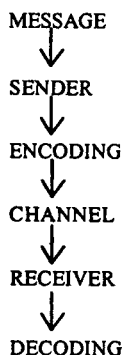


Fig.1.1 Communication Process

In the process of various media, the organisation's mission is accomplished and activated. The transmitter selects when and what to communicate and determines their medium for transmission. The receiver or recipient takes the message, interprets, perceives and responds to it. The whole sequence is the communication process. As a process, it is routine and continues forever. Every time a person transmits the facts, ideas, opinions or feelings, another person responds in turn communicating facts, ideas, feelings or attitudes. It is a never ending process cycle. The cycle, in brief, broadly covers the following elements shown in the figure.

Elements of Communication Process

The whole process of communication involves the following elements:



According to David K. Berlo, the whole sequence of communicating with B (called communication process) involves six steps.

Ideation → Encoding → Transmission → Receiving → (Sender) → Decoding → Acting

A brief description of the various elements involved in the process of communication is described in the following pages.

1. Message: A piece of information, spoken or written, to be passed from one person to another. It is the subject matter of communication. It may involve any fact, idea, opinion, figure, attitude, or course of action, including information. It exists in the mind of the communicator.

2. Transmitter: He is the sender of message or communicator or spreader, a person who transmits the message. In the case of mechanical devices used for communication, para transmitter is an operator that transmit message. The person who conveys the message is known as the communicator or sender. There is always a communicator in the process. He conceives and initiates the message. He is the driving force to change the behaviour of the receiver.

3. Encoding (Communication Symbol): The process of conversion of the subject matter into symbols is called encoding. The message or subject matter of any communication is always abstract and intangible. Transmission of the message requires the use of certain symbols. The communicator plans and 'organises his ideas into a set of symbols, signs etc. Encoding process translates ideas, facts, feelings, opinions into symbols, signs, words, actions, pictures, and audio-visuals etc. It is up to the sender to select a medium he feels proper to communicate effectively to the intended listener or receiver.

4. Communication Channel: Later, the transmitter has to select the channel for sending the information. Communication channel means the medium or media through which the message passes. The words, symbols or signs selected should be transmitted to the receiver or listener through certain channel or medium. Media in plural represent vehicles to transmit message. The communicator has to decide how best he can pass the message, what he has to convey. Media may be written media or oral media. Again, there are various forms of written media like letters, reports, manuals, circulars, notes, questionnaires etc. The forms of oral media include face-to-face conversation, dictaphone, telephone, recording, radio meeting, conference etc. The channel may be

a visual channel like slides, neon hoardings, posters etc. Television and documentary films represent audio-visual channels.

5. Receiver: There is always a receiver in the process of communication. Receiver is the person to whom the message is meant for by the sender. A person who receives the message is called the receiver. Effective communication process is not complete without the existence of a receiver of the message. Responding or acting to the message is done by the receiver only. It is the receiver who receives and tries to interpret, perceive, understand and act upon the message.

6. Decoding: Decoding is the process of translation of an encoded message into ordinary understandable language. Receiver converts the symbols, words or signs received from the sender to get the meaning of the message.

7. Acting: According to the understanding of the message, the receiver acts or implements the message.

8. Feedback: Feedback is though the last element and an important one in the communication process. As it has been explained, communication is an exchange process. For the exchange to be complete the information must go back to the communicator, so that he can know the reaction of the receiver. The sending back of the knowledge about the message to the transmitter is known as feedback. It ensures that the receiver has received the message and understood in the same sense as the sender meant. Feedback enables the communicator to carry out corrections or amendments or change the message to be effective.

The entire sequence described above is the complete communication process or cycle having eight components.

COMMUNICATION PROCESS: MODELS AND THEORIES

There are many communication process models and theories to understand the process involved in it as developed by different people. It is practically very tedious, time and space consuming to consider all the communication models. It is, therefore, desirable to become acquainted with some significant and important models which serve the purpose of understanding the process of communication.

1. LINEAR MODEL

1. Aristotle's Model

The first step towards development of a communication model had been taken by Aristotle. He had developed an easy, simple and elementary model of the communication process. According to Aristotle, in a communication event, there are three main ingredients, such as:

The Speaker,
The Speech, and
The Audience.

Subsequently, a number of experts have developed modern models of communication which are more complex and dynamic.

2. Mathematical Theory

The Mathematical Theory of Communication developed by C. E. Shannon and W. Weaver, popularly called Shannon-Weaver Model, was developed in 1949 as a model in the electronic communication. They considered the theory as strictly mathematical and has been identified with technology and technical aspects of communication. It created an impact on such concepts as measuring the unit of the information transmitted over technical channel.

3. Information Theory

In 1950 the information theory developed separately from the communication theory. Computer science, data processing, cybernetics and so on are the only segments of the information theory. Every discipline has contributed to the communication theory. The behavioural scientists have adopted very successfully the mathematical theory to explain human communication.

Shannon was an engineer, concerned himself with the technical problems of transmitting signals from the one point to another. He considered communication as a mechanistic system consisting of the following five basic elements. They are:

1. Information — source
2. Transmitter — to convert a message into transmittable sign
3. A Channel
4. A receiver — who reconstructs the message from the sign
5. Destination — the person or machine to whom it is intended.

The other four components he introduced in the system, are:

1. The Message;
2. Transmitted Signals;
3. Received Signals;
4. Noise Source.

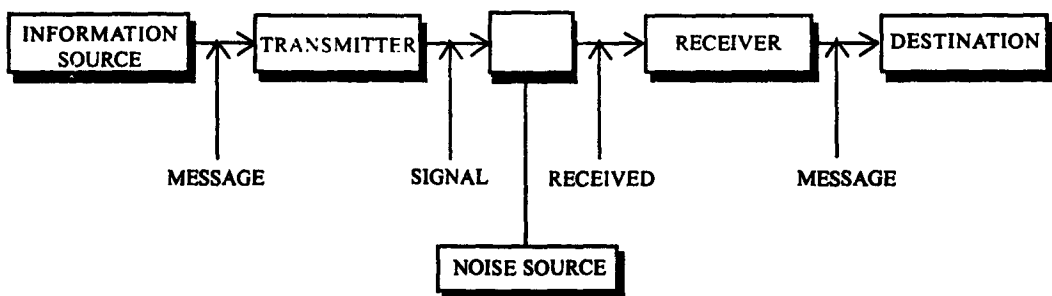


Fig. 1.2 Shannon and Weaver Model

Technological aspects of communication have a direct bearing on measuring the units of information transmitted over the technical channel which led to the development of information theory. The components of information theory are the computer science, data processing, cybernetics etc. Each of these areas have been contributing to communication theory. Communication system

and its problems are being tried to be explained by the mathematical model developed by Shannon-Weaver model.

Their model contains the essential elements for explaining the human communication process. They identify the element of semantics — that meaning lies in people. The degree of difference in meaning between the sender and the receiver is accounted for by noise. The mathematical theory of communication is also used in developing the information and computer science.

4. David K. Berlo's Model

David Berlo's process theory is one of the basic theories for all communication theorists. The various theories of process models indicate the idea persuasively to another person. Berlo's model is of basic importance in developing other communication models and for identifying elements of communication. Berlo's process theory has contributed a great deal to the subject of communication. In this model, he identified essential elements and also other factors affecting them such as the five senses. One thing, however, we have to mention here is that the model does not consider verbal and non-verbal stimuli.

The following nine components are included in his model:

- A Source
- A Encoder
- A Message
- A Channel
- A Receiver
- A Decoder
- A Meaning
- A Feedback and
- A Noise

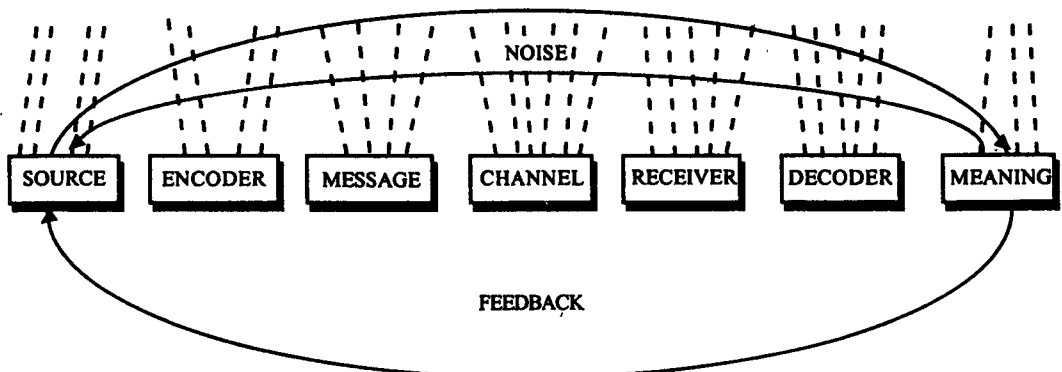


Fig. 1.3 David k. Berlo's Model

5. Harold D. Lasswell Model

The communication process of Lasswell, in its broader analysis, gives rise to four basic and important questions. They are Who? What? Whom? Which? The behavioural aspects of the sender in the communication process is well- established by Lasswell. But his model ignores the essential elements of the communication process. But Lasswell's model indicates the major elements in the process by posing some questions dealing with the act of communication. They are:

Who?

Says What?

In What Channel?

To Whom?

With What Effect?

1. Why?

Why do we want to communicate? What is the purpose of the communication? Is it to persuade or to inform? Is any particular action required?

2. What?

What is it we want to communicate? An order, an idea, an attitude or a feeling? What form of words or possible actions best meets the situation?

3. How?

How are we going to communicate? In what form will the communication get home the message fastest? What impact will a particular form have on the recipient?

4. Who?

Is there a key to the communication situation? How does he feel about me, about this situation?

5. When?

Finally, when? When is the right time to get across this message? When is the receiver likely to give it the most attention? Can timing be critical to the success of the communication?

In this model, he covers the five elements in the process by putting the above questions. The model emphasises on the effect of communication and the response of the receivers. The behavioural aspects of the sender is the important element in the process.

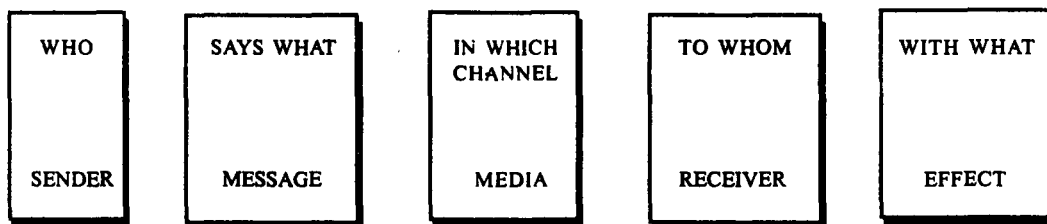


Fig. 1.4 Lasswell Model

6. Wilbur L. Schramm Model

His theory is concerned with mass communication. His model 'How Communication Works' is represented in Fig. 1.5. In this model, the focus is on the signal from the two sides of the source and receiver. The encoder which is the source has to encode and the same is to be decoded towards destination. The model is very simple to understand.



Fig.1.5

7. U.S. Rai and S.M. Rai Model

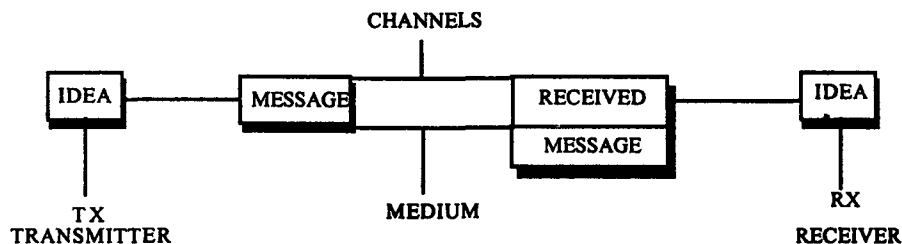


Fig.1.6

8. Roger A. Vogel & William D. Brooks Model

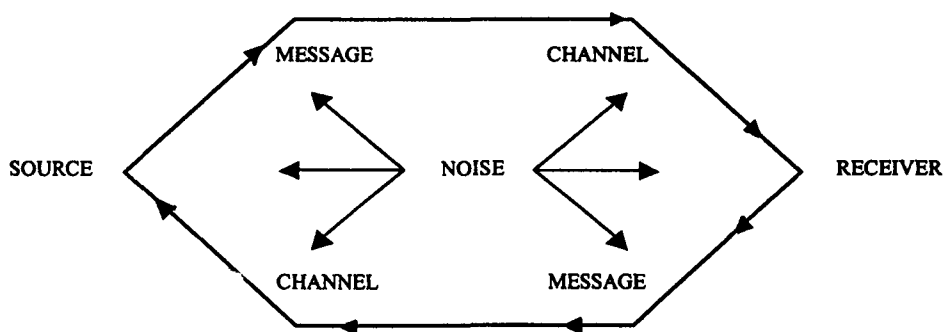


Fig.1.7

2. INTERPERSONAL OR INTERACTIONAL MODEL

The interpersonal or interactional model of communication is also called "circular" or "cyclical" model. The various models discussed above are linear models, which do not consider the response or reply from the receiver of the message. Linear models have some limitations because they contain almost some common elements of communication process. But actually effective

communication is cyclical or circular in nature. In the circular system of communication process, the element of feedback is introduced. All linear models may undergo change if the element of feedback is introduced.

Feedback with reference to the communication process means interaction or interface or face-to-face communication with another person who is the receiver of the message. The purpose of feedback is to measure and evaluate the message received by the receiver and to plan for future communication. Thus, feedback may result in revision or alteration of the original message or sending altogether a new message.

The feedback makes the process of communication circular or cyclical rather than linear. Thus, the linear models discussed above have some limitations, which led to the emergence of interactional or interpersonal model of communication. The interpersonal effective process of communication demands that the sender of the message has to ascertain whether the message has been understood by the receiver or acted upon it or behaviour is changed. He must know the receiver's reaction, response or behaviour of the receiver on the message. This is possible only with the introduction of the last but the most important element of communication, i.e., feedback. In other words, it is necessary to have interaction between the sender and the receiver.

This has given rise to interpersonal or interactional model of communication. It is the interaction which facilitates the return information called feedback. This may be effected by the words, sign or behaviour change. By this, the cycle or circular flow of communication is complete. This is two-way communication or inter-personal or interactional model. The linear model is known as one-way communication. This is the reason why effective communication is called interpersonal or interactional communication.

The interpersonal model of communication demands the presence of the following elements in the process of communication:

1. Message or idea or stimulus
2. Sender or transmitter or communicator
3. Encoding
4. Channel
5. Medium
6. Receiver
7. Decoding
8. Action or behaviour change
9. Feedback

The circular model of communication expects response from the receiver, action on the message or behaviour change. It may take the form of action or reply or behaviour in a particular way. Thus, interaction or face-to-face communication facilitates revision or alteration of original message or planning for future communication. Thus, linear models can be changed by introducing the element of feedback for interaction for the purpose of measurement, evaluation and planning future communication.

In this direction, Level and Galle have introduced an element of interaction between the sender and the receiver. In their model called “new model”, they call it *The Communication Process*. This model is based on interaction between the sender and the receiver. Hence, it is known as interpersonal communication or interactional model. Accordingly, interpersonal communication is face-to-face communication between individuals. Both oral and non-verbal clues can be used. “There are no media or channel or we can think of the media as oral and the voice as the channel.” Two-way process of communication ensures feedback.

