Organizational Behavior

Meeting-9

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taufiknooraditama.wordpress.com

Communication
And
# Organizational culture

Communication

Definition

The process of transferring information and understanding between two or more people through a media, where each person seeks to give meaning the messages sent

Communication function

1) Control the behavior of members.

2) Help motivational development about what needs to be done.

3) Form of emotional expression.

4) Provide information needed in decision making

Communication Process Model
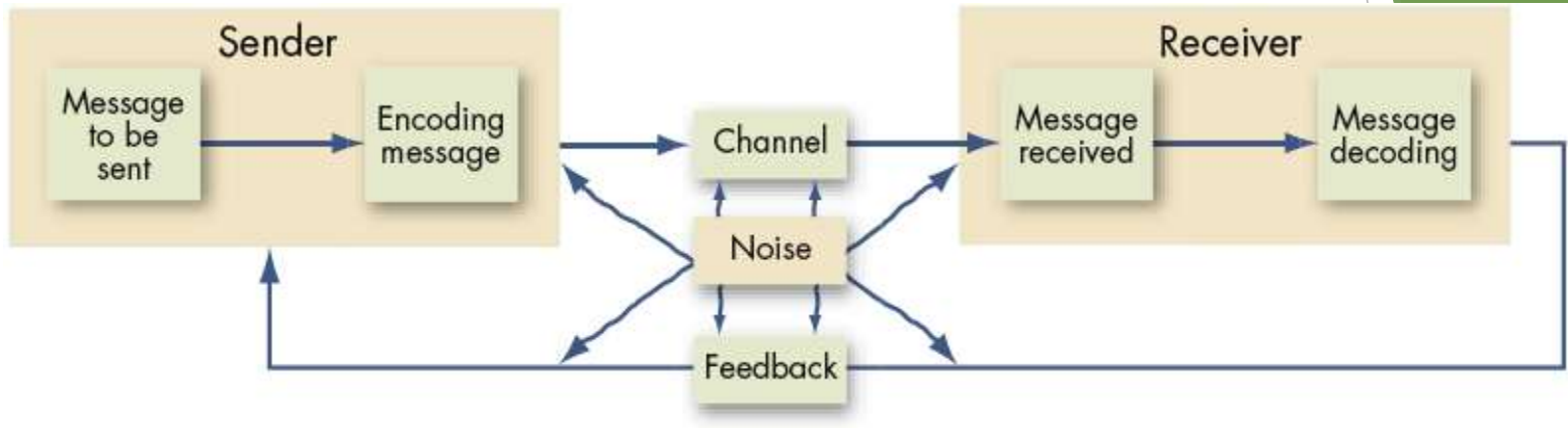
Communication Process

The stages between *a source* and the *recipient* that results in transfering and understanding of a meaning

Key parts of Communications Process

➤ *The Sender* - the person who sent the message

➤ *Message to be sent* - ideas / information to be conveyed

➤ *Encoding* - change in the form of messages that are easy to understand

➤ *The Channel* - the channel to be used

➤ *The Receiver* - the person who received the message

➤ *The Message received* - what will be received

➤ *Decoding* - the way the message recipient processes what it receives

➤ *Noise* - interference experienced during the process of receiving a message

➤ *Feedback* - the recipient's message regarding the matter conveyed by the messenger

