



مجموعة جامعة
الجميع الذكية
للتعليم القابضة

MIDOCEAN
UNIVERSITY

MGM332

Fundamentals of Organizational Communication

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Lecture # 5

Fundamentals of
**Organizational
Communication**

UPDATED NINTH EDITION



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**Shockley-Zalabak,
9e Update**

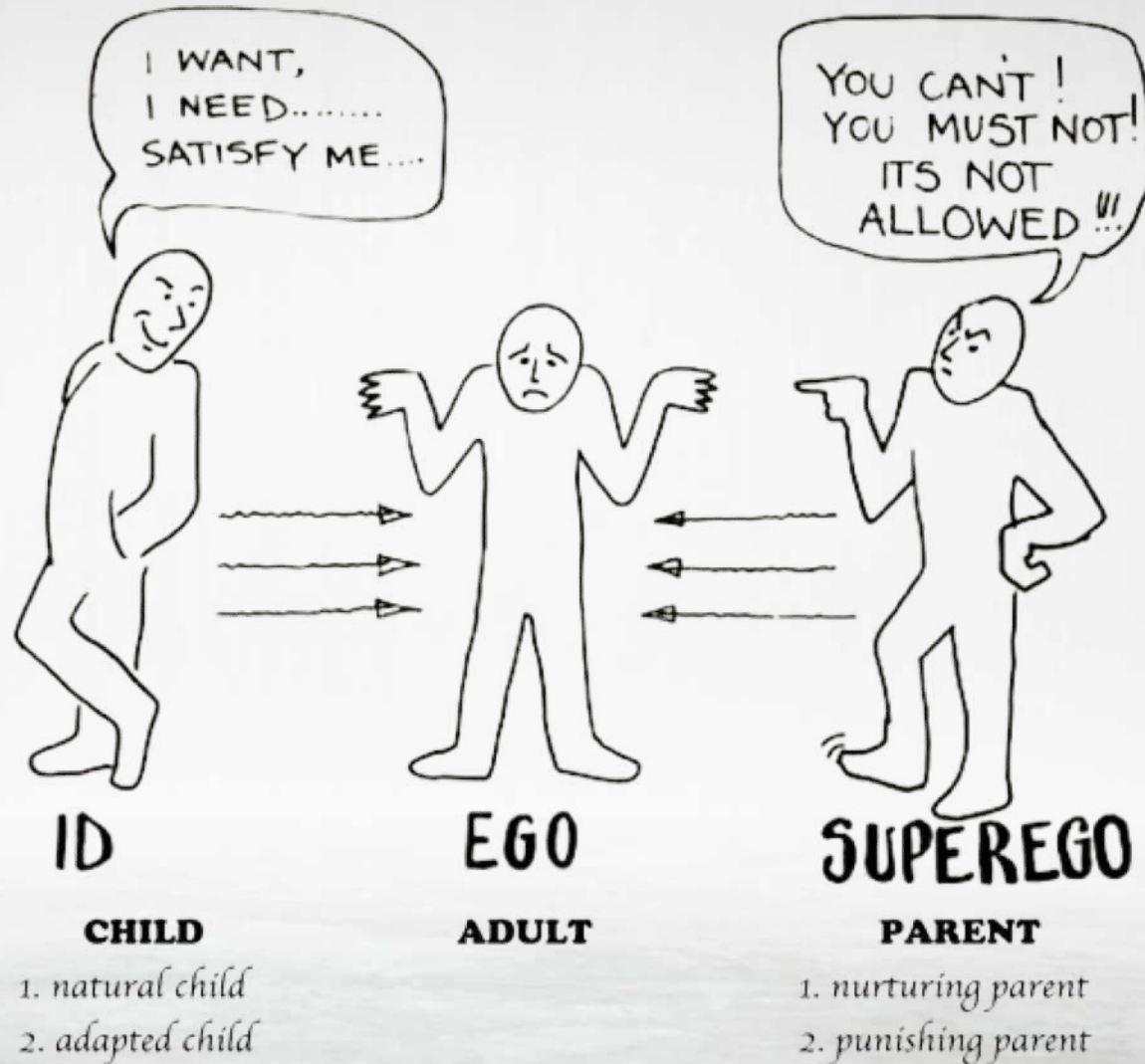
Pamela S. Shockley-Zalabak

Chapter 5
Individuals in Organizations

Why We Are So Different Personality ?



Why We Are So Different Personality ?



