

THAKUR COLLEGE OF SCIENCE & COMMERCE

Autonomous

COMMUNICATION SKILLS

CHANNELS OF COMMUNICATION

In an organization, communication flows in 5 main directions-

- Downward
- Upward
- Horizontal /Lateral
- Diagonal
- Grapevine Communication

Downward Communication:

Communication that flows from a higher level in an organization to a lower level is a downward communication. In other words, communication from superiors to subordinates in a chain of command is a downward communication. This communication flow is used by the managers to transmit work- related information to the employees at lower levels. Employees require this information for performing their jobs and for meeting the expectations of their managers. Downward communication is used by the managers for the following purposes –

Providing feedback on employees' performance. Giving job instructions.

Providing a complete understanding of the employees' job as well as to communicate them how their job is related to other jobs in the organization.

Communicating the organizations mission and vision to the employees. Highlighting the areas of attention.

Organizational publications, circulars, letter to employees, group meetings etc are all examples of downward communication. In order to have effective and error-free downward communication, managers must:

Specify Communication Objective.

Ensure that the message is accurate, specific and unambiguous.

Utilize the best communication technique to convey the message to the receiver in

right form.

Upward Communication:

Communication that flows to a higher level in an organization is called upward communication. It provides feedback on how well the organization is functioning. The subordinates use upward communication to convey their problems and performances to their superiors.

The subordinates also use upward communication to tell how well they have understood the downward communication. It can also be used by the employees to share their views and ideas and to participate in the decision-making process. Upward communication leads to a more committed and loyal workforce in an organization because the employees are given a chance to raise and speak dissatisfaction issues to the higher levels. The managers get to know about the employees' feelings towards their jobs, peers, supervisor and organization in general. Managers can thus accordingly take actions for improving things.

Grievance Redressal System, Complaint and Suggestion Box, Job Satisfaction surveys etc. all help in improving upward communication. Other examples of Upward Communication are -performance reports made by low level management for reviewing by higher level management, employee attitude surveys, letters from employees, employee-manager discussions etc.

Lateral / Horizontal Communication:

Communication that takes place at same levels of hierarchy in an organization is called lateral communication, i.e., communication between peers, between managers at same levels or between any horizontally equivalent organizational members. The advantages of horizontal communication are as follows:

It is time saving.

- It facilitates co-ordination of the task.
- It facilitates co-operation among team members.
- It provides emotional and social assistance to the organizational members. It helps in solving various organizational problems.

- It is a means of information sharing.
- It can also be used for resolving conflicts of a department with other department or conflicts within a department.

Diagonal Communication or Crosswise Communication :

Communication that takes place between a manager and employees of other workgroups is called diagonal communication. It generally does not appear on organizational chart. For instance - To design a training module a training manager interacts with an Operations personnel to enquire about the way they perform their task. The Accounts people of an organization visiting different employees in various departments for their IT calculation, bonus for workers etc. fall under diagonal communication.

Grapevine Communication (Informal Communication)

Grapevine is an informal channel of business communication. It is called so because it stretches throughout the organization in all directions irrespective of the authority levels. Man, as we know is a social animal. Despite existence of formal channels in an organization, the informal channels tend to develop when he interacts with other people in organization. It exists more at lower levels of organization. Grapevine generally develops due to various reasons. One of them is that when an organization is facing recession, the employees sense uncertainty. Also, at times employees do not have self-confidence due to which they form unions.

Sometimes the managers show preferential treatment and favour some employees giving a segregated feeling to other employees. Thus, when employees sense a need to exchange their views, they go for grapevine network as they cannot use the formal channel of communication in that case. Generally during breaks in cafeteria, the subordinates talk about their superior's attitude and behaviour and exchange views with their peers. They discuss rumours about promotion and transfer of other employees. Thus, grapevine spreads like fire and it is not easy to trace the cause of such communication at times.

