



TITLE OF THE RESEARCH: THE NEED OF CORPORATE COMMUNICATION IN ENTREPRENEURSHIP

Mrs. Suparna Bhattacharyya

Research Scholar,

Sparsh Himalaya University, Uttarakhand

email: bhattacharyyatinku1970@gmail.com

Dr. Supriya Raturi

Assistant Professor,

School of Journalism and Mass Communication,
Himalaya University

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Abstract

Organizational Communication Process necessarily needs to get employees to receive a message to interpret correctly, and, then, to pass it along accurately or to act on it properly. To have a better understanding of these problems communicator requires proper understanding of the nature, process and channels of communication in the organizational process. Employee information is everyone's job, and when it is not, the consequences can be formidable. A good entrepreneurship needs a good corporate communication to develop the business.

So, this paper examines different organizational Structure and the Communication Behavior in different types of entrepreneurships, Organization's Structure's Effect on Communication, and how the organization's climate will effect in the development of any entrepreneurship.

Keywords: Corporate communication, Entrepreneurship, Employee Communication, Organizational Behavior, Grapevine, Organizational Climate, Public Relations.

RESEARCH PAPER:

Corporate bodies in modern society face a social as well as commercial compulsion to communicate with all those who can influence their operation. Communication today demands the same systematic approach that management applies to capital investment and product planning. Communication is fundamental to smooth functioning of any organization. As Keith Davis observes: "When communication is effective, it tends to encourage better performance and job satisfaction."



Corporate PR is a nicely planned and well-coordinated activity like well-oiled machinery. It helps to create the acceptable image of an organization to its employees and the public at large. It presents the total picture of the organization, its multifarious activities and the planning, co-ordination, analysis and synthesis of its many divisions.

The concept of corporate public relations is to display its philosophy, ideology, and missions, to divulge its goals and objectives, to cement relations with its various stakeholders, to create a support base for itself and be accepted in the environment. Corporate public relations strategies can be broadly classified as four stage programs. Defining corporate PR objectives from annual and perspective plans, planning and implementing PR projects for image building, communicating, and evaluating from feedback, research and analysis.

Organizational communication process necessarily needs to get employees to receive a message, to interpret correctly, and then, to pass it along accurately or to act on it properly. Sometimes the employees get the message that is distorted or wrong or they do not get it at all. A whole series of problems frequently arises out of lack of understanding, misunderstanding, and finally, not understanding.

To have a better understanding of these problems communicator requires proper understanding of the nature, process and channels of communication in the organizational process. If the management is to function properly, clear lines of communication must be established vertically (downward as well as upward) between subordinate and superior and laterally, between departments of the same organization.

Organizational Communication Process necessarily needs to get employees to receive a message to interpret correctly, and, then, to pass it along accurately or to act on it properly. Sometimes the employees get the message, which is distorted or wrong, or they do not get it all. A whole series of problems frequently arises out of lack of understanding, misunderstanding, and finally, not understanding. To have a better understanding of these problems communicator requires proper understanding of the nature, process and channels of communication in the organizational process. Employee information is everyone's job, and when it is not, the consequences can be formidable.

Effective and planned communication in the organization is very important because:

- i. Unless employees know the organizational objectives, they cannot associate them with their own.



- ii. It is essential to the management to make a change in the organization. Without facts, understanding, and acceptance, efforts to change are doomed to failure, without well directed communication, there is not a chance: and
- iii. Without a communication, sharing of ideas with others will not take place.

If employees feel well informed, their attitudes on every score tend to be better. Their interest starts high and is maintained at a high level until they became demotivated and frustrated. It has been observed that communication in those organizations most often breaks where new practices, policies, and procedures are not properly explained.

Poor employee communications lead to:

- i. Inability to carry out individual jobs to the highest possible standard.
- ii. Poor relationship with immediate superiors leading to a general lowering of morale.
- iii. Misunderstanding between different divisions and departments.

Managers are expected to motivate their subordinates in such a way they show involvement with their work. This is not an easy task. It would certainly require leadership and communication skills. A good leader awakens commitment for goals among the followers.

Good leadership begins with an ability to communicate. Thus, leadership and communication are interrelated. Good leaders are invariably good communicators.

Communication flow in an organization

Organizations are required to be constantly sensitive to many of the barriers to the communication. Just setting up a channel for communication is not adequate. Attempts must be made continuously to check its efficacy. In any organization communication flows mainly in three directions as given below:

1. The downward
2. The Upward
3. The Horizontal or side way communication

The downward communication takes place from top officials to the rank and file of the employees, due to our hierarchical structure, is a constraint to open communication. The system encourages only downward transmission of messages but no scope for communication. Downward communication often assumes patronizing attitudes and suffers from loss of information progressively at every stage.