دراسة حالة DAVE GREEN'S FIRST REAL JOB

Text book 139

كان **ديف جرين** متحمسًا ، وكان اليوم أول يوم له في قسم الموارد البشرية في **AMX** كوربوريشن - إحدى أشهر شركات التدريب الإداري . الحصول على وظيفة مع **AMX** لم يكن سهلاً. في الحرم الجامعي حيث عقدوا منتدي التوظيف الخاص بهم ، أجرى عشرة مرشحين مقابلات مع مسئول توظيف **AMX. AMX** لديها أكثر من 200 مرشح للوظيفة يمكن الاختيار من بينها .

عرف ديف أن شهادته في الاتصال التنظيمي كانت اختيارًا جيدًا. ومع ذلك ، منصب مسئول تدريب في قسم الموارد البشرية كان مثاليًا ، وكان العمل مع **سالي جونسون** - أحد أفضل المدربين - بالطبع ولكنه لا يزال قلقًا بشأن ما يمكن توقعه بالضبط وما إذا كان كذلك كان جاهزًا حقًا. كانت مهمة ديف الأولية هي العمل مع فريق من ثلاثة باحثين ذوي خبرة بالإضافة الي المدربين لتحديد المواد اللازمة لبرنامج تدريبي جديد كانت سالي تطورها ، تساعل ديف عن استقباله فريق العمل له . ، لقد عملوا مع **AMX** لعدة سنوات وعملوا معًا لسالي منذ أكثر من عامين. كيف سيشعرون حيال انضمامه إلى الفريق؟

عندما كان ديف يستعد لاجتماعه الأول مع سالي والمجموعة ، بدأ يفكر :

- ماذا يقول ؟
- كيف يصف مهاراته؟
- ما هي التقنيات التي يمكنه استخدامها فهم أفضل لتوقعاتهم منه؟
- ما هي أهدافه في هذه الوظيفة؟

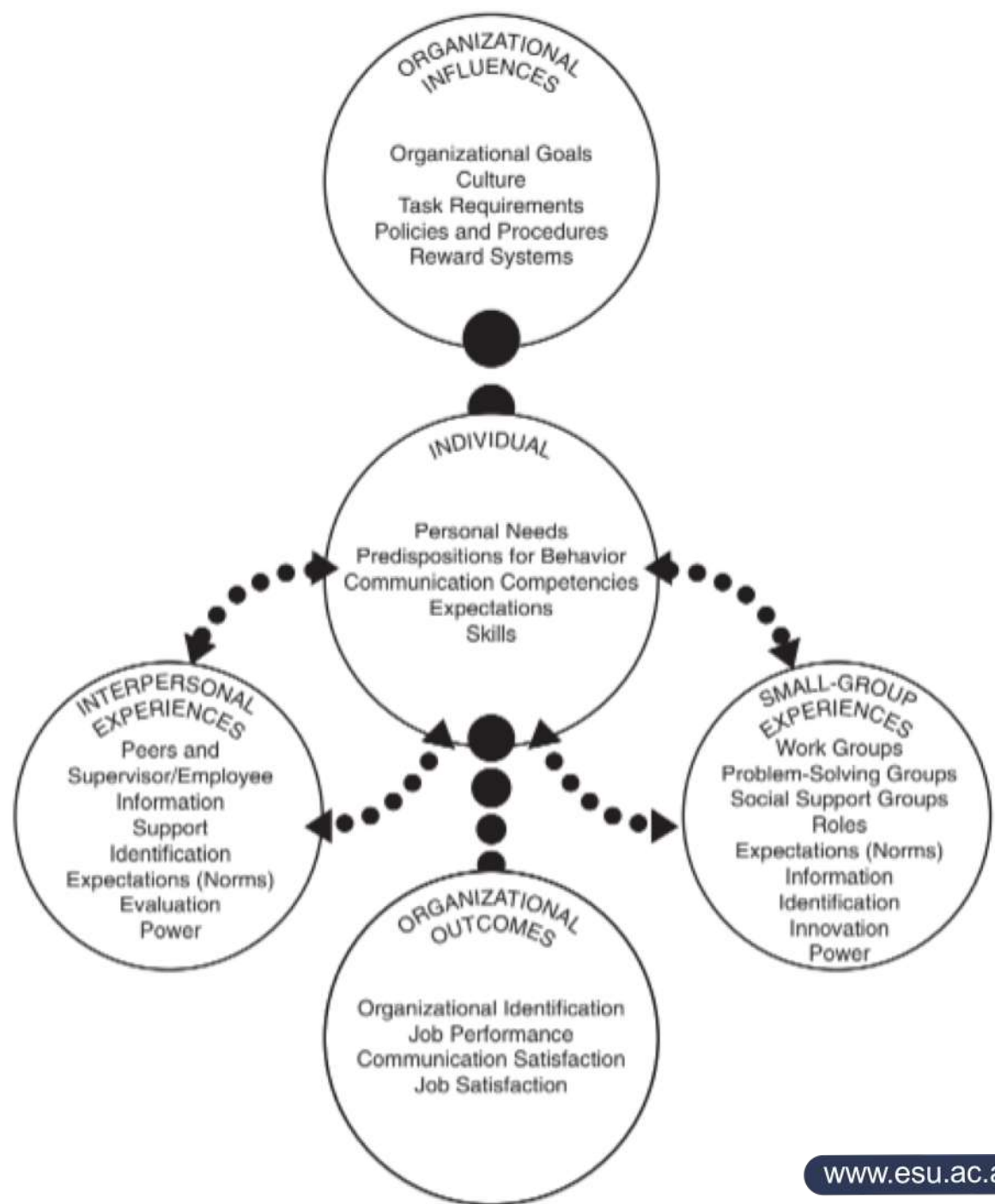
صف تجربة ديف مع شركة ، **AMX** من حيث صلتها بمحاولاتنا لتطوير كفاءات الاتصال المطلوبة للعمل مع المشرفين والموظفين والأقران في العمل