Example of Grapevine Network of Communication:

Suppose the profit amount of a company is known. Rumour is spread that this much profit is there and on that basis bonus is declared.

CEO may be in relation to the Production Manager. They may have friendly relations with each other.

Advantages of Grapevine Communication

Grapevine channels carry information rapidly. As soon as an employee gets to know some confidential information, he becomes inquisitive and passes the details then to his closest friend who in turn passes it to other. Thus, it spreads hastily.

The managers get to know the reactions of their subordinates on their policies. Thus, the feedback obtained is quick compared to formal channel of communication.

The grapevine creates a sense of unity among the employees who share and discuss their views with each other. Thus, grapevine helps in developing group cohesiveness. The grapevine serves as an emotional supportive value.

The grapevine is a supplement in those cases where formal communication does not work.

Disadvantages of Grapevine Communication

The grapevine carries partial information at times as it is more based on rumours. Thus, it does not clearly depict the complete state of affairs.

The grapevine is not trustworthy always as it does not follow official path of communication and is spread more by gossips and unconfirmed report.

The productivity of employees may be hampered as they spend more time talking rather than working. The grapevine leads to making hostility against the executives.

The grapevine may hamper the goodwill of the organization as it may carry false negative information about the high-level people of the organization.

Types of Channels

A breakdown in the communication channel leads to an inefficient flow of information. Employees are unaware of what the company expects of them. They are uninformed

of what is going on in the company.

This will cause them to become suspicious of motives and any changes in the company. Also, without effective communication, employees become department minded rather than company minded, and this affects their decision making and productivity in the workplace.

Eventually, this harms the overall organizational objectives as well. Hence, in order for an organization to be run effectively, a good manager should be able to communicate to his/her employees what is expected of them, make sure they are fully aware of company policies and any upcoming changes.

Therefore, an effective communication channel should be implemented by managers to optimize worker productivity to ensure the smooth running of the organization.

Formal Channels of Communication

The messages which are circulating on regulated, preset channels, of an organization are creating the formal communication. The content of the communication is related to the organization's activity, to the work and to anything which is related to those. The formal communication can consist in verbal messages, nonverbal messages, written, under the shape of letters, telephone messages, radio messages, printed, internal notes. Even some gestures can consist in formal communication. The messages are transmitted by the authorized ones: on official channels, these arrive to the ones who need to react, to people or machines which need to know the content of these messages.

Usually, all formal communications are recorded and kept in the organization's evidence. Are retained copies of these by the transmitter, by the receiver, by all of the desks from the organization which need to know and keep the information? Examples of formal communications are given by work commands, reports and financial evidence, reports over sells / inventory, statements referring to the company's policies, post descriptions, etc.

The formal communication network is formed out of formal channels, created by setting a formal system of responsibilities according to the hierarchical structure of the organization. The perfect network is the one which contains communication channel from bottom up, downwards and horizontally. Often the direction of

horizontal communication is missing or it is inefficient and in this way the accuracy of the information decreases. The situation is appearing because of the lack of permanent circulation of the information between departments, although this is vital for the organization in conditions of existent competition, or the lack of specialists in organizational communication.

The number of communication channels available to a manager has increased over the last 20 odd years. Video conferencing, mobile technology, electronic bulletin boards and fax machines are some of the new possibilities. As organizations grow in size, managers cannot rely on face-to-face communication alone to get their message across. A challenge the manager's face today is to determine what type of communication channel should they opt for in order to carryout effective communication.

In order to make a manager's task easier, the types of communication channels are grouped into three main groups: formal, informal and unofficial.

A formal communication channel transmits information such as the goals, policies and procedures of an organization. Messages in this type of communication channel follow a chain of command. This means information flows from a manager to his subordinates and they in turn pass on the information to the next level of staff.

An example of a formal communication channel is a company's newsletter, which gives employees as well as the clients a clear idea of a company's goals and vision. It also includes the transfer of information with regard to memoranda, reports, directions, and scheduled meetings in the chain of command.

