LACK OF COMMUNICATION A STUMBLING BLOCK TO THE DEVELOPMENT OF AN ORGANISATION

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ABSTRACT

In today’s competitive world organization faces a lot of competition as well as challenges in decision making. To overcome this, communication is no doubt central skill any manager posses. It is the link between ideas and action. The situation gets worse when the companies’ employees as well as internal and external environment have to be informed. Therefore it is necessary to represent the organization realistically to train the specialists of knowledge management. Nowadays when the companies are experiencing the transformational changes:- incorporation, international capital appearance, global crises there is a need to manage communication process in business to generate communication ideas for prevention and management. To have a effective and efficient decision making a manager should have good communication skill. Communication is successful if it is two way. To become a good orator one should be a good listener. As listening is a prior stage of communication Manager has to play a number of roles but majority of them clustered around three core management roles. Decision making which is major for management should be strategically done.

KEYWORDS: Communication skill, transformational changes, global crises, decision making, management roles.

INTRODUCTION

The most challenging part of crisis communication management is reacting – with the right response - quickly. This is because behavior always precedes communication. Non-behavior or inappropriate behavior leads to spin, not communication. In emergencies, it's the non-action and the resulting spin that cause embarrassment, humiliation, prolonged visibility, and unnecessary litigation.

Helping management understand the impact of inappropriate or poorly thought out crisis response is one of the most important strategic services the public relations practitioner can provide. To have a strategic discussion requires a tool that has value without insulting the executive's intelligence, has impact without belaboring the obvious, inspires action without oversimplifying, and illustrates options and choices without teaching unnecessary, ill-advised lessons in public relations.
Examining the dimensions of a crisis, which executives can clearly recognize and relate to, helps the public relations counselor provide truly meaningful, strategic advice. It is this kind of analytical approach that helps senior management avoid career-defining moments, unless the moments are deserved.

**IMPORTANCE OF COMMUNICATION IN AN ORGANIZATION**

Organizational communication lays the keystone to every organization for upbringing and grooming the environment of that particular organization. It is not possible to have human relations without communication. However, good and effective communication is required not only for good human relations but also for good and successful business.

Effective communication is required at various levels and for various aspects in an organization such as

**FOR MOTIVATION AND EMPLOYEE MORALE**

Communication is also a basic tool for motivation, which can improve morale of the employees in an organization. Inappropriate or faulty communication among employees or between manager and his subordinates is the major cause of conflict and low morale at work. Manager should clarify to employees about what is to be done, how well are they doing and what can be done for better performance to improve their motivation. He can prepare a written statement, clearly outlining the relationship between company objectives and personal objectives and integrating the interest of the two.

**IMPORTANCE OF WRITTEN COMMUNICATION**

Communication may be made through oral or written. In oral communication, listeners can make out what speakers is trying to say, but in written communication, text matter in the message is a reflection of your thinking. So, written communication or message should be clear, purposeful and concise with correct words, to avoid any misinterpretation of your message. Written communications provides a permanent record for future use and it also gives an opportunity to employees to put up their comments or suggestion for writing

**FOR MANAGER EMPLOYEE RELATION**

Effective communication of information and decision is an essential component for management-employee relations. The manager cannot get the work done from employees unless they are communicated effectively of what he wants to be done? He should also be sure of some basic facts such as how to communicate and what results can be expected from that communication. Most of management problems arise because of lack of effective communication. Chances of misunderstanding and misrepresentation can be minimized with proper communication system.
FOR INCREASE PRODUCTIVITY

With effective communication, you can maintain a good human relation in the organization and by encouraging ideas or suggestions from employees or workers and implementing them whenever possible, you can also increase production at low cost.

FOR EMPLOYEES

It is through the communication that employees submit their work reports, comments, grievances and suggestions to their seniors or management. Organization should have effective and speedy communication policy and procedures to avoid delays, misunderstandings, confusion or distortions of facts and to establish harmony among all the concerned people and departments.

IMPORTANCE OF ENGLISH IN BUSINESS COMMUNICATION

English has emerged as the global language of trade and commerce in the past few decades, affecting many key aspects of business in the modern world. In the modern world, thanks to the Internet, English continues to spread as the major medium through which both small businesses and large corporations do business.