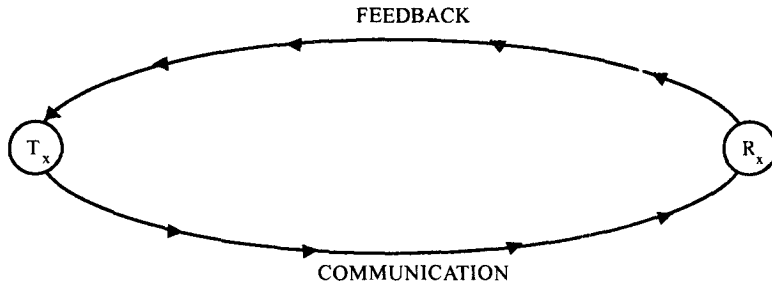


Fig.1.8

The model of Level and Galle greatly helps to identify internal and external variables and the behavioural aspects of the transmitter and the receiver in handling the message.

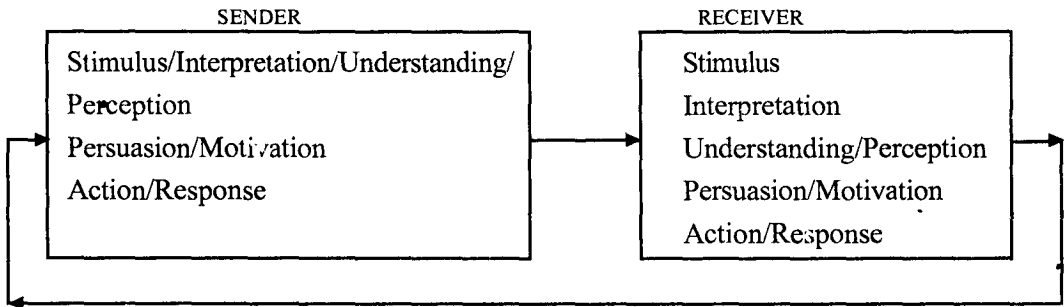


Fig. 1.9

(Source: L. Brow, *Communicating Facts and Ideas in Business*, 1982, p. 12.)

A Composite Model — Relationship

Several elements comprising the communication process have been examined in the above models. Some of the elements are common to all models. The common elements mentioned earlier include the source, message, encoding transmission, receiver, decoding, channel, noise and feedback. All the models of human communication contain some common elements.

But now we proceed to examine another important factor, i.e., the relationship between the participants. In other words, we emphasise relational aspects of interpersonal behaviour. Timothy Leary and his associates have developed a paradigm of interpersonal behaviour. According to them, relationship develops along two dimensions. They are:

1. Dominance, and
2. Affection or Attraction

Schutz in his research work added another dimension, as a third dimension. It is called "Inclusion" or "Involvement." Baird has added two more dimensions. They are:

1. Time
2. Situation

Thus, the composite model of interpersonal includes the following dimensions:

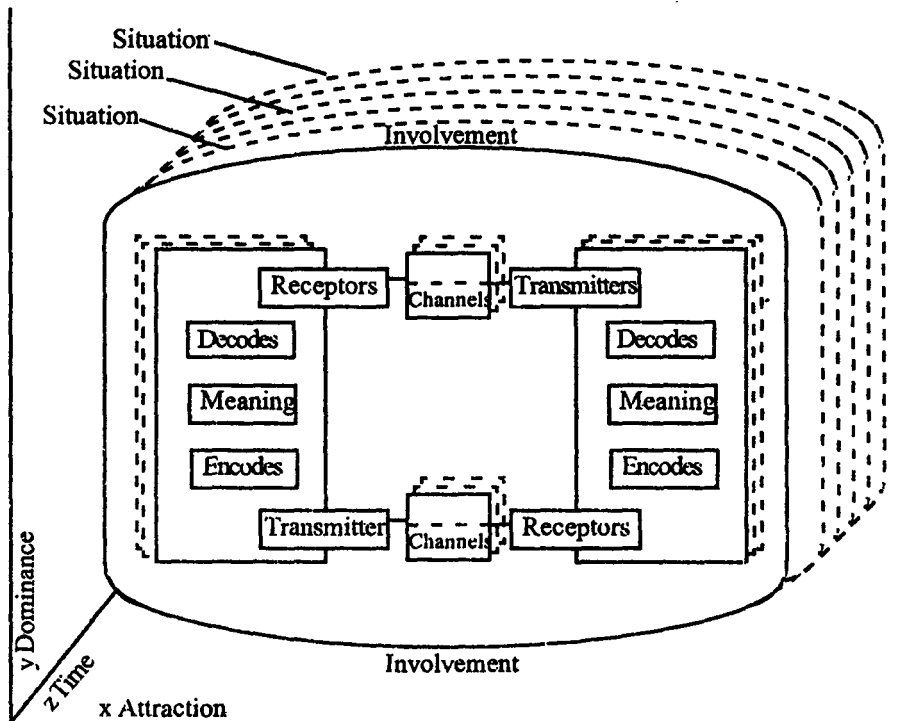


Fig. 1.10 A Composite Model of Interpersonal Relationship

(Source: adapted from J. E. Baird, *The Dynamics of Organisational Communication*, 1977, p. 9.)

1. Attraction;
2. Dominance;
3. Involvement;
4. Time; and
5. Situation.

A brief description of these dimensions is given below:

1. Attraction

The dimension of attraction or affection indicates the degree of intimacy by which the participants are positively or negatively attracted to each other. It reveals the likes and dislikes of one another. The more positively the individuals are drawn towards each other, the closer they are.

Persons are attracted to one another on the basis of similar attitudes, interest towards commonly relevant objects and goals. An individual will interact and form a relationship with other individuals because of common attitudes and values. Interpersonal attraction and relationships are dynamic in nature but not static and subject to change. Time factor introduces changes in attraction.

Relationships are of three types:

1. **Convergence**
 2. **Divergence**
 3. **Parallelism.**
1. **Convergence:** An individual moves towards each other as they pass through time.
 2. **Divergence:** It indicates a step away from other individual because of development of disaffected relationship.
 3. **Parallelism:** Under this, individuals neither converge nor diverge, it is a case of parallel relationship.

These relationships are shown in Fig. 1.11.

2. Dominance

The dominance dimension takes into account the ability of the individual to control the behaviour of the other to some extent. It is possible because of the function of one's position within the organisational hierarchy. For instance, an executive is able to exert some control over the behaviour of his subordinates, vice versal is unreal and does not exist in real life in an hierarchical relationship. Similarly, a foreman is able to exercise more control over the behaviour of the workers. Dominance dimension may exist even otherwise than into hierarchical position. There are a number of factors which influence one's capacity to dominate others, such as size, intelligence, strategies etc.

These three dimensions of relationships are shown in Fig 1.12.

3. Involvement

Interpersonal involvement is an important dimension of interpersonal relationship and behaviour. According to Patton & Giffin, interpersonal involvement has two components. They are:

1. The amount of interaction between participants.
2. The importance of that interaction to each individual.

4. Time

Baird has introduced the time dimension in interaction and inter-relationship. The other two dimensions like dominance and attraction are quite different. He says that time is somewhat unlike the first three dimensions in that it is constant—it occurs without variation throughout the relationship. The time dimension is an important factor because he argues that “without this dimension, relationship could not develop; changes could not occur in affection, dominance or involvement unless a relationship is allowed to exist across time.” (Fig. 1.10)

5. Situation

Baird's second dimension is a situation. It is an important dimension in interpersonal relationship. In other words, situation is an environment in which the communication event occurs (Fig. 1.10). Communicative situations are shown in the figure as parts of the time dimensions. The area within each part or segment indicates the situation in which individuals communicate. On the other hand, the area between segments indicate passage of time between encounters.

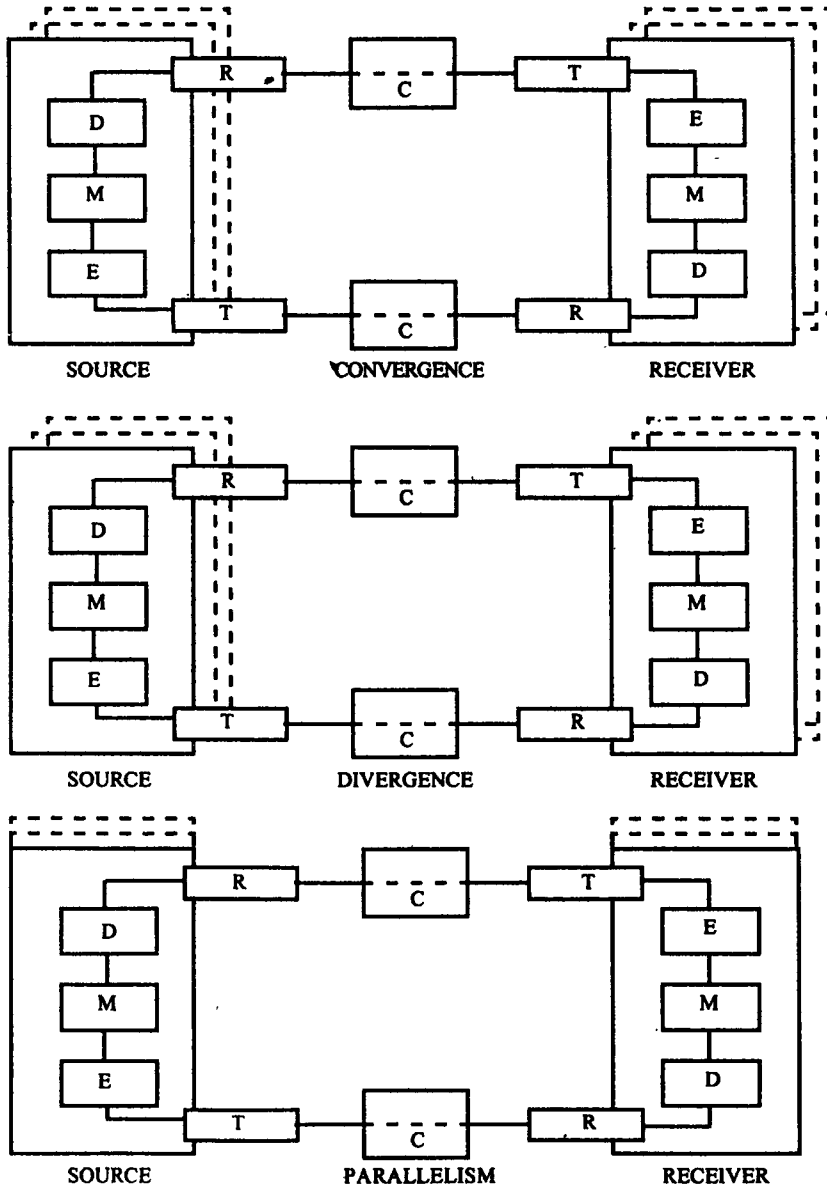


Fig. 1.11 Attraction Relationship

Dominance has three general relationship patterns; they are:

1. Superior-Subordinate : Higher Placement
2. Subordinate-Superior : Lower Placement
3. Peer : Evenly Placed

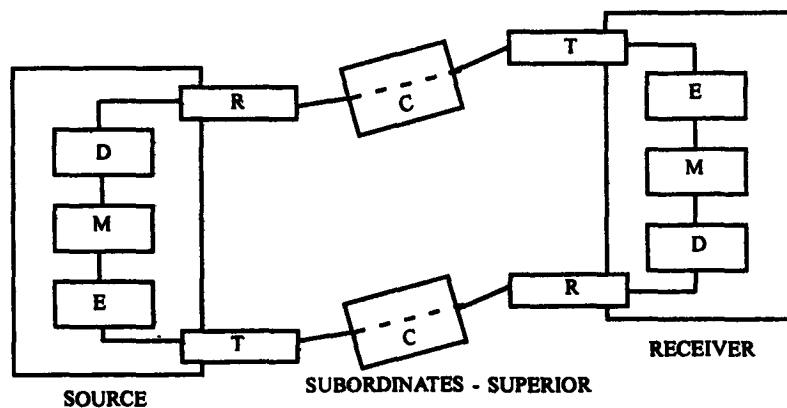
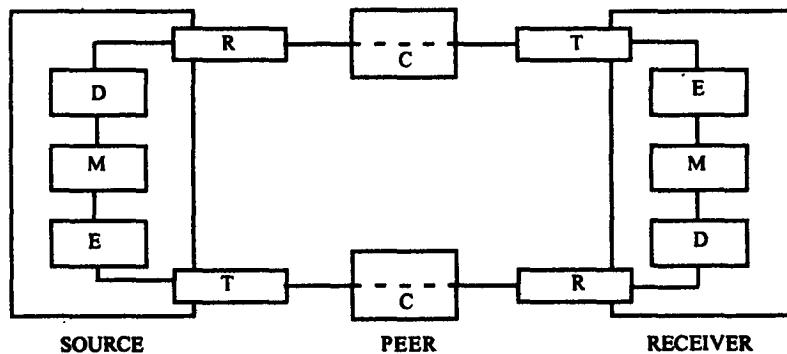
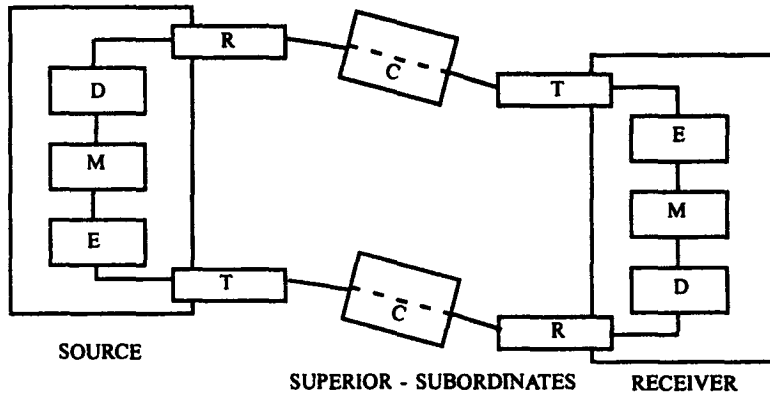


Fig. 1.12

Communication — An Interdisciplinary Subject

Communication is concerned with behavioural aspects of social relationships or human relationships. These human relationships have multiple aspects like social, linguistic and psychological. A man is studied from different points of social sciences like economics, politics, sociology, psychology etc. The study of communication, therefore, requires the use of various methods peculiar to the social sciences. This is known as Interdisciplinary approach.

It is a technique to approach a problem by which the tools of different sciences are used to find an explanation to the phenomena under study. It is, thus, a co-operative and co-ordinated effort in which the knowledge of different disciplines are utilised to examine the problem. Though communication is independent, other disciplines are also inter-related. Therefore, a study of communication is bound to influence other sciences like English, linguistic, sociology, semantics etc.

Communication is interdisciplinary because it is concerned with many aspects of human relations. Therefore, in order to study social relationships or human relationships, one will have to take recourse to several other social sciences. Social phenomena are complex having several aspects which influence another social phenomena. As such, communication cannot be completely free from external influences. It is interdisciplinary which explains fully about the subject because no single discipline is complete in itself. Communication thus largely refers to interdisciplinary and behavioural-oriented, involving the process of human communication, and the nature of human interaction.

