

Importance of Communication for Effective Organization Management

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Abstract - The authors of the current report aim to present the importance of communication for effective organization management. In order to achieve the formulated goal we have considered the communication process and its stages; we have analyzed the types of communication used to achieve effective communication between different managerial levels in an organization.

Keywords-communication, communication process, organization

I. INTRODUCTION

To have communication skills is a prerequisite to achieve your personal goals and the goals of the collective you work with.

A competent manager, regardless of their managerial level, knows that the fundamentals of team work are communication skills and the knowledge of all team members.

In order to achieve effective management of an organization its manager needs to know well the communication process stages and the types of communication used inside and outside the organization.

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II. COMMUNICATION PROCESS

Communication is a complex process which consists of interrelated stages. Each stage is necessary for thoughts, ideas, intentions and desires to be perceived correctly by the participants in the communication process.

If people are unable to exchange information effectively they cannot work together, formulate goals and achieve them.

The main purpose of the communication process is to understand the information that is the subject of exchange. The

information exchange not always contributes for effectiveness in communication.

Claude Shannon provides the communication formula in its purest version. According to that communication is a system consisting of three main elements:

- Source – subject, phenomenon or process emitting information.
- Message – information encoded in symbols. It is transmitting from the source to the receiver through an information channel.
- Receiver – subject for whom the information is intended and who interprets it [1].

Every communication process goes through the following stages:

- Emerging of an idea;
- Encoding and channel choosing;
- Message transmitting;
- Message decoding [2].

Due to the fact that sometimes the communication process is in the course of only several seconds, it is necessary to unveil the features of the individual stages in order to analyze arising problems. The stage features of the communication process are presented in Table I.

TABLE I. STAGE FEATURES OF THE COMMUNICATION PROCESS

Stage	Features
Emerging of an Idea	- formulating of the idea, choosing information; - the idea is not transformed into words and it is not ready to be exchanged; - taking into consideration the particular situation and the set goal.
Encoding and Channel Choosing	- encoding the information through symbols, words, intonation, gestures; - compatibility of the channel with the type of symbols; - types of channels – speech delivery, written materials, electronic devices; - when there is lack of compatibility between the idea and the channel, the information exchange is ineffective.
Message	- using an appropriate channel;

Transmitting	- the physical transmitting of the message is not equivalent to the communication process.
Message Decoding	- translation of the source's symbols by the receiver; - correct and accurate understanding of the idea by the receiver after the right symbols selection; - concluding of the information exchange process.

It is necessary to point out that the means of a message choice should not be limited to channel choice. In practice it is often necessary to combine two or more means of communication. Researches show that simultaneous use of verbal and written information exchange is more effective.

From managerial point of view the information exchange is effective if the receiver has demonstrated understanding of the idea and has taken action for the idea's realization.

It has been proven that managers spend a great deal of their time communicating with the organization's staff. In order to exercise their managerial functions: planning, organizing, motivating and control, managers regularly exchange information with the staff in different levels of the organization. Due to this fact communication is a binding process [3].

Many managers believe that information exchange between different levels in the hierarchy is one of the most complex problems for every organization.

This opinion shows that ineffective communication is one of the major sources for the problems arising in an organization's activities.

For effective management of an organization it is also necessary to take into consideration the impact that the inner and outer environment has on the information exchange between the individual participants.

A. Communication process feedback

Feedback during information transfer is an important element of the communication process in an organization. When they have feedback, the source and the receiver of information exchange their roles. That means a receiver becomes the source and goes through all stages of the communication process.

When feedback lacks in the communication process, it is unilateral. In the presence of feedback the communication process is bilateral.

Use of information feedback in the managerial process leads to improving of the procedure of taking managerial decisions and increases the managerial efficiency [4].

B. Interference (noise) during the communication process

The feedback significantly increases the chances for effective information exchange. It provides an opportunity for both sides (source and receiver) to overcome noise. In information language "noise" denotes deforming (twisting) of the transmitting message's meaning.

We can expect deforming of the transmitting message's meaning on any stage of the communication process. Good managers make every effort to overcome noise and transmission their message. In some cases though, the high noise level may lead to perceptible twisting and completely block the information exchange.

We have showed a communication process model on Fig. 1.

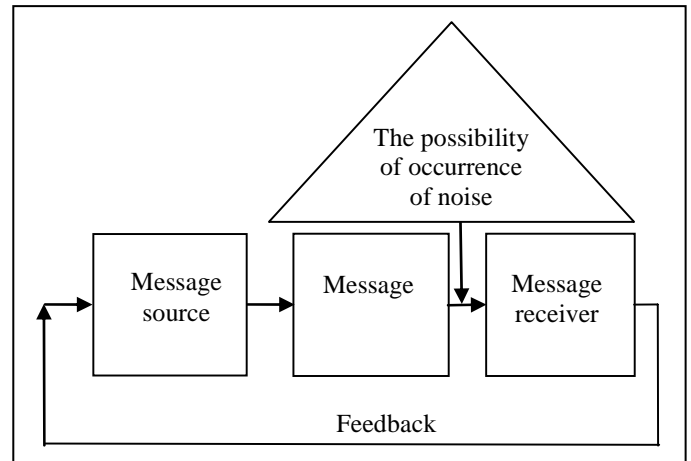


Figure 1. Communication Process Model

III. TYPES OF COMMUNICATION IN AN ORGANIZATION

The communication process in an organization includes different types of communication:

A. Communication between an organization and the outer environment.

The various means of communication used inside an organization are a response to the opportunities and problems created by the outer environment.