BUSINESS ENGLISH FOR SPECIFIC INDUSTRIES

In some industries, a knowledge of business terminology in English is critical for entry into and the success of a business. Workers need to have an understanding and command of detailed vocabulary dealing with specific concepts in order to be able to communicate effectively with other professionals in the business. Examples of specialized businesses requiring a knowledge of English include computing, engineering, science, technology, medicine and law.

COMMUNICATION GAP A HURDLE IN EFFICIENT MANAGEMENT

Managers, consultants and researchers have traditionally been focused on the problems of financial performance and growth, but have paid little attention to effective management of corporate crisis. This crisis problems are not solved in its primary stage and usually chaotic without any strategic crisis solution or crisis management plans (Yair, Galenko-Ginzburg, Laslo, 2007; Bivanis, Tuncikiene, 2007; Kaplinski, 2008; Markovic, 2008). It can create related threats: public safety, financial loss and reputation loss. Some crisis such as industrial accidents and product harm can result in injuries and even loss of lives. Cases such as Three Mile island nuclear power plant in 1979, Leakage of methyl isocyanides gas from a storage tank at the Union Carbide plant in Bhopal, India in 1984 and Coca-Cola case in Belgium in 1999. In order to manage crisis situation, it is important to understand crisis management and management processes in an organization (Klein, 1981; Rosenblatt, Sheaffee, 2002). It is also important to inform the employees about the changes in a company’s external and internal environment (Deephouse, 2005; Sare, 2005; Kompikatie, 2007; Rees, 2008). A new paradigm has emerged takes in to accounts such issues and is getting due acceptance in scientific discussions and global management practice – corporate communicationimportance in conceptual and practical levels. Nowadays when the companies are experiencing the mobility of employees, global crisis, there
is a need to manage communication process in business to generate communication ideas for crisis prevention and management. It is the process that generate profit without the right words, used in the right way, it is unlikely that the right action will ever occur.

UNDERSTANDING CORPORATE COMMUNICATION AS A MANAGEMENT FUNCTION

There are two methodological aspects of understanding the corporate communication. The first aspect is to describe the relation of social environment and business expression management of corporate communication system (Heath, 1994; Varey, White, 2000) and maintenance of company’s business strategy – implementation of practical decision (Steyn, 2003, Goodman, 2004, 2006). In the second methodological aspect, it is necessary to explore the case for, and value of corporate practice and productive global relationships as underpinning of sustainable business strategy (Goodman, 2006). These methodologies can be discussed in details as:

FIRST METHODOLOGY: The term corporate communication is increasingly being used in practice to describe the management function that is referred to as public relations, crisis and emergency communication, corporate citizenship, reputation management, community relations, media relations, investors relations, employees relations, government relations, marketing communication, management communication, corporate branding, image building and advertising. According to this first methodological aspect, this understanding explores the integration of corporate and marketing communication system of managing. It defines a need for a total stakeholders perspective and to integrate corporate communication activities. The focus of internal communication is to establish the organizational structure and stability while external communication focuses on the innovative for corporate development. These have to be a proper
balance between the two for stability. Managers of present corporate houses have started realizing the importance of communication management systems as the core function of enterprise community.

Proper communication facilitates the organizational performance. Hence, it proves that communication is a core of the present and future company approach and communication between people is core of the business activity.

SECOND METHODOLOGY: As stated earlier according to the second methodology it is important to find out case for, and the value of corporate communication practices in professional development (Valackiene, Asta, 2010). For a successful sustainable business strategy it is important to target a positive relationship between corporate communication practice and productive global relationship (2006). Successful professional development of the next generation of corporate communication executives will focus on understanding of corporate communication functions and on strategic implementation capabilities.

COMMUNICATING STRATEGICALLY

To communicate strategically means several things .First it means that your plan for communication your proposed message, the medium you select the code you employ, the context and experience you bring to situation, and the ethics you adopt will all have a direct effect on the outcome. To develop a communication strategy that will help you and your organization achieve the goals you have set for yourselves you must ask yourself a few question related to the elements of communication.

- **SENDER** - Who should communicate this message? Will your signature compel people to action?

- **MESSAGE** - What should your message may contain ? How should your message say what you intend for your audience to know?

- **CODE**- Encoding your message simply means selecting the right words and images. Style and tone matter very much as you approach readers and listeners with new information.

- **MEDIUM**- What is the best way to send your message? Is one medium quicker the another? Will one medium cost more than another?

- **NOISE** - How many other sender and messages are out there?