Communications Process

- ➢ **Channel**

  - ✓ Means that have been selected by the sender about through an intermediary what message will be delivered.
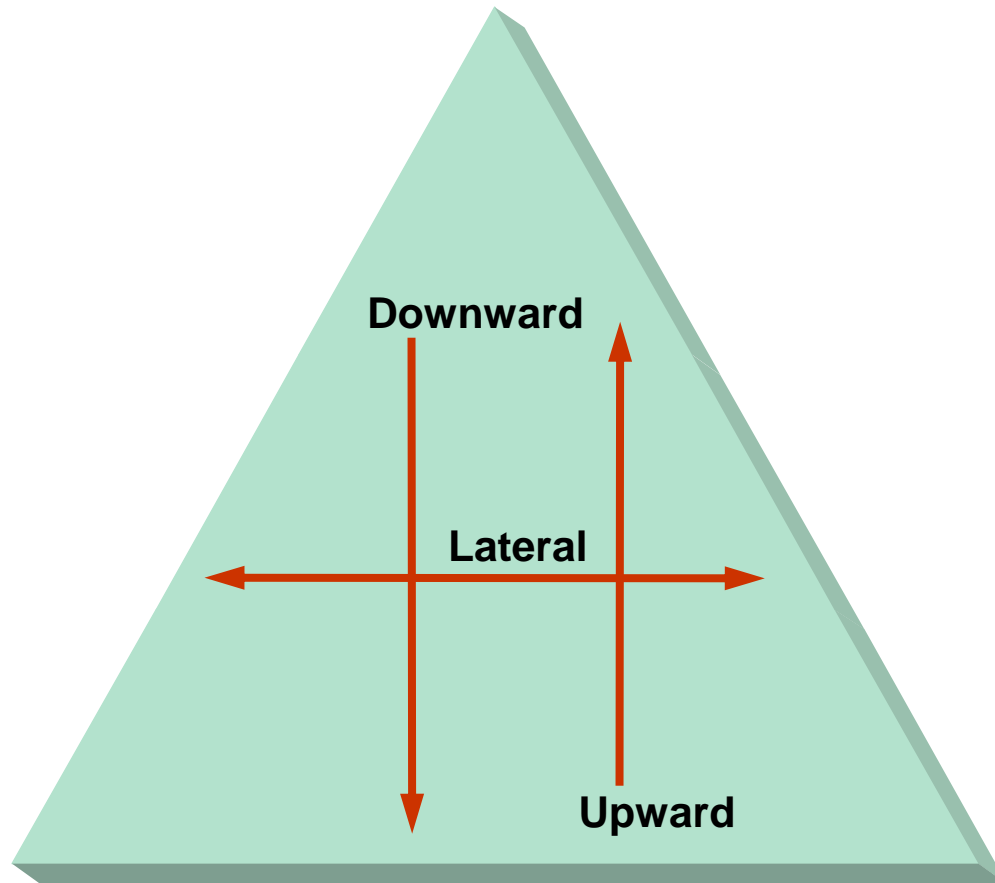
- ➢ **Channel Types**

  - ✓ Formal Channels

    Created by an organization where messages sent are related to member activities.

  - ✓ Informal Channels

    Used to send private or social messages within the organization

Communication Direction

Communication Direction

➢ **Vertikal- Downward**

  ✓ Explain what is the expected result from the subordinate clearly

  ✓ The reason behind the task if necessary

➢ **Vertikal - Upward**

  ✓ Subordinate must ask promptly if there are any unclear message

  ✓ Share the thought and ideas

➢ **Lateral**

  ✓ The equal level in organization, coordination

BUTTOM-UP COMMUNICATION INCOMPLETE

CAUSE

- Subordinates are too ambitious
- Subordinates don't trust superiors
- Subordinates feel insecure

HOW TO SOLVE

- Search for information from other sources
- Develop a relationship of mutual trust

TOP-DOWN COMMUNICATION INCOMPLETE

CAUSE

- Leaders over estimate in the delivery.
- Control that is too tight

HOW TO SOLVE

- Improve verbal communication
- Increase trust in subordinates.

Communication between individuals

➢ **Verbal communication**

  ✓ Advantages: Fast and direct feedback.

  ✓ Disadvantage: Message distortion

➢ **Written communication**

  ✓ Advantages : Visible and verifiable.

  ✓ Disadvantages: Long time and lack of feedback.

➢ **Non-verbal communication**

  ✓ Advantages: Helps communication with the expression of emotions and feelings.