In recent years, the communication theory has been considered as an interdisciplinary theory. As such, it is still in an integrative stage of development, for it has been drawn from various disciplines. By definition, communication is an interaction-process or the way in which one mind influences another. This process is in itself integrative. After recognising communication as interdisciplinary, there is a need to draw from various disciplines of different viewpoints like psychology, mathematics, linguistics, etymology, semantics, management, speech, English, sociology, psychology, psychiatry etc.

Martin K. Starr has identified the following disciplines. They are³:

1. Mathematics: Mathematical approach has been developed out of interest in the switching networks of telephony.

2. Psychology: This approach to communication theory examines a person's potential for communication, including his perception abilities, cognitive process and memory. As a matter of fact, psychology is the study of science of a human mind, the mental process of a person.

3. Ecology: The subject of ecology deals with living things and organisms considered in relation to their environment.

4. Ethology: Science of the moral nature and set of ideas or beliefs of a person or a group. The field of ethology deals with the origins and causes of the individual behaviour of animals. Ethology also contributes to the new views concerning the communication process.

5. Accounting: Accounting is also one of the branches of interdisciplinary approach of communication. Accounting is a language of business, a written medium serves as a means of communication. It has a role to play to communicate the results of the business operations to the

owners, creditors, investors etc. Accounting is the art of recording, classifying and summarising in a significant manner. There are financial accounting, cost accounting, management accounting and its branches. "Related areas include file maintenance, information indexing and information theory."⁴

6. Auditing: Auditing is the process of detailed examination and scrutiny of books of accounts and vouchers of a business, which enables one to report on the views presented by the accounts, statements prepared by the clients. Martin K. Starr writes that the ultimate method of obtaining specific data for systems analysis is auditing.

7. Linguistics: The word 'linguistics' deals with the science of language. The linguistics also contribute to the communication process.

8. Philology: Philology deals with the study of ancient or medieval literary texts, a comparison and study of the development of related languages. Philology also contributes to communication as it establishes the relation of a language to literature and culture.

9. Etymology: Etymology is the study of the origin and development of words and their meanings, an explanation of the history of a particular word. The subject of etymology concerning the derivation and origin of words contributes to the communication theory at various levels.

10. Semantics: The field of Semantics which deals with the science of meanings of words. Martin writes that, "Semantics is certainly one of the most apparent of these levels." Symbol analysis and content analysis approach the logical and mathematical basis of the communication theory. Content analysis, sometimes, called 'quantitative semantics', deals with the frequency and measurable usage characteristics of letter, word and sentence sets. Sociology and applied anthropology have made use of quantitative interaction analysis."⁵

11. Systems Analysis: Systems analysis "has a strong engineering base and accent logical relations of parts to one another, has developed two strong contributory branches"⁶ which are accounting and auditing as one branch and another as work analysis.

12. Work Analysis: According to Martin K. Starr, the second branch of systems analysis is work analysis. He describes it as "Credit analytic detail has emerged in flow charts, micromotion studies" etc.

13. Cybernetics: This theory has "explored machine characteristics based on a strong physiological orientation... cybernetics has contributed in tune with theories of automato."⁷ N. Wiener has first adopted the word cybernetics from Greek word Kubernetes, means 'steersman,' He emphasises on control and communication etc., the concept of feedback. It is a scientific study of the way in which information is moved about and control in machines with the brain and the nervous system.

Thus, communication is an interdisciplinary and an independent body of knowledge like the other disciplines — medicine, engineering, accounting etc.

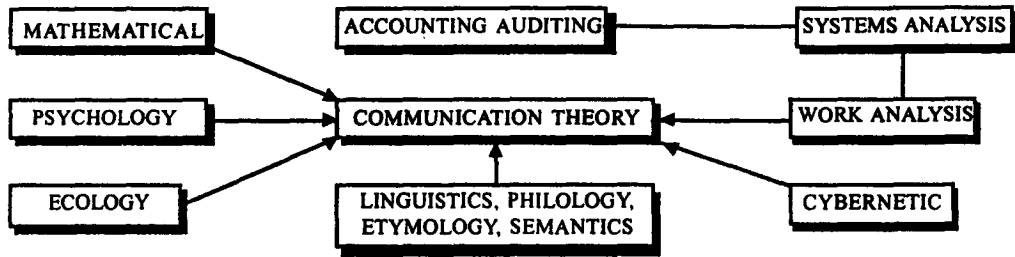


Fig. 1.13 Interdisciplinary Approach

THEORIES OF COMMUNICATION

1. Bull's Eye Theory

Action view is the basis for the theory of communication. The whole process of communication is based on one-way action doing something to someone. The sender plays an important role who encodes the message with the help of arbitrary symbols. The demonstration or doing skills of the sender is for the purpose to change the behaviour of someone or the receiver, to be persuasive, sell or help. The action view believes that words have a meaning and there would be no misunderstanding which is the core of effective communication, provided the right words are used to convey the right message. Misperceptions or misunderstandings are bound to occur, but according to information theory, the sender has to play effectively and adequately.

2. Ping-Pong Theory

This theory is also called as interaction or interpersonal view. This approach to the study of human communication is the ping-pong theory of communication. Ping-Pong is a game of table tennis, represents the interaction theory of communication. It is compared with turns at a table-tennis match. In the process of communication, the turns take place between the sender and the receiver. It is a complex theory of human communication than the Bull's theory which recognises the concept of linear feedback. In this theory there is linear cause and effect.

3. Spiral Theory

The Spiral theory of communication represents and called as transactions view of communication. It recognises more than one interaction between the sender and the receiver. A transaction implies independence, mutual and reciprocal causality. Myers and Myers say that human communication is best understood as a system in which senders are simultaneously receivers and senders. Communication is not a static but dynamic and life-time experience. It is not like a still photograph but continuous flow of motion pictures. The authors say that "Communication in its process view is characterised less by the actions of the sender and the subsequent reactions of a receiver than by the simultaneity of their reciprocal responses, or more simply, by things going on at the same time which affect each other."

PRINCIPLES OR CHARACTERISTICS OF COMMUNICATION

1. An Integral Part of Organisational Process

Decisions of the Managers are conveyed to the subordinates of different rank and file by the superiors. Communication control co-ordinates them for proper work performance. Thus, communication is a part and parcel of organisational function and so an integral and inseparable part of the process. That is the reason why Chester I. Barnard remarked that “the first executive function is to develop and maintain a system of communication.”

2. Direct Supervision

Direct supervision is a principle of organisation which facilitates immediate feedback to know the responses or reply of the receiver of the communication. Managers are personally involved in the entire process of communication. Interaction helps the managers to listen to the subordinates' suggestions, work related problems and helps in solving them. Successful managers encourage feedback which offers opportunity to the managers to know how far their instructions and directions have been understood, followed and acted upon by the subordinates. Thus, the managers perform the management functions through communication, and managerial positions become the communication centres to receive information from various sources.

3. Two-way Communication

In the early days of development of the subject, it was considered that communication is concerned with only giving orders and instruction. In this, it is the function of the manager to direct the thing. It is only one-way communication. Communication process is not complete and effective if it is simply downward movement of messages from superiors to subordinates. But it should be a two-way traffic which implies both transmission and reception. It is the managerial function not only to convey any information but also know the reactions and responses from the receivers. Communication should be upward, downward and diagonal-flow so that the managerial task of guiding and directing will be achieved. Two-way communication insists not only to speak, inform, issue orders and instructions but the sender should be ready to listen, accept suggestions and to solve the work-related problems.

4. Informal Communication

The existence of informal organisation should be recognised which is a powerful media of communication. In every organisation there exists good network of informal groups. It is also called “grapevine” which indicates informal means of circulating information or gossip. It is called “informal communication”, because it grows up spontaneously from personal and group interest. It does not maintain superior-subordinate relationships. It has no authority and official backing. Under the network of communication, different workers communicate with each other. It is direct, spontaneous and flexible.

5. Listening

Listening is a process of receiving message in the form of symbols, interpreting, and responding to the messages received. The essence of communication is listening. Communication is not effective unless the person at the receiving end listens effectively. Listening is an art which requires much patience and mental effort. The principle of effective communication is listening which improves the information output. Effective listening involves more than hearing the words. It demands to look beyond the words for meaning, and sentiments which the speaker is exhibiting.

6. Result and Cause

Efficiency and effectiveness are the results; it is result-oriented. Sound communication is the result of efficient management but not the cause of it. Communication is only a means to an end but not an end itself. It is a tool of the management towards the end. The competent managers use the tool of communication towards the accomplishment of managerial goals. Communication serves as a lubricant, fostering the smooth operation of management.

7. Clarity

The basic principle in communication is clarity. Clarity in communication implies that messages transmitted should be capable of being understood by the recipient rather than misunderstood. Unfamiliar and superfluous words should not be used. Simple and familiar words are to be selected to present the message. If the principle of precision and clarity are not followed, they may stand as barrier to effective communication.

8. Internal and External

Internal communication is a process of transmitting matters to the people working inside the organisation. It is giving orders, instructions, directions, suggestions or public notice. Public address system constitutes internal system of communication. It may include upward, downward or diagonal communication. External communication is also equally important to provide link between the organisation and the external world. Externally, an organisation has to communicate with outside public like customers, shareholders, dealers, government departments, investors, complaints etc.

9. Specific

Communication should be specific and each specified piece of message should deal with a single subject at a time. This principle is necessary for effective communication. Multiplicity of subject creates a problem of confusion and misunderstanding which is dangerous and unproductive to the organisation. So, when communication is issued, it must be specific in regard to information intended to be conveyed or received.

10. Honesty in Communication

The principle of uprightness and honesty of purpose in communication is very essential. Honest communication involves a sense of obligation to one's self, to other people and to the absolute. Rightness is known by the intuition in the mind. Respect for it gives one an experience in living. All managerial communications should lead to a true and correct understanding in information or message to ensure effective co-ordination among various organisational activities for smooth working.

Communication Getting Information from A into B

Communication is a primary tool for effecting behaviour. We can isolate at least four independent dimensions of the communication process: (1) content (2) noise (3) network characteristics, and (4) direction.

One-way communication has some advantages in speed over two-way. It also has the advantage of protecting the sender from having to recognise his own faults. Two-way communication has the advantages of the greater feelings of certainty for the receiver. But two-way communication involves some psychological risks to the defences of the sender.

Man: A Communicating Animal

Communication like birth, death, breathing and wanting to be loved is part of life itself; it is a common experience as well. We all have to communicate; we all will communicate. It might even be said that communication is what distinguishes man from the rest of the creation. 'Man', the only animal who can express himself, has the power to express in words. So he can be identified as a 'communicating animal.'

It would be hard to find the president of a nation, the chief executive of a corporate body, a manager, a supervisor, a salesman, a scientist, a technician or anyone else in a business or in any other agency who is not at least concerned with the problem of communication in his own organisation. Even in the case of husband-wife, teacher-taught, parent-child, government-public, communications are not that easy as used to be in the past.

The problems of communication are really the problems of understanding people. Words are tools for achieving effective exchange of information, attitudes and understanding. The problem is that a person is likely to listen through filters. He tends to hear what he wants to hear and disregards what he considers trivial or unimportant.

The snag is that what appears to be trivial to one man may seem positively earth-shattering to another. Another snag is that unless he is very usual, a man listens defensively explaining a way or justifying what he should understand and if he is to increase his own capacity for being effective.

Very often, if the person receiving communication does listen to the message, he may find reasons for disregarding what is being said as unimportant or incorrect.

Man perceives, as a rule, what he expects to see or perceive; he sees largely what he expects to see and hears largely what he expects to hear. The unexpected is usually not received at all; it is neither seen nor heard, but is ignored or misunderstood.

What to Communicate?

The purpose of communicators are numerous and varied. Here are some examples:

To buy

To get information from buyers

To sell

To prevent

To inform

To affirm

To misinform

To clarify

To reveal	To confuse
To conceal	To feature sellers
To teach	To feature buyers
To learn	To compliment
To send information to buyers	To criticise
To cause	To influence, persuade, motivate or actuate

Planning for Communicating

Why?

Why do we want to communicate? What is the purpose of communication? Is it to persuade or to inform? Is any particular action required?

What?

What is it we want to communicate? An order, an idea, an attitude or a feeling? What form of words or possibly actions best meet the situation?

How?

How are we going to communicate? On what form will the communication get home the message fastest? What impact will a particular form have on the recipient?

Sometimes, people have to see you to understand. Others understand perfectly a written communication. Yet others find the telephone completely incomprehensible. So you have to keep choosing, bearing in mind always the person with whom you are communicating, what are his needs?

Who?

Who is the key to the communication situation? How does he feel about me; about this situation? What are his likely reactions to my proposals?

When?

Finally, when? When is the right time to get across this message, when is the receiver likely to give it the most attention? When is he most likely to be influenced? Often, timing can be critical to the success of the communication.

Where?

It implies where does the message reinforce relationships between the sender and the receiver.

Essentials of Communication

The essential basis of all public relations work is the communication process. Reduced to the simplest formula, communication is the transfer of information from one person to another or more recently to an apparatus which stores or process on news. This process almost always takes place between four or five factors.

1. Initiator

The organisation or initiator (e.g., a business corporation or trade association).

2. Communicator

The communicator (e.g., media person or a public relations agency).

3. Message

The message (e.g., a press release or a lecture).

4. Medium

The medium may be newspaper or radio or television or a book or a letter.

5. Addressee

Finally, the addressee (e.g., the newspaper reader or the owner of a telephone or teleprinter or the viewer of a television).

The message is transmitted by spoken or written word, or by image, or a combination of these or other media such as music, colour, mimicry, design, odour and sense of touch.¹⁰

Other Factors of Importance

And, of course, there are other obvious and important factors that must be taken into consideration wherever or whenever any communication is made, the receiver's level of education (for people with an elementary level of education, for instance, once seen is better than a hundred times heard), the technical possibilities of communication, the address is financial means, the influence of prejudices and biased opinion etc.

There can be no 'mutual understanding' without communication and 'mutual understanding' is the core of public relations.

There are a few problems in life that real communication cannot resolve. If that notion sounds far-fetched, perhaps that is because what we normally call communication is not real communication. We generally think of communication in terms of exchanging information, public speaking, expressing our feelings honestly or being sincere or persuasive. So, we think effective communication depends on having special talent, a good vocabulary, the right circumstances, and especially on the receptivity of other people. Effective and true communication does not depend on any of these things; but rather on uncovering within ourselves the ability to communicate.

Real communication is that experience of being totally understood by another person.

Real communication is a profound understanding, not merely of the words being said, but of the experience and the meaning behind the words.

Real communication produces results. In relationships real communication produces harmony, resolves problems, and dissolves feeling of separateness. It is a mutual experience of being "known", and results in partnership and a sense of well-being.

In families, when communication occurs, gaps are bridged; misunderstandings, conflicts, the resentment disappear.

In organisations, effective communication transforms a group into a team. It reduces effort, fatigue and struggle. Work is accomplished more accurately, and efficiently as conflict and tension give way to co-operation and comradeship.

For most of us, experiences of real communication seem to “happen” without our knowing how or why. Regardless of what we do, it often seems difficult, and sometimes impossible to really communicate.

While we may not always know how to make real communication happen, we know we feel when it does occur.