Learning Objectives (1 of 3)



- 5.1** Describe diversity in the workforce
- 5.2** Describe intrapersonal and interpersonal experiences of individuals in organizations
- 5.3** Identify personal needs in work settings
- 5.4** Relate individual communication experiences to organizational identification, work performance, communication, and job satisfaction
- 5.5** Express that interpersonal relationships are formed in organizations for work and social considerations
- 5.6** Describe the importance of trust for interpersonal relationships
- 5.7** Describe emotion in organizations
- 5.8** Describe how technology is altering our relationships including Interpersonal ones
- 5.9** Relate valuing diversity to interpersonal effectiveness

Communication Experiences Of individuals in Organizations



5.3 The Intrapersonal Experience (2 of 4)

Predispositions for Organizational Communication Behaviors

Point 1 – Predispositions

- Intrapersonal organization experience
- Personal preferences

Point 2 – Communication apprehension

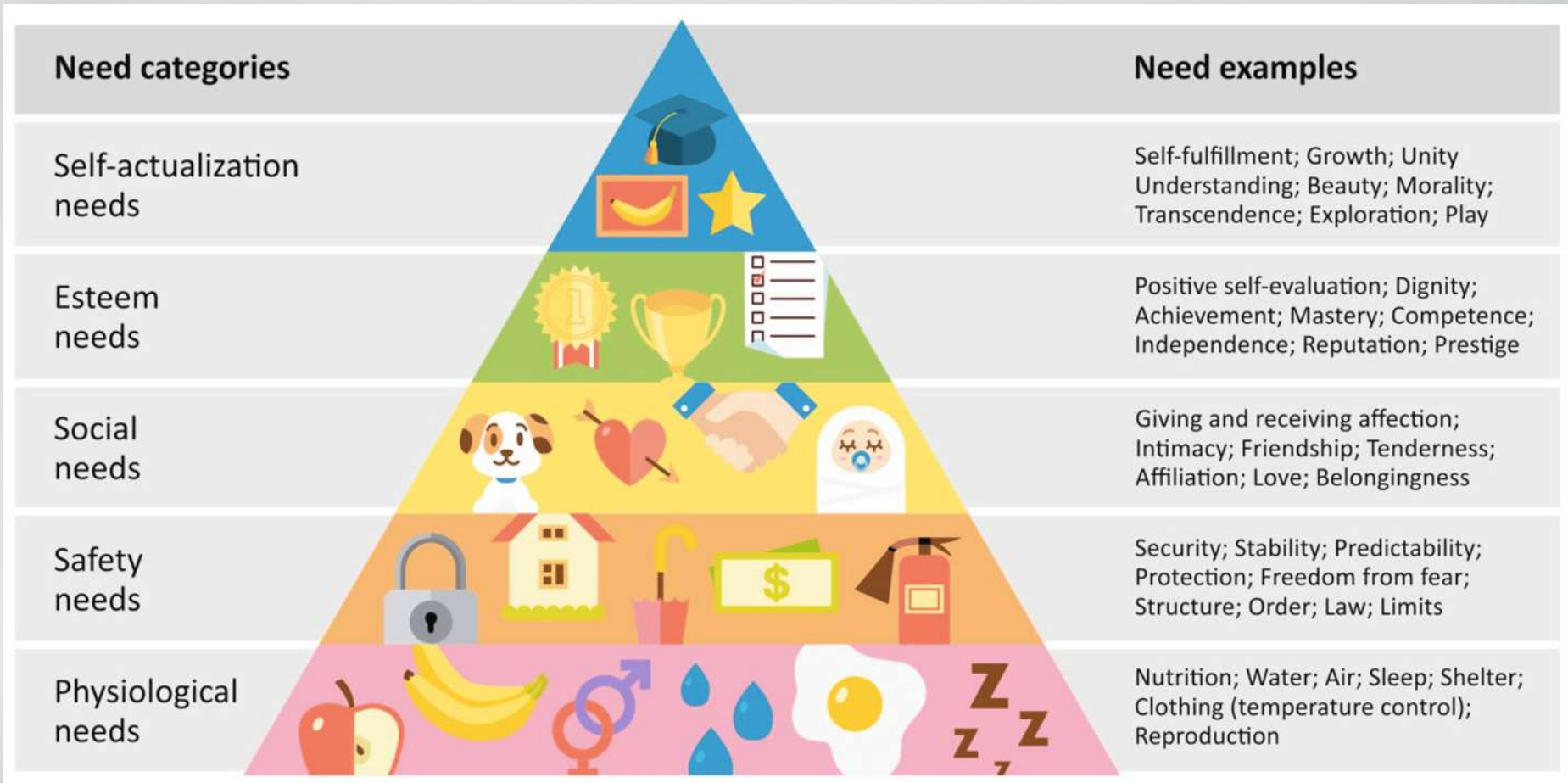
- Level of fear or anxiety
- Shyness
- Willingness to communicate
- Tolerance for disagreement
- Aggressiveness