A business plan, customer satisfaction survey, annual reports, employer's manual, review meetings are all formal communication channels.

Informal Channels of Communication

Informal communication arises out of all those channels that fall outside the formal channels and it is also known as grapevine. It is established around the societal affiliation of members of the organization. Informal communication does not follow authority lines as in the case of formal communication.

Informal communication takes place due to the individual needs of the members of an organization and subsists in every organization. Normally, such communication is oral and may be expressed even by simple glance, sign or silence. Informal communication, is implicit, spontaneous multidimensional and diverse. It often works in group of people, i.e. when one person has some information of interest; he passes it on to his informal group and so on.

An organization can make efficient use of informal channels to fortify the formal channels of communication. It acts as a valuable purpose in expressing certain information that cannot be channeled via the official channels. It satisfies the people desires to identify what is happening in the organization and offers an opportunity to express dreads, worries and complaints. Informal communication also facilitates to ameliorate managerial decisions as more people are involved in the process of decision-making.

In spite on many advantages, informal communication has certain disadvantages. Informal communication contains facts, deceptions, rumors and unclear data. The informal channels of communication may transmit completely imprecise information that may harm rather than help an organization. In addition, it is impossible to fix the responsibility for its origin or flow of information. However, for the efficient working of any organization both formal and informal communications are required.

An example of an informal communication channel is lunchtime at the organization's cafeteria/canteen. Here, in a relaxed atmosphere, discussions among employees are encouraged. Also, managers walking around, adopting a hands-on approach to handling employee queries is an example of an informal communication channel. Quality circles, team work, different training programs are outside of the chain of command and so, fall under the category of informal communication channels.

Functions of Communication

The most basic functions of communication in an organization are to inform, control, motivate and emotional expression.

Information

MATERIAL COLLATED FROM VARIOUS SOURCES

An organization needs a vast amount of information to function and operate a business. The top management would require timely and accurate information for the various departments to make effective decisions. Information is dispersed throughout an organization through written or verbal communication. A human resources representative or business owner may send out a memo explaining a change in the company's health plan. A business meeting may be used as a way to communicate a new office procedure. A webinar allows a company to conduct a meeting over the Internet with employees or customers who cannot attend in person. The idea of informing within an organization is to provide data and information so that employees can effectively complete their job. Information ensures that an employee is aware of the rules and procedures of an organization. It also eliminates job uncertainty for workers when they are fully informed.

Control

The management of any organization will always have plans with long, medium- or long-term objectives for the months and years ahead. To achieve these objectives, the daily & monthly activities must proceed as planned in order to achieve the objectives for the period. Communication acts to control member behavior in several ways. Organizations have authority hierarchies and formal guidelines that employees are required to follow. When employees, for instance, are required to first communicate any job-related grievance to their immediate boss, to follow their job description, or to comply with company policies, communication is performing a control function. But informal communication also controls behavior.

When work groups tease or harass a member, who produces too much (and makes the rest of the group look bad) they are informally communicating with, and controlling the member's behavior. A company uses communication as a way to maintain control over employees and their work environment. Written human resources policies and procedures dictate how employees are permitted to act in the workplace. Job descriptions outline the parameters of an employee's job functions. Performance reviews control whether an employee receives a raise or attains a

promotion.

Motivation

Managers use communication to motivate workers to achieve peak performance. By clarifying the expectations of employees and providing incentives for meeting or exceeding expectations, communication can help companies reach specific objectives. For example, by communicating to salespeople that they'll receive a 10 percent bonus if they reach their annual sales goal, it helps the company reach its overall sales goals. Communication fosters motivation by clarifying to employees what is to be done, how well they are doing and what can be done to improve performance if it's subpar. We saw this operating in our review of goal-setting and reinforcement theories. The formation of specific goals, feedback on progress toward the goals, and reinforcement of desired behavior all stimulate motivation and require communication.

