2.1 Formal communication:

The communication in which the flow of information is already defined is termed as Formal Communication. The communication follows a hierarchical chain of command which is established by the organization itself. In general, this type of communication is used exclusively in the workplace and the employees are bound to follow it while performing their duties.

Example: Requests, commands, orders, reports etc.

According to Sarah Trenholm “Formal communication occurs when information flows through a structured chain of command officially that is recognized by the organization.

According to Bovee Thill and Schatzman, “Formal flow of information follows the official chain of command”.

Main characteristics of formal corporate communication are shown in the below figure.

Merits of Formal Communication:

- It has clearly specified communication pathways.
- It involves legal rational authority of supervisors
- It allows permanent record
- It is more clear and universal.

Limitations of formal communication:

- True feelings are not expressed.
• Strict adherence to rules
• Distortion of message along the path
• Unnecessary delay because of insistence on “proper channel”.

Formal communication is specified through organizational chart is shown in the figure.
Information may travel down, up, and across an organization’s formal hierarchy.

<table>
<thead>
<tr>
<th>BASIS OF COMPARISON</th>
<th>FORMAL COMMUNICATION</th>
<th>INFORMAL COMMUNICATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meaning</td>
<td>A type of verbal communication in which the interchange of information is done through the pre-defined channels is known as formal communication.</td>
<td>A type of verbal communication in which the interchange of information does not follow any channels i.e. the communication stretches in all directions.</td>
</tr>
<tr>
<td>Another Name</td>
<td>Official Communication</td>
<td>Grapevine communication</td>
</tr>
<tr>
<td>Reliability</td>
<td>More</td>
<td>Comparatively less</td>
</tr>
<tr>
<td>BASIS OF COMPARISON</td>
<td>FORMAL COMMUNICATION</td>
<td>INFORMAL COMMUNICATION</td>
</tr>
<tr>
<td>---------------------</td>
<td>----------------------</td>
<td>------------------------</td>
</tr>
<tr>
<td>Speed</td>
<td>Slow</td>
<td>Very Fast</td>
</tr>
<tr>
<td>Evidence</td>
<td>As the communication is generally written, documentary evidence is present.</td>
<td>No documentary evidence.</td>
</tr>
<tr>
<td>Time Consuming</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Advantage</td>
<td>Effective due to timely and systematic flow of information.</td>
<td>Efficient because employees can discuss work related problems, this saves time and cost of the organization.</td>
</tr>
<tr>
<td>Disadvantage</td>
<td>Distortion due to long chain of communication.</td>
<td>Spread of rumors</td>
</tr>
<tr>
<td>Secrecy</td>
<td>Full secrecy is maintained.</td>
<td>It is difficult to maintain the secrecy.</td>
</tr>
<tr>
<td>Flow of Information</td>
<td>Only through predefined channels.</td>
<td>Can move freely.</td>
</tr>
</tbody>
</table>

### 2.2 Informal communication:

Informal communication network is a network that works outside the official and formal lines of communication. It is spontaneous and unplanned. No set of rules and regulations are followed in this communication network.

According to Thill and Bovee” The informal communication network carries information along the organization’s unofficial lines of activity and power”.

**Characteristics of informal communication:**

1. Informal communication is both internal and external
Informal communication can bypass proper channels of organizational structure
3. Informal communication is based on personal relations
4. Informal language is used in informal communication
5. Informal communication can use written as well as oral channels.

**Forms of informal communication:**

Informal communication in an organization usually follows through chat and grapevine.

**Chat:**

Informal communication, which is usually in the form of a chat has to be confirmed in writing before it goes through the official channel.

**Grapevine:**

Every organization has an informal communications network, or ‘grapevine’ that operates in addition to the official channels. People have casual conversations with their friends in the office. The grapevine always exists within the organization and frequently has contacts outside the company as well. For example, an accounting supervisor might be getting more information about his employer from a friend who plays cards with the firm’s marketing manager than from his own boss.

According to **Cambridge Dictionary,**” grapevine is the informal transmission of information, gossip or rumour from reason to person. It is the informal and unsanctioned information network within every organization”

According to **Dumler and Skinner,**” Grapevine is an informal communication that cuts across formal channels of communication and carries a variety of facts, opinions, rumors and other information”.

**Pattern of grapevine:**
Types of Grapevine chains:

With in the organization, communication chains exist. The chain used by grapevine tends to be very flexible. We can classify the grapevine into four basic types.

1. **The single strand chain**: This is a simple concept to follow, A tells B, who tells C, who tells D and so on. Each person passes the information on to the next person. Most inaccuracies occur in this chain.