- مخاوف التواصل داخل المنظمات

- مستوى الخوف أو القلق
- الخجل
- الاستعداد للتواصل
- التسامح مع الخلاف
- عدوانية

Identifying personal needs



Motivating Factors

- ✓ Achievement
- ✓ Recognition
- ✓ The work itself
- ✓ Job advancement opportunities
- ✓ Growth opportunities

Hygiene Factors

- ✓ Relationship with peers
- ✓ Company policies
- ✓ Physical workspace
- ✓ Working conditions
- ✓ Salary
- ✓ Status
- ✓ Security
- ✓ Supervision



Introduction: Individuals in Organizations



Objective 5.1 Describe diversity in the workforce



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5.1 Introduction: Individuals in Organizations

What is diversity in the workforce?

Workforce diversity is the collective mixture of employees' differences and similarities (including individual characteristics, values, beliefs, experiences, backgrounds, preferences and behaviors).

- Cultural diversity
- Age diversity
- Racial diversity
- Gender diversity
- Gender I orientation.
- Disability
- Religious diversity



Individuals In Organizations

Objective 5.2 Describe intrapersonal and interpersonal experiences of individuals in organizations



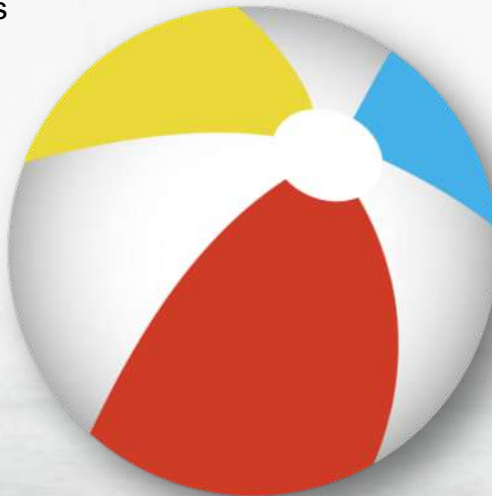
The Intrapersonal Experience

Objective 5.3 Identify personal needs in work settings



Identify Personal Needs

- Happy and motivated staff
- Higher employee retention
- A healthier workforce that misses fewer days of work
- Increased productivity
- Better customer service
- Positive employee reviews and word of mouth about the company
- Fitness or weight loss challenges
- Free health screenings
- Diet and exercise seminars
- Healthy snacks and meals
- Standing desks
- Mental health days
- Mandatory work breaks



- Free or discounted gym memberships
- Classes or training to learn new skills and technologies
- Free or discounted membership to industry associations
- Conferences and seminars
- Leadership courses
- Offering flexible work hours
- Allowing remote work or telecommuting
- Having generous or unlimited paid time off
- Communicating with and listening to your employees
- Taking responsibility for miscommunications or mistakes
- Doing your best work
- Becoming an authority or thought leader in the industry
- Maintaining a positive attitude and outlook
- Supporting your employees in their decisions and ideas

