Truth and Redress of Colonial Histories/Connections in Institutions

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ABSTRACT

In today's increasingly complex and interconnected world, connections in organizations are more important than ever. Connections can help organizations to improve communication, collaboration, and problem-solving. They can also help build trust and rapport, leading to a more positive and productive work environment. There are two main types of connections in organizations: formal and informal. Formal connections are defined by the organization's structure, such as reporting relationships and team memberships. Informal connections develop naturally between people, such as friendships and working relationships. Both formal and informal connections can be important for organizations. Formal connections can help ensure that information is shared effectively and that decisions are made promptly. Informal connections can help build relationships and trust, leading to a more collaborative and innovative work environment. The chapter discusses the importance of connections in organizations and provides some tips on how to build and manage connections effectively. The chapter also discusses the challenges of managing connections in organizations and how technology can be used to improve connections.

Keywords: connections, organizations, communication, collaboration, problem-solving, trust, rapport, innovation, technology

INTRODUCTION

The ability to communicate is an essential component of human existence. When two people first become aware of one another, communication between them can officially begin. Communication plays a significant part in people's ability to interact with one another and come to agreements in their social and professional lives. Communication also plays an integral part in the collaborative efforts of different groups and organizations. On the other hand, communication is becoming increasingly important in the interaction between countries worldwide. It is possible to assert that communication was first practiced as soon as humans emerged onto the face of the earth and continued to advance over time (Takahashi & Pereira, 1991). It is necessary to have effective communication in order to achieve coordinated results. Continuous change impacts the work that employees do, as well as their well-being and sense of safety in their jobs. Organizations are subject to the influence of continuous change. One of the only ways that change can be managed is by making sure that those affected by the change are informed of the reasons behind the change as well as the implications of the change in a manner that is easy for them to comprehend and accept. People are motivated both by the system of extrinsic rewards and the intrinsic rewards that come from their actual work (Zeuch, 2016). Efficient communication throughout all levels of the organization Communication “runs up, down, and across the business in a mixture of formal systems and informal processes” is the most effective form of communication, even though most organizations put much effort into downward communication. Many organizations that have labor unions have developed fruitful working relationships with those unions, establishing themselves as key partners in the efficient dissemination of information, facilitation of change, and communication (Mukrima et al., 2016). Suppose businesses regard communication as a complicated process. In that case, as students of organizational communication, it is incumbent upon us to treat it with the same gravity and investigate how businesses and other organizations operate as complex communication phenomena. In light of the power and influence that organizations wield in today's society, it is essential to understand organizational communication as a process that is inextricably linked to the use of power.

As we will argue throughout this book, power is a defining feature of everyday organizational life and an issue with which all perspectives on organizational communication must grapple. Power can potentially shape organizational communication (Mumby & Kuhn, 2018). Formal connections typically arise from hierarchical reporting structures, job roles, and official communication channels within an organization. These connections are explicitly defined in organizational charts, job descriptions, and formal policies. For example, a manager-subordinate relationship, where the manager provides guidance, assigns tasks and evaluates performance, represents a formal connection(Cross & Prusak, 2002). Informal connections, on the other hand, emerge naturally based on personal relationships, shared interests, and social interactions within an organization. Organizational structures do not prescribe these connections and may transcend traditional reporting lines. Informal connections are often built through personal interactions, networking events, or shared projects, and they can significantly impact information sharing, problem-solving, and employee engagement (Averett, 2003).

What is Connections?
The term "connections" describes the relationships and linkages that individuals and groups have within organizations. These relationships and linkages are referred to as "connections." These connections, which may or may not be formal, are critical to the organization because of their role in facilitating communication, collaboration, and the flow of information. There are many different levels on which connections can occur, including interpersonal connections, department-to-department communication that is effective throughout an enterprise, etc. Communication "runs up, down, and across the business in a mixture of formal systems and informal processes" is the most effective form of communication, even though most organizations put much effort into downward communication. Many organizations that have labor unions have developed fruitful working relationships with those unions, establishing themselves as key partners in the efficient dissemination of information, facilitation of change, and communication (Mukrimaa et al., 2016; Alhamad, Junoh, & Salha, 2019; Alhamad, Aljanabi, & Almalaal, 2022).

Connections in organizations refer to the interpersonal relationships and networks that individuals or groups establish to facilitate communication, collaboration, and the exchange of information within and outside the organization. These connections can include formal relationships (e.g., reporting lines, team structures) as well as informal relationships (e.g., personal networks, friendships) (Averett, 2003).

