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### **Management of communications as controlling mechanism organizational behavior** Tomsk Polytechnic University

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#### **Abstract**

The attention to such social phenomenon as communication has sharply increased in modern conditions. Therefore, this paper is devoted to topical issues of management of communications. Today communications are essential for successful functioning of companies. Without communication employees do not receive information on activities of colleagues within the company, management does not receive necessary data, and heads of departments do not receive information on the basis of which they have to make decisions. Communications promote the increase in satisfactions of employees with their work, form the feeling of participation in company performance and also increase the indicators of activities and level of the company.

*Keywords:* management, organizational behaviour, communication

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#### **1. Introduction**

The organizational behavior shows methods of response of the organization on the happening internal and external changes in a company. Due to regular environmental influences companies seek to improve mechanisms to ensure its stable equilibrium and development. Organizational behavior is evaluation of behavior of individuals and teams the purpose of which to predict and understand the behavior, improve functioning of company.

Research of influence of various factors on behavior of employees is necessary in order to maintain efficiency of company at the level sufficient for its survival and development. The huge number of organizational parameters has a great influence on management of employees in the company: number of employees, structure and strategy, type and level of culture, life cycles of products or services. To the mechanisms of management organizational behavior refer not only management motivation of employees, management of conflicts, management of behavior in groups, management of adaptation of the personnel, but also management of communications.

## 2. Management of communication

The organization cannot function without communication. If there is no communications, staff does not know what their colleagues and managers do, and managers and team leaders cannot give instructions. It is impossible to coordinate all activities and organize staff interaction. Communications provide realization of all basic management functions - planning, organizing, leading and controlling. Only effective communications promote the increase of indicators of organization activity and level of staff satisfaction with work, forming of feeling of participation to company performance [2].

Communication is the information transfer from one person to another. Two persons always participate in communications at least. Communication is not something that a sender implies, that is what a receiver of the message understands. The main goal of communication is to achieve the precise understanding of the message by the receiving part.

The process of information exchange can be described in four main stages:

1. Formulation of the message idea.
2. Coding of the idea (verbal and nonverbal symbols) and choice of an information channel (personal meeting, written report, e-mail, call by phone). The choice of the communication channel is determining by sender peculiarities, by character of a message, and by operational environment of information receiver. Efficiency of an information exchange depends on compliance of the transferred idea and an information channel. If to use several channels then efficiency of communications increases. Also the information channel may experience interference, which distort the transmitted information.
3. Information transfer.
4. Receiving and decoding information. One source of the mistakes is coding and decoding of information as knowledge and experience of each person create filters and obstacles to the adequate interpretation of symbols.

Figure 1 shows a model of communication process.

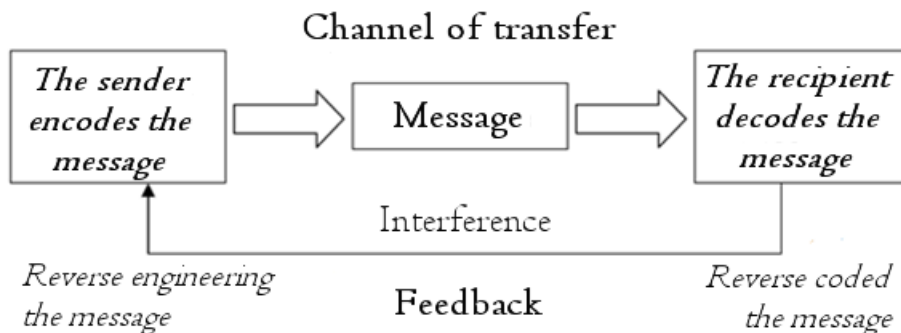


Figure 1. Model of process of communications [5]

When recipient responds to the information received, there is a feedback. Feedback is a response; it helps to understand about that how exactly the message would be interpreted. Feedback considerably increases possibilities of effective exchange of information, allowing suppresses interference (message distortion of meaning). Sources of interference may be interpersonal barriers (inability to listen, nonverbal barriers, different perceptions, semantic barriers) and organizational barriers (informational overloads, misstatement of messages, unsatisfactory structure of organization). [4]

Communications are divided into the following types shown in Table 1 and Table 2.