Emotional Expression & Interdependence

Emotional appeal is when emotions or arguments are used to persuade others instead of facts or logic. Organizations can use emotional appeals when delivering bad news. Last year, the CEO spoke to the entire company at an emergency meeting. He explained how devastated he was over the need to have a corporate downsizing. He used emotion to explain that it was better for the overall security of the company to eliminate some positions. For many employees, their work group is a primary source for social interaction. The communication that takes place within the group is a fundamental mechanism by which members show their frustration and feelings of satisfaction. Communication therefore provides release for the emotional expression of feelings and for fulfillment of social needs.

Technology & Business Communication

Technology has changed business in many ways, but its effect on communication is arguably the most significant. The use of technology in daily business operations is constantly evolving, and one such example is the use of technology in business

communication. Being in touch is very important to businesses, that is why it is no wonder why a lot of resources is spent in improving the communication procedures of various businesses. The revolution of the Internet has allowed businesses to have more options as far as business communication was concerned. It made the technologies of software, hardware, and network converge into one cohesive and solid system, which made the optimization of various business procedures faster.

Indeed, the employees and the organizations as a whole greatly benefit from the use of technology in business. With a feasible business plan, organizations can save a lot of money and raise the level of productivity of the staff if the use of technology were well-planned and executed. Even medium-scale companies now have a chance to participate in the fierce competition among larger businesses. This is just one proof that technology in business communication is capable of increasing worker productivity. If you come to think about, the advantages do not need an employee to undergo a radical adjustment. On the contrary, tasks are made simpler and more convenient for the user.

Communication Is Faster

Whether you need to speak with an employee who is traveling in another state or country or you need to communicate with your supplier half way around the world, technology allows you to do so instantaneously. In fact, thanks to email and text messages, you can now send messages to people in other time zones before you forget without worrying that you will wake them up. In fact, the Internet has allowed business people to communicate easily regardless of time zone and language issues.

Expanded Communication Opportunities

Technology allows individuals to communicate and carry on a business relationship without ever meeting face to face, so people in all parts of the world now have the chance to interact with a company in a rural part of India. For example, technology allowed for the emergence of the virtual assistant, a worker who completes tasks for her client online without having ever met him, in the 20th century.

Cost-Cutting Procedures

In addition to migrating to a digital means of communicating, a business can save a lot with technological advances in business communication. Business software products that combine voice and data no longer have the need for multiple lines that can add a bulky amount to communication expenses. In addition, minimal technical support is needed since most of the installation, operations, and maintenance procedures can be done with little or no supervision at all.

Network Convenience

The use of modern technology in business communication eradicates the complexity that is involved in monitoring network traffic. This is because all the communication data travels at the same stream. Therefore, there is only one network that needs to be monitored, and this lessens the work of network administrators, giving them more time to work on other tasks.

The benefits of technology in business communication are almost immeasurable, since its advantages are long term and all-encompassing. Businesses can use this to their advantage to increase productivity, to raise revenues, to build better relationships with customers, and to survive longer in the business.

NETIQUETTE

Netiquette is a combination of the words network and etiquette and is defined as a set of rules for acceptable online behavior. Similarly, online ethics focuses on the acceptable use of online resources in an online social environment.

Both phrases are frequently interchanged and are often combined with the concept of a 'netizen' which itself is a contraction of the words internet and citizen and refers to both a person who uses the internet to participate in society, and an individual who has accepted the responsibility of using the internet in productive and socially responsible ways.

What Does Good Web Etiquette Look Like?

Underlying this overall concept of socially responsible internet use are a few core pillars, though the details underneath each pillar are still subject to debate.

For Society:

Recognizing that the internet is an extension of society. The internet isn't a new world in which anything goes, but rather, a new dimension of the world around us.

Applying the same standards online as we do in public. In simple terms, this means that the values society has in place against hate speech and bigotry, child exploitation, and child pornography, copyright violations and other forms of theft, remain intact. Values around courtesy, kindness, openness, and treating others with the same respect we wish to receive should also be adhered to.