Upward channel are meant to provide the employees a means for conveying information to their superiors. These can be a very valuable source of help in learning about the attitudes and perception of the employees but managers generally pay only lip service to their task of encouraging in upward communication.

The Horizontal or sideways communication takes place between two or more subordinates or managers at the same level in hierarchy and under the same superior. This form of communication tends to be persuasive and suggestive in nature rather than directive or authoritative because it occurs among employees with the same authority.

Meaning and concept

An organization is a stable system of individual who works together to achieve, through hierarchy of ranks and a division of labor, common goals and objectives. Communication is defined as the process by which an idea is transferred from a source to receiver with the intention if changing his or her behavior. Communication is key to the survival of an organization.

Corporate communication is distinct from other types of human communication in the sense that it occurs in highly structured settings. It takes place within an organization and between an organization and its environment.

Based on Goldhaber's definition, organizational communication can be described as the method by which messages are created and exchanged within an interconnected domain of interdependent relationships to deal with the environmental uncertainties. As per Goldhaber's take on the field of corporate communication, there are seven main concepts:

Interdependence, process, relationship, network, uncertainty, environment, and message.

The goal of communication is to deliver ideas without any partiality or distortion.

Communication helps to decide the climate & quality of human relationships. It is something that operates as a two-way channel. It transmits orders, reports, suggestions, and ideas that can have an impact on an organization's objectives. Communication enables the administrative officers or communicators to look at things from another person's point of view.

The ability to perceive how the other man understands or feels is known as empathy.



Communication flows both ways. Therefore every leader or administrator works for voluntary cooperation, which leads to high morale and complete harmony among the staff members of the organization.

Communication process consists of mainly six elements:

- i. Source
- ii. Message
- iii. Receiver
- iv. Channel
- v. Effect

When an individual receives the information from the environment that is not consistent with the existing internal information, it is usually reflected or perhaps distorts it to fit in his system. In other words we will not try to utilize that information data which does not fit in with the previous information.

Organizational Structure and Communication Behavior

Organization structure determines communication behavior. To have better understanding of this, we must understand what organization structure means. Structure is the arrangement of the components and subsystem within a system. It refers to the patterns of relationship among the units in a social system; relationship may be expressed in terms of power, status or other variables.

Structure can be understood in terms of its various dimensions, like the degree of formalization, centralization, delegation of authority and responsibility etc. Structure exists in a system to the extent that the units in the system are differentiated from each other. In fact, one purpose of structure is to provide stability, regularity and predictability to the organization.

Grapevine

Every organization has an information structure consisting of interpersonal communication structure is mostly a breeding place for rumors. A rumor is an unconfirmed message transmitted by means of interpersonal channels. There is quite a powerful yet informal communication network in all organizations called grapevine.

The term owes its origin to the civil war days in the United States when intelligence telegraph lines were tied loosely from one tree to another like a grapevine. Messages sent over this crude system often frequently



turned out to be garbled and distorted. Thus any word of mouth information not authenticated by official sources and apparently, without any basis, is attributed to grapevine. “Jungle telegraph” is a synonym for grapevine.

Grapevine thrives on gossip and rumor. Rumors, unfortunately, are also a source of excitement. Quite often, it springs from a sense of insecurity. Whenever there is considerable insecurity amongst the employees, grapevine will develop with high transmission speed. Messages in such cases, invariably always turn out to be distorted and, sometimes, even damaging to the organization. Rumors of retrenchment, friction among key officials, loss of expert orders, etc. can hurt.

Grapevine information, like all half-truths, can cause serious understanding because some of the minor details may be accurate. Grapevine is a product of situation. Therefore, given a favorable environment any employee can become active on the grapevine. Grapevine can be kept under effective control only with sound and reliable communication network at all levels of the organization.

Grapevine however, can sometimes, be supportive and even management inspired. While toying with the idea of introducing a controversial policy, a hint may be dropped through grapevine to find out, informally, the reaction of the affected people. In case of an adverse feedback, it is always possible to wriggle out of such a situation without any trace of embarrassment. Because there had been no official statement about the plan.

Organization’s Structure’s Effect on Communication

Communicating with the employees is not, of course, an easy task. Messages to employees have to compete with many outside sources for attention. In order to gain an edge over the sources, information from the management should be timely, relevant, and clear. It would be interesting to enquire in any company from what source the individual employee gets his information about changes of policy or happenings in the company. Is it through line management, through gossip, through union, through supervisors or through company publications? Many employees feel that the main problem in the organizational communication is restricted flow of information and that the solution is to be unclog blocked communication channels.