Table 1. Classification of communication in organization [3]

<b>Classification attributes</b>	<b>Types of communications</b>
subject and means of communications	<ul style="list-style-type: none"> <li>• by means of technical means</li> <li>• interpersonal</li> </ul>
form of communication	<ul style="list-style-type: none"> <li>○ verbal</li> <li>○ non-verbal (without words)</li> </ul>
channels of circulation	<ul style="list-style-type: none"> <li>• formal</li> <li>• informal</li> </ul>
organizational attribute	<ul style="list-style-type: none"> <li>○ vertical</li> <li>○ horizontal</li> <li>○ diagonal</li> </ul>
direction of communication	<ul style="list-style-type: none"> <li>• descending</li> <li>• ascending</li> </ul>

Table 2. Communication with internal and external environment [3]

<b>Between company and external environment</b>	<b>Within company (organizational)</b>
<ul style="list-style-type: none"> <li>• clients</li> <li>• contractors</li> <li>• partners</li> <li>• suppliers</li> </ul>	<ul style="list-style-type: none"> <li>• between divisions of t company (horiz.)</li> <li>• between members of group and groups (horiz.)</li> <li>• between management levels in company (vert.)</li> </ul>
	<p><i>Communications management level are divided:</i></p> <ul style="list-style-type: none"> <li>• on descending (from higher to lower levels)</li> <li>• on ascending (from lower to higher levels)</li> <li>• between manager and working group, between manager and subordinate (horiz.)</li> </ul>

The most part of communications in communicative chain of organization connects managers. The number of management levels in some companies varies from two to ten and more; the number of employees levels, as a rule, is equal to one unit. Each communication can lead to loss of certain information; biggest "opportunities" in this sense have leaders. The probability of information losses increases in direct ratio to length of a communicative chain [7].

Organizational communications of management level are divided into descending, ascending and horizontal [1]:

1. The descending communications are communications that consist of information sent by top management to their subordinates on different channels. Managers determine content of communications. The manager should choose the most important information as to keep employees staff up to date with everything that is happening in the company is impossible. Often managers give only the information which they believe is needed to employees; not trying to find out what information is really necessary or desirable for employees. As a result, there appears the resistance to change, which reduces the speed and the impact of implemented changes.

The main problem of descending communications is the corruption or total disappearance of initial sense of messages (dispersion of information). By transferring the message from one person to another about 25% of information is lost. It is necessary to choose the adequate channel

of information transfer, to achieve compliance of verbal and nonverbal messages and to listen carefully to provide information transfer accuracy on lower levels of the organization [6].

2. Ascending communications are messages sent from the lower levels of organization to higher levels. Employees need to report about results of work, to answer initiatives of a management and to voice complaints. Consolidation of ascending and descending information flows creates the closed cycle of communications between managers and employees. For organization of ascending communications the employee surveys, open days, personal meetings of employees and managers are used.

Problems can arise because managers don't want to receive the negative information from employees, and employees can do not trust managers so to send valuable information upward. Effective top managers are looking for ways to get reliable information without distortion [6].

3. Horizontal communications represent an exchange of messages between employees on work both within divisions of a company, and between them. It is about support of actions or about coordination. Horizontal communication is especially important in the training company where teams of employees are constantly looking for new ways of working. To increase of efficiency of horizontal communications special groups, committees and matrix structures are created.

Informal channels of communication are not connected with officially approved channels, and with the structure of the company. Informal communication exists alongside with formal communication and integrates all company employees. In most companies, informal channels play an important role and promote the implementation of work assignments.

### **3. Conclusion**

Communication is a process by which information is exchanged between people. Main problem of communication is inadequate perception of transmitted data and, therefore, productivity of communications. The message on the way overcomes numerous barriers. As a result, information comes to recipient in a distorted form, and cannot come at all. Both person and technical means of communications can limit efficiency of communications.

Communication as a process of interaction and information transfer is the cornerstone of functioning of any company and penetrates all systems of human resources management. Communication is a binding process, as it is built into all major types of management activity. The system of communications of the company is one of the management process factors of organizational development of the company and requires an integrated approach to studying and forming. Effective communications in practice is a necessary condition of successful company goal achievement. Management of communications promotes creation of favorable communication conditions to increase of efficiency of company activities.

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