2. **The gossip channel**: A simply tells everyone who come in contact. This pattern is considered to be somewhat slow in moving the information. This chain is just like a wheel, where A is the axis and information passes along the spokes of the wheel to others stationed on the firm.
3. **The probability chain**: In this case, A makes a random contact with say B, E and F and passes on the information. They, in turn, randomly contact others in accordance with laws of probability. Some hear the information and some don’t. In this structure, there is no definite pattern of communication. Information is randomly passed along to anyone willing to listen.

4. **The cluster chain**: A tells selected person, who may in turn relay information to other selected individuals. Here A contacts, B and F, who may work with A. They may tell two or three other persons with whom they usually have closed contact.
Types of participants in grapevine:

- **Bridger’s or key communicators**: Bridger’s or key communicators receive and pass information to others. These people are the ones primarily responsible for the success of the grapevine.

- **Baggers or dead-enders**: Baggers hear rumours but do not pass them along or fail to tell others. They are called “dead enders”. They receive information but do not pass it on.

- **Beaners or isolates**: Beaners, or isolates, do not hear the information and thus cannot pass along, a rumour. They tend to be outside the grapevine. They neither hear nor pass along the information.

Effective management of grapevine:

- Identify and use the key communicators
- Use grapevine to test new ideas
- Use grapevine to know true feelings of employees.
- Don’t talk but communicate
- Educate employees
- Concentrate on identifying and stopping malicious rumours

### 2.3 Managing Organization communication:

Organizational communication, or the sharing of organizational information, remains a vital and critical tool when trying to create and maintain a competitive advantage. Without organizational communication, it would be extremely difficult to know what an organization stands for, why it exists, who its customers are, how work is completed, who has authority over others and so on. Organizational communication serves as the glue that holds everything together while, at the same time, acting as a magnifying glass by making this more clear.

There are two types of communication businesses are concerned with: internal and external. **External communication** includes those communications between organizational members and external parties such as customers, manufacturers, shareholders, investors and the general public. **Internal organizational communication** facilitates the flow of information among members of the organization. The flow can be upward, horizontal or downward depending on the organization's structure, chain-of-command and culture.

**Downward communication:** It occurs when someone near top of the organization sends a message to someone near the bottom. For example the associate director of campus safety sending a memo to the service supervisor. Hence, this kind of communication exists, especially in organizations with an authoritarian atmosphere. A sample representation of downward communication can be stated as follows:

**Upward communication:**

Although most organizational messages flow downward, some flow from the bottom up. When information in an organization travels from bottom to top through progress reports,
warnings of job related problems, and suggestions or feedbacks about organizational policies, the process is called upward communication.

**Horizontal or Lateral communication:**

When communication takes place between two or more persons who are subordinates working under the same person, or those who are working on the same level, it is called lateral or horizontal communication. A good example of this kind of communication is that between functional managers. It is necessary for the reviewing of the activities assigned to various subordinates having identical positions. This variety of communication mostly takes place during committee meetings or conferences in which all members of the group, mostly peers, interact. The best example of lateral communication can be seen in the interaction of production and marketing chief in which marketing chief has to be in constant touch with the production chief in order to meet customer orders as per schedule.

**Diagonal or crosswise communication:**

Diagonal or crosswise communication includes the horizontal flow of information as also among persons at different levels who have no direct reporting relationships. This kind of communication is used to speed information flow to improve understanding, and to coordinate efforts for the achievement of organizational objectives. It must be noted that a very great deal of communication does not follow the organizational hierarchy but cuts the well drawn lines.

**Need for communication in organization:**

1. To develop in employees clear understanding of their roles and future growth opportunities in the organization.
2. To motivate and create a sense of identification with the organization’s goal.
3. To promote in employees a sense of belongingness and commitment.
4. To increase employees’ job performance and effectiveness by updating their knowledge.
5. To effect changes smoothly
6. To inform and convince employees about decisions and the reasons behind those decisions.
7. To empower employees with information on development and activities.