In some,

- True communication is creation.
- It generates experience in others.
- It moves people.
- It not only delivers information to others, it actually transforms their ability to hear.

The Benefits of Communication are

- (a) A better understanding of co-worker and customer behaviour.
- (b) Increased recognition and ability to change ineffective communication styles.
- (c) New skills for resolving interpersonal conflicts.
- (d) Higher performance standards established through mutual alignment of management and employees.
- (e) Increased productivity even under adverse conditions.
- (f) Improved interviewing and consulting techniques.
- (g) The ability to create an organisational climate of support and trust.
- (h) The flexibility to understand co-workers from different cultures.
- (i) Active, accurate listening habits.
- (j) The enthusiasm to create team spirit, company pride and goal congruence.
- (k) The versatility to communicate across information boundaries, as between, say, R and D marketing departments.
- (1) Enhanced powers of interpersonal motivation.

The great value in such communication:

- (1) A willingness to participate in group activities.
- (2) A greater ease and clarity in writing.
- (3) Confidence in presenting briefings.
- (4) Improving the effectiveness of committees and groups to accomplish tasks.
- (5) To speak effectively before people and to face people with confidence.

The Cabinet of Ministers, the Board of Directors or the Governing Body of an Institution which is responsible for national, and international, corporate or Institutional reputation' must learn how to improve its communication techniques, if it is to create a suitable environment in which reputation may flourish. The government will have to learn how to improve communications with its States and as also improve communications with the staff, and also improve communication with the staff structure itself. Similarly, the "institution" should improve its communication with its own members and others who stand by it.

The speaker does not control communication. It is the listener. The speaker can mouth words all day and every day, as all participants do. Obviously no one listens though one hears him speak. So, no communication has taken place.

COMMUNICATION: A TRANSACTIONAL PROCESS

TRANSACTIONAL ANALYSIS

The concept on which CTA is based is that life itself is a process of continuous pooling and receiving information. The communication information in turn is measured, evaluated and used in decision-making to approve a problem.

How people communicate will depend, to a great extent, upon the way in which they perceive and think about communication. The process of communication involves selection of symbols, exchange of symbols, attributing meanings to symbols and develop expectation. Stimulus or idea or message has communication value provided, information is translated into symbols or patterned. Patterning means expressing ideas in a symbolic form. Symbols are arbitrary, they have no meanings. Words and meanings are in people, they never occur in a vacuum.

Communication is a transactional process. It implies that one cannot learn without the presence of others, use of symbols and construct meanings. In this process, one may learn many meanings to by observing, watching and listening others. As a result, it is possible to develop a pool of communication information, knowledge and intelligence. Communication is like birth, death and breath: a person is regularly and continuously involved to communicate and share meanings. As a matter of fact, it is a way of life. It is a transactional process wherein the sender and the receiver are continuously involved to construct meanings, develop expectations and exchange symbols. These are the result of their life-time experience, perception and previous communication. The way in which people construct meaning and develop expectation at present is based on the way in which people constructed meaning and developed expectation in the past.

Exchange of symbols by the sender and the receiver is a continuous process involving simultaneously constructing, sharing meaning, and developing expectation of each other. Naturally, the meanings and expectations may change when communication continues, wholly or partly. This forms the basis for a new understanding between the sender and the receiver. "Communication is a transactional process in which you are both cause and effect of whatever is happening."¹³

Definition of Transactional Analysis

Eric Bern has introduced the concept of transactional analysis in his book, *Games People Play*. TA is a common abbreviation for Transactional Analysis. Thomas A. Harris, in his book *I'M OK You're OK*, has given full treatment to all the concepts of transactional analysis. The following are the three definitions on TA given by Harris:

- (1) Method of examining one transaction: 'I do something and you do something back.'
- (2) Method of determining which part of a person is "coming on."
- (3) Method of systematising the information derived from analysis of transactions in words with the same meaning for everyone using them.¹⁴

Analysis of Definition

(1) The first definition is based on the two important elements of theory of communication. They are: stimuli or ideas and response or reply. The sender of the message is concerned with stimuli or ideas and receiver is concerned with response or reply for stimuli. On the other hand, response will, in turn, become a stimulus for the sender. The basic elements in stimulus-response theory of communication are stimulus, interpretation, meaning and behaviour.

The interpersonal and interactional model of communication contains these elements in the transaction between the sender and the receiver. By definition, interpersonal communication is face-to-face or oral. TA, thus, provides a basis for analysis of interaction that takes place. Fig. 1.14 shows the model of interpersonal communication with stimuli-response elements in the transaction between the sender and the receiver.

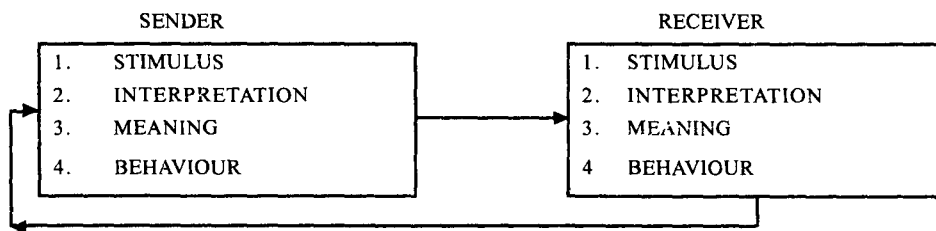


Fig. 1.14 Interpersonal Communication

(Source: Adapted from L. Brown, *Communicating Facts and Ideas in Business*, p. 316.)

(2) The second definition is concerned with the determination of which part of a person is 'coming on.' There are three parts to our personality. They are three egos or parts of personality. They are the parent, adult and child.

Transactional analysis will help to determine which part of a person or which ego is 'coming on' from the other person and thus adjust our own ego or part to be effective in our relationship with that person.¹⁵ The variables like message, behaviour of the speaker, verbal and non-verbal clues etc. will determine the ego of a person. The following are the characteristics of three egos:

1. Parent

Self-righteous, caring, knowledgeable, instructs, tells how, makes pronouncements, points a finger, furrows brow, wags head, signs and clears throat.

2. Adult

Reasoning, logical, receives and processes information, sticks to facts. Feels free in making choices in decision-making and problem-solving and respects freedom and rights of others.

3. Child

Dominated by feelings of dependency, inferiority, and helplessness. Uses tears, lips, temper, and so forth to get what he or she wants.¹⁶

The third definition is concerned with the systematisation of information resulting from an analysis of the transaction. It implies the use of information derived from the analysis of the transaction. For instance, a superior tells his subordinate to do something he does not want to do and see no reason for doing. But the superior is the authority, and what he says goes. The analysis implies that the subordinate has to fall in his line and respond like an obedient child.

What he tells must be done. The parent and child relationship exists and continues with the superior and the subordinate. The subordinate might, however, respond as an adult and point out to the superior the reason, subordinate does not think it should be done and why his way is better. This gives an opportunity to the superior to change to the adult role in responding to his view. But both the superior and the subordinate should relate as adult-to-adult on their ongoing communication and relationship.

All of us grow and develop from the baby to an adult, involving, in the process a continuous gathering and receiving information, changing attitudes, changing behaviour towards others. The decisions which we have to make are unlimited. There is no end to decision-making, multiplicity of organisational decisions. When one decision is taken, another pops up. This never-ending cycle of decisions goes on and on. A problem is solved; there is another problem to be solved. Stimulus and response are required which help to grow and develop as an individual person and also in our ongoing communication and relationship with other people.

Transactional analysis prescribed four life positions in the developmental process. The positions are expressed in four statements which indicate self concept and attitude in relation to other persons:

“I’m not OK”. “You’re OK.”

“I’m not OK”. “You’re not OK.”

“I’m OK”. “You’re not OK.”

“I’m OK”. “You’re OK.”

Structure of Transactions

A transaction is a basic unit of study in communication; it involves two or more people who mutually and simultaneously take one another into account, differentiate their role, relationship and conduct their interaction by a set of rules. Since they use symbols to pass on the message, it is symbolic interaction.

Every individual in the process has to pay attention to each other at the same time. Mutual awareness is a mutual ingredient which communication transactions take into account because it is **mutual awareness that exerts mutual influence. A transaction takes place when the sender perceives**

himself being perceived by the receiver. There is no need to have physical interdependence in a transaction. For instance, there is no physical interdependence in the case of communication. The core of transactional analysis is the perception of other person's perception. Both play their respective roles called 'mutual roles.' The situation in which an interpersonal communication occurs is a powerful guidance in determining the appropriate role.

ESSENTIALS OF GOOD COMMUNICATION

The primary purpose of communication is to keep people informal. Communication is a reciprocal, two-way and continuous social process. It should serve the organisational objects. To accomplish this, the management adopts an effective media and network of communication. To make it effective, the communicator must possess certain qualities, understand the receiver, convey the message and to see that he acts on it. Practical experience in the field makes both the sender and receiver to reach perfection. Communication translates organisational information into the language commonly understood in the organisation. Lack of feedback, interaction and effective decoding of signs or words into receiver's capability are the important problems in communication. But they do not alter the basic essentials for successful communication. Wilbur Schramm has suggested for any communication to be transmitted effectively from source to receiver whether the source is personal or non-personal, the message must meet the following three requirements:

- (1) It must be so designed and delivered as to gain the all attention of the receiver.
- (2) It must use signals that are understood in the same way by both the source and the receiver.
- (3) must arouse needs in the receiver and suggest some way of satisfying these needs that is appropriate to the receiver's group-situation when moved to make the desired response.

Knowing audience or receiver in the case of written communication is important.

However, the important principles of communication are discussed under the following paragraphs. These are essentials or factors to be considered while initiating communication to achieve the purpose of communication.

1. Clarity: In the communication process, message is the very subject matter of communication. Clarity of ideas, facts, opinion in the mind of communicator should be clear before communicating. It is a thinking process to conceive the subject. The message is always subject to the test of principle of clarity. It is to be encoded in common, in the direct and simple and easily understandable language, so that the receiver is able to understand it without doubt and difficulty. According to Koontz and Donnell, "A communication possesses clarity when it is expressed in a language and transmitted in a way that can be comprehended by the receiver."¹⁷

2. Information: Information is different from communication. All communications contain information while all information cannot communicate a message. The word 'information' is comprehensive in which communication is a special kind of transmitting message in symbolic form. The sender first collects and keeps before him the relevant information concerning a particular individual or group of people. The principle of effective communication is to have information and communicate it in symbolic form.

3. Completeness: The subject matter to be communicated must be adequate and full, which enables the receiver to understand the central theme or idea of the message. Incompleteness of a message may result in misunderstanding the subject by the receiver. The decision-making process would be delayed and action may be delayed when the message is incomplete.

4. Emphasis on Attention: The purpose of communication is to draw the attention of the receiver. An effective communication changes the behaviour of the receiver. The process is not complete just by transmitting ideas, facts or opinions. Effective communication is one which we must create interest and pay proper attention to the message and to act accordingly. Action speaks louder than words. This is the underlying principle of attention.

5. Consistency: The message transmitted should not be contradictory. The subject matter of communication is said to be consistent when it is in agreement with the objectives and policies of the organisation. The thinking, action of happenings should be according to the same organisational rules and principles. Communication is said to be most effective when it is consistent than when it varies or is contradicted. Consistency can be achieved if the communicator keeps in his mind the broad objectives, policies and programmes of the enterprise. There should be some linkage and compromise between communications. One communication should not conflict with the previous communication. Conflict and inconsistency create confusion, chaos ultimately resulting in delay in decision-making and action.

6. Integration: Achieving common goals of the enterprise is the objective of group activities. Communication as a tool of management should strengthen the enterprise. Communication is only a means rather than end. The transmitter and receiver has to use communication tool as a means to an end, not an end in itself, so that it promotes integrated efforts of the organisation. On the principle of integrity, Koontz and Donnell observe: "The purpose of managerial communication is to support understanding by individuals as they achieve and maintain the co-operation needed to meet enterprise goals. All communications should be framed and transmitted in such a way as to support the integrity of the formal organisation."

7. Use of Informal Organisation: Informal communication is called grapevine. It is a type of communication which occurs on account of informal relationship between persons. This relationship grows up spontaneously from personal interest, group interest, social and other non-formal relations. Informal channel is the most effective one and transmits information with surprising speed. Informal organisation should be utilised properly to communicate message. It supplements the formal communication channel. Koontz and Donnell observe: "The most effective communication results when managers utilise the informal organisation to supplement the communication channels of the formal organisation."

8. Two-way Communication: An effective communication demands two-way communication, i.e., vertical, upward and downward. It should not always be downward movement from the superior to the subordinates. In such a case, communication cannot produce desired goods. The reaction and response of the receiver are equally needed to achieve the purpose of communication. A manager should thus not only to speak, inform, instruct, and order but should also be prepared to listen, understand, answer, amend and interpret. Thus, it involves a two-way traffic or process and the process is complete. G. Terry states that the sender must get through the

receiver, if the communication is to be complete and satisfactory. Thus, it is not the transmission of ideas, facts from one person to another but must be two-way to be effective communication.

9. To know the Receiver: In the communication process, after transmission of the message, the receiver is the kingpin who has to act on the message. The receiver must understand the subject, that is the main purpose of communication. The sender must use such language which may easily be understood by the receiver. The message should be simple, clear and short. Killian suggested “communicate with an awareness of the total and physical and human setting in which the information will be received. Picture the place of work; determine the receptivity and understanding levels of the receivers; be aware of social climate and customs; question the information’s timeliness. Ask what, when and in what manner you would like to be communicated with if you were in a similar environment and position.”

10. Time: The principal aim of communication is to make the message reach at the appropriate time. It is not just the transmission of ideas, opinions etc. by the superior to the subordinate for the sake of communication. They should be conveyed at the right and proper time. Sending before time or after would not serve the purpose of communication. A delayed message is stale or historical and has no importance.

11. Simplicity: Simplicity in communication produces the best and quickest understanding and response. So, the communicator must try to achieve this principle for effectiveness. Avoid using superfluous words, unnecessary prepositions, jargon; using familiar words is preferable. The language used should be simple and only common words be used, which does not mean using colloquial English. There is no set-rule for using familiar words. The transmitter must know the receiver’s vocabulary, knowledge and understanding capacity. Simplicity is always preferable to meet all situations, because the object of any communication is to make others understand and act.

12. Communication Network: Yet another principle of effective communication is the communication network. It is the channel or route through which exchange of transmission or ideas, facts etc. flow to and from the officially designated positions in the organisational structure. Formal communication has a set network which determines the fixed route for information movement. The network covers downward, upward, horizontal line of communication. In a downward line, the message moves from top to bottom and *vice versa* in the case of upward line. Horizontal line is for personnel in one department and personnel of equal, lower or superior position in other departments. Both vertical and horizontal lines should be used for effective communication but the distance should be less as far as possible.

13. Use of Media: There are two media for transmitting message. They are oral and written media. Both have their own merits and demerits. Oral communication is more effective for certain messages and similarly written communication for other circumstances. The principle of strategic use of media is to be adopted. The need, objective and the receiver are the factors that should be kept in mind in selecting a medium.

14. Feedback: Though the last but yet the most important key or principle to effective communication is to obtain feedback from the receiver. Knowing acceptance or rejection as to the messages transmitted is probably the most important method of improving communication. The principle of feedback promotes a two-way communication. Feedback is a process to ascertain

whether or not the receiver properly understood the message. It helps to listen, answer, interpret and amend the message. Interface and interaction are possible in feedback. It avoids errors in the transmission of message and invoking effective participation of the subordinates. Thus, feedback enables the communicator to take initiative in order to know the reactions regarding the effectiveness of communication.