  ✓ Disadvantage: There is a misperception about body movements or attitudes that can affect the recipient's message interpretation

Three Formal Small Group Networks

Chain   Wheel   All channel
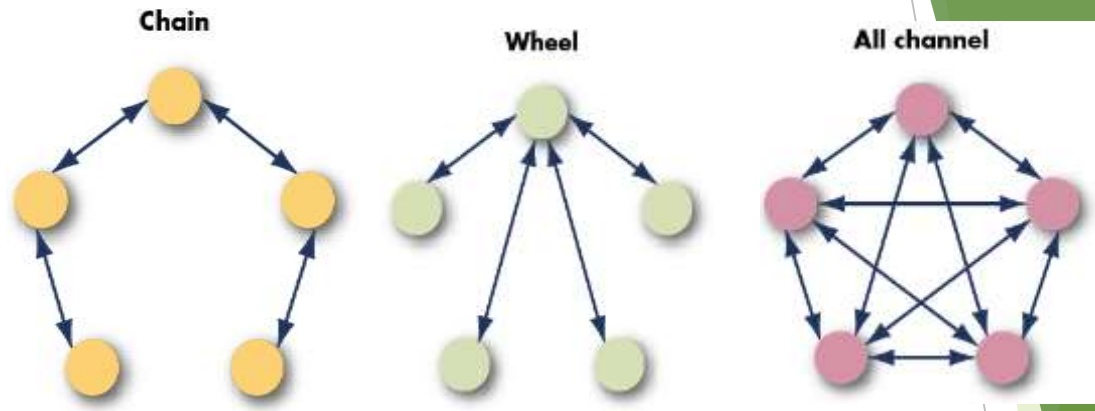
NETWORKS

Criteria	Chain	Wheel	All Channel
Speed	Moderate	Fast	Fast
Accuracy	High	High	Moderate
Emergence of a leader	Moderate	High	None
Member satisfaction	Moderate	Low	High

