

# Organizational Behavior

communication

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## communication: definition

### communication

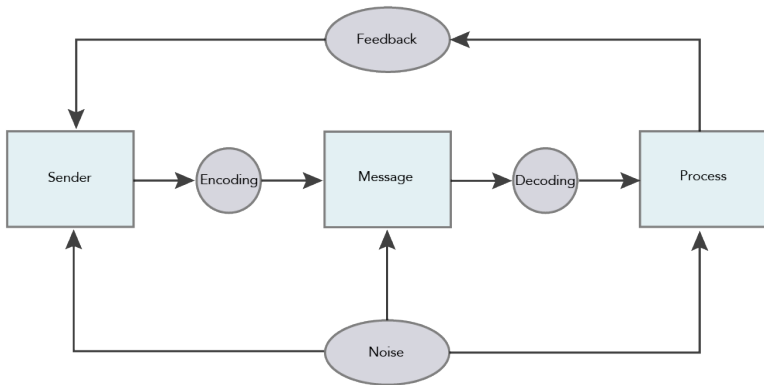
Communication refers to the process of transmitting and understanding meaning.

## 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

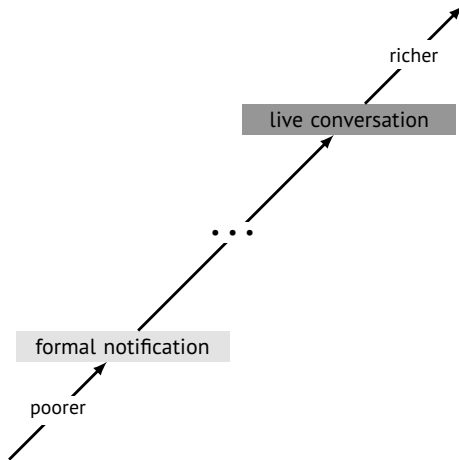
- question of the recipient
  - individual, group, ...
- question of the nature of the message
  - routine vs. unusual
  - secret, private, public, ...
  - nature of the information

## 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 ...

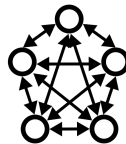
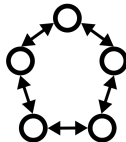
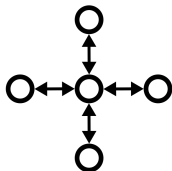
## bottom-up communication

- 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**