- **RECIEVER**- Who is the intended audience for this message? Do you know about them? More, important what do they know about you and your subject.
- **EFFECT** - To achieve the goals you have set for your organization and for yourself, you must know how to motivate them.

- **FEEDBACK** - What’s the reaction of your audience? How will you know if you have communicated successfully?

### THREE COMMON BUSINESS COMMUNICATION GAPS

When we talk about business processes or workflows, we are talking about the way information moves around a company or department. Business process information can move in a number of directions: between people, between systems, or from people to systems (and back again). Here are three areas where business communication gaps commonly occur:

#### PEOPLE – PEOPLE GAPS

When one employee needs information from another in order to execute a task, the transfer of information becomes a critical part of the business process. When employees fail to pass on the appropriate information to their counterparts in a timely, concise, and accurate manner, inefficiencies and errors can occur. People gaps can occur both within a single department, or across departments.

Often times, people-people gaps are addressed with any number of IT initiatives. Take the classic example of cc’ing someone on an email. In this informal way, the email sender attempts to keep the appropriate people “in the loop” in order to close a people-people gap. However, the process is not formalized and there are no guarantees that it will be repeated.

#### PEOPLE – SYSTEM GAPS

People-system gaps occur when the information a person needs from a system is not easily accessible, readily available, or accurate. When people-system gaps occur, systems fail to provide people with the information they need to do their jobs and inefficiencies occur. Likewise, people-system gaps occur when people fail to enter the appropriate information back into systems.

Take the example of a difficult-to-access database. People may neglect to update the database, rendering it useless to anyone who seeks up-to-date information. Likewise, employees may create a “work-around” solution, defeating the purpose of having a database at all. When people can’t easily pull or push information to and from systems, the systems themselves risk becoming obsolete.

#### SYSTEM – SYSTEM GAPS

Often times, system-system gaps occur when a business process is cross-departmental or cross-functional. Sharing information among systems from different departments, or among multiple systems in different areas, can present a communication challenge. When different departments
or business units use different IT systems, data must be entered and re-entered, leaving room for data entry mistakes and creating gaps between different parts of an organization.

When communication lapses or errors occur in any of these information transfers, it can cause significant inefficiencies, waste, and business process delays.

**SIX TIPS FOR BRIDGING THE COMMUNICATION GAPS**

As you may have observed, women and men who work closely together often get tied up in communication knots, especially over issues that involve power, advocacy, and managing the troops.

That's because the sexes have distinct ways of communicating. They request action and advice differently. Their verbal responses and timing are different. And they have different styles for expressing workplace demands.

The result can be miscues and misunderstandings. In other words, lots of crosstalk.

Today, nearly half of all privately owned companies are 50% or more owned by women, according to the Center for Women's Business Research. That means there are 11 million private enterprises at which women business owners must communicate their goals and operational needs to male and female customers, vendors, partners, and employees. Women need to understand how men talk in business, and vice versa.

**MR. + MS. TALK**

But first, let's be clear on one thing. There's no such thing as an "absolute male" or "absolute female." People are individuals first and collections of cultural and biological traits after that. But "male" and "female" characteristics have now been documented by years of research. And when you look around your workplace, I'll bet you recognize many of the gender communications snafus that follow.

Mistaken assumptions fuel these misunderstandings. If you acknowledge those and reflect your understanding in work conversations with opposite-sex team members, you can advance the workplace dialogue.

Here are six typical scenarios where communication between the sexes goes off the rails — and what you can do to get it back on track.

**POWER PLAYS**

Her way: Women tend to ask lots of questions before beginning work. His way: Men simply roll up their sleeves. The result: Men assume women aren't up to the job. If they were competent, reason men, then women wouldn't be asking so many questions. But in fact, women typically verify and validate data before starting tasks, sometimes to improve their performance. "Women
gather information by asking questions, but men view question-asking as a sign of weakness," says Sandra Beckwith, author of Why Can't a Man Be More Like a Woman? The reverse scenario is that men hate to ask for directions (big news, right?). But women assume that if men don't ask questions, they must know enough to complete a job. That's often not the case. For women bosses, it's a good idea to verify that men have enough knowledge to complete a task. Oversee the work in the early phases or offer help without being asked. If you're male, listen to the questions being asked. Sometimes, these may add value.