New trends in organizational communication

Several socio-technological changes have taken place in today’s modern society. These changes have made people pay more attention to communication as an important tool of successful management. These changes are:

1. **Size of organization**: Big organizations are getting bigger and bigger, either through their own increased level of production or through multinational collaborations. The very size of organization today poses problems of communicating. These problems have got to be looked into for a proper running of the whole project.
2. **The concept of human capital**: All employees and workers are considered to be the human component of business. They are not just the source of labour. Their attitude, interest, and welfare constitute a major part of management concern to achieve targeted goals and objectives. Hence, there has to be a live channel of communication between the employees and the management.
3. **New developments in information technology**: The modern age, known as the age of information, is just an age of many new media of information—telephone, radio, television, communication satellite, computers and so on. It is also an era of a new attitude towards knowledge and the value of sharing it with others.
4. **Need to learn corporate etiquette**: Top corporate executives are increasingly being sensitized about the importance of knowing how to conduct meetings, seminars, presentations and negotiations. They realize that management executives should learn the rule of etiquette, these include:
   (i) How to greet?
   (ii) How to shake hands?
   (iii) How to dress for success?
   (iv) How to present cards?
   (v) How to listen?
   (vi) How to converse with seniors/ladies/and clients?

The training, which again is a part of communication skills, develops the corporate etiquette to be observed and practiced for success in international/multinational/or big national ventures. In business, a manager spends maximum time either speaking or writing to his
colleagues, his seniors, his juniors, or his clients. A manager’s success depends largely on his ability to communicate. One of the important concerns of the manager is to organize and ensure an effective information system across the organization.

In Organization, flow of information passes through internal and external audiences as follows:
Strategies for improving organizational communication:

1. **Encourage open feedback**: In theory, encouraging open feedback is simple. If accurate information is the key to effective communication, then organizations should encourage feedback. After all, feedback is a prime source of information. There are several successful techniques for opening feedback channels have been used by organizations. The following are some of the techniques:

   (i) **360 degree feedback**: These are formal systems in which people at all levels give feedback to others at different levels and receive feedback from them as well as outsiders—including customers and suppliers. This technique is used in companies such as Hewlett-Packard, Motorola, Airtel, Reliance, Pantaloons.

   (ii) **Suggestion systems**: These are programmes that invite employees to submit ideas about how something may be improved. Employees are generally rewarded when their ideas are implemented. For example, the idea of mounting film boxes on to cards that hang from display stands, which is common today, originally came from a Kodak employee.

   (iii) **Corporate hotlines**: These are telephone lines staffed by corporate officials ready to answer questions and listen to comments. These are particularly useful during times of change when employees are likely to be full of questions. For example, AT&T used hotlines in the early 1980s.

2. **Use simple language**: when addressing audiences whose members are unfamiliar with the specialized language, simple, straightforward language is bound to be most effective. Communicators should speak the language of their audience. Although you may be tempted to try to impress your audience by using big words, you may have little impact on them if they do not understand you. Always follow the KISS principle, i.e., keep it short and simple.

3. **Walk the talk**: when it comes to effective communication, actions definitely speak louder than words. In fact, one of the most effective ways of fostering effective organizational communication is for CEOs to ‘walk the talk’ i.e. to match their deeds to their words. For example, Boss says to employees “my door is always open to you,” but was never available for a consultation. Good communication demands consistency. For words to be heard as loud as actions, the two must match.

4. **Be a good listener**: Effective communication involves more than just presenting messages clearly. It also involves doing a good job of comprehending messages sent
by others. Effective listening is an important skill. In fact, given that managers spend about 40% of their time listening to others, but only 25% on effective listening. When we speak of effective listening, we are not referring to the passive act of just taking in information.

5. **Avoid overload**: generally, we are able to concentrate on the things you are doing. After all, when people are confronted with more information than they can process at any given time, their performance tends to suffer. This is known as overload. Staying competitive in today’s hectic world often doing many things at once—but without threatening the performance, which is often the result when communication channels are overloaded. Fortunately, several things can be done to avoid, or at least minimize, the problem of information overload.

2.4 **Interpersonal communication and Intrapersonal communication**:

The difference is that "interpersonal" refers to relationships or actions that take place **between** two or more people while "intrapersonal" refers to things that go on exclusively **within** one person.

Interpersonal and intrapersonal communication can be differentiated on the following base.

**Interpersonal communication**: Interpersonal communication is that kind of communication which takes place within or among more than two people with use of different mediums of communication. With betterment and advancement of the communication mediums, it has brought the community more closely and as a family.

**Definition**:

When communication which takes place from one to another, face to face, both communicator and communicated persons reflects personal characteristics as well as social role and relationship. Some theorists may include particularly the role of mediator of the communication.

**Relationship**:

For forming a proper communication, both models of communicator should have a conducive relationship to each other, to communicate, understand and accept for any kind of responses.

**Face to face meeting**:
Communication involves face to face meetings whilst exchanging idea, thoughts and other form of words between the participants. Here the communication might be mediated by using different types of mediums of communication such as television channels, telephonic lines and other modern mediums.