5.3 The Intrapersonal Experience (3 of 4)

Leadership and Conflict Preferences

Point 1 – Leadership and conflict preferences

- Influence choice of communication strategies and tactics
- Past experiences and present situations influence behavior

Point 2 – Predispositions

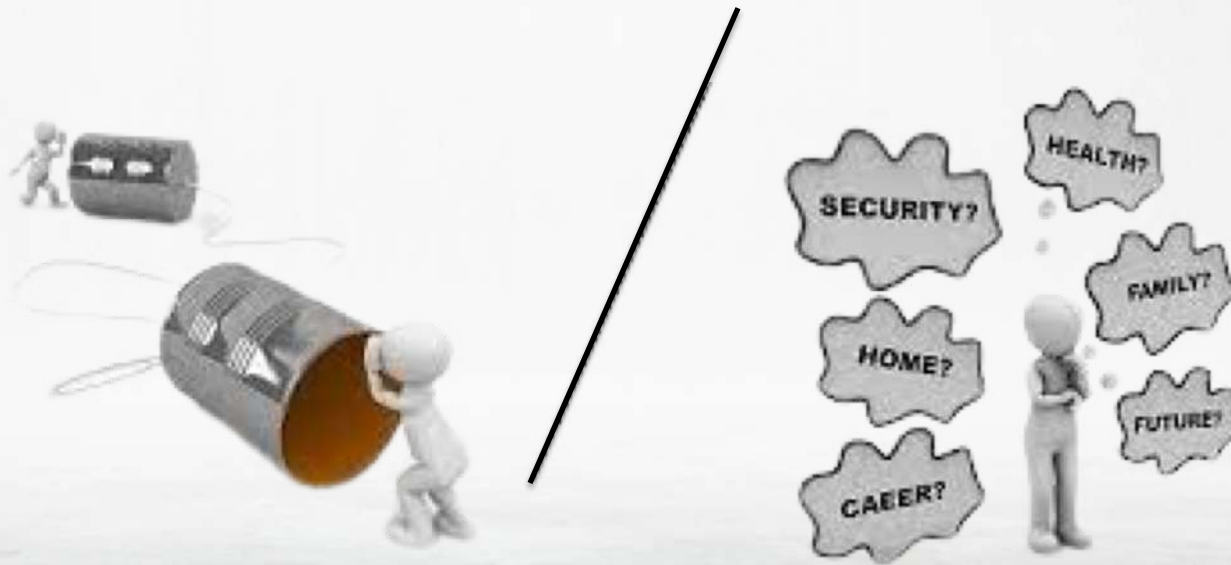
- Collaboration
- Compromise
- Avoidance
- Competition
- Accommodation



- Always know "why." ...
- Be clear on your expectations. ...
- Communicate facts electronically but emotions in person. ...
- Be respectful of others' time. ...
- Don't dominate the conversation. ...
- Keep it simple and concise.

Interpersonal Experiences

Objective 5.4 Relate individual communication experiences to organizational identification, work performance, communication, and job satisfaction



