


International Business Communication
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Lecture - 19
Interpersonal Communication

Welcome back to the class on international business communication. We cover lot of different aspect of communication; we cover verbal, non verbal, we cover the conception basic communication; we cover the whole kinds of things. Today we are going to start with the application of communication; we talk about as listening as a tool of communication, we also talk about the barriers to communication, we talk about the rules we must follow in communicating effectively or the rule ((Refer Time: 00:51)) to follow, we talk about a phonological rules, we talk about syntactic rules, we talk about procedure rule, we talk about various kinds of things.


Now, what I am going to start suggesting from this class onwards. And I hope it is ok with the reviewers, and with the NPTEL people, I am going to start suggesting some interesting popular movies for you as examples; one movie that I would really suggest before embark on this topic on inter personal communication is the queen Helen Merion, Oscar winner this is the movie I am referring to. So, this is the movie I would suggest for an, it is an excellent, excellent resource, excellent example of a communication rules as we saw those clips that day. And, it has some very nice example on inter personal communication in the work place.

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Revision

- What are the different categories of rules we use in communicating with people?
- What kinds of problems can these rules lead to?
- How can we overcome these problems?
- What are the implications of phonological, syntactic, and procedural rules in the international business environment?




So, let us get into the, this topic now as always. Let us revise please discuss among yourself, what the different categories of what are the different categories of rules we use in communicating with people, which is that, what kind of problems can these rules lead to this is something I not thought you. But I am sure again the whole proper of this series of lectures is not to give you formulate, it is not to give you patches, it is not to give you readymade solution. The whole purpose of the series of lectures is specially since we are not interacting one on one with the each other, is to give you some food for thought every lecture is design in way that gives you some food for thought, some links, some threads that you can take and explode further.

And I will keep repeating on this I am not going to give you formulae, I am not going to give you to patches; I will share the resources I have with you, I will share links to resources, I share ideas with you. And I hope that you will take these ideas and learn things on your own. Because his skill like communication cannot be universal; the manner in which this skill manifest itself, the manner in which we use this skill is very, very unique to every individual. And, that is why I just want to you to take these ideas and supplement them with your ideas. And, of course get back to me I am sure my contact information is going up along with this course. I invite you all get back to me with any suggestion you may have or with any more resources that you feel can contribute to an reaching this lecture further.

So, let us get back to the revision; what kinds of problems do you things this so, called not so called. But this rules you know the phonological rule can leads to resource some of course the it is periodic it is specifically design to bring out some examples here; what kinds of problems can syntactic rules lead to? One is of course, loosing marks in using your examination if you do not write a proper grammar. But what kinds of problems in work place can be procedural rules lead to you know what can all this things create or what can all these thing impact in your work place. And, that something I want to discuss among yourself; how can we overcome this problem? Some may sees these limitation, these boundaries that these rules absorb as problems; others may see this boundary is defined by this rule as opportunity is for moving in specific direction for evolving the manner an opportunity for the evolution of the manner; we say communicate and deal with others organization.


I also want to discuss what the implication of this phonological syntactic and procedural rules are in the international business environment; are this opportunity, are this problems, are this limitation; can you make use of them should be get rid of them completely are we already getting rid some of this rules that something I really want to start thinking about ok.

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Unless otherwise specified, the source for the slides in this presentation is:

Myers, K.K., Seibold, D. R., and Park, H.S. (2011). Interpersonal communication in the workplace. In M. L. Knapp & J.A. Daly (Eds.) *The Sage Handbook of Interpersonal Communication (4th Ed.)*. Sage: New Delhi. 527-562.




So, let us move on again before we do so, I would like to share another resource with you as I mentioned; I have found a book to be extremely useful. And, this is the book

this sage hand book of interpersonal communication forth edition edited by mark. Knapp and john Daly both very senior professors; both very senior accommodation and researchers and ((Refer Time: 05:50)) words if I say. So, in the field of interpersonal communication they have edited this very nice collection of a articles very well written previewed articles on interpersonal communication. And, I will share some of the contents with you.

And, so as you can see this is the whole bunch of things here. And, I would like your library it would be nice of your library can procure this books because and your teacher can help you with this stiffness with book; you have issue, you have inquiry, you have the units of communication, you have process and function and you have the context. And, I am going to deal with one of the articles from this book. So, with due credits, with due respect, with due acknowledgement to the original authors thank you very much for giving a such a great resource for learning about interpersonal communication.