Refusing to empower abuse and harassment while online. Accepting that the laws which are currently in place to protect the rights and dignity of citizens apply online and that where needed, laws are updated to reflect these rights in the extended environment. Theft, harassment, and bullying while online is still theft, harassment, and bullying, period.

Acknowledging cultural differences. Even when national boundaries no longer apply, cultural respect and tolerance should remain. This requires finding a way to accept that the social values and norms of some netizens will not be the social values and norms of all netizens.

For Businesses:

For companies, being a good netizen, applying online ethics, and using netiquette include: Respecting rights of privacy for offline employees. Information possessed by citizens in their offline interactions should be respected.

Maintaining transparency in information policies. By taking action so that consumers can easily and quickly understand how that company is using their information and protecting them from harm, companies can provide users with a clear means of ownership and self-determination as to what is, and isn't shared about them, which strengthens the consumer relationship.

Most internet users automatically apply the same responsible respectful behavior online as they do in every other environment and by nature apply netiquette an online ethics, and are good netizens. The minority that fails to apply societal values in some or any environment- including the internet- are quickly identified as exceptions to be dealt with on a social, or criminal level. When you choose to partner with technology companies, especially for something as important as internet security, it's imperative you ensure that the partner shares your understanding of what it means to act ethically online.

Netiquette, short for network or internet etiquette, is a set of social conventions that define what is and is not appropriate behavior in the online environment. Due to the physical separation of participants in an online classroom as well as the varying experience of individuals in this environment, there are behaviors that can occur that lessen the likelihood of a healthy online learning community developing. Although what is included in a netiquette statement isn't always up to the individual instructor, there are a few guiding principles that can be employed to ensure civility:

Follow standard Communication Rules: There are a number of conventions that are offensive or inappropriate in online communication, and the classroom is no exception. Whenever possible, avoid writing in all caps; using text speak, slang, or curse words; or including emojis or emoticons in your messages. Many of these conventions are acceptable in other forms of digital communication, but the online classroom is still an academic community and should be treated as such.

Avoid Sarcasm: Although a statement might seem funny to you, the reality is that written sarcasm can be extremely difficult to detect. Many an online argument has started because of a sarcastic statement that was misinterpreted, so it's best to avoid writing these messages.

Be Respectful: When sitting behind a keyboard, it's easy to forget that the messages you type are being read and received by another individual. Although it's exciting to discuss a topic that means a lot to you, it's important to remember that the classroom is an academic environment and that, as an instructor, it's your role to ensure that all students feel comfortable expressing their opinions. Maintaining a willingness to protect not only opinions, but individuals, is a critical component of the online classroom.

Netiquette isn't limited to formal student–student or instructor–student interactions either—it shows up in any online interaction. E-mails, LMS messages, discussion forums, and assignment feedback should all follow standard netiquette rules. In addition, when replying to students' messages, it's critical that one do so in both a timely manner and with the inclusion of a professional signature line. This helps convey a professional image, which can be important when interacting with students you might not see.

In these communications, it's also important to remember student privacy. Student work can't be shared without permission, nor can personal information about your students. This isn't just good netiquette; it's the law.

Although good netiquette is important to the success of online interactions, it's important to note that bad netiquette has some major implications, too. If a student is ridiculed for his or her ideas, communication style, or other qualities, it's likely that he or she will shy away from sharing again. By distracting individuals from the quality of education itself, the classroom as a whole suffers. Setting expectations regarding appropriate behavior and fairly enforcing these expectations isn't a formality; it's a way of ensuring that the online classroom is a safe place to exchange ideas and opinions.

OBJECTIVES OF COMMUNICATION

According to Keith Davis, "Communication is involved in all human relations. It is the 'nervous system' of any organized group, providing the information and understanding necessary for productivity and morale."