In organizations, connections refer to the relationships and interactions between individuals, teams, or external stakeholders that enable the exchange of information, resources, and support. These connections can be formal or informal and are crucial in facilitating effective communication, collaboration, and overall organizational effectiveness (Argote, 2013).

Communication is a cycle in which data (the message) is sent from a sender to a receiver through a channel. This cycle is known as the communication cycle. When utilizing this strategy, the message must be understandable, and the information must be delivered to a receiver paying attention. The transmission channel must be free of any interference. Once the sender obtains feedback from the receiver stating that he or she has clearly received the information (the message), the communication cycle is considered successful (Jean-Francois Dumais, 2004).

The Concept of Connections and Its Importance

The Latin verb "lannarncore," which translates to "share," is where we get the English word "communication." Communication is the process of ensuring understanding between human beings to achieve desired goals or exert desired behavioral influences. The fact that there are always at least two parties involved in a communication exchange—the sender and the receiver—is one of the most significant aspects of this process. A person cannot realize the communication process alone. For instance, there will not be any communication if the person injured in the accident and ends up on a desolate island is the only one around not to hear his or her cries for assistance. In other words, communication is an active process in both directions. A healthy communication process is required for humans to know and understand each other better, as well as for more effective and efficient performance of duties in an organization and improved problem-solving. The root of a problem can only be determined once all lines of communication have been exhausted. Providing opportunities for interaction between individuals is the primary purpose of the communication process. Effective communication requires the receiver to put the thoughts and feelings conveyed by the sender into action so that they contribute to accomplishing the sender's goals and expectations. In this regard, communication can be viewed as a circumstance that directs people to engage in a particular pattern of behavior (Takahashi & Pereira, 1991; Hamraiaa, Alhamad, Eneizan, & Al-salaymeh, 2021).

Resolving conflict through communication

When two parties have feelings or interests opposing one another, this can lead to conflict. According to Jean-Francois Dumais (2004), there is conflict when one party prevents the other from achieving objectives or when there are emotional disagreements or those relating to a specific situation in a social setting. In other words, conflict arises when one party prevents the other from achieving objectives.

The following are the ten steps to effective communication for resolving disagreements:

1. Keep an open mind
2. Prepare
3. Set the stage
4. Make it clear that you understand the problem
5. Allow the other person to speak
6. Seek common ground
7. State your position
8. Discuss your differences
9. If possible, solve the problem
10. Take stock of the situation.

Innovative Communication and Sustainable Organization

The transmission of information across all stakeholders to improve coordination and guidance to achieve the objective of innovative activities is what is meant by the term "innovative communication." An operational approach to organizational communication, the innovative communication approach aims
to improve trust and performance within the organization. According to Pearson, to be successful in a business and social setting, there needs to be a proactive communication strategy and a role for management in transmitting information. Trust, cooperation, and commitment were brought together through the group development model, resulting in effective and long-lasting performance (Park and colleagues, 2018). The outcome of a case study conducted in Brazil brought to light the penetrating sustainability of a company and the necessity to support a communication system that bridges the gap between appropriate HR practices and values—defined employee communication as the “social interaction through messages” pillar of the organization—confirmed that the ability of management to make decisions that are in line with the preferences of stakeholders is correlated with the existence of an effective communication system. Employees are more likely to trust one another and become engaged in their work when an organization fosters an environment that encourages communication and participation from workers. Explained that trust ultimately develops among members of an organization so that members can pool their capabilities into group strengths when the organization's strategy includes elements of professionalism, respect, and discussion of differences and similarities (Toseef et al., 2022).

The Social Network: Checking Applicants Social Postings

Google searches and checks on social networking sites are becoming increasingly common among employers. After conducting these kinds of searches online, recruiters discovered that 31% of applicants had lied about their qualifications, and 19% of applicants had posted information about their use of alcohol or drugs (Cavico et al., 2013; Akram Alhamad, 2023; Alhamad, 2019; Akram M. Alhamad, et. al., 2023). One potential employer discovered on Facebook.com that a candidate had described his interests as being the use of marijuana and the murder of other people (Alan Finder, 2006). It is possible that the student was joking, but they did not hire them anyway. An article titled References You Cannot Control mentions that it is possible to identify an applicant's former colleagues through social networking sites and then get in touch with them. Search engines like Google are probably safe to use, but checking social networking sites could lead to legal trouble. For instance, despite the Fair Credit Reporting Act focusing more on obtaining official reports, it is probably best to get the candidate's prior approval before conducting any searches related to social networking. Moreover, it would help if you did not use a pretext or make up an identity (Sullivan, 2012).