Every organization uses in its communication with the outer environment means as advertisements, written reports, discussions, meetings, phone calls, official correspondence, etc.

B. Communication between different hierarchy levels in an organization.

For a normal managerial process in an organization the information exchange has to be vertical and horizontal.

Information that is vertically transferred in the hierarchy of an organization is takes place in two directions:

- Top-down – the information is transmitted from senior levels to subordinate levels. In this manner the subordinate levels receive information regarding current tasks, changes of priorities, recommended procedures, etc.
- Bottom-up – the information exchange from a subordinate to senior levels has a significant impact on the productivity of an organization. The bottom-

up information exchange is in the form of reports, suggestions and explanatory notes.

Information transfer between links on one and the same hierarchy level is horizontal communication. Information exchange between links on the same level is necessary for coordination of tasks and coordinated actions for their execution. In the horizontal information exchange apart from the main links there often participate different expert councils and groups, created for specific tasks.

The manager-subordinate communication represents most of a manager's communication. This type of communication is a part of the top-down vertical communication because they include only two adjacent levels.

There is communication between a manager and a working group when a manager communicates with their subordinates included in the working group that has been created for specific tasks. The effectiveness of the group's actions depends on the communication effectiveness. All group members participate in the information exchange, and everybody has the right to make suggestions and give opinions.

The relationship of equality between group members and the individual communication of the manager with each group member contribute for the increasing satisfaction of their work.

C. Informal communication

The informal communication channel can also be called a "rumor distribution channel". Through it information is transmitted much quicker than the formal message channels. The information, which is transmitted through the informal message channel, very often turns out to be false. It is related to:

- Upcoming staff dismissals;
- Structural changes within the organization;
- Future promotions or penalties;
- Disputes between two managers.

The organization management should bear in mind that the rumor distribution channel - "scarecrow rumors", may have huge impact on the staff behavior within the organization.

D. Interpersonal communication

The following factors influence the interpersonal information exchange: perception, semantic barriers, non-verbal barriers, feedback, and lack of listening skill. The specific features of these factors are presented in Table II.

TABLE II. SPECIFIC FEATURES OF THE INTERPERSONAL INFORMATION EXCHANGE FACTORS

Factor	Specific Features
Perception	- people do not response to reality but to what they perceive as reality; - conflict between the source and receiver's areas of competence; - people interpret one and the same piece of information differently depending on their experience;

	- selective information perception depending on interests, needs, emotional state; - partial message perception; - conscious deforming of the information.
Semantic Barriers	- different meanings of one and the same word; - semantic differences lead to huge misunderstandings; - semantic difficulties because of the different meaning which people impart to a group of symbols.
Non-verbal Barriers	- non-verbal transmission passes simultaneously with the verbal one and may magnify or change the word meaning; - language, pose, gestures, voice tone may give and false information.
Feedback	- poor feedback leads to misunderstanding in interpersonal communication.
Lack of Listening Skills	- momentary emotional state of the receiver; - little experience; - age of the receiver.

For effective management managers should consider not only interpersonal communication, but also organization communication.

E. Organization communication

In the information exchange between participants from different hierarchy levels the following information problems are also possible:

- Message deformation – difficulties in the interpersonal communication; conscious deformation by a manager who does not agree with the information; filtering of vertical and horizontal information flows.
- Information overload – managers whose time is wholly engaged with new information processing filter out the unnecessary information and use the most important information according to them. Unfortunately their understanding of important and unimportant information may not coincide with that of other co-workers within the organization.
- Poor organization structure – if one organization structure has been designed and constructed poorly, the possibility for the senior managers to plan and achieve set goals decreases drastically. In an organization with multiple managerial levels the probability of information twisting is very high. That is the reason for the effective organizations to strive towards organization structures with small number of managerial levels and information channels for direct exchange.

Communication problems may also emerge due to unsatisfactory staff and poor use of different committees, work groups, as well as poor distribution of authorities and tasks within the organization. It is obvious, that a non-functional information system within the organization may decrease the effectiveness of the information exchange and of managerial decision making.

CONCLUSION

The presented features of the communication process and the analysis of different types of communication lead to the formulation the following **conclusions**:

1. Ineffective communication is one of the major reasons for emerging problem in an organization.
2. All managers should know the organization's structure well so they do not allow information deforming in the communication channels.
3. For an effective communication process it is necessary to combine different types of communication.

4. The effective information exchanges, as well as the use of information feedback in the managerial process lead to increasing the effectiveness in the organization management.

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