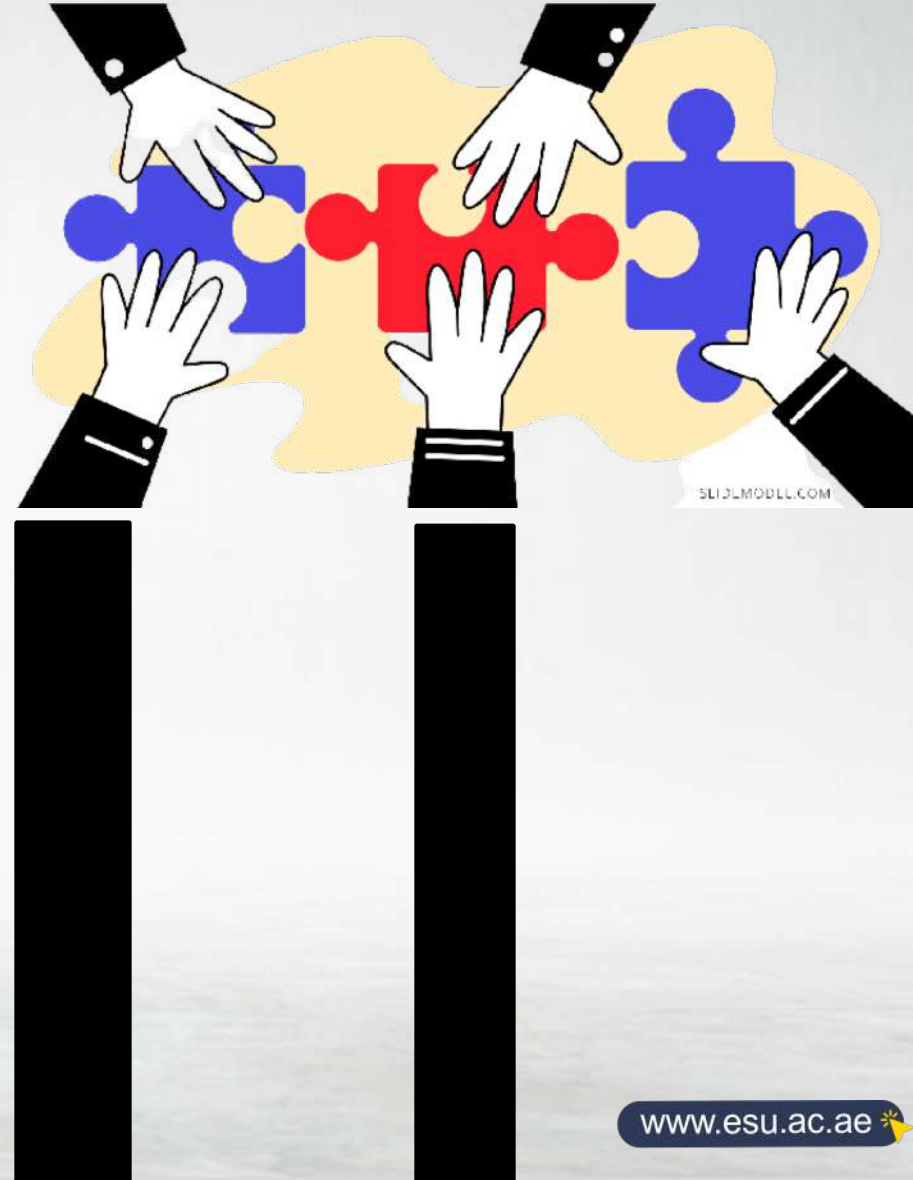
5.4 Interpersonal Experiences

Point 1 – Interpersonal relationship

- Individual job involvement
- Satisfaction
- Identification
- Commitment
- Productivity
- Governed by individual predispositions

Point 2 – Interpersonal experience

- Interacting with other people
- Variety important to understanding dimensions relational experiences



Forming Interpersonal Relationships

Objective 5.5 Express that interpersonal relationships are formed in organizations for work and social considerations

5.5 Forming Interpersonal Relationships (1 of 5)



Supervisors and Employees

Point 1 – **Supervisor-employee relationship**

- Primary interpersonal relationship structured by the organization
- Both bring a variety of personal traits and predispositions to their relationships

Point 3 – **Nature of communication between supervisors & employees**

- Influenced by a variety of communication behaviors

Point 4 – **Communication from employees to supervisors**

- Employees tend to distort upward information
- Employees tend to filter information
- Employees tell supervisors what they think supervisor wants to hear
- Employees tend to pass personally favorable information

Point 5 – **Supervisor influence**

- Related to employee role and position
- Related to amount of influence satisfying employee's needs

Point 6 – **Performance expectations and feedback**

- Relates to expectation of supervisor
- Performance appraisal is most important communication event

Point 7 – **Mentors and Mentee relationship**

- Relationship between supervisors and employee
- Mutual trust
- Desire to mentor

5.5 Forming Interpersonal Relationships (2 of 5)

Peers

Point 1 – Peers relationships

- Characterized by task and social interaction
- Important for motivation, commitment, creativity, overall satisfaction
- Understanding organizational culture
- Share tasks
- Troubleshoot work related problems

Point 3 – Transitions of peer friendships تطور علاقته العمل

- Coworker/Acquaintance-to-friend
- Friend-to-close friend
- Close friend-to-almost best friend

Point 4 – Negative peer relationships

- Problem personality
- Distracting life events
- Conflicting expectations
- Promotions
- Betrayal

خيانة



5.5 Forming Interpersonal Relationships (3 of 5)

Customers, Clients, and Vendors

Point 1 – Customer, client and vendor relationships

- Based on information exchange
- Based on task concerns
- Frequently emerge into social support relationships
- Established through tele-mediated channels

Point 2 – Approaches of effective relationships

- Rapidly assessing needs
- Connecting to identified needs
- Responding with both organizational and customer, or vendor needs



Customers generally are considered to be those who purchase products or services from an organization while clients are those who are in a professional advice or service relationship with the organization.

Vendors are individuals or entire organizations who provide products or services to organizations other than their own. Customer, client, and vendor relationships are based on exchanges of information about products, services, timing, delivery, quality, and cost.