ELECTRONIC COMMUNICATION: EMAIL AND TELECONFERENCING

As a result of advancements in electronic and telecommunication technologies, many companies are increasing the number of ways they communicate with their workforce by relying more heavily on technology. The proliferation of information systems in businesses has increased the use of electronic mail across the board. Communication within organizations can now be nearly instantaneous due to the proliferation of email systems. By utilizing networks, email systems can function on a global scale. Responses can be provided all at once instead of taking a week or more if desired. Email systems frequently lead to the elimination of formal organizational structure and channels, which is one of their features. Teleconferencing, which utilizes satellite technology to link facilities and groups located in different geographic areas, is another method of communication utilized by some organizations. Using this method, the same message can be communicated concurrently to several different audiences (Management et al., 2004; Alhamad, 2023; Alalwani, Alhamad, & Eneizan, 2021).

Company language in IJVs

In the research that looked at the topic in the context of parent–subsidiary relationships—typically concerning expatriates and local employees—the issue of whether or not the use of a common language should be implemented as a means of making it easier for employees to communicate with one another has been discussed, albeit to a limited extent. According to Lester’s findings, several of the world’s most prominent multinational corporations, including Siemens, Electrolux, and Olivetti, have chosen a single official language to serve as the fundamental mode of communication among the company’s employees. In some instances, this is the language spoken in the country of origin of the parent company, while in others, another language is used (Marschan-Piekki et al., 1999b; Abd Alia & Alhamad, 2022; Faraj & Alhamad, 2022).

In this context, an argument can be made that the use of a common language has many benefits from a managerial point of view, including the following: “It facilitates formal reporting between units in the various foreign locations, thereby minimizing the potential for miscommunication and allowing for ease of access to company documents such as technical and product manuals; operating procedures; and record-keeping.” It improves the flow of information and communication in a less formal setting between the subsidiaries. It helps to foster a sense of belonging to a global “family,” which has been suggested as an essential element in the use of soft control mechanisms by multinational corporations, such as corporate culture. This has been a concern in recent years (Marschan-Piekki et al., 1999a).

As the preceding quote demonstrates, the use of such a language may be restricted mainly in a multinational company with subsidiaries located all over the world to documents and other written company-wide formal rules and procedures, occasional meetings held by taskforces and teams composed of representatives from different sites, and communication between senior managers of the subsidiaries and their coworkers at the headquarters. In addition, the decision to select a common language may ultimately rest with the parent company, which is the dominant digit of the entire enterprise, even if the subsidiary companies feel frustrated about the situation. The present author conducted an investigation into the HRM policies and practices of multinational companies in Scotland. During the investigation, the frustration of a senior manager from Scotland at a French company has made his position clear: It is important to note that we are not a multinational corporation; instead, we are a national company based in France that just so happens to have a factory in Scotland. We have a strong French influence. The official language of the business is French, and residents of France are expected to be fluent in the language. Although you may have the impression that French visitors to the United States are also fluent in English, the reality is that this is not the case. Even if they can (Thory, 2015).
However, in joint ventures, in which sometimes a large number of employees from the partners join forces into a third company, the use of a common language goes well beyond the cases mentioned above and becomes an absolute necessity in the detailed day-to-day communication among the rank and file as well as senior managers and their colleagues at the HQ of the partners. This is because joint ventures are a form of business in which two or more companies work together to create a new business. Moreover, feelings of helplessness, like the ones experienced by the Scottish manager cited earlier, can be highly destructive. In addition, when the partners in a joint venture are on an equal footing, finding a common language to communicate in can become more challenging than it would be in a multinational corporation. However, it is essential to emphasize the significance of achieving parity in the joint venture regarding the languages spoken and countries represented. When hiring employees for the joint venture, the founding partners could give people from all the different countries involved an equal chance. There is a possibility that the venture will use the partners’ native tongues as its official language (Wicaksana & Rachman, 2018).

Communication Systems

Effective communication systems are essential for team-based working to:

- ensure clarity of purpose and team processes throughout the organization
- constantly reinforce those purposes and processes
- check for common understanding

A wide variety of organizations perform communication audits to check the efficiency of their various systems. Even the most decentralized organizations now have access to an ever-expanding selection of communication channels. Any form of communication that takes place face-to-face is likely to be more influential than written forms because there will be more opportunities to check to understand and clarify issues as they arise in face-to-face interactions (Robert & Brown, 2004a).