And, unless otherwise specified resource from more of this slights is this particular articles; I cannot put it better than them they already expert I just cannot putt better than them this articles is called interpersonal communication in the work place. And, the author of this specific articles are Karen Myers, David Seibold and He sun park I hope I am pronouncing the name right; any way be whole reference upon slight if you want to go through it please do so.

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Areas where interpersonal communication becomes important for study in organizations

(Krone, Kramer and Sias, 2010, in Myers, Seibold, and Park, 2011)

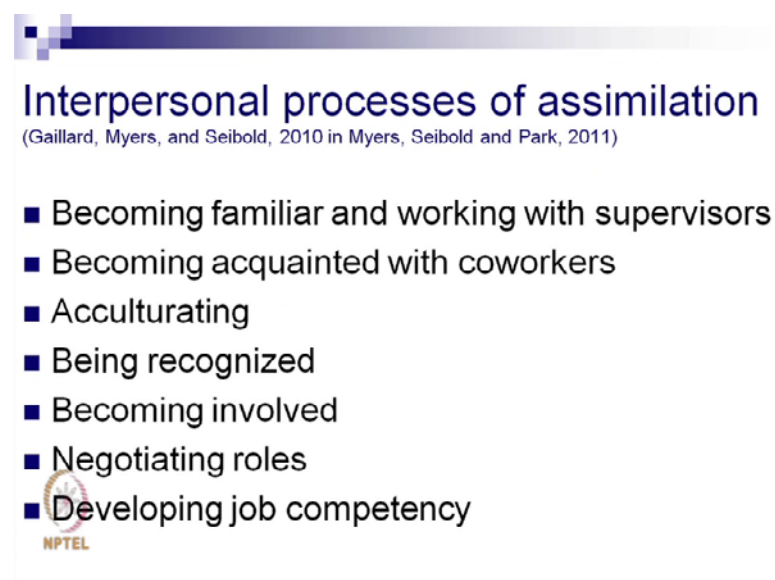
- Organizational assimilation/ socialization
- Supervisor-subordinate communication
- Emotion management
- Power and control



According to the authors some areas where interpersonal communication becomes important for study in organizations are supervisor subordinate communication, organization assimilation or socialization, emotion management and power and control. And, again we will discuss this thing one by one all of these things are not mutually exclusive they are part of the same things; we need emotion management when we try and simulate in the organization when we join in organization the first point of contact is usually our supervisor. So, we need to stay in touch with them, we need to get a sense of and communicate the amount of power we exert on areas of our expertise or we also need to know who is in prevention the organization; as far as getting things done is concerned, as far as reporting to people concerned all of these things are interrelated and these.

And, the emotion has an impact on the manner in which people exert control over others, people express the power over certain situations, people express the influence over certain situations; the management of emotion also has a bearing on the communication between supervisors and subordinates. It also has a bearing on organizational socialization and socialization. So, all these things are interrelated but let us approach them one by one for sake of simplicity.

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Interpersonal processes of assimilation
(Gaillard, Myers, and Seibold, 2010 in Myers, Seibold and Park, 2011)

- Becoming familiar and working with supervisors
- Becoming acquainted with coworkers
- Acculturating
- Being recognized
- Becoming involved
- Negotiating roles
- Developing job competency

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Some interpersonal process of simulation; we join in organization, you want to socialize you want to get to know people. So, there are some process as a Gaillard, Myers and

Seibold have mention. And, there people has been refer to by Myers, Seibold and park in 2011 in this book; they say that becoming familiar and working with supervisor is the first thing that we do in order to do socialize in the organization in order to simulate into the organization. Then we become acquainted with coworkers, then we start a acculturating then we start becoming recognized and then we start becoming involved and then we start negotiating a roles. And, finally we start developing job competency. And, I will approach this one by one and I hope you will agree this stages.

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Factors affecting organizational socialization (Modaff and DeWine, 2002)

- Loyalty and congruency
 - Loyalty is the individual's belief that he has a moral obligation to engage in a mode of conduct reflecting loyalty and duty in all social situations.
 - Congruency is the degree of alignment between the core values held by the individual and the organization

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Before, we get onto anything else; we should know about the factors effecting organization socialization and again this factors this from a different book by Modaff and DeWine. And, some of the factors that affect organization socialization are the first one is loyalty and the congruency are main factors that effect on organization socialization. Loyalty is the individual believed that he has a moral obligation to engage in a mode of conduct reflecting loyalty and duty in all social situations; which means, I feel it is my responsibility nobodies enforcing loyalty on me. Yes, we are virtue of argue conduct rules in our organization expect to be loyal but loyalty is inherent.