5.5 Forming Interpersonal Relationships (4 of 5)

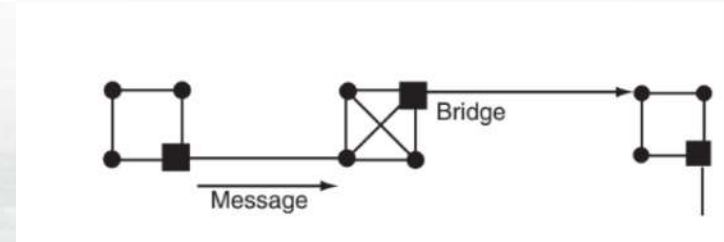
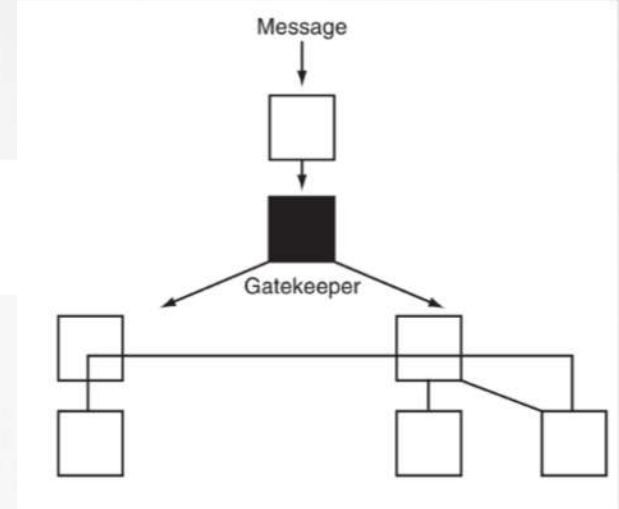
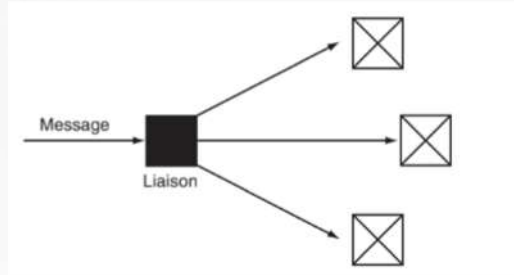
Communication Networks and Interpersonal Relationships

Point 1 – Communication networks

- Formal and informal patterns of communication
- Transmitting and exchanging messages through time and space

Point 3 – Network roles

- Liaisons
- Bridges
- Gatekeepers
- Isolates
- Participants
- Nonparticipants



5.5 Forming Interpersonal Relationships (5 of 5)

- Diversity and Interpersonal Relationships
 - Demographic facts of workforce diversity
 - Multicultural issues

Diversity and Interpersonal Relationships

Point 1 – Demographic facts of workforce diversity

- Population and overall workforce growing old
- Decline of younger workers
- Women continue to enter the workforce
- Large proportion of minorities
- Increase of immigrants