Communication and leadership

Communication is one of the most critical aspects of change management because it helps an organization become flexible and function as more than the sum of its parts. Building relationships is at the heart of communication, which also plays a significant part in establishing trust and committing to goals. It has the potential to help create buy-in to new ways of conducting business. Human Resource professionals and line managers should actively collaborate in communication, which should be a key component of change management (Robert & Brown, 2004b).

The importance of employee communications

Good communications are essential for three reasons:

They are an essential component of any program involving change management. Employees have a right to be informed about any potential changes that may be proposed, whether in employment terms and conditions, HR processes such as merit pay, working methods, technologies, products, and services, or organization (including mergers and acquisitions). People are often resistant to change for no reason other than the fact that they do not understand what the change entails or what it means.

If employees are aware of what the organization has accomplished or is working toward accomplishing and how this benefits them, their level of commitment to the organization will increase.

Trust is cultivated when organizations try to explain what they are doing and why they are doing it through effective communication.

It should be emphasized, however, that these three advantages of effective communication will only be realized if employees are given a voice – the opportunity to comment and respond to the information they obtain from management (Budd, 2008).

Reward secrecy, transparency, and communication

Employees will have a more precise line of sight between what they contribute to the company and how they are rewarded if there is clear communication of the philosophy behind the reward system and its details. This will help increase employee acceptance of the reward's composition, structure, and level.

Mounting evidence suggests that reward communication practice is a potentially powerful but underutilized human resource tool. One of the most challenging aspects of modern organizational communication is creating and maintaining employee understanding and acceptance of how they are rewarded. One of the key stakeholders in this regard is the line manager. The line of communication between reward professionals and regular employees will be shaky and unreliable without their participation (also known as “buy-in”). Given that these managers will also play a pivotal role in the administration and maintenance of the system, it is also recommended that they be involved in designing the rewards for those positions (Nankervis et al., 2020).

The increasing number of technology used in the workplace cause less verbal communication among workers. Though they are communicating via online ISVs that they have shared within the organization, the conversation still lacks emotions and sentimental value. Other than words and way of speaking, emotions may help in deducing the employee's conditions. Let us say they are having trouble in their work and asking for guidance from their superior via text messages; the superior might take it the wrong way that the employee is notifying them of something instead of asking for help because he or she could not hear the voice notation or their facial expressions (Joubert, 1991).
UNDERSTAND AUDITS AND SUPERVISORY COMMUNICATIONS

The individual directors of the bank should ensure that they have a thorough understanding of the relevant issues by conducting a personal review of every report and significant communication produced by the bank's auditors and regulators. The director and the rest of the board can benefit from the director's ability to use the information obtained from such independent reviews of the bank's operations to evaluate the reliability of the information provided by management. A director who is having trouble comprehending the report's findings or recommendations can get in touch with the bank's audit committee and the examiners, auditors, or outside consultants who were responsible for putting together the report.

High-Speed Management Theory of Organizational Communication

It is common practice to evaluate an organization's efficiency primarily based on the time it takes to carry out a particular activity, function, or process. The rate at which a company can bring a new good or service to market is the most critical factor in determining the level of success an organization achieves in the private sector. In the public sector, the most critical factors that determine the success of a candidate, a legislature, or an agency are the amount of time it takes for the candidate to formulate an agenda or an image, the amount of time it takes to pass legislation, and the amount of time it takes to provide public service to a customer. The amount of time it takes to deliver services and the amount of time it takes to raise funds have become the primary metrics for determining an organization's level of effectiveness in the not-for-profit sector. Because of its accessibility, the relative absence of bias, and the ability to accurately predict the occurrence of other desirable organizational outcomes, time has emerged as a significant metric for determining an organization's efficiency level (Mukrimaa et al., 2016).

Communication obstacles

When units speak different languages, they are less likely to agree on issues of mutual concern, and they are more likely to attribute the lack of agreement to intransigence and self-interest on the part of the other party. This makes it less likely that issues of mutual concern will be resolved successfully. Two groups with incompatible ways of looking at things may be what prevents them from understanding it—for instance, the case of resident doctors and administrators working in hospitals. The disparate modes of communication these groups use are frequently at least partially to blame for their disagreements. When one group uses its preferred terms, the other group may feel its interest and the examiners, auditors, or outside consultants who were responsible for putting together the report.