So, if I feel connected to reorganization, if I feel responsibility towards the work of the organization, if I feel that if I have the duty to contribute the working of the organization. I am being loyal to the organization I have a duty to do my work responsibly I have duty to ensure that the organization is not negatively affected in any manner by what I do or


by what I see others doing. I have a duty to protect my organization from any negative things happening in the environment putting very simply that is loyalty; I am sure you all understand that.

The second concept here is congruency. Congruency is the degree of alignment between the core values of the organization. And, it is degree of alignment between the core values held by individual and the organization; how much are we the same wave length as far as the values system are concerned; do we see things in the same manner as far as the values in the organization or concern loyalty is again my own it depends on me. Congruency depends is the is something that has to be judge by third person. So, the organization has own set of values systems core values I have my own set of core values and both of them need to align with each other; we say yes, we all are ethical we all communicated, we all put an in certain math of work. But again how we see our selves a contributing to that work or how the organization sees us contributing to that work or that task is congruency ok.

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Socialization Process (Modaff and DeWine, 2002)

- **Collective vs. individual socialization process**
 - *Collective socialization* involves putting a group of recruits through a common set of experiences together.
 - *Individual socialization* occurs when recruits are brought into the organization in relative isolation from one another and put through a unique set of experiences

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Now, let us move on to the socialization process. How socialization take place? And, again and once you know some of this slides using the words tactics, because these are the strategies that organization used to socialize or to in hand the simulation of the organizational culture by the new employs. The first one here is collective verses individual socialization process. And, again this is brought up by Modaff and DeWine it

is a universally accepted; these are the 6 wide not universally but widely accepted socialization tactics in any organization.

The collective socialization involve putting a group recruits together through common set of experiences; this happens in a organization while you take a whole set of trainees in. And, you put through set a socialization experiences, you have this out bound programs, you rappel on buildings, you go out, you have this following exercises, you have this thing building exercise, you throw the ball an different direction, you built things together all that or you just go out from retreat this is called collective socialization everybody is put through the same drill. Individual socialization occurs when recruit are brought into the organization in relative isolation from one another and put through a unique set of experiences.

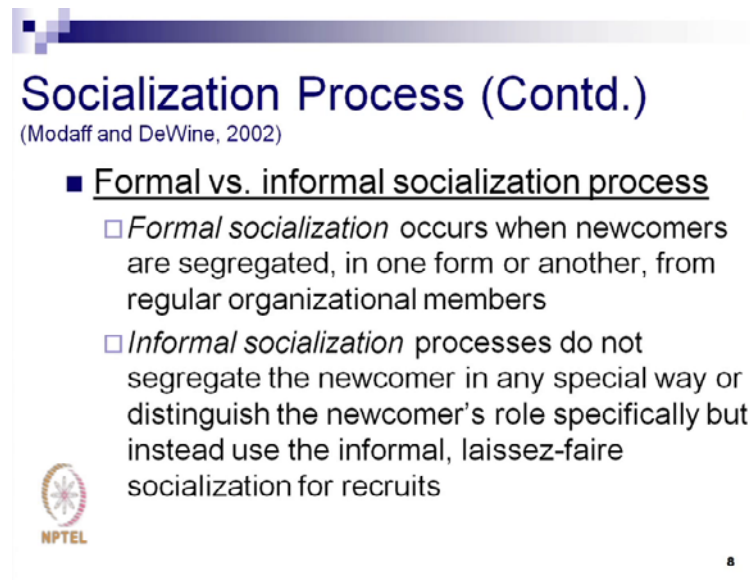
And, again this you would see pretty much at the higher levels of organization or in our profession academy; we do not get hired by dozen or by the 100s or even by the 50s. We get hire one on one and our role in the organization very, very specific yes, we all are we know this many systems profession we all commutate system or associated or full professor and we do a work. But even at the entry level which is lectures or assistants professions we are not hire in mass usually. So, we do not go to through the same training program and I again due to the profession relative new to the profession. But I am assuming that the reason for this is that we all bringing a very specific set of scales and expertise; we would not spend significant numbers of years specialization in our discussion. And, we saw comment to the