Point 2 – Multicultural issues

- Cultural stereotyping
- Language barriers
- Employee attempts to acculturate



Objective 5.6 Describe the importance of trust for interpersonal relationships

5.6 Trust and Interpersonal Relationships

- Trust
- Role of organizational communication in the dimensions of trust

Point 1 – Trust

- Positive expectations about others' behavior
- Can move quickly to distrust

Point 2 – Role of organizational communication in the dimensions of trust

- Accurate information
- Explanations for decisions
- Openness in communication



Workplace Emotion, Balance, and Interpersonal Relationships

Objective 5.7 Describe emotion in organizations

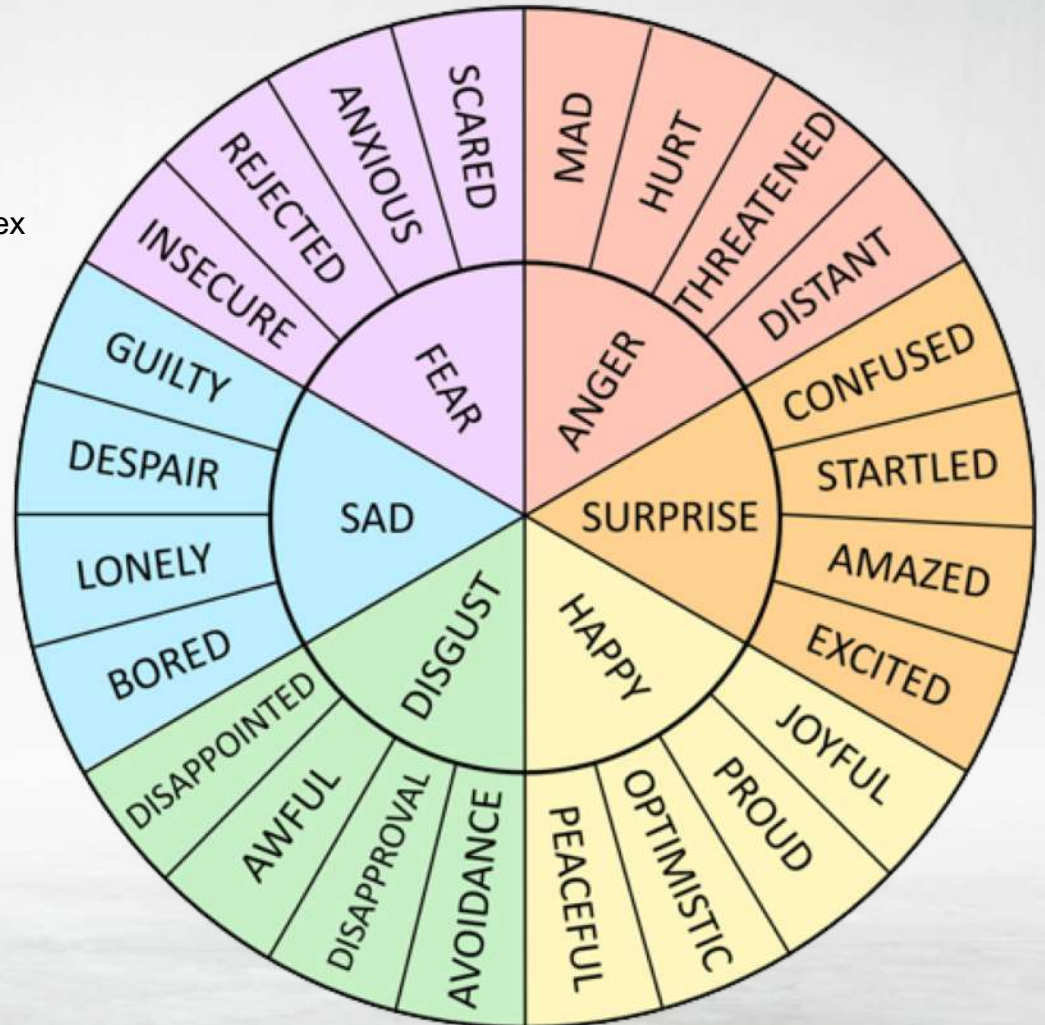
5.7 Workplace Emotion, Balance, and Interpersonal Relationships

Point 1 – Emotion and interpersonal relationship

- Part of workplace interpersonal relationships
- Balance contributes to understanding complex organizational environments

Point 2 – Types of workplace emotions

- Emotional labor
- Emotional work
- Emotion with work
- Emotion at work
- Emotion toward work



Objective 5.8 Describe how technology is altering our relationships including Interpersonal ones

5.8 Technology and Interpersonal Relationships

Point 1 – Telework, technology, and relationships

- Primary process for establishing relationships
- Exacerbate tensions

Point 2 – Technology and boundaries

- Contributes to complexity in managing privacy
- Employee behaviors are investigated using technology

The selection of one communication medium over another has been linked to whether the medium has the ability to support immediate feedback !



Objective 5.9 Relate valuing diversity to interpersonal effectiveness

5.9 Increasing Interpersonal Effectiveness (1 of 3)



Cultural Intelligence

Point 1 – Cultural intelligence

- Ability to understand individual's behaviors
- Helps assess our reactions and responses

Point 2 – Classification according to people's behaviors

- Universally human
- Specific to an individual
- Rooted in culture



5.9 Increasing Interpersonal Effectiveness (2 of 3)

Valuing Diversity

Point 1 – Valuing diversity

- Accepting diversity in people and opinions
- Understanding barriers



Point 2 – Barriers and positive approaches

- Preconceptions and beliefs
- Perceptions vs actual behaviors
- Stereotypes
- Prejudices
- Stylistic differences

تقدير الاختلافات

المفاهيم والمعتقدات المسبقة
التصورات مقابل السلوكيات الفعلية
الأفكار النمطية
التحيزات
الاختلافات الأسلوبية

5.9 Increasing Interpersonal Effectiveness (3 of 3)



Personal Development: Active Listening and Descriptive Messages

Point 1 – Active listening

- Assign meaning
- Verify interpretations
- Our role in the communication process



Point 2 – Descriptive messages

- Accuracy
- Message ownership
- Descriptive language
- Combine message ownership with descriptive language