**Roles:**

Each and every communicator plays distinctive roles in forming a relation between them.

However, there is another definition of communication as “who says what, in which channel, to whom and with what effects”. It is my personal reflection that the communication of this definition does not reflect time and where does it take place, more than that communication in modern era does not merely involve talking but it is larger community or social context.

**Process of interpersonal communication:**

The process of communication can be viewed from the general prospective of Shannon and Weaver, of this model of communication, there are four basic components forming a proper communication including the sender and message, the medium and the receiver. Here the noise provides an additional component.

Here the first two components the sender and message, the sender composes a message to persuade the receiver. The sender encodes the message properly so as to make sure that the message will be reflected by the receiver under proper channel.

The channel of communication in this model refers to the mode by which the message is transmitted. Most familiar channels advancing in the modernity are Radios, television and telephonic. However, interpersonal communication is different in this regard to mass communication since some participants may not use certain medium and communication may take place with face-to-face way.

The forth components of the model is the receiver. The receiver is responsible to receive the message and decode it in way that they could intelligently response to the sources.

Here the interaction of message takes place when the receiver responses the sender after decoding properly and it is in form of feedback, it helps to clarify the message and enhance communication properly. It is cyclical process of communication.
There are different types of communications in terms of number of participants involving:

1. **Dyadic communication:**

This type of communication lies within two people, for instance discussion takes place between the Teacher and his student about communication.

2. **Group communication**

The group communication consists of participants more than three; here proper group communication of interpersonal communication can be resembled when lesser number of people will be involved. However, there is no distinctive number of exceeding participants to be involved in the group communication when it limits more than three.

3. **Public communication**

This types of communication involves a larger participants basically forms in one way style of communication process. The feedback of the receiver is minimal. It takes place in larger audience and mostly takes place for entertainment and persuasion.

Another way of categorizing interpersonal communication is on the function or setting of the communication.

- **Organizational communication** deals with communication within large organizations such as businesses. This is sometimes considered part of group communication, but communication scholars have built up a body of knowledge focused primarily on organizations. Example: Work focused discussion between employer and employee.

- **Family communication** focuses on communication patterns within nuclear, extended and blended families. Like organizational communication, this too is sometimes seen as part of the general category of group communication, but much research has been focused specifically on communication within a family relationship. Family communication can be enhanced by the long-standing and close relationships among participants as well as the likelihood that families have shared heritage, similar values, and social rituals. Patterns differ in communication between spouses, between parent and child, among siblings, and within the wider family context.

Example: Conversation during a holiday meal.

**Intrapersonal Communication**
Intrapersonal communication takes place within one person. It is meant to reflect oneself to clarify something. There are three concepts of intrapersonal communication namely as following:

1. **Self-conception**

It is one of the concepts of intrapersonal communication because it determines how he sees himself and which to oriented to others. It is also known as self-awareness. There are several factors effecting the communication.

   a) **Belief**

   It is self-orientation to know what is true or false, good or bad. It might be descriptive or prescriptive.

   b) **Values**

   Values are integral part of belief to determine what is right or wrong. It is a deep seated foundation lying within the person’s mind and concept.

   c) **Attitude**

   It is a learned idea of the person and it is generally consistent with value. It is often emotional.

2. **Perception**

   When the self-concept lies internally and perception focuses outward. It is deep rooted in belief, values and attitude. It related and closely intertwined with self concept to create better understanding of both within and outside world.

3. **Expectation**

   It is futuristic oriented message dealing with long term occurrence. People form expectation on the base of the strength of ones learned ideas within the society.

There are different types of intrapersonal communications as following
(i) **Internal discourse**

Internal discourse relates to thinking, concentrating and analysing within one self. It might of day dreaming, praying or meditating.

(ii) **Solo-vocal**

It is that communication which takes place while one shouts loudly for clarifying one-self or rehearsing, when you are talking to yourselves when students don’t do homework properly, you might talk yourself to remind on the next time to redo it.

(iii) **Solo-written communication**

It deals with writing for oneself and not for others. Like writing notes for your future use.

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**Merits and demerits of intra and interpersonal communication:**

1. **Irreversibility of communication**

**Merits:**

Once when interpersonal communication has taken place, it could not be hold back. When it has conveyed properly and in better way, there is always good impact

**Demerits:**

It is by contrast, when the communication was not properly flowed with good impact, it is always bad impression.

2. **Communication does not only be verbal communication**

**Merits:**

When you are in good mood, you may convey to others in better way.