TEN COMMANDMENTS OF GOOD COMMUNICATION

We have discussed above some essentials of good communication to improve communication. The American Management Association has given excellent essentials of good communication. They are popularly called Ten Commandments of good communication, they are as follows:¹⁸

1. Clarify ideas before communicating: By systematically thinking through the message and considering who will be receiving and/or affected by it, the manager overcomes one of the basic pitfalls of communication—failure to properly plan the communiqué. The more systematically a message is analysed, the more clearly it can be communicated.

2. Examine the true purposes of communication: The manager has to determine what he or she really wants to accomplish with the message. Once this objective is identified, the communiqué can be properly designed.

3. Take the entire environment, physical and human into consideration: Questions such as what is said, to whom, and when will all affect the success of communication. The physical setting, the social climate, and past communication practices should be examined in adapting the message to the environment.

4. When valuable, obtain advice from others in planning communiques: Consulting with others can be a useful method of obtaining additional insights regarding how to handle the communication. In addition, those who help to formulate it usually give it active support.

5. Beware of the overtones as well as the basic content of the message: The listener will be affected by not only what is said but also how it is said. Voice, tone, facial expression, and choice of language, all influence the listener's reaction to the communiqué.

6. When possible, convey useful information: People remember things that are beneficial to them. If the manager wants subordinates to read the message, he or she should phrase it so that it takes into consideration their interests as well as the company's.

7. Follow up on communication: The manager must solicit feedback in ascertaining whether the subordinate understands the communiqué, is willing to comply with it, and then takes appropriate action.

8. Communicate with the future as well as the present in mind: Most communications are designed to meet the demands of the current situation, However, they should be in accord with the long-range goals as well. For example, communiqués designed to improve performance or morale are valuable in handling present problems. Yet, they also serve a useful future purpose promoting long-run organisational efficiency.

9. Support words with deeds: When managers contradict themselves by saying one thing and doing another, they undermine their own directives. For example, an executive who issues a notice reminding everyone to be in the building by 8.30 A.M. while he or she continues to show up at 9.15 A.M. should not expect anyone to take the notice seriously. Subordinates, are always cognizant of such managerial behaviour and quickly discount such directions.

10. Be a good listener: By concentrating on the speaker's explicit and implicit meanings, the manager can obtain a much better understanding of what is being said.

The essentials of effective communication are more useful in personnel management.

THE SEVEN C's OF COMMUNICATION

1. Credibility: Communication starts with the climate of belief. This climate is built by performance on the part of the practitioner. The performance reflects an earnest desire to serve the receiver. The receiver must have confidence in the sender. He must have a high regard for the source's competence on the subject.

2. Context: A communication programme must square with the realities of its environment. Mechanical media are only a supplementary to the word and the need that takes place in daily living. The context must provide for participation and playback: the context must confirm, not contradict the message.

3. Content: The message must have meaning for the receiver, and it must be compatible with his value system. It must have relevance for him. In general, people select those items of information which promise them the greatest rewards. The content determines the audience.

4. Clarity: The message must have meaning put in simple terms. Words must mean the same thing to the receiver as they do to the sender. Complex issues must be compressed into themes, slogans or stereotypes that have simplicity and clarity.

5. Continuity and consistency: Communication is an unending process. It requires reception and achieve penetration. Repetition with variation contributes to both factual and attitude learning. The story must be consistent.

6. Channels: The established channels of communication should be used, channels that the receiver uses and respects. Creating new ones is difficult. Different channels have different effects and serve effectively in different stages of the diffusion process.

7. Capability: Communication must take into account the capability of the audience. Communication are most effective when they require the least effort on the part of the recipient. This includes factors of availability, habit, reading ability and receiver's knowledge.¹⁹

OBJECTIVES OF COMMUNICATION

1. Human Relations: Communication's job is to help and promote human relations, making use of it among other things, in the medium or media. There can be no mutual understanding without communication and mutual understanding in human relations is possible through communication.

2. Empathy: Empathy is feeling with the other person expressed by speech. Sympathy is feeling sorry for him expressed by words.

3. Persuasion: Persuasion is a process of convincing and motivating to get things done. Speech is one of the methods to persuade a person. A sense of human interest on the person who is being persuaded will understand and appreciate the cause and effect of his action.

4. Dialogue: Dialogue is a process of conversation or speech with the purpose. It involves exchange of ideas. It is for influencing behaviour. Conciliation and compromise are generally involved. Dialogue is a democratic, civilised and constructive weapon. It takes the form of discussion, criticism and deliberation. Others viewpoints should be considered and there is no place for monopoly of the conversation in dialogue.

5. Information: In the new information order of the world, information transmission is the process of getting things done. In complex business organisations, effective decisions depend upon collection, storage and supply of information. Information-taking and information-giving is a continuous process in organisations.

6. To influence: The object of transmitting information is to change the behaviour of the recipient. Communication is aimed at influencing, persuading, motivating or activating towards desired goals.

7. Understanding: The main cause for conflict in interpersonal situation is lack of mutual understanding. The problems of communication are really the problems of understanding people. The most important managerial function to bridge the gap is possibly communication, without it mutual understanding cannot be achieved.

8. To Discourage Mis-information: The object of communication is not only to pass and exchange policies, rules, orders, procedures and objectives but also to avoid distortions in communication. Communication is used to discourage the spread of mis-information, rumours, gossip and release of emotional tensions of the workers.

9. Suggestions and Complaints: Another objective is to encourage ideas, suggestions from subordinates for an improvement in the product and work conditions for the reduction in that time or cost involved and for avoidance of the waste or raw material.

10. Free exchange: The two-way communication model ensures free exchange of information and ideas which gives an opportunity to all the employees in understanding and accepting the messages, acting and feedback.

11. Better Relations: Communication improves employees' and management's relations by keeping both in contact with each other. House journal and other labour union publications promote good understanding by mutual exchange of ideas.

12. Fostering Attitude: Motivation, co-operation and job satisfaction are more essential to achieve organisational objective. The purpose of communication is to foster an attitude which is necessary for motivation, co-operation and job satisfaction.

PURPOSE OF COMMUNICATION (FUNCTIONS)

1. Instructive Function: The instructive function invariably and importantly deals with the commanding nature. It is more or less of directive nature. Under this, the communicator transmits with the necessary directives and guidance so as to enable them to accomplish his tasks. In this, instructions flow downwards from top to the lower level.

2. Integration Function: It is a unifying function under which integration of activities is endeavoured. The integration function of communication mainly involves to bringing about inter-relationship among the various functions. It helps in the unification of management functions.

3. Informing Function: The purpose or function of communication in an organisation is to inform the individual or group about the subject. Top management informs policies to the lower level through the middle level. In turn, the lower level informs the top level the reaction through the middle level. Information exchange flow vertically, horizontally and diagonally across the organisation. Becoming informed or informing others is the main purpose of communication.

4. Evaluation Function: Examination of activities to form an idea or judgement of the worth of task is achieved through communication. Communication is a tool to appraise the individual, his contribution to the organisation. Evaluating one's own inputs or another's outputs or some ideological scheme demands an adequate and effective communication process.

5. Directive Function: Communication is necessary to issue directions by the top management or managers to the lower level. Directing others or being directed or instructed cannot take place without a complete communication process. The managerial function of directing involves giving orders to employees immediately subordinate to do a task, stop it or modify it. Directing others may be communicated either orally or in writing. An order may be a common order, request order or implied order.

6. Influencing Function: A complete communication process is necessary in influencing others or being influenced. It implies the provision of feedback which tells the effect of communication. Motivational forces in an individual are to be provided and then stimulated through communication. Motivation is a behavioural concept through which one may try to understand why people behave as they do. Motivation is the result of interaction among three groups of factors such as (a) Influences working within the individual, (b) Influences working within the organisation, (c) Influences working in the external environment.

7. Incidental Neutral Function: Communication discharges several incidental and neutral functions. Many pieces of communication are not directly connected with the accomplishment of the objectives of an organisation. Communication sometimes may contribute indirectly to the organisational goals. For instance, communication has to provide social contact within the organisation.²⁰

8. Teaching Function: The importance of personal safety on the job has been greatly recognised. A complete communication process is required to teach and educate workers about personal safety on the jobs. This communication helps the workers to avert accidents, risks etc. and avoid cost, procedures etc.

9. Image Projecting Function: A business enterprise cannot survive by remaining aloof from the rest of the society. There is interrelationship and interdependence between the society and an enterprise operating in the society. Public goodwill and confidence are necessarily created among the public. It is the communication with its multi-media approach which has to project the image of the firm in the society. Through an effective external communication system, an enterprise has to inform the society about its goals, activities, progress, and social responsibilities.

10. Orientation Function: The employees of the organisation are to be oriented with the organisational structure. Communication helps to make people acquainted with the co-employees, superiors and with the policies, objectives, rules and regulations of the organisation.

11. Interview Function: Interview as a medium of communication has been discussed in detail in the chapter on 'Oral Communication.' It is through interviewing people, the interviewer selects qualified and worthy people for the enterprise. Recruitment process implies face-to-face or oral communication.

12. Other Functions: Effective decision-making is possible when required and adequate information is supplied to the decision-maker. Communication, either verbal or written, helps the process of decision-making. In general, everyone in the organisation has to provide with necessary information so as to enable to discharge tasks effectively and efficiently.

FACTORS RESPONSIBLE FOR GROWING IMPORTANCE OF COMMUNICATION

We have emphasised above the importance of communication in different areas. In the preceding paragraphs we tried to identify the areas where communication plays an important role and the need for an effective system of communication. The purpose of this paragraph has been to present factors responsible for the growing importance of communication. Thus, under this paragraph, we will be looking for various factors for the importance of communication.

1. Large-size Organisation: Modern forms of business organisations are larger in size, both in terms of installed capacity and in terms of a large number of people working. The existing organisations have grown in size by the process of expansion, modernisation etc. Large-size organisations have a large number of personnel working within the organisation and outside. It has created several levels of hierarchy in the organisation. Direction and co-ordination among all creates problems. It is an important factor mainly responsible for growing importance of communication. It is only with the multi-media and multi-channel communication, direction, co-ordination and motivation is possible. Thus, communication is a vital aspect in the management process.

2. Technological Improvements: Another important factor responsible for the growing importance is technological advancement or development. A number of mechanical devices, both in oral and written communication, have emerged on account of technical improvements. We have witnessed rapid changes in communication technology, known as 'communication age' or 'communication revolution.' So, a complex modern business organisation should adjust itself to the latest technology available if it is to succeed in this competitive world. Sophisticated communication technologies have been discussed in detail in subsequent chapters. The installation of new technologies ensures speed, accuracy, message load, and avoids frauds. An effective system of

mechanical communication network can help the management to overcome communication barriers. A number of audio, visual, audio-visual and electronic media have occupied an important role in communication. Telelecturing or teletutorial, tele-conferencing, computer-aided design, computer-aided manufacturing, television short circuit, and new devices of telecommunication services, computer mail message services, management technological developments are advancements in communication.

3. Growth of Trade Union Activities: Today, trade union activities occupy an important place in the organisation-structure. Management cannot ignore or neglect the existence of trade unions as they survive inspite of many factors. Workers and employees have organised trade unions in all types of organisation, irrespective of small, big, medium, private, public, co-operative, productive and service industries. Union publications ventilate the voice of the union. They are effective media of communication. Management can use trade unions and their media for effective communication. There must be always good relations between the management and trade unions which promote industrial peace and harmony. The executives have to interact with unions and exchange views, share viewpoints to transmit open and frank information to them to create confidence. Importance of communication has arisen in the industry with the growth of trade union movement. Building of a good mutual understanding and developing a friendly and amicable atmosphere of co-operation in the enterprise etc. are possible through an effective system of communication in the industry.

4. Emphasis on Human Relations: In modern days, the emphasis is on recognition of dignity of labour and authority. Workers are not to be treated as a commodity. They are part and parcel of the organisation having a partnership relationship. The concept of master-servant relationship has lost its significance. They are co-partners of the enterprise. A successful management is one which must understand the needs, attitudes and feelings of the workers. As such, the emphasis is on human relations, which implies better understanding of workers. This emphasises, at the same time, the significance of the two-way traffic in communication. Therefore, the growing recognition of human relations and to maintain good human relations with workers and a host of other factors have necessitated to have an effective communication.

5. Public Relations: The social responsibility of management cannot be ignored. The responsibilities imply the obligations which a business house owes to the society. There are four important groups such as owners of the business, i.e., the shareholders, customers, employees and the society at large. These people must be kept informed always about the steps taken in the discharge of their social responsibilities. Public relations emphasise a proper understanding of the nature of the public and the social environment in which an industry is operating and the changes that are constantly taking place. The word 'public' refers to any group of people who share a common interest. Employees are public, known as internal public. Relation is the outcome of mutual understanding derived from the process of sharing of the common interest. The integration of these two elements gives us public relations which is today a specialised management function.

IMPORTANCE OF COMMUNICATION

The world of modern day is often called the "Age of communication and information." The

importance of communication has been greatly emphasised by all management experts.

Communication like birth, death, growth and decay is a part of individual life as well as organisational existence. Its importance is self-explanatory and is a common experience of all as well.

A person is a communicating animal. He is the only animal who can express and has the power to express in words. In these days, communication is business; it would be very hard to find the managers, subordinates, salesmen, technicians, foremen, lawyers, auditors, consultants, teachers, doctors, or anyone else who is not at least concerned with the problem of communication.

It is the process of understanding people. Communication is an important aspect of management. No one can overlook its importance. The main cause of misunderstanding is lack of effective communication. In an inter-dependent set-up, the importance of communication in management cannot be overemphasised. Its importance has been widely recognised in recent years.

It has been rightly remarked that “The No. 1 management problem today is communication.” Group activities in the case of common goals cannot be accomplished without communication. The entire organisation, control, co-ordination and motivation cannot be discharged without communication. It is our practical experience to see organisations fully involved in moving messages vertically, horizontally and diagonally between various officially designated positions. The growth and survival of modern industrial organisations is greatly dependent on communication. George R. Terry states: “Communication serves as the lubricant, fostering for the smooth operations of the management process.”

The reasons for the growing importance of communication can be judged from the following paragraphs:

1. Co-ordination: The modern complex organisations are large in size having a large number of people working in the organisation to achieve common goals. The organisational structure shows many levels of organisational hierarchy, both tall network and flat network. This always leads to the problem of co-ordination. An effective system of communication promotes better co-ordination. It helps a lot in co-ordination. Co-ordination is necessary between groups; channels are essential for the efficient functioning of the entire organisation. It is the communication which promotes better co-ordination.

2. Smooth Working: Smooth and uninterrupted working of an enterprise is to a great extent dependent on good communication network. Communication assumes a greater role in this direction. Corrective decision-making and efficiency of the organisation is based on information supply. If the messages are not flowing freely across the organisation, smooth functioning and unrestricted working of the organisation are not possible. According to Herbert G. Hicks, “communication is basic to an organisation’s existence from birth of the organisation on through its continuing life.”