Minimizing negative consequences

1. Tells **the flow** to make important decisions.

2. Explain **decisions and behaviors that might appear inconsistent or secret**

3. Confirm to subordinates as well as superiors regarding **current decisions and future plans**.

4. **Openly discuss** the worst possibilities
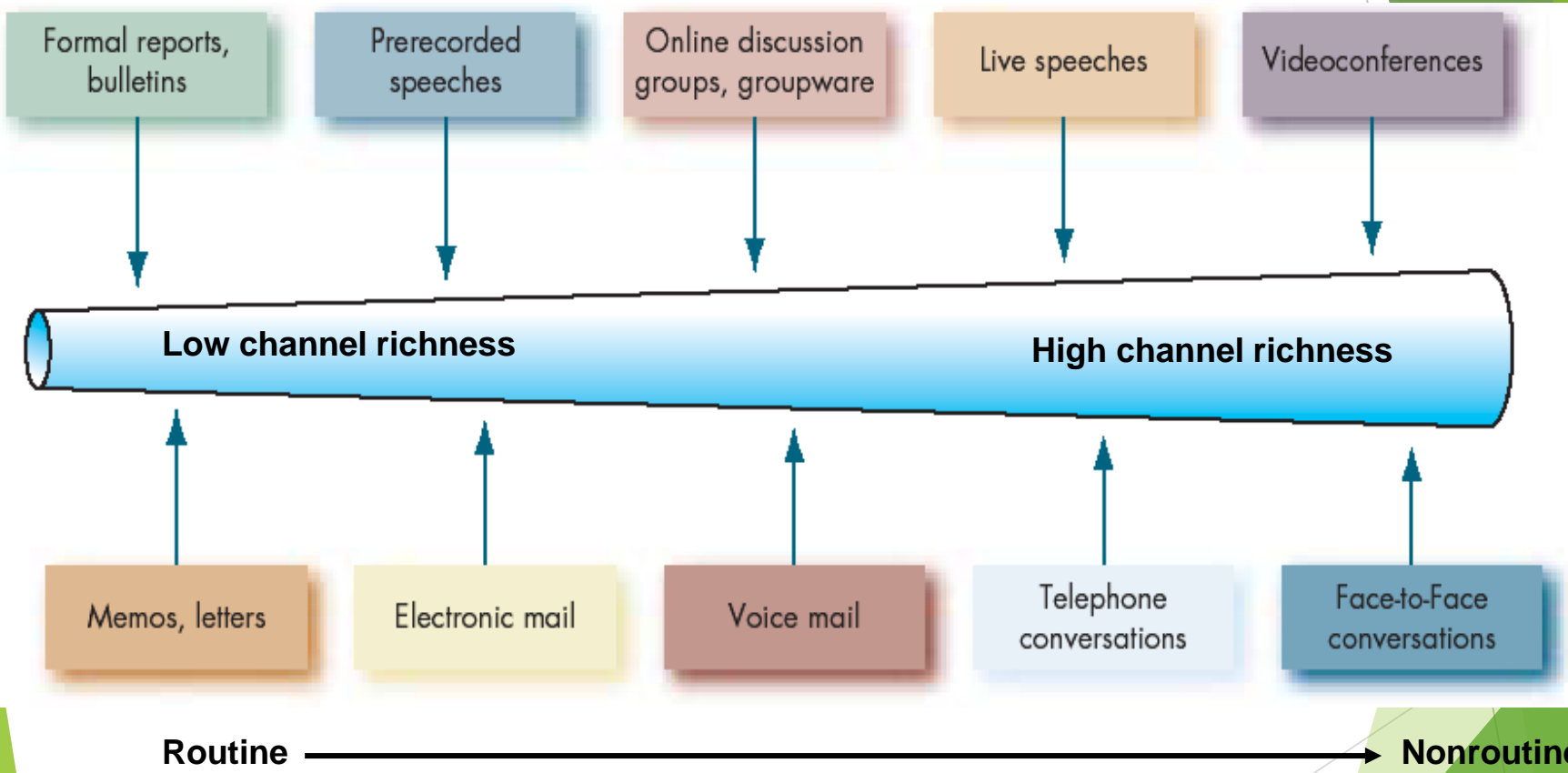
Channel Richness:

The amount of information that can be sent in one communication event

Characteristics of Channel Richness

1. Ability to handle _multiple (dual) gestures_ simultaneously

2. Facilitates _fast feedback_

3. _Be personal_

Amount of Information from Communication Channels

| Formal reports, bulletins | Prerecorded speeches | Online discussion groups, groupware | Live speeches | Videoconferences |

Low channel richness — **High channel richness**

| Memos, letters | Electronic mail | Voice mail | Telephone conversations | Face-to-Face conversations |

Routine ⟶ Nonroutine

Source: Based on R.H. Lengel and D.L. Daft, "The Selection of Communication Media as an Executive Skill," *Academy of Management Executive*, August 1988, pp. 225–32; and R.L. Daft and R.H. Lengel, "Organizational Information Requirements, Media Richness, and Structural Design," *Managerial Science*, May 1996, pp. 554–72. Reproduced from R.L. Daft and R.A. Noe, *Organizational Behavior* (Fort Worth, TX: Harcourt, 2001), p. 311.

Filtering

Abuse of information by the sender so that *it looks more pleasing to the recipient.*

Selective Perception

People *selectively interpret* what they see based on their interests, backgrounds, experiences and attitudes.

Information Overload

A condition where information flows *beyond individual processing capacity.*

Emotions

About *how the recipient feels* when the message is received will affect how the message will be interpreted.

Language

Words have *different meanings* to different people.

Communication Anxiety

Tension and anxiety regarding oral communication, written communication and both

Limitation of Communication between Men and Women

❖ **Men communication:**

- ✓ Emphasis on status, power and freedom

- ✓ Complaining that women always talk about problems.

- ✓ Offering a solution.

- ✓ Proud of what they have achieved.

❖ **Women's Communication:**

- ✓ Creating relationships and intimacy.

