

Organizational Behavior

communication

Tomáš Ondráček

ondracek.t@mail.muni.cz

Faculty of Economics and Administration, Masaryk University

communication: definition

communication

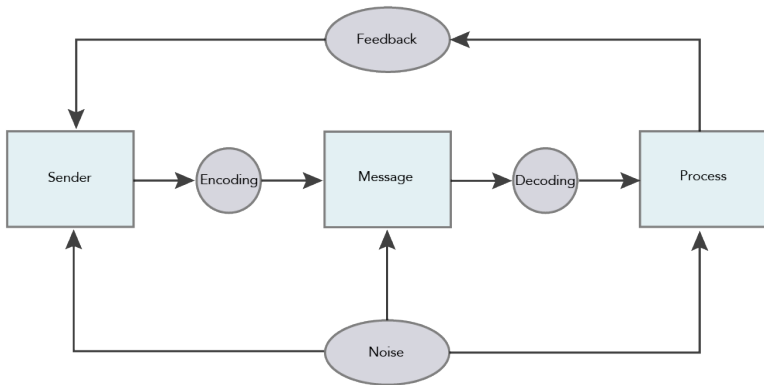
Communication refers to the process of transmitting and understanding meaning.

communication process: definition

communication process

The communication process defines the steps between the source and the receiver that leading to the transmission and understanding of meaning.

basic model of social communication



(Lumen Learning, 2008)

functions of communication

- management
- feedback
- sharing emotions
- persuasion
- exchange of information

management

- hierarchy and rules
- job description and principles
- problematic communication activities

feedback

- objectives
 - What is needed?

- progress
 - How is it going? Where are the difficulties?

- evaluation/rewards
 - How to improve?

sharing emotions

- satisfaction
- frustration
- social needs

persuasion

- trying to change attitudes
- without unambiguous valence
(negative/positive)
- CSR (corporate social responsibility)

exchange of information

- data acquisition
- clarification
- ...

rationality or persuasiveness

- own vs. general
- examples and stories
- recognition of differing views vs. assertion of one's own
- openness
- speed

formal channels: definition

formal channels

Formal channels refer to the communication channels established by the organisation for the purpose of transmitting messages related to members' work activities of the organisation.

informal channels: definition

informal channels

Informal channels refer to communication channels that are created spontaneously and emerge as a result of individual decisions.

choice of channel: criteria

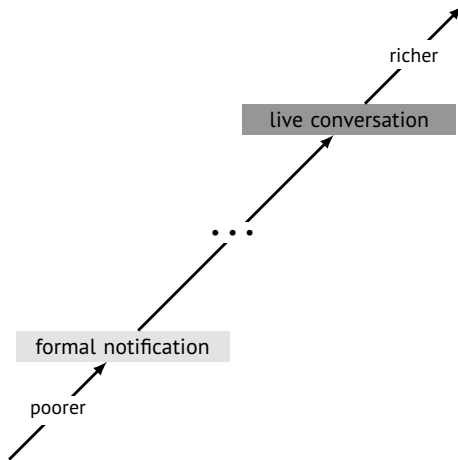
- question of the recipient
 - individual, group, ...
- question of the nature of the message
 - routine vs. unusual
 - secret, private, public, ...
 - nature of the information

channel capacity: definition

channel richness

Channel capacity refers to the amount of information that can be transmitted during a single communication act.

communication channel capacity



written communication

- complex assignment
- need for precise language
- need for protection
- ...

oral communication

- fast and more reliable feedback
- possibility to complement
- ...

oral and written communication

oral	written
meetings	letters, emails, SMS
telephone	social networks and apps
conferences (video and audio-)	websites, blogs
...	...

non-verbal communication

- mime
- haptics
- kinesics and gestures
- eye contact (visuals)
- postural
- proxemics
- chronemics

top-down communications

- purpose
 - identify the target, provide instructions, ...
- problems
 - one-way, formality, ...
- recommendations
 - give explanations ...