3. Effective Decision-Making: Facts and figures of past and present, are to be provided for quick and effective decision-making. The primary basis is communication through which an effective network which supplies information helps in arriving at quick decisions. Problem-defining, alternative courses of action, selecting the best course of action are all possible only with necessary information supplied to the decision-maker. In its absence, it may not be possible even for the top management to take meaningful decisions. On the other hand, objectives and goals cannot be achieved unless the top management can effectively communicate to the lower levels.

4. Managerial Efficiency: As pointed out earlier, the remark of George R. Terry that communication serves as the lubricant fostering the smooth operation of the management process. Communication promotes managerial efficiency. Efficiency lies in the way in which an individual or group is informed towards the common goals. Managerial functions like planning, control, co-ordination, motivation cannot be discharged without communication. As the management is an art of getting things done through other people, it is communication that educates personnel working in the organisation with the desires of the management. Management conveys goals, policies, targets by issuing orders, instructions orally as well as in written form. The yardstick for measuring managerial efficiency is communication.

5. Co-operation: Co-operation among workers, collective or joint efforts, are possible only with the exchange of information between individuals and groups and between the management and the employees promote industrial peace and maximum production. The two-way communication network develops co-operation between people. There can be no mutual understanding and co-operation without communication. The flow of communication would be smooth and receptive with co-operation and with confidence, messages flow vertically, horizontally and across the organisation. Faith and confidence would be promoted, in short, communication promotes co-operation and understanding among employees.

6. Effective Leadership: Leadership implies the presence of a leader and followers. There is always a continuous process of communication between them. Communication is the basis for direction, motivation, as well as establishment of effective leadership. The followers have to follow him through conveying ideas, opinions, feelings, facts and decisions transmitted to them. It is through the medium of communication that the followers convey their opinions, ideas, feelings, facts etc. to their leader. Thus, transmission and reception ensure a two-way traffic, the *sine qua non* for effective leadership. A manager with good communication can become a successful leader of his subordinates.

7. Job Satisfaction: Communication is essential for achieving job satisfaction. Management conveys messages which promote mutual understanding. Reception and recognition provide job satisfaction to employees. Two-way communication creates confidence which leads to job satisfaction among employees. Openness, frank expression of opinions are necessary in this direction.

8. Increases Productivity: Communication helps the management in achieving maximum productivity with the minimum cost and eliminates waste.

These are all the main objectives of the management. It is remarked that “the great enemy of communication is the illusion of it.” This illusion can be avoided only with an effective system of communication. It is through communication that the workers can be well informed about the process of production, new methods of production and the activities of the workers in a similar organisation. Thus, a good system of communication helps the management to achieve maximum productivity with minimum cost, elimination of waste, reduction of cost etc. Inter-firm comparison, to know one’s operational efficiency, is not possible without effective communication.

9. Morale Building: Morale and good human relations in the organisation are essential to achieve goals of the organisation and to promote its goodwill in the public. An effective system of

communication builds good morale and improve human relations. Participatory communication is the best technique of morale building and motivation. S. Khanwala remarked that “Most of the conflicts in business are not basic but are caused by misunderstood motives and ignorance of facts. Proper communication between the interested parties reduces the points of friction and minimize those that inevitably arise. Management, at every work level, is primarily charged with the responsibility of seeing that proper procedures are established for sympathetic interchange of information between all the two parties concerned.”

10. Achieving Managerial Roles: Henry Mintzberg has described a manager’s job by assigning three roles. They are inter-personal roles, informational roles and decisional role. Communication plays a vital role in these three types of role. In the case of inter-personal role a manager has to interact always with subordinates. In the information role, a manager has to collect information from various people and supply the necessary information to others both inside and outside the organisation. A manager in a decisional role or written media of communication discharges interpersonal, informational and decisional roles as well.

The importance of communication may be concluded with the remark of Chester I. Barnard, “The first executive function is to develop and maintain a system of communication.”

COMMUNICATION, INFORMATION AND DATA

Communication and Information

So far we have discussed the term “communication.” Communication is the basis for organising things which takes place in an organisation. In this context, it is necessary to understand and distinguish the words “communication”, “information” and “data” and how communication is different from information. A thorough discussion of communication has been presented. At this juncture, it is important to mention the process so as to enable us to distinguish between information and communication.

Patterning is the basic process by which one can transform energy into information. Patterning is the basis for information. The undifferentiated background noise are unpatterned. Patterning is the only one of the aspects of information. Another important aspect is uncertainty which is something predictable. When uncertainty is reduced, it is through the process and function of communication.

Every communication contains information but all informations may not have communicative value. In the words of M. J. Myers and G. E. Myers, “Information is like an enormous umbrella, a broad concept which covers communication as one particular type of information. Information is a global concept referring to any pattern of energy input you are exposed to.”²¹

Communication is a process, patterning expressed in symbols. Every information is to be translated into symbols, then only information has communicative value. A message may have information value which the communicator may have, unless he translates it into commonly understandable codes or symbols, it may not have communication value. An Indian and a German are able to communicate with each other only when they use arbitrary symbols which both can understand. Communication is a tool with which a proper transmission of information is possible.

Information is to be transmitted to the receiver by translating into a shared symbolic code.

According to Myers and Myers, communication is information because it allows us to reduce uncertainty and to develop expectations. It is more specific than information because while information broadly deals with the recognition of patterns, communication only deals with patterns which can be put into symbols or words.

By definition, “communication” is a process of transmitting information. For this, a variety of media may be selected and information should be well planned accordingly. The best and popular medium of communication should be used, useful for the sender and the receiver. The communicator should keep always in mind the ability of the receiver. The media and information both should be acceptable to the receiver. Accepted information ensures action, while rejected information ensures behaviour based on rejection. Therefore, the information should be put into transmission in an acceptable manner.

Gellermans’ remark is relevant in this context: “The sender to be certain that his message will be accepted by the receiver, must be prepared to let the receiver influence him. He must even be prepared to let the receiver alter or modify the message in ways that make it more acceptable to the receiver. Otherwise, it may not be understood, or it may not be accepted, or it may simply be given lip service and ignored.”

In organisational communication, information is needed always on various aspects like social, cultural, economic, government control, regulations, raw material, marketing, transport facilities, labour and taxation. The information required may be gathered from two important sources such as internal source and external source.

Data and Information

The word “data” is the plural of singular word “datum.” “Datum” means fact; data are facts — a quantitative or numerical information. Common usage of the word data refers to statistical data. Yule and Kendall defined statistics as quantitative data affected, to a marked extent, by multiplicity of causes. Thus, data are numerical expressions. Data are raw materials, subject to processing to obtain information for transmission. Data are not directly an information except in a limited sense, and data are presented by symbols and other techniques of presentation of numerical figures. The data processing converts raw data to get information. Thus, all information consists of data but not all data consist of information. Some data may not produce specific and meaningful information.

As used in data processing, information is data arranged in an order and form useful to the people who receive it, that is, information is relevant knowledge, produced as the output of data processing operations and acquired by people to enhance understanding and to achieve specific purposes.²²

Additional data may add new dimensions to existing information. But the interpretation of data generally requires human judgement and this varies from person to person. Thus, what’s information to one person may only be raw data to another.²³

Data, therefore, are facts. The data may be processed either by humans or by machines. Thus, data are facts or observations, a representation of facts, concepts or instructions suitable for communication and interpretation. It is the data which are facts from which other facts may be

worked out. A data-bank is a large amount of facts which are stored in a computer and from which particular pieces of information can be acquired when needed. Statistics are numerical data.

Some other definitions give us opportunity to understand the concept clearly. In the words of Horace Secriat, statistics are “aggregates of facts, affected to a marked extent by multiplicity of causes numerically expressed, enumerated or estimated according to a reasonable standard of accuracy, collected in a systematic manner for a predetermined purpose and placed in relation to each other.”

Webster: “Statistics are the classified facts representing the conditions of the people in a state, specially those facts which can be stated in numbers or in tables of numbers or in any tabular or classified arrangement.”

Bowely: “Statistics are numerical statement of facts in any department of enquiry placed in relation to each other.”

Yuke and Kendall: “By statistics, we mean quantitative data affected to a marked extent by multiplicity of causes.”

‘INFORMATION CULTURE’ FOR MEANINGFUL COMMUNICATION²⁴

In the famous words of U. Than, “It is no longer resources that limit decisions but it is the decisions that make resources. In today’s complex world, decision depends upon collection, selection, and correlation of “information” into shortest time. The “New Information Order” which calls the redistribution of the international power of the purse. “The new information order” is a demand for redress of perceived inequities, this time over the “power of the world.” It is “the free and balanced flow of information”; not creating and perpetuating an imbalance in the world’s flow of information under the guise of maintaining freedom, resulting in a vast and insidious cultural imperialism built on Western monopoly of the means of international communication.

Four Hypotheses

- (1) There is an event identifiable in time and place, called a “Decision”, which results in the occurrence of derivative events.
- (2) Information represents truth — It’s a good thing. The more information you have access to, the better. The more people who have access to an item of information, the better. People have a right to information.
- (3) Information should be provided to decision-making to aid them.
- (4) The more information brought to bear on a decision, the better is the resultant decision.

Information is More than mere Data

Information has complex attributes:

Correctness	Timeliness	Value
Ownership	Language	

Legal rights and Responsibilities of the Buyer, Seller, Carrier, Public.

Utility, and hence value of information derives from its use in decision-making.

What happens as the number of people have access to information increases:

Good: Unit cost of information decreases; improvement in management; liberation of mind and increased social responsibility.

Bad: Decreased quality, loss of privacy; vulnerability to malicious actions and vulnerability to accident.

The Communication of Uncertainty

Telling the truth, the whole truth and nothing but the truth. But what about the usual situation where you do not know the whole truth? You do not know how much of the whole truth do you know? You do not know the importance (e.g., relevance) of what you do not know?

Thus, apart from the substantial difficulty of communicating, what do you know, how do you estimate the size of what you do not know. Express its relative importance.

Towards Effective Information

For satisfactory information in certain fields the following points must be observed:

- (1) The volume of information must be adequate.
- (2) The density or frequency of the information must be in accordance with practical experience.
- (3) The information must be clear and readily understandable.
- (4) The information must be objective.
- (5) The information must be up-to-date; it must be presented without unnecessary delay, i.e., immediately or at the most only a short time after the event.
- (6) The information must be aimed at proper direction and must make use of the proper media to reach the sector of the public for which it is intended.²⁵

Types of Information

- (1) Pre-emptive Messages
- (2) Informative Messages
- (3) Evaluative Messages
- (4) Imperative Messages
- (5) Fidelity Messages
- (6) Distortion Messages

CLASSIFICATION OF COMMUNICATION

Communication is broadly classified into the following groups:

- (1) Intrapersonal Communication
- (2) Interpersonal Communication

- (3) Group Communication;
 - (a) Small-Group Communication
 - (b) Large-Group Communication
- (4) Organisational Communication
 - (a) Small-Group Communication
 - (b) Informal Communication
- (5) Mass Communication.

The word “small group” is used to make distinction from a large group like seminars, conferences, workshops, symposium and other large group gatherings.

Plan of the Study

The subject matter and discussion on organisation communication have been presented in detail in Chapter 8 under Management Communication, in Chapter 9, under Formal Communication, in Chapter 10 under Informal Communication. The subject matter of Group Communication has been discussed in Chapter 11, under Group Dynamics and Communication.

The other aspects of interpersonal communication like interpersonal foundation, interpersonal variables, communication models for understanding interpersonal relations have been covered in other chapters in appropriate places.

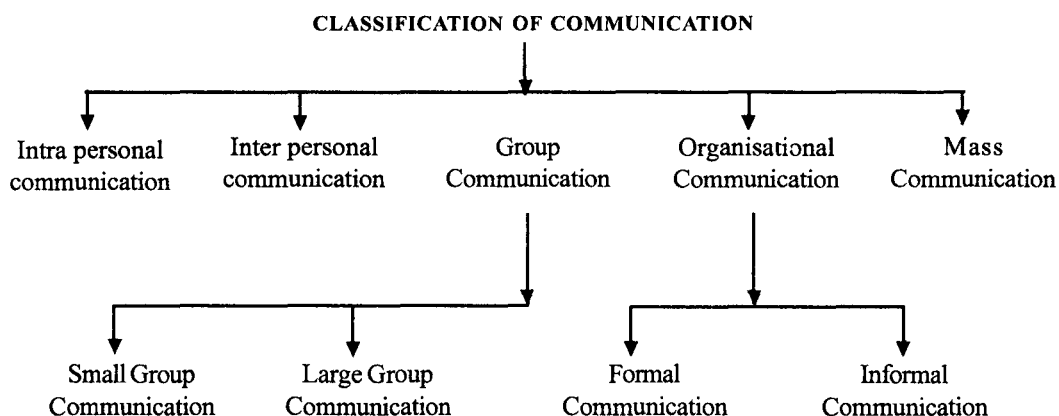


Fig. 1.15

Inter and Intrapersonal Communication

Exchange of information between one-to-one is called “interpersonal communication.” Dialogue is a powerful medium of communication. Interaction with people gives rise to interpersonal communication. One of the earliest media of exchange of information between two persons is known as the “interpersonal communication.” The basic characteristic feature of interpersonal communication is oral and face-to-face communication. It is quite different from other media, like written, mass or group communication.

Communication is a transaction process where people relate meanings, select arbitrary symbols and exchange of symbols. Transactions have an important role in the interpersonal communication. This helps to improve interpersonal skills in communication with other people in one or another situation. Communication is the process of life-time experiences, perceptions and previous communication. Two people contact simultaneously and share the symbols and develop expectations of each other. Interpersonal communication is behaviour-oriented.

Intrapersonal Communication

Interpersonal communication does not include intrapersonal communication. Intrapersonal communication implies communication within the self or inside of oneself. Managers play interpersonal roles. Interview is the best method of interpersonal communication. It may be formal or informal meeting and discussion with someone on a particular subject.

Interpersonal Communication: Behaviour-oriented

There are two important theories known as:

1. Information Theory and
2. Interpersonal Theory

The mathematical orientation to communicate is known as information theory. The interpersonal communication is behaviour oriented. Interpersonal orientation to communication is mainly concerned with transmitting information from one person to another. The object of interpersonal communication is to effect a change in the behaviour. In this way, the passing of information includes the psychological processes like perception, learning, motivation and the language.

Interpersonal communication process incorporate listening sensitivity and non-verbal communication. The question that arises is “is there a noise in the forest if a tree crashes to the ground, but no one is there to hear it?” This according to P. F. Drucker, demonstrates some of the important aspects of interpersonal communication. The answer is negative. There is no doubt about the fact that when trees crash, they produce sound waves, but no sound because there is none in the forest to hear the sound. For effective communication, there should be present both the sender and the receiver which alone promotes interpersonal communication. In the process of communication, a sender of message is necessary. Unless there is a receiver to receive the sound or the message, no communication takes place. It is the receiver who is important in the feedback.

Trust and confidence play an important role in interpersonal aspects of communication. The research study of Glen Mellinger indicates that people who do not trust one another do not communicate effectively with one another. It is of great significance for superior-subordinate relations in an organisation.