- ✓ Criticizing men for not listening.

- ✓ Talking about a problem will create closeness.

- ✓ Expressing regret/ sorrow

Breaking Communication Barriers
(Sayles & Strauss)

➢ Use feedback.

➢ Use face to face communication.

➢ Be sensitive to the world of recipients.

➢ Be aware of symbolic meanings.

➢ Use simple language.

➢ Use repetition in the right amount.

Cross-Cultural Communication

❖ **Cultural Limits**

✓ The meaning of words

✓ Word connotation

✓ Difference in tone

✓ Difference in perception

❖ **Cultural Guide**

✓ Assume there is a difference until it is proven there are similarities

✓ Emphasize on description not interpretation or evaluation.

✓ Do empathy

✓ Treat your interpretation as a working hypothesis

Cultural Context

High Context Culture

Culture that relies heavily on *nonverbal situations and is not seen* in communication.

Low Context Culture

Culture that relies *heavily on words* to convey intentions in communication.

Nonverbal Communications

- ❖ **Body Movement**
  - ➤ Movement that is not realized but has a certain meaning
  - ➤ Indicates the level of interest in other parties or status differences
- ❖ **Intonations and Voice Emphasis**
  - ➤ *How to pronounce* affects the meaning to be conveyedFacial Expressions
  - ➤ Showing emotions
- ❖ **Physical Distance between Sender and Receiver**
  - ➤ The distance between the two sides depends on the culture adopted

Be aware of the nonverbal cues

High Cultural Context vs. Low

High
context

Low
context

Chinese
Korean
Japanese
Vietnamese
Arab
Greek
Spanish
Italian
English
North American
Scandinavian
Swiss
German

Organizational culture

Telkom University

Organizational culture

> **A system of shared meaning** held by members that distiguishes the organization from other organizations

Shared meaning system:

A set of key characteristics that are upheld by the organization

Characteristics:
1. Innovation and risk taking
2. Attention in detail
3. Results orientation
4. People orientation
5. Team orientation
6. Aggressiveness
7. Stability

Key Characteristics of Organizational Culture

1. **Innovation and the courage to take risks:**

   ✓ The extent to which employees are encouraged to be innovative and dare to take risks.

2. **Attention to details:**

   ✓ The extent to which employees are expected to carry out precision, analysis, and attention to details.

3. **Results orientation:**

   ✓ The extent to which management focuses more on results than on the techniques and processes used to achieve those results

Key Characteristics of Organizational Culture

4. **People orientation:**

   ✓ The extent to which management decisions consider the effects of these results on people in the organization.

5. **Team Orientation:**

   ✓ The extent to which work activities are organized on teams rather than individuals.

6. **Aggressiveness:**

   ✓ The extent to which people are aggressive and competitive rather than relaxed.

7. **Stability:**

   ✓ he extent to which organizational activities emphasize maintaining the status quo in comparison with growth.

Does the organization have a uniform culture?

Dominant Culture

A culture that expresses *the core values that are shared* by a majority of the orhanization's member

Corporate Culture

Subcultures

Minicultures within an organization, typically defined by departement designations and geographical separation

VALUES

Values

Values is *a belief about how to behave* that the individual wants and is used as a principle or standard in his life**.**

Value system

A level is based on an individual's *value rating in terms of its intensity*.

Core Values

The primary or dominant values that are acccepted throughout the organization

CORPORATE
CULTURE

Strong Culture

Culture in which the core values are **intensely held and widely shared**

Characteristics of Strong Culture

1. A loyal member of the organization
2. Guidelines behave in compliance by members of the organization
3. Organizational values are lived and implemented in everyday behavior
4. Reduced turnover
5. The existence of cohesiveness and commitment to the organization
6. Provide a special place for corporate heroes
7. There were many rituals

Characteristics of Weak Culture

1. Conflicting groups formed with each other.

2. Loyalty to the group exceeds loyalty to the organization.

3. Members do not hesitate to sacrifice the interests of the organization for group or personal interest.

What do cultures Do?