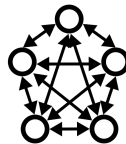
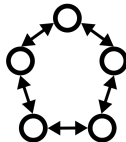
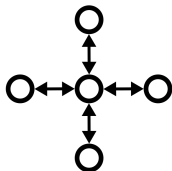
bottom-up communication

- purpose
 - inform about progress, provide feedback,...
- problems
 - unidirectionality, formality, ...
- recommendations
 - conciseness, comprehensiveness, explanation, ...

lateral communications

- purpose
 - inform about progress, time saving, ...
- problems
 - possible formal constraints, higher risk of dysfunctional conflicts, ...
- recommendations
 - openness, principle of publicity, ...

small group communication networks



speed		leader function
accuracy		member satisfaction

grapevine: definition

grapevine

A grapevine refers to an informal communication network in an organization.

grapevine: purpose

- possibility of obtaining formally unavailable or hard to reach
- e.g.
 - about mood,
 - about morale,
 - personal problems,
 - ...

grapevine: problems I/II

- gossip and rumours
- disturbance of work ethics
- disruption of the work environment
- possible ethical problems
- ...

grapevine: problems II/II

- sharing
- explaining
- answering
- invitation

persuasion: definition

persuasion

Persuasion is a specific form of communication aimed at influencing the mental state of the recipient in an atmosphere of free choice.

Elaboration Likelihood Model

(Petty & Cacioppo, 1986)

Under what conditions is it likely, that a person will or will not think deeply about the arguments?

ELM model: routes

(Petty & Cacioppo, 1986)

- PERIPHERAL ROUTE
 - without deeper consideration, "irrational" reasons

- CENTRAL ROUTE
 - consideration of reasons

ELM model: determinants

(Petty & Cacioppo, 1986)

- MOTIVATION
 - interest, need for cognition

- ABILITIES
 - knowledge, presence of distractors

persuasive communication: dual processing theory

- automatic processing
 - little controlled (superficial)
 - time-consuming and generally inexpensive
 - easy to trick

- controlled processing
 - sequential evaluation and control of information
 - time-consuming and generally more demanding
 - avoidance of errors

persuasive dialogue: definition

persuasion dialog

Persuasive dialogue refers to persuasion that takes place in a mutual communicative interaction.

persuasion dialog: types I

■ SQUABBLE

- personal conflict
- verbal attack
- all (?)
- to reveal the deeper reason for the conflict

■ NEGOTIATION

- conflict of interest
- profit
- persuasion, bargaining
- settlement / compromise

persuasion dialog: types II

- INFORMATION SEEKING / DISCOVERY
 - need for information / explanation
 - obtain information / evidence
 - empirical evidence
 - exchange information / confirm or refute a hypothesis

- DEVELOPING
 - practical choice
 - coordination of objectives and actions
 - emphasis on practicality
 - decide on the best course of action

persuasion dialog: types III

- CRITICAL DISCUSSION
 - difference of opinion
 - to persuade an opponent / resolve a conflict of opinion
 - arguments
 - resolving a difference of opinion

ideal critical discussion phases

van Eemeren, Grootendorst, and Snoeck Henkemans (2002)

- CONFRONTATION
 - A difference of opinion is identified.
- OPENING
 - Starting points, positions, and tools are established.
- ARGUMENTATIVE
 - Arguments are presented.
- CONCLUDING
 - The discussion, strength of the arguments, and defense of the thesis are evaluated.

barriers to effective communication

- **filtering**
- selective perception
- information overload
- emotions
- language
- silence
- **communication apprehension**
- lying

cultural barriers

- semantics (denotatives and connotatives)
- tonality
- tolerance for conflict - ways of expressing oneself
- ...

conversational maxims

(Grice, 1975)

■ QUANTITY

- The contribution should be informative as required.
- The contribution should not be more informative than required.

■ QUALITY

- The paper should be truthful.
 - Do not say something that you believe is false.
 - Do not say something for which you do not have good reasons.

■ RELATION

- Be relevant.

■ MANNER

- Contribution to the conversation should be clear, understandable.
 - Avoid vague expressions.
 - Avoid ambiguity.
 - Be concise.
 - The contribution should have a clear structure.

basics for communication

- knowing yourself
- knowing the addressee
- knowing the message
- choice of form
- choice of response
- values
- respect and fairness
- "facts"not assumptions
- differences and differing perspectives
- own identity

communication analysis: options

- content
- spokesperson
- environment/context
- impact
- discursive
- rhetorical
- argumentative
- formal

Zdroje I

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M A S A R Y K O V A
U N I V E R Z I T A