There would always be ineffective communication, if the subordinates do not trust the boss or manager. Fred Luthans says that people perceive only what they expect to perceive; the other expected may not be perceived at all. The growing generation gap can play havoc with interpersonal communication; so can status differentiate incompatibility of any sort. Given attention to and doing something above these interpersonal variables can spell the difference between effective and ineffective communication. Interpersonal communication plays crucial role in the organisational

COMMUNICATION NOISE

The literary meaning of the word “noise” is sound, an unpleasantly loud sound. Communication noise is one of the elements contained in every communication process. Noise with reference to communication refers to any distortion or destruction, preventing the correctness and effective transmission of impulse or an idea in the mind or the source or sender to the mind of the listener. It has been defined as anything present in the perceived signal or code which was not present in the original message. The word “noise” has an origin from the phraseology of electronic communication. It is an element of communication very important for effective transmission. It is an interfering element; it is a noise in communication.

It seems it is a major element that prevails and surrounds the various stages of communication. Noise is any disruption in the communication system which results in the message received by the receiver quite different from the perceived and intended meaning. In simple words, it is anything that reduces the accuracy or fidelity of communication. It prevails like a cloud over the system and present at all other elements.

It is any where in the entire communication system. “The three mile island of Nuclear Disaster was caused partly by the noise of human failing to correctly decode the instrument message.” Noise is unwanted symbols or signals of messages which interfere and disturb the reception of wanted signals. Generally, the distortion is in the form of sound, but it also includes various other non-sound distortions. The element of noise in communication includes non-sound distortions. For instance, a noise can also be in the form of visual, audio-visual, written, physical or psychological in respect of some pieces or bits of information transmission may contain little wanted signals and more noise.

C. F. Shannon who developed the information theory viewed communication as mechanistic. He introduced various basic components in his communication models. Among them, noise is one. The other elements are message, transmitted signals and received signals. Noise may be anything that affect the signal. The noise source may occur at any stage when signals travel through the channels and which prevents the received signal from being identical to the transmitted signals. The communication model of Shannon-Weaver which contains noise element is given below.

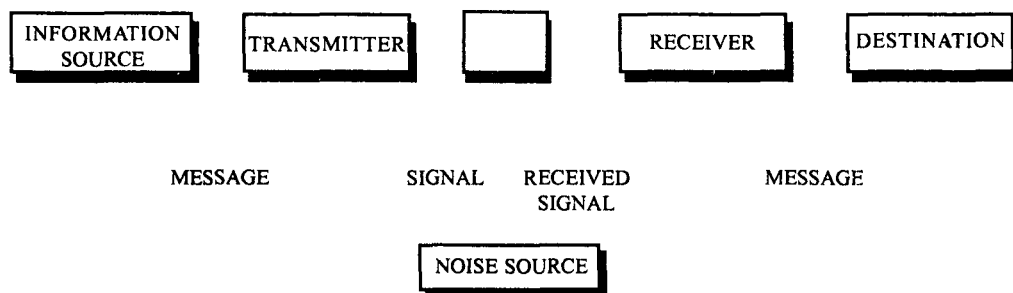


Fig. 1.16 Communication Noise

The communication model of David K. Berlo contains the noise element which forms like a cloud over the entire system of a communication and can be present in all other elements. Here the noise component hangs like a cloud over the system, his model is as follows:



Fig. 1. 17

The important task in the communication process is to see that the information message should reach the destination without distortion or with a minimum of distortion. The noise source should not cause the source of message different from received message at destination. The basic idea of communication model of Shannon is that the information message transmitted represents selected or patterned by the sender from the various alternative possible messages/effectively transmittable. Thus, noise is a physical or technical barrier and an extraneous distracting signal in the way of effective communication.

Sources of Noise

1. Source: Source is the first and basic element of communication that has some thought, need, idea or information to transmit. It is the source where human element translates mental perceptions into a code that represents the message wished to be transmitted. It is the subject matter of any communication. It may involve any fact, idea or impulse, that exists in the mind of the communicator. A sender may create noise if he is unable to understand the message or describe inaccurately something.

2. Encoding: Mental perception is to be encoded into signals or symbols— Language is the most popular code used to express such mental perceptions, the source itself is often encoder of the original message. The process of translating the message into arbitrary symbols may contain noise, if the meaning is not effectively represented by symbols, the idea is subject to transcription and other mistakes.

3. Channel: A channel is the link that connects the source and the receiver. The five senses of communication channels are like sight, taste, hearing, smell and touch. Similarly, other examples of channels are the telephone system, linking two persons talking, air which carries sound waves. A person lost on a desert island may use a floating bottle as a channel to carry a note. A channel adopted for transmitting message may contain noise. A channel may contain static or other noises that obstruct the message from getting through accurately.

4. Decoding or Receiver: The message is transmitted to the intended receiver who decodes it and attaches meaning to it. In certain complex communication systems, the receiver and decoder are separate individuals. The receiver decodes and attaches meaning to understand the intended impulses of the sender. Decoding process also contains noise by way that the receiver may decode the message incorrectly or attach a wrong message to it or understand it in a sense quite different from that of the source meaning. There are many factors on which it depends upon whether the

receiver attaches the intended meaning to the message like communication skills, attitudes, experience, environmental, and socio-cultural factors.

Types of Noise

1. Static, Tone or Buzz: Noise is anything that present in the perceived signal which was not present in the original message. So more sounds like static, tone, or buzz may cause noise in the communication.

2. Cultural Differences etc.: Noise may also result from cultural differences, physical sounds, non-verbal distortions, physical defects etc. Physical form of noise creates obstructions in hearing the speaker's message and disturbs one's concentration. For instance, a band practice nearby the place of speaking or hearing, talking to others while a radio is on, playing with loud music or foreman attempts to give orders or instructions to the workers in a noisy machine shop.

3. Different Outlooks: A noise problem arises when two persons with different outlooks.

4. Technical Noise: Poor telephone connections which interrupt conversations, weather and other broadcast systems which interrupt quiet listening; similarly, muddled transcripts and bad handwriting are also some examples of technical noise.

5. Visual Noise: Visual noise can be experienced when a student arrives late to the classroom and all the students are distracted by his late arrival.

6. Social Noise: Myers and Myers say: In the human systems, noise is not simply physical but refers to internal distractions experienced by people. Noise in a social sense is whether it interferes with accurate transmission of messages. Headaches, worries, lack of confidence, defensiveness, lack of motivation, and inadequate training are all examples of noise in human communication.

Redundancy in Transmission

In order to overcome 'noise' and to make the information source get a message to a destination with a minimum amount of distortions, the redundancy in transmission is to be established. The concept of redundancy is to be built up to solve the problem of noise. The principle of redundancy originates from information, and its adoption to the organisational communication is of special interest. Actually, redundancy means expressing an idea which is already conveyed by another word which is also used. In simple words, it means repetition of a message to help prevent noise from occurring in a channel or an exchange. To build redundancy means saying there are enough ways to avoid error.

Myers and Myers say: "It has been estimated that only about half of what we say to each other is really needed to reconstruct a message, and the other half is a sort of noise insurance." Channel redundancy is the best solution in the case of channel noise.

For instance, re-dialing a telephone because of disrupted conversation. It involves the need of a back up channel. In many cases, people try to reduce redundancy, particularly when the charge for the transmission of message is based on the number of words. For example, telegram words. Similarly, in the case of channels, where time is basis of charging a message, for instance, long-

Myers and Myers say that information theory played a vital role in solving the technical problem of signal transmission through noisy channels. However, these principles cannot be literally applied to human communication. For one thing, human beings are generally interested in more than the mere occurrence of a message.

Examples

- ## Communication Load

Message load may be underload or overload. Message which is too little is called as underload of message. The word “underload of message” may be defined as the amount of information load which is less than the handling ability of the receiver. On the other hand, “overload of the message” means the amount of information load which exceeds the handling ability of the receiver.

Both underload and overload are barriers to communication. The underload of message means the people get bored, without work involvement, resulting in gossip, rumours, chit-chat, under use of channels, irregular relationship etc., unproductive to the organisation. Optimum load of message

flow, formally prescribed is good for the organisational growth which is right load for the communication system. On the other hand, it is difficult to prescribe the correct message load.

The following factors affect a high volume of messages, according to M. T. Myers and G. E. Myers:

1. High structure of communication network will create too much information.
2. When more sub-systems are linked to the major systems, it is the span of management.
3. Organisational rules about who communicates with whom.
4. The incidence of ambiguous orders and questions.
5. The extent of expertness among those attempting to develop messages.
6. The speed with which changes are taking place within the organisation.
7. Rapidity of change and organisational sensitivity to change by the outside environment.
8. The availability of hardware and software to store and process information.²⁶

A rapid increase in message load is a costly matter because an organisation may have to create additional systems and personnel to handle the message load. Sometimes it may be necessary to replace personnel or re-organise the sub-systems to cope with the overload.

Regarding responses to overload from the personnel, the study of J.C. Miller in “Information Input Overload and Psychopathology,” indicates the following:

1. Omission : Omission of some of the messages which they consider inconsequential or less important, when they think that messages are not needed.

2. Committing Errors: Committing errors of transmission of message. Errors in the process may take place when handling an overload message.

3. Approximation: It means giving partial answers to questions. It may take the form of giving stock replies to questions.

4. Queuing: It implies delaying processing of messages during the peak- periods.

5. Escaping: Escaping may be a psychological or physical response.

6. Multiple Channels: Response to overload is the result of formation of many channels, when the overload is only taking place in a part of the system.

7. Filtering: Filtering is the process of selecting messages on a priority basis.

The responses of the topmost level communication intermediaries and its analysis to system message overload has revealed some interesting features. The results are contained in the report of A. Downs, *Inside Bureaucracy* of a Rand Corporation study.

The following are the responses and predicted reactions in bureaus:

1. “Slowdown of message handling without changing the network structure or rules of transmission.” This, writes Downs, is the most common response to overloads because:

(a) Until it is known whether or not the situation is temporary or permanent, the best response is to do as little as possible;

- (b) Overload often occurs because of the peaks or crisis, so it is best to respond by delaying reactions; and
 - (c) Economy in the bureau may be more important than the fast processing of messages, so no changes in message handling are called for.
2. Change rules so that the lower echelons screen out more information or have different “thresholds” of message importance.
 3. Add more levels and channels to the existing network.
 4. Group the message.
 5. Improving the message.²⁷

PERCEPTION IN COMMUNICATION

Definition

S.P. Robbins defines perception “As a process by which individuals organise and interpret their sensory impressions in order to give meaning to their environment.”

James J. Gibson defines it as, “the process by which an individual maintains contact with his environment.”

David T. Kollat *et al*, state that “the process whereby an individual receives stimuli through the various senses and interprets them.”

Meaning and Nature

Perception is a mental process to get sensory impression and attributing meaning. What one perceives is generally different from objective reality. It is possible that a person may view a thing or a situation, but as in most of the cases, it is very unusual to find such a situation.

Perception is the ability to see, understand and read clearly. This is an act and process of becoming aware. In other words, it is an interpretation that makes a person to understand. The perceivers have to understand the message of the information. A person’s perception is the clear picture of reality of what is and what is not. A correct perception gives meaning correctly through the interpretation of a message and needs understanding. Basically, the message must first enter the mind of the receiver. This stage in communication process is referred to as “perception.”

A person may perceive people, events, environments, spoken, written and visual messages. People see things differently. Even ‘facts’ may be seen quite differently by different people. Relevance to one’s needs is the most important determinants of one’s personal view of the world. Things that seem to aid one’s need, satisfaction are seen quickly. But things that look like obstacles, if they are not critically threatening, may be seen quickly, only then to be denied so that they may appear not to have been there at all. By denying them, people ‘protect’ themselves temporarily from them. If they really become dangerous, however people drop the blindness and face them.

To ignore differences in perception is to ignore a major determinant of behaviour. Yet it is easy to assume unwarrantedly that everyone views the world from the same perception as the viewer and that time spent trying to reach a common view is wasted time.

Why is the perception important in the study of communication? it is simply because people's understanding the ideas, facts, impulses is based on their perception. What reality is not reality itself. We can explain that individuals may read and listen to things, yet understanding it differently. A number of factors operate to shape and sometimes, filter and distort understanding. These factors can reside in the receiver and, to some extent, in the speaker of the message. The receiver or reader is important in the process of communication.

When a receiver, listeners or readers interpret what he listens or reads, the interpretation is heavily influenced by personal characteristics of the individual receiver. Receivers' attitudes, motives, past experience, interest, confidence on superiors and the extent of trust are the relevant personal characteristics affecting understanding and interpretation.

A meaning may be the same but it can be interpreted differently. The reasons for, the different interpretations are divergent attitudes concerning the multiple meanings of words. Unsatisfied needs or motives stimulate individuals and may exert a strong influence on their understanding. Expectations can distort one's ability of understanding in that one will see what he expects to see. If a subordinate expects a manager to be autocratic, dictatorial or authoritative they may perceive and understand them in that way only.

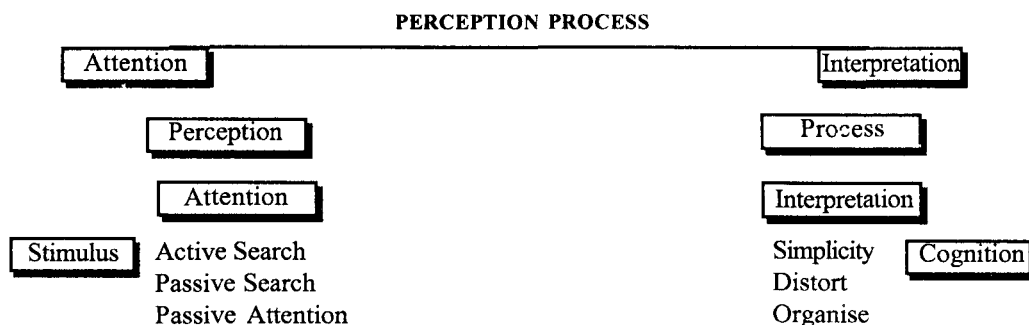


Fig. 1.18

Some Suggestive Determinants of the Perception Process

Stimulus Conditions

Intensity
Size
Message
Novelty
Position
Context

Audience Condition

Information Needs
Attitudes
Values
Interests
Confidence
Social Context
Cognitive Style

Source: Adapted from David A. Aaker, John G. Myers: *Advertising Management*, Prentice Hall of India Private Limited, New Delhi, 1986, p. 237.

SELF-CONFIDENCE FOR EFFECTIVE COMMUNICATION

Self-confidence is an essential interpersonal variable for effective communication. The literary meaning of the word “self-confidence” is trust or belief in one’s confidence. It is a belief and faith in one’s own ability to speak. The manager when he is communicating a piece of information gives in the belief that he is transmitting messages in such a way that the receiver receives it and understands the message. In other words, the communicator must have a great deal of trust in oneself or in one’s own power of communication. Oral communication is more than a physical process. It has also psychological aspects like establishing justification, developing confidence, etc.

Self-confidence is one thing to speak about the message and quite another thing to have confidence and preserve the same throughout the communication process with the greatest of vigilance and care. One has to be self-trusted and strong mind to exchange one’s message in an understandable manner. There are so many temptations around us and it is always possible that the cares and worries of the organisational problems continuously haunts a person and opportunities go astray.

It is, therefore, far simpler to follow a crooked way than stay assiduously in the right course. The weak and the vacillating will hardly make the grade of the man with a good conduct as they are to fall victims to some alluring situations. The weak-minded managers are generally dazzled by the glamour and colour of experienced tasks. In course of time, however, the inevitable is bound to happen and the weak people become converted to the ways of their experienced comparisons.

