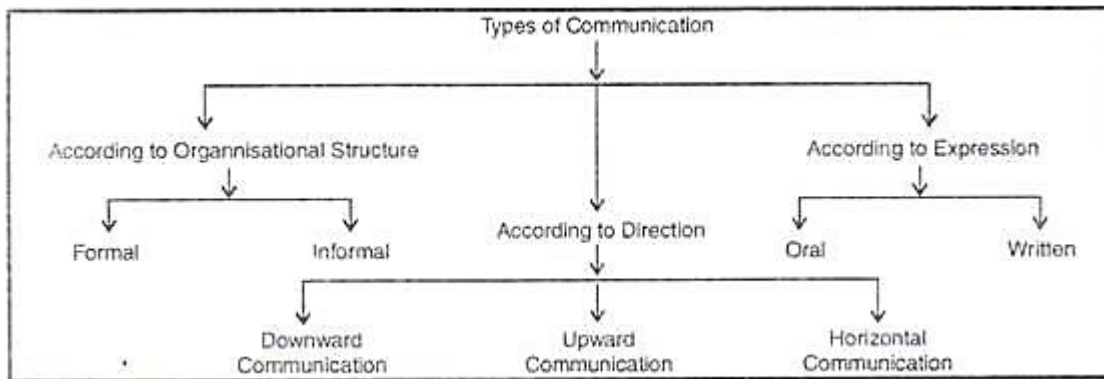


Essential Types of Organizational Communication



A. Communication According to Organizational Structure:

1. Formal Communication:

Such a communication is that which is associated with the formal organization structure and the official status or the position of the communicator and the receiver. It travels through the formal channels officially recognized positions in the organization chart. It is a deliberate (intentional, conscious) attempt to regulate the flow of communication so as to ensure that information flows smoothly, accurately and timely.

The forms of formal communication are as under:

- (i) Departmental meetings,
- (ii) Conference,
- (iii) Telephone calls,
- (iv) Company news bulletins,
- (v) Special interviews and special purpose publications and messages.

The main advantage of the formal communication is that the official channels enable the routine and standardized information to pass without claiming much of

managerial attention. Essentially, executives and managers may devote most of their precious time on matters of utmost significance.

But at the same time, the weakness of formal communication should not go unaccounted. Communication through channel of command greatly obstructs free and uninterrupted flow of information.

2. Informal Communication:

Informal communication is also known as 'Grapevine'. It is free from all sorts of formalities because it is used on informal relationships between the parties, such as friendship, membership in the same club or association.

Persons at the executive levels also use informal communication when they find it difficult to collect information from the workers. Such communication includes comments, suggestions etc. It may be conveyed by a simple glance, gesture, smile or mere silence.

B. Communication According to Direction:

1. Downward Communication:

Communication which flows from the superiors to subordinates is referred to as downward communication. In an organizational structure, the executives must exercise their powers to achieve the desired objectives which imply that they may be engaged in issuing orders, instructions and policy directives to the persons at the lower levels. This may be called downward communication. Under downward communication, immediate performance of a job is expected.

Five Elements of Downward Communication:

1. Specific task directives; Job instructions.

2. Information designed to produce understanding of the task and its relation to other organizational tasks; job rationale.

3. Information about organizational procedures and practices.

4. Feedback to the subordinate about his performance.

5. Information of an ideological character to inculcate a sense of mission, indoctrination of goals.

2. Upward Communication:

In an upward communication, the persons from the lower level are expected to have communication with those who are above them. It is just the reverse of downward communication. This sort of communication includes reactions and suggestions from workers, their grievances etc. Contents of upward communication are reports, reaction, suggestion statements and proposals prepared for the submission to the boss.

Upward Communication can be divided into four categories on the basis of what employee says:

(i) About himself, his performance and problems,

(ii) About others and their problems,

(iii) About organizational policies and practices, and

(iv) About what needs to be done and how it can be done.

3. Horizontal Communication:

When the communication takes place between two or more persons who are subordinates of the same person or those who are working on the same level of

organization, the communication is known as horizontal (lateral) communication. Horizontal Communication satisfies peoples' needs to know from their own peers without taking into account other levels in the organization

C. According to Way of Expression:

1. Oral or Verbal Communication:

Oral communication is a direct communication between two individuals. In oral communication both the parties i.e., sender and receiver exchange their ideas through oral words either in face to face conversation or through any mechanical or electrical device such as telephone, teleconference etc.

Oral communication enjoys certain advantages communication which may be enumerated as follows:

- (i) Oral communication has the distinct advantage of being quick and prompt. It provides the opportunity to both the transmitter and receiver of the message to respond directly.
- (ii) Oral communication facilitates close contact and thus fosters mutual exchange of ideas, facts, understanding and cooperation.
- (iii) Oral communication through direct contact undoubtedly inculcates in the subordinates a sense of self-importance which in turn acts as a motivating factor.
- (iv) Oral communication further enables the superior to make a quick appraisal of subordinate's action and reaction to any message transmitted. This obviously helps the superior to minimize and avert conflicts, redesign plans and programs according to the need of time and circumstances.

(v) The personality of the communicator is brought to bear in the communication process. This has good effect on the subordinates and they understand the communication properly.

(vi) It can bring a friendly and co-operative team spirit.

However, the following are the disadvantages of the oral communication:

(i) There is a possibility that the spoken words may not be clearly heard or understood.

(ii) It is not good for lengthy communications.

(iii) It requires the art of expressing accurately and appropriately, and listen to others emphatically.

(iv) It is inadequate where specific performance of policies and rules is needed.

(v) The inexperienced subordinates do not follow the facial expressions and the tone of manager's voice.

2. Written Communication:

When the communication is reduced to black and white (writing), it is called written communication. This includes written words, graphs, diagrams, pictures, etc. Written communications are extensively used in organizations.

Sometimes, this form of communication becomes indispensable as in the case of rules, orders, schedules or policy matters etc. The circulars, magazines, notes and manuals are some common forms of written communication.

It may be asserted from general observations that in all types of organizations both oral and written communication is in practice. Which form should be used and applied? Much depends on the message, its importance to receiver, and implication to functional aspects of the organization.

The Following List Presents Some Commonly Used Forms of Communication in Different Directions:

Oral	Written
(1) Personal instructions.	(1) Rules and instructions handbook.
(2) Lectures, conferences, meetings.	(2) Letters, circulars and memos.
(3) Grapevine rumors.	(3) Posters.
(4) Interviews.	(4) Bulletin and notice Boards.
(5) Face to face conversation.	(5) Handbooks and Manuals.
(6) Telephone etc.	(6) Annual Reports.
(7) Union channels.	(7) House Magazines.
	(8) Union Publications.
	(9) Personal letters and suggestions.
	(10) Complaint Procedure.