It can be claimed that the two fundamental objectives of communication are 'to survive and to prosper'. The next step is to understand how management uses messages to boost productivity and morale. The following are the objectives of communication.

Information: Keeping employees informed about various developments within the organization and the milieu in which it operates is the key objective of organizational communication. Equipping employees with the right kind of information helps to empower them. Employees need to know many things about the organization. They need to know its culture, its rules and regulations. They need to know about the decisions that require action, about the job, about the prospects, about how the organization is faring in the market, about their own performance. Management must provide information that helps employees understand these issues. To achieve this, both verbal and non-verbal means of communication must be used, and the information circulated should be adequate, correct and complete.

Advice-Counselling: Providing guidance is yet another objective of downward communication. Apart from information, employees also need guidance to effectively handle various assignments. Seniors, experts, experienced persons need to help employees with troubleshooting and crisis management, assisting them in solving problems can forge bonds between employees and the management. At times, difficulties in work or on the personal front, may interfere with the performance of employees. Providing counseling by a professional who can help the employee handle such problems is the responsibility of management.

Order and Instructions: Another objective of downward communication is giving directions to the workforce. Any authoritative communication issued by a superior in

order to monitor/govern the behavior of a junior is known as an 'order.' When an order is split further to meet specific issues, it becomes an instruction. Orders and instructions are directives that spell out the expected behavior of an employee. These act as measures of discipline and control in the organization. While orders are broad, instructions are detailed and specific. Efficacy of this communication depends on how it is spelt out. It should be precise and easily comprehensible, so that it answers all the questions that may arise in the mind of the receiver.

Suggestion: To suggest is to put forth an idea as a possibility or an alternative. Instead of communicating to inform or advice, management could choose to make suggestions to its employees. This can help in reducing the distance with the employees, especially because orders and instruction create distance. Suggestion, however, is used as an objective of mobilizing upward instead of downward communication. **In order to bring in employees' constructive participation, their involvement in the organization, managements implement programmes like Suggestion Schemes.** Under this programme, employees are invited to put forth their suggestions on the systems of governance and processes within the organization. Suggestion boxes are installed at various places. Employees are invited to forward their suggestions in writing. They can choose other means, like e-mails, to forward their ideas. These suggestions are scrutinized, tested and, if found practical, the one who suggests is given a reward in cash or kind.

Persuasion: This is yet another objective of communication. Persuasion is an effort to influence the mind, belief system or attitude of a person and to bring about the desired change in his behavior. Forcing people to accept change does not help. Change has to come from within.

- Managements have to persuade the public to buy their products and services. They also have to persuade their workforce to adapt itself to the changing demands of the work. It is a cliché that the only thing which is constant is change. Pace of change is tremendous in today's world. Technology, knowledge is changing constantly, and therefore it becomes imperative for managements to persuade their employees to accept change.

- However, changing people is very challenging. People are reluctant to accept changes. They feel threatened and become defensive when their accepted ways are challenged.
- A management has to **adopt a strategy while introducing any change**. To start with, it has to prepare the mind of the employees. This has to be done subtly by winning their confidence and demonstrating how the change will ultimately serve their own interest.
- Persuasion works only when it appeals to the receiver's sense of reason, and when he is convinced of the sender's sincerity. A sincere appeal to self-interest impels people to perceive things differently.
- Finally, management can adopt gentle tactics, instead of using hard reasoning to bring about the desired outcome.

Education & Training: Training the personnel and educating them to take up the responsibilities of a given job becomes one of the major objectives of downward communication.

- Educating employees is a continuous process in an organization and is meant for all the levels of authority. Discarding outdated techniques, technologies and installing more efficient systems has become imperative in the current age.
- Training the workforce to update their knowledge and skills is a challenge to every management.
- Organizing workshops, demonstration lectures, film-shows, and seminars are done on regular basis to meet this objective.
- Apart from the work-front, education on the personal front – on grooming, manners, and etiquettes – is imparted to employees to enhance the image of the organization.