Self-confidence is the most important characteristic as an essential interpersonal variable for effective communication. Mental qualities find their highest manifestation in self-confidence. With trust and belief a person can communicate more effectively. The old proverb says, “where there is a will, there is a way.” Similarly, where there is self-confidence, there would be good communication. It is an art and craft which can be perfected by experience and practice but cannot be fully taught.

The process of building up of self-confidence consists efforts of mental exercise and situation dealings that have to be undergone before a person may hope to acquire the full control over his self or over his will. If the self and the will are strong fanned by the desired goals, the way is generally open to him, the way of all the tenacity and preservice that a person has. It is, therefore, not easy to have a determined belief or trust outright. One has to experience in various interpersonal situations of communication and work for it with all efforts availing opportunities and one has to develop and grow self-confidence gradually and steadily. Analysis of interpersonal communication situations reveals that one good interaction everyday adds to his self-confidence, as one every work will eat into it and hamper its development.

It is not always easy to cultivate one’s self-confidence without proper feedback. Managers just occupying positions or beginners may have temperamental capabilities and in these formative periods of interactions, one can make or unmake one’s self-confidence. Experience, practical situations are not yet fully set and there is enormous scope for improvement of self-confidence.

One has to develop justifiable self-confidence for this purpose. M.P. Wolf etc, have suggested to maintain a personal achievement journal. They suggested to record particulars of success, failures, experiences which can help to learn, improve and achieve. “From those summaries, write quarterly

and yearly accounting for yourself. By reviewing your achievement journal, you will give yourself an ongoing personal inventory of self-insight, performance, and future direction. You will have relevant data for documenting the development of your career. And you will have a communication aid for constantly developing justifiable confidence in yourself.”

A communicator cannot establish self-confidence and rise to the occasion all of a sudden. The speakers are otherwise the first to rehearse. M.P. Wolf and others, have suggested the following fundamental steps for self-confidence:

- (1) First rehearse alone; and
- (2) Rehearse in front of try-out group.

Self-confidence is related to interpersonal communication. One can experience trust when his relationship with another person is characterised by various situational contexts. According to Rossiter and Pearce, the following are such situational context:

- (1) Contingency.
- (2) Predictability.
- (3) Alternative Options.

(1) Contingency: “Contingency” means a situation in which the results of another person’s actions significantly affect.

(2) Predictability: “Predictability” means the degree of confidence that one may have in his expectations about the other person’s behaviour or intentions.

Establishing self-confidence neither happens by magic nor there is technical, manual or readymade guide which specifies the steps to be followed to make self-confidence. In fact, there is no sure way to make self-confidence. Developing self-confidence sometimes encourages to convince others in interpersonal communication. Thus, trusting one’s own strength, however, almost always will make others to distrust the speaker.

Another technique for building goodwill among an audience is to make the listeners to feel important. Due importance should be given to the listeners. The purpose of speech is to make them to understand the message. This can be achieved by showing appreciation for listeners and by taking a personal interest in listening to them and clarifying their doubts. It is an art and tact of the speaker to make them feel important. Speaking from their point of view and mentioning of various practical instances also make them feel important.

Goodwill is friendly and kindly attitude. Listeners’ goodwill is a major object of oral communication. Indicating acceptance of suggestions by the listeners will go a long way towards achieving a successful speech. Indicating attention and acknowledgement of what is being suggested will produce positive and favourable reaction from listeners. It will create a friendly confident feeling towards the communicator. Much of interpersonal communication depends on how one is definite in dealing with a situation.

One must appraise his interaction with others’ in terms of his self-esteem. One of the most dangerous barriers for interpersonal effective communication is lack of self-confidence. Unless a person has self-confidence, he cannot transmit his achievement, his personal abilities, and his future

prospects. The communicator indispensably has to build and develop in himself a justifiable confidence. The exhibition of feelings of anxiety and problems by facial expression are indications of lack of a or low-self-confidence. A person who is closely associated with the qualities of low self-confidence is unable to communicate and put across to a quite different cross-sections of people and in different situations. In real life situations, communicators feel it is difficult to face different faces of audience.

Every person communicating has to endeavour to overcome stage fright. Stage fright is a misdirected awareness on the part of the communicator. When the sender of a message or speaker lacks self-confidence, one may sense a nervousness, a tensing of muscles, a quivering voice, etc. In any case, self-confidence is more important which creates a positive outlook in the person.

A successful manager always endeavours to establish self-confidence among the subordinates. Stanley Coppersmith has suggested three conditions relating to self-confidence. They are:

- (1) Managers have to make total acceptance of his subordinates.
- (2) To have clearly defined and enforced limits.
- (3) To have managerial respect for individual action within the defined limits.

It is the motivation and encouragement of his subordinates which promotes free flow of communication within the organisation in turn building up a right self-confidence among the people working in the organisation. This not only establishes good formal relations but also informal relationships, which are conducive to effective communication.

Leland Brown has suggested the following eight steps. If followed logically, one can achieve self-confidence:

- (1) Message preparation. Avoid forgetfulness, which results in stage fright.
- (2) Practise aloud, rehearse more times, imagine audience.
- (3) To hear one's own voice by tape recorder. Not to memorise talk.
- (4) Appropriate dress and appearance for the occasion.
- (5) Think about your audience, but not about yourself.
- (6) Begin slowly; stage fright disappears after starting.
- (7) Speak louder than ordinarily.
- (8) Speak as often as you can. The more the practice, the easier it is to speak with confidence.

FILTERING AND DISTORTION OF MESSAGE

Filtering with reference to communication refers to a part of interpretation process of communication. When a message is transmitted through translation, explanation, simplification some part of it goes distorted or filtered. Soon after receiving the message, the receiver has to interpret the impulse or idea of the sender. The accurate interpretation will depend upon the past knowledge, experience, beliefs, attitudes, etc.

It is in the interpretation process, a person may filter some bits of information. When the idea passes through the mind, some pieces of information are ignored or filtered out and others are

added. In the words of Leland Brown, certain beliefs, likes and dislikes, have programmed certain behaviour pattern that serve as the basis for an individual's *cognitive structure*. The expression "cognitive structure" refers to a "set of values, attitudes, knowledge and expectations that in turn causes rejection or acceptance of the bits of information." This is what exactly the process of filtration describes.

There are three types of filtering. They are:

(1) Levelling: It means knocking down bits of the message. Levelling of filtering takes place when the contents of the message is one incompatible with the contents of the message of the receiver. Thus, it distorts the original idea.

(2) Sharpening: Sharpening is also a type of filtering which distorts the message. In this case, the listener or receiver magnifies and exaggerates the information being disproportionate to the intended or perceived by the sender.

(3) Assimilation: The mind of a reader is preconditioned for being programmed to a particular interpretation and behaviour. In the case of reading into a message which is not there, or the receiver attaches a different meaning that the sender has not perceived or intended, such bits of information are added to the messages and deletion is also possible.

Filtering results at the interpretation stage of communication. The received message from one source may sometimes be selected, edited and transmitted to others. For instance, abstracts from reports, review reports on books, news summaries result in distortion. A manager who receives bits of information from the top management, decides and selects what to pass on to the people who are subordinates to him.

Filtering takes place in the case of preparation of an advertising copy describing only those facts that will create a favourable image of the product or goodwill of a concern. Filtering is a common characteristic feature in which we perceive, what we see, hear and read. It cannot be eliminated totally because it is a natural phenomenon that helps interpretation and perception.

Leland Brown states that, "These factors are everchanging and communicators need to be aware of them to plan and communicate message in language symbols that will help the receiver perceive without distorting the message and thus accomplish the sender's purpose."

In organisational communication, the upward channel, downward channel, diagonal channel and grapevine are all subject of filtrations. The message in grapevine receives fresh filtration with every repetition until it gets worst.

The practice of filtering would not achieve the object of communication. A favourable effect of communication can be achieved only when the message is heard, understood, believed and acted upon as perceived and intended by the sender. To achieve it, care must be taken that the message is truly and reliably transmitted. In actual practice, there are more filter points through which the message has to pass. Filtration of some bits of information, therefore, is partly a function, when a span of communication is wider. It is irrespective of whether or not the structure of the organisation is tall or low.

Filteration may take place intentionally in the organisation because of the needs and ambitions of certain members in relation to others in the span or chain. The preconceived idea will have an effect on filtration and multiplied when it passes through successive stages and judgement of various members in the process of communication. Sometimes, an individual position makes guesses on what bits of information actually the next receiver would like to have. Slanting, interpreting, condensing, precise, summaries, abstracts are the possible ways to filter messages (Fig. 1.19).

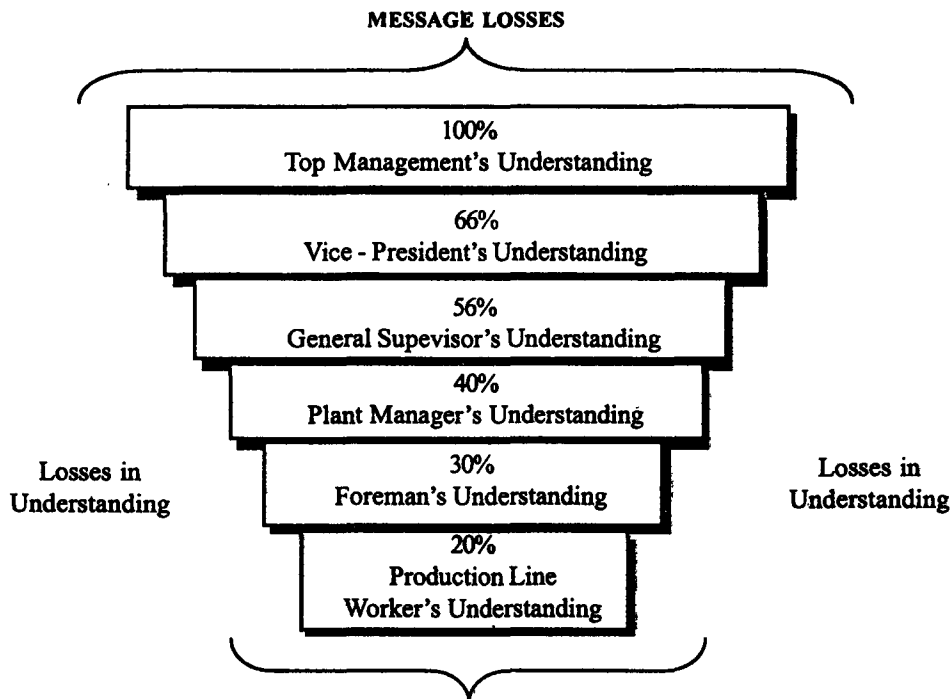


Fig. 1.19 Final Message

(Source: Adapted from Management, Hellreigel.D., et. al., Addison-Wesley Publishing Co., 1982 p. 579.)

HONESTY IN COMMUNICATION

Honest communication involves a sense of obligation to one's self, to other people, and to the absolute. Rightness is known by intuition in the mind. Respect for it gives one an expertness in living.

One of the noblest words among the social virtues is "honesty." It is an essential quality in binding people together in the family, in the community, and in society. It has been esteemed in the lives of people in all civilizations, even though, the standards have been different from time to time and from place to place. It would be difficult to imagine what life would be like if we give up such a fundamental rule of conduct.

In our dealings with other people, honesty may be taken as coming under the cordial virtue

justice. This does not mean merely being faithful to contracts and carrying out the duties required

by the laws of the community, but also fidelity in all one's relationships with others, including the obligation to speak honestly.

Honest communication is for everyone. There is a tendency to apply the rigorous ideal of honesty in communication to a few classes like the clergy and teachers. To others, we grant the privilege of being second-best and having that accounted as virtue. Their faults are overlooked when their self-interest proves too strong for their social interest and overrules in their minds the principle of the obligation to speak honestly.

It is useful in considering the need for honest communication in our political society, to realise that every proposed law is in the nature of an alternative. It is not to be judged good or bad except as it is better or worse than some other equally definite course of proceeding which might be adopted instead of it.

PERSUASION

There are two forms of intercourse between individuals and between groups. They are force and persuasion. If one party compels another to do something instead of persuading him, it is despotism, and it transgresses the principles of proper conduct sanctioned by an intelligent and spiritually refined society. It is usually a weakling who runs away from persuasion, he does not want to risk being persuaded against his prejudices. A person with strength of character can listen to persuasion, weigh what is said and arrive at informed conclusions.

Before engaging in persuasion, take time to settle a few questions in your mind. What do I wish to accomplish? What are the interests of the people to whom I shall be talking? What are the facts I wish to tell them?

When a speaker wishes to bring about change in belief or conduct, the heart must not only understand and approve but also he must accept. The speaker needs to minimize misunderstandings and difficulties by giving adequate explanations. "Because I say so" is not an acceptable or effective reason to give in dialogue, debate or persuasion when recommending some action. A sense of human interest is a valuable asset to anyone indulging in persuasion. Human interest is necessary in the person to whom you are presenting your case. Consider what will appeal to him. Whatever your objectives, you must start with his present state of knowledge and belief.

Here is a skeleton upon which you may erect a structure for persuasion:

- (1) Show that a problem exists or a situation needs correction.
- (2) Explain the essential elements of the problem or the various aspect of the situations.
- (3) Tell about the reasons for failure of previous attempts.
- (4) Show why your solution is the best one.
- (5) Picture your solution in operation, including the benefits it would give to those who join in reaching it.

Don't forget to include a specific suggestion in your conclusion. Tell in definite terms the nature, place, time and method of the response you desire from the participants.

To accomplish an attitude change, suggestion for change must first be received and accepted. “Acceptance of the message” is a critical factor in persuasive communication.

The suggestion is more likely to be accepted if it means existing personality needs and drives.

The suggestion is more likely to be accepted if it is in harmony with group norms and loyalties.

The suggestion is more likely to be accepted if the source is perceived as trustworthy and expert.

Sometimes, emotional appeals are more influential; sometimes, factual ones are. It depends on the kind of message and the kind of audience.

A strong but tactful, threat is generally effective in inducing a desired opinion change.

DIALOGUE

Dialogue is sharing: It is the participation of people in the search for common values and ideas as they deal with problems of joint concern. It is a conversation between two or more persons with a view to reaching an amicable agreement. Tossing an idea around in dialogue gets rid of a lot of chaff and makes the seed viable.

The way to prepare yourself is to participate in question and answer in the proposal and counter-proposal and so find areas of agreement and build upon them. It seems to enlightened persons that this is a better way to solve problems than raising an argument or fighting a battle.

Dialogue offers full scope for both good sense and good personality. The emotions you express should be intrinsically responsible, subject to amendment and yielding to improvement. The smile with which you present your point of view should show your personality. It springs from knowledge of your subject, belief in the integrity of what you sponsor, and a feeling of pleasure in being given the opportunity to speak. Personality is made up of many qualities of the mind and the knowledge and developed skill.

Just as a little discomfort is accepted as one of the occupational hazards of almost every job, so there are difficult periods in any dialogue. All people have not bumped their heads against the same obstacles, so in a group there is bound to be diversity of experience described, variety of beliefs affirmed, and many opinions expressed. Some will be annoying and many will be frustrating or may be infuriating. If then, there is one virtue more than another that should be emphasised as an essential requirement in the person engaged in dialogue and persuasion, it is a patient tact.

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