1. Culture defines *the rules of game*
2. Culture creates *climate*
3. *Ethical work* climate
4. Culture & *sustainability*
5. Culture & *innovation*
6. Culture as *an asset*
7. Culture as *a liability*

Forming Elements of Culture

1. Business environment
2. Values
3. Hero
4. Ritual
5. Cultural network

The process of creating culture occurs in three ways:

➤ **First:**

Founders only recruit and retain employees who are of **the same mind and feelings** as they are

➤ **Second:**

They **indoctrinate and socialize** their way of thinking and behavior to employees

➤ **Third:**

The founder's own behavior **acts as a role model** that encourages employees to identify themselves and thereby internalize the founder's beliefs, values, and assumptions.
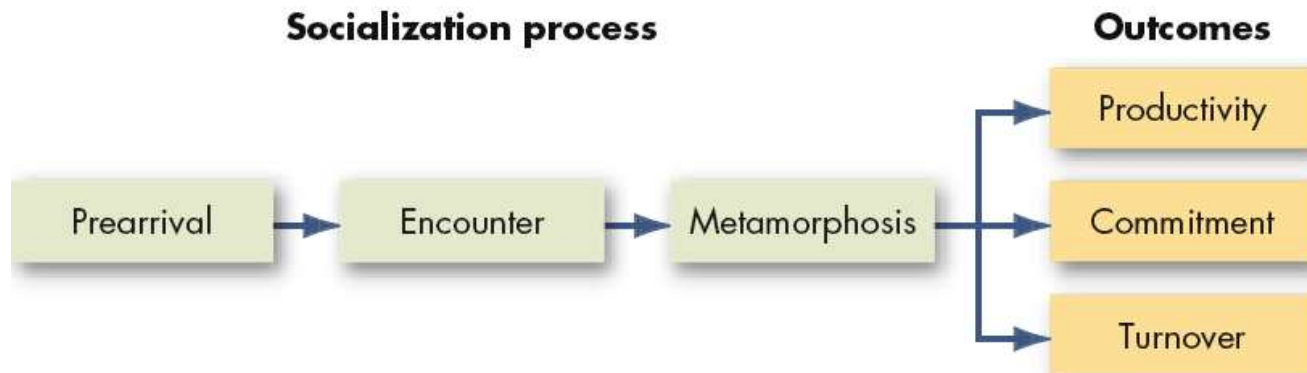
1. Pre-arrival Stage

Learning period that occurs before new employees join the organization.

2. Encounter Stage

The stage in which new employees see what the organization really looks like and face the possibility of deviations between expectations and reality

3. Metamorphosis Stage

The stage in which new employees change and adjust to work, work groups and organizations.

How Organizational Culture Impacts Performance and Satisfaction

Objective factors
- Innovation and risk taking
- Attention to detail
- Outcome orientation
- People orientation
- Team orientation
- Aggressiveness
- Stability

Perceived as → Organizational culture →

Strength
High
Low

Performance

Satisfaction

Creating & Sustaining Culture

1. **Selection member of organization**

   ➢ Pay attention to how candidates will adapt to the organization.

   ➢ Provide information to candidates about the organization

2. **Commitment of top management**

   ➢ Senior executives Help establish the norms of behavior used by the organization.

3. **Socialization**

   ➢ Processes that help new employees adapt to organizational culture.

4. **Empowerment.**

   ➢ Provides the freedom to make decisions related to daily activities, which allow employees to make instant decisions to satisfy customers,

5. **Leadership.**

   ➢ The leader through his words and actions demonstrate his commitment to customer satisfaction.

6. **Performance evaluation.**

   ➢ Behavioral based performance is measured by effort, commitment, teamwork, friendliness, and the ability to solve customer problems rather than based on measurable results achieved.

7. **Reward system.**

   ➢ Management needs to provide appropriate compensation. Also giving awards, salary increases, promotions based on exceptional customer service.