Communication barriers are well-known sources of conflict between university departments whose faculty members are professionally committed to producing well-differentiated (and some would say impenetrable) discourses. These departments have faculties that are professionally committed to producing well-differentiated discourses (Hatch, 2018)

Enhancing Your Communication Skills

1. Visit a human resource management department of a local organization or visit their website. Research the organization in terms of its human resource activities. For example: What do they do to recruit new workers? What initiatives do they take to train, develop, and motivate current workers? Explore how their human resource department uses technology, including their website. Give a five- to ten-minute presentation of your findings to your class using three to five slides.

2. Research the effect of technology on the human resource aspects of a technology-based business (for example, Barnes and Noble, Verizon, Facebook, Apple, Netflix). Determine how the business has had to change its HRM practices to accommodate technology changes and the benefits that have accrued or that are anticipated. Present your findings in a three- to five-page paper or a three- to five-slide presentation to your class.

3. Go to www.merck.com, and click on the "Podcasts" section of the website (it may be at the bottom of the home page). Select and listen to a podcast about a diversity topic. Search the Internet for a short video from a different company that outlines its diversity. Present the two to your class, explaining the main points and any differences you notice in their policies and beliefs (Dessler, 2020).

Five Communication Elements

Wilbur Schramm, an early developer in communication theory, is credited with first conceptualizing a one-way linear model. This model depicts the five fundamental components of a communication system, including the source, encoder, signal, decoder, and destination. The model emphasizes that information is continuously encoded, interpreted, decoded, transmitted, and received by both the source and the receiver. The two additional models Schramm developed made fundamental points that are still relevant to modern communication theory today. These points are as follows:

- There cannot be communication unless the sender and the receiver share some aspect of their lives, such as having the same educational background or speaking the same language.
- Within a continuous feedback loop, the source and the receiver are constantly communicating with one another.

The process of public relations begins with research, the first step, and ends with evaluation, the fourth step. Communication with internal and external audiences generates feedback, which is considered during both steps. In this manner, the organization of messages and how they are disseminated are continuously improved to be as effective as possible (Woolf & Silver, 2017).

The Communication Process
The diagram that follows illustrates the typical manner in which people communicate with one another. When one individual (the sender) has something that they wish to convey to another individual (whether it be a fact, an idea, an opinion, or other information), the process of communication is initiated (the receiver). Whether it is straightforward and concrete or convoluted and abstract, this fact, idea, or opinion has significance for the person who sent it.

The next thing that needs to be done is to encode the meaning into a form suitable for the circumstances. Words, facial expressions, gestures, or even artistic expressions and physical actions can all be used as a form of encoding. After the message has been encoded, it is sent through the channel or medium most suitable for its delivery (Schultz & Schultz, 2017).

**DEFINING IT INFRASTRUCTURE**

The information technology infrastructure of an organization comprises all of the hardware components and software programs necessary for running the business as a whole. However, an information technology infrastructure is also a collection of company-wide services that are accounted for in the management's budget and consist of human and technical capabilities. The following services are included in these packages:

- Computing platforms, such as large mainframes, midrange computers, desktop and laptop computers, mobile handheld and remote cloud computing services, and so on, are used to provide computing services that connect employees, customers, and suppliers into a coherent digital environment. Examples of computing platforms include desktop and laptop computers, mobile handheld devices, and remote cloud computing services.

- Services of a telecommunications company that connect employees, customers, and suppliers via data, voice, and video (Sodeman, 2007).

**Communication in Organizations**

According to this point of view, organizations are viewed as relatively permanent physical structures within which communication occurs. In this sense, organizations are containers for communication processes, and people communicate with one another within the organization using the various positions they hold within the organization. This model of organizational communication has been highly influential for a significant portion of the field's history, particularly in many of its essential aspects. Its approach is primarily technical and centers on issues relating to efficacy and clarity. The following are some of the most critical questions that arise in this context: (1) What are some ways in which accuracy in communication can be improved? (2) What causes breakdowns in the communication process? (3) How can we verify that the message that was transmitted is the same message that was received? Moreover, (4) What would you consider the most suitable channel to transmit messages? In this context, issues concerning noise (factors that distort message reception), channel (the medium of communication), information content (what is new in the message?), and redundancy (repetitive elements that increase the possibility of accurate message reception) are seen as critical factors that should be taken into consideration when thinking about effective organizational communication. Within this framework, we can consider the connection between communication and organizations as one in which communication occurs within organizations (Mumby & Kuhn, 2018).