Motivation: Inducing employees to give their best is one of the major objectives of communication. Management has to motivate its employees to ensure highest levels of quality.

- Motive is a powerful force, an inner drive that energizes an individual to make a focused effort to achieve her/his goal. To motivate is to appeal to this force, so that

dedication towards a particular job is at the highest level. It is not possible to achieve this by either coaxing or commanding.

- Motivation means "that inner state that energizes, activates, or moves and which directs or channels behavior towards certain goals." Self-motivation involves drive and effort on the part of an employee.

- An employee takes up a job to earn her/his livelihood, to win recognition, to reach the peak of her/his/ abilities, to achieve excellence, to establish satisfying relationships, to earn job satisfaction. If management could appeal to this strong aspirational force and channelize it to fulfill organizational goals, it can achieve wonders.

- **Motivating employees by creating conditions so that their potential is maximized becomes one of the major strategies of communication.**

- An employee feels demotivated when his effort goes unnoticed and unrewarded, when s/he is unable to fulfill personal goals, when there is no support from the management, when there is a lack of communication between her/him and the management. Such a worker discharges her/his duties in a listless manner, and is not particularly bothered about the quality of her/his output.

- The corporate world cannot afford to work with a bunch of demotivated employees. Motivating employees is a continuous process. The first task of management is to help employees set goals [personal as well as organizational] and create conditions that will help them to reach these.

- Setting up the right kind of justice and reward system and inviting the employee's participation in decision-making is yet another way of motivating the employees.

- While managements have to work towards creating external conditions for motivating employees, they also have to work towards creating conditions that self-motivate the employees. It can **work towards creating the right kind of emotional environment**, where there is clear communication between itself and the employees, and where employees feel free, trusted and secure.

Raising the Morale The dictionary meaning of the word morale is confidence, determination. Morale, as commonly seen, is the mental strength of an individual. The state of morale impacts work performance of the individual.

- If morale is high, quality of work is high. If morale is low, the quality of work is poor. Morale is that factor which gives the individual confidence.
- Employee confidence is high when there is adequate infrastructural support, facilities for training, opportunities for growth; where systems of rewards and punishment are in place, and there is a strong leadership that generates a sense of direction and control. In such an atmosphere employees learn to view their work positively.
- **Poor morale results from distrust in management on account of its failure to provide basic work standards, such as lack of facilities for training, absence of prospects, absence of systems of governance, lack of direction on the part of top leadership, and lack of trust in management on account of its poor communicating skills.**
- Since the state of morale adversely affects the work performance of the organization, **boosting the morale of the employees is one of the most important objectives of communication.**
- Management can boost the morale of its employees by giving basic infra-structural support, creating systems that reward effort, strengthening its official channels of communication, encouraging upward communication, controlling the grapevine, and taking measures to earn the trust of the employees

Warning & Reprimand: Management, at times, has to issue a warning to an erring employee. To warn is to inform a person of unpleasant consequences. When all other alternatives fail, warning the erring employee becomes imperative.

- Management uses this form of communication sparingly, and only when it desperately needs to control, or modify certain behavior that interferes with the organizational norms and discipline.
- Management begins by bringing a misdemeanor to the notice of the employee concerned. S/he is asked to change her/his behavior; but if the employee fails to do so, the management issues a soft, oral warning.
- **From reprimands to warning is how managements proceed to discipline an employee.**
- This gives the erring employee an opportunity to correct himself. If the employee

ignores this opportunity and keeps repeating the improper behavior, he is given a warning in writing.

- This written warning is called a memo in Indian parlance. The employee can always answer a memo and explain.
- Normally, after two such memos are issued, the service of the employee is terminated.
- A written memo makes the employee aware of the seriousness of his offence, and he can choose to correct his ways.
- A written communication gives the management an opportunity to build a case or charge-sheet against such an employee.
- This facilitates taking any subsequent legal action against him at a later stage.