**Demerit:**
The communication might be of body language and it is really hard stop when something goes on emotionally, at that point of time, you may resort to have violence interaction.

3. Situation

Merits:

The communication can also be depending on the situation, when situation will be calm both in psychologically and sociologically then communication would be flowed smoothly

Demerits:

It is by contrast, when the situation of discourse is in harsh and not good, the communication might not be good flow

Demerits:

When the intrapersonal communication takes place, there is no feedback since there is no receiver to decode whatever he talks about himself.

Merits:

Intrapersonal communication does not need to wait for secondary feedback and it could take place whenever he/she wants.
2.5 Models of Interpersonal Communication:

1. Johari Window: Johari Window provides a useful way to graphically visualize the process of self-disclosure. The four quadrants of panes represents the different ways information can be seen and observed, both by oneself and by others. The **open pane** includes what everyone can see: your physical looks, occupation, economic and social situation, as well as what you say and write. The **hidden pane** includes information about yourself that you have not revealed to others: secrets, hopes, fantasies. The **blind pane** is what others see in you that you cannot see: shortcomings, talents, faults. Finally, the **unknown pane** includes information that nobody yet knows: untapped potential, undiscovered interests.

2. Sender Receiver Model: According to this model, communication was considered one way process involving flow of information from sender to receiver. According to this model, a receiver passively receives the message and acts as directed or desired by sender. The receiver receives the message without any distortion or change.
3. **Shannon weaver model**: In this form, the receiver receives the message which is affected by noise. These were the first to point out that in actual practice, message can be changed or blocked. According to this model, message received is not the message sent.

**1. Information source**: The communication process begins with the information source. The sender has some raw information. His intention changes that information into a message to be communicated. The source of a message therefore, is the information source of the communication process.

2. **Encoding**: having thought over the message, the sender puts it into words. This process is called encoding.

3. **Channel (transmission)**: An appropriate medium/channel-oral, written, electronic, in code, or a signalling system-chosen to send the message is known as channel.

4. **Decoding**: The receiver gets the message through decoding by receiving, understanding, and interpreting the message.

5. **Acting**: The communication process ends with the receiver putting the interpreted message into action, as intended by the sender.

4. **Non Linear Model**: A group of people are involved to complete the cycle of communication, in which the receiver also acts as the sender of the feedback to transmitter (sender). Thus, both the sender and the receiver play reciprocal and reversible roles, as in telemarketing, or call centre communication.

   The two way concept is more contemporary or a reciprocal process. It considers communication essentially to be a reciprocal process and a mutual exchange of message. It makes no sharp distinction between the roles of sender and receiver, because the same person plays both roles, often simultaneously.

   The receiver is an active agent in creating meaning to the message. The two way concept involves receiver as an agent in the construction of meaning of the message.
5. Descriptive model of interpersonal communication:

It depicts small group communication as a constellation of variables, each of which is related to every other.

- Speech Communication
- Leadership
- Goals
- Norms
- Roles
- Cohesiveness
- Outcomes

**speech communication:** communication by word of mouth. oral communication, speech, spoken communication, spoken language, voice communication.

**Leadership:** An effective leader is a person who does the following: Creates an inspiring vision of the future. Motivates and inspires people to engage with that vision.

A **goal** is a desired result that a person or a system envisions, plans and commits to achieve: a personal or organizational desired end-point in some sort of assumed development. Many people endeavor to reach goals within a finite time by setting deadlines.

**Norms** are cultural products (including values, customs, and traditions) which represent individuals' basic knowledge of what others do and what others think that they should do.

6. Contingency model of leadership effectiveness:
It provides you with information about nature of leadership in groups to help you become a more effective group participants.

7. Trait Perspective:

Trait studies indicated that attributes such as intelligence, enthusiasm, dominance, self confidence, social participation and equalitarianism often characterized leaders.

8. Functional Perspective:

This approach examines leadership as a set of behaviours which may be performed by any group members to maximize group effectiveness.

There are four specific categories of communication functions which affects the perspectives of functional areas

(i) **The information Function**: It provides knowledge of the need of individuals, which guides them in their actions. It fulfils the desire of workers for awareness about those actions or policies that affect them.

(ii) **The command Function**: It makes the employee aware of his obligations to the formal organization and guides him about the procedures related to the performance of his duties in the organization.

(iii) **The Motivation Function**: It encourages the individual to perform or exhibit a certain type of behaviour. The communicated messages are used to convince individuals that their actions can be beneficial in the context of the working of the firm.

(iv) **The Integration Function**: It refers to the fact that communication of messages and ideas, if properly handled, should integrate the activities of the employees.