Unfortunately, there are far too many instances of management communicating with the staff only when things go wrong- anything from tightening up security to reducing fringe benefits, from shifting of office to formulating an exit policy. This result of this reactive approach is that the workforce associates internal communication only with the bad news.



Some people argue that employees want to hear only the good news, not the bad. But experience shows that they will usually accept bad news if they have been prepared for it in advance. What they do not want is the shock- of really bad news –closures and retirement schemes-being suddenly sprung on them without warning everything that has gone before seemed encouraging.

This also poses a very difficult question for the management –when to communicate. There is perhaps no easy answer. Success of communication depends on trust. Trust implies that the employees feel that the management is being honest in what it says, is not willfully hiding the things it does not want the employees to know.

An organization's structure must operate so as to condense information or else its higher officials will drown in a sea of paper. The ideal communication system is one in which flows are at least partially restricted and in which the structure is so designed that information reaches those locations at which it is most needed. Thus, direct communication with one's boss's boss should be discouraged. The boss acts as gatekeeper in screening the message that reach to higher official, thus preventing an overload of communication messages.

In some companies, the management advocates, what is called an “**open house**”, a variant of the open-door policy. While no one gathers enough courage to talk through the “open door”, in an open house, the presence of a number of co-workers gives an employee the moral courage to come out with his views. This is a small step in the right direction to develop effective two-way communication.

Unless the management realizes that communication has strategic significance in a company, no headway can be made in improving the employee communication. Purposeful and easy communication between workers, managers and owners of the industry is necessary to pre-empt hostility and tension. Free discussions go along way in creating goodwill, mutual respect and loyalty.

Organizational Climate

The organizational communication climate is more crucial for an institution or agency to work effectively and efficiently. In a certain company, there was some agitation about certain demands made by the workmen. At a gate meeting, one of the leaders, an outsider, made many allegations against the management, which were patently untrue. But the workers believe everything that he said. This is common experience in our country today. What the union leaders state is believed to be the gospel truth and rebuttals



by the managers have little effect. Why? To a great extent, the managers themselves have contributed to this.

The relationship between the management and the employees is such that there is no credibility attached to what the management says. For effective communication, managers have to work consciously for a climate of credibility. It is tough to define the meaning of Organizational Communication climate. Most of the organizational Communication experts view climate as arising out of the way organizational leaders:

- i. Define goals and objectives of the organization.
- ii. Hold certain assumptions and attitudes about employees.
- iii. Recognize and utilize employee's potentials.
- iv. Know the value of each employee in terms of his capacity of contribution for the organization.

An organization's communication climate can be defined by the answers its members get to eight key questions:

1. What are we doing here?
2. What does the organization want from me?
3. Where do I fit in the organization system?
4. What rewards I will get if I communicate in certain ways?
5. What punishment awaits me if I communicate in certain ways?
6. To what degree should I take risks in communicating my ideas or feelings?
7. How am I treated compared to others?
8. How am I doing?

Almost all the organizations have the system of reward to pay off for one type of behavior and punishment for the opposite kind of behavior. This reward and punishment systems keep them motivated and allows healthy competition among the employees which in turn helps the organization in achieving its goals fast and efficiently.

CONCLUSION

Organizations have to support and provide encouragement to its employees who are risk taking and creative in their work. It means supportive environment has to be created within the organization. Some of the organization develop defensive climate which is opposite of supportive climate. In defensive climate the



organizational leaders create such situation where member starts feeling that they are participating in important decision-making process.

But in fact boss makes the decisions in advance and develops the feelings among members that this decision is taken by them. The supportive climate is also marked by spontaneity, empathy, a sense of equality and fairness. The individuals have a sense of participation without threat to their ego or sense of self-worth. Risk taking and freedom to make mistakes are accepted as normal state of affairs.

Each and every member of the organization is keen to find out that what type of treatment he is getting in comparison to others. How much he is trusted in comparison to other members. In an ideal climate, all members at the same organizational level would enjoy the same degree receptiveness from the boss.

Organizational members are also interested to know how the bosses in the light of organizational expectations are viewing his performance. They would like to have feedback about their actions and decisions taken in the interest of the organization.

Organizations should have clear-cut well defined communication policies to reduce ambiguity and inconsistencies. The policy may be formally stated or informally explained to members of the organization must express:

- i. A set objective the organization wishes to achieve through communication.
- ii. Guidelines or directives to be used for decision making about communication related issues.
- iii. Method of reviewing, monitoring and evaluating the effectiveness of the follow up communication policy.

Communication is no substitute for good management, competitive practices, and sound industrial relations. Communication is a vital management tool, not a panacea for all industrial ills. It seldom achieves immediate results and requires a lot of efforts.

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Mrs. Suparna Bhattacharyya
Dr. Supriya Raturi