PICTURE IMPERFECT

Her way: Women frequently use anecdotes or illustrations about home or relationships. His way: Men rely on metaphors about sports or war. The result: Dialogue can hit a dead end. Women often do not follow the touchdown, full-court-press images and vice versa. Sherron Bienvenu, a communications consultant and co-author of Business Communication: Discovering Strategy, Developing Skills, once hit just such a conversational wall during a sales pitch. She told a client that follow-up training would be "icing on the cake." "I envisioned icing as the finishing touch that completes the project and makes it most presentable to the receiver. His perception of icing was of sweet, unnecessary, junky stuff that you scrape off." She didn't nail the deal. Don't simply gender-reverse images to communicate. Instead, consider your audience and use gender-neutral images (nature, movies, or weather come to mind). Or use images you like, but with an explanation of what you mean.

COMMAND CONFLICTS

Her way: Growing up, girls tend to establish relationships. His way: Boys usually vie for leadership. The result: Men and women impose authority differently. "Women tend to be more collaborative in the workplace, putting relationships first," says Roz Usheroff, a business trainer and author of Customize Your Career. "Men routinely challenge and expect to be challenged." Each often finds the other's style ineffective or insulting. Women see men as ham-fisted or insecure when they come on so strong. Men think women lack confidence or conviction because they work hard to get buy-in. Neither, of course, is accurate. To jump the divide, borrow a bit from the other's style. Men can try a more collaborative approach. Women need to take over more often.

DETAILED DISPUTES

Her way: Women like to tell and hear stories, including the trials and errors, turnings and re-turnings. It's their way of connecting and building the relationship. His way: Men cut to the chase. The route you travel is inconsequential. What matters is the destination. The result: Each sex becomes too impatient to hear the other. "Women push for details generally for three reasons: to show concern, to vicariously participate in an experience or conversation, and to verify assumptions," says Dianna Booher, author of Communicate with Confidence. "Men tend to gather details just long enough to get the big-picture message and then dump them as trivial." Again, each sex can benefit from the other's behavior. Men ought to explain their thinking and not simply jump to conclusions. Women need to get to the bottom line more quickly.
EMOTIONAL EXCHANGES

Her way: She tends to treat male colleagues like her husband or boyfriend. His way: He often handles women associates like his wife or girlfriend. The result: A subtle and tricky gender miscommunication. It's also one that people are loath to examine. Typically, men and women bring into the office some version of the sexual dynamics they have at home. We also gravitate to workplace confidants, mentors, or employees who resemble the intimates in our personal lives, especially spouses, says Tina Tessina, psychotherapist and author of It Ends With You: Grow Up and Out of Dysfunction. "You find quieter struggles in business of whatever the fights are at home, such as who's right and who's wrong or disagreements about money." If you're in some kind of standoff or you feel like he or she "doesn't understand" you, take a break to think it through. Make sure you're not importing a personal issue into a business environment.

DECISION DRIVERS

Her way: Women are generally more comfortable talking about their feelings. His way: Men prefer to dwell on the facts and skip the feelings. The result: Communications trouble. Every communication has both an intellectual and an emotional component, says Kenneth Sole, a social psychologist based in Lee, N.H., with 30 years of experience in assisting organizations to change. Misunderstandings arise when we ignore one side of the two dimensions. "That's not to suggest that it needs to be fifty-fifty," Sole says. "The conversation can radically improve just by owning up to one aspect of feelings or intellect." He offers these examples: A man might say: "I know this is a difficult conversation for you. It's difficult for me, too." A woman might dial down emotional intensity by analyzing the problem, saying: "I think there are three pieces to the issues we've been discussing." She then ticks off those issues, one by one. "That moment of analytic reflection encourages the dialogue to move into a thoughtful channel," says Sole.

The definition of a diverse work force, of course, is an environment where people accept differences rather than deny them. If we pay attention to gender differences, we just might untangle the gender communications knots — and get the job done faster, too.

CONCLUSION

The role of communication in business is a vital one for growth and prospects of it. The impact of gap in communication will lower the customer’s confidence and overall, it will impact growth. It is important to communicate right things at the right time. If we communicate strategically and follow the tips for engulfing the communication gap. According to the first methodological aspect, this understanding explores the integration of Corporate and Marketing Communication in tomorrow's company, and discusses a model of the Corporate Communication system of managing. According to the second methodological aspect, it is necessary to explore the case for, and value of, Corporate Communication practice in professional development. Audience segmentation is the basis of an Effective Communication strategy. Understanding the difference between crisis communication management and crisis management. Help management understand that bad news never improves with age. Fix it now.
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