**Communication Apprehension**

It is clear that this presents a significant obstacle to the success of those individuals who aspire to be leaders; however, some people do not feel comfortable communicating with others. "an individual's level of fear or anxiety with either real or anticipated communication with another person or persons" is one definition of the term "communication apprehension" (CA), which is also known as "communication anxiety." A more contemporary and comprehensive definition of CA is "anxiety or fear suffered by an individual of either actual or anticipated communication, with a group or a person, that can profoundly affect that individual's oral communication, social skills, and self-esteem." There are two distinct varieties of CA, namely trait-based and state-based. A person's ability to communicate with others in various settings is impacted by trait-based CA. 18 The state-based CA is activated in response to particular circumstances, such as the requirement to deliver a speech. As a result, CA may interfere with communication between two parties, participation in a team, or the ability to give presentations (Ahmed et al., 2015; Ahmed et al., 2020; Alabullah & Ahmed, 2022; Alabullah et al., 2016; Alfakhri & Alabullah, 2021; Chechan et al., 2020; Nor et al., 2020). CA was found to be negatively related to both the quality and quantity of communication behavior, according to a meta-analysis that included 36 studies. CA has the potential to influence a wide variety of behavioral aspects in organizations. For instance, people with a high CA might look for jobs that require less communication from them, and they might also consult their managers less frequently for guidance or assistance. According to the findings of another study, students with a high CA preferred to sit in the back of the classroom or on the edges to limit their interaction with the instructor (Mukrimaa et al., 2016).

**Network Centrality**

The helm of the network Being in a central location within the company and having access to the information and people who are essential to the business's success is what we mean when we talk about network centrality. When top executives put themselves at the center of a communication network and build connections with people throughout the company, they are more likely to enjoy tremendous professional success (Alabullah et al., 2023; Alabullah & Zubon, 2023; Alabullah & Mohamed, 2023; Ahmed et al., 2023; Ahmed et al., 2016). It is well known that Sir Howard Stringer, the CEO of Sony, is a skilled corporate politician who can build trust and alliances throughout the company's various divisions and hierarchical levels. The ability of Stringer to network with virtually everyone has earned him much praise. These political abilities are necessary for him to comprehend the vast Sony empire and bring the company's many departments into harmony with one another (Daft et al., 2020).

**High-Speed Management Theory of Organizational Communication**

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The time it takes to perform an organizational activity, function, or process has become an essential measure of that organization's effectiveness. In private-sector organizations, a firm's speed in getting a product or service to market is the chief determinant of organizational success. In the public sector, the time it takes candidates to develop an agenda or image, the time it takes to pass legislation, and the time it takes to deliver public service to a client have become the chief determinants of a candidate's, legislature's, or agency's effectiveness. In the not-for-profit sector, the time it takes to raise funds and the time it takes to deliver services have become the chief measure of organizational effectiveness. Time has become an essential measure of an organization's effectiveness because of its ease of use, relative lack of bias, and predictability of other desirable organizational outcomes (Mukrima et al., 2016).

Communications through an intranet system

Especially in workplaces where all or most of the employees have direct or indirect access to a computer, businesses increasingly rely on an internal email system called the intranet to communicate information. This is especially the case in organizations. The ability to communicate quickly and efficiently with many people is one of the primary benefits of an intranet. They can also be used for two-way communications, in which the recipient (in this case, an employee) can respond to a series of questions or surveys. (Zeuch, 2016)

Organizational Communication

Communication is crucial in business management, just as in other spheres of life, such as social and private life. Businesses should engage in production, turn a profit, and expand their operations by reinvesting their earnings in order to sustain and expand their operations. During these activities, communication is a significant factor. When we think of businesses as organizations, we realize there is a requirement for communication within the organization's internal structure so that it can function successfully and efficiently. Because most companies have more than one department, there is much communication going on within and between the departments. Communication is the primary tool managers utilize when carrying out functions including planning, organization, orientation, coordination, and inspection. All of these functions require the use of interpersonal communication in order to be effectively carried out. If everything within this communication system works as it should, it will be possible for the organization to accomplish its goals. The topics of organizational communication and sub-titles will be covered in this section (Takahashi & Pereira, 1991; Alhamad et al., 2019; Alhamad, et al., 2015).

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Management, H. R., Mathis, R. L., & Jackson, J. H. (2004). Changing Nature of Human Resource Management After you have read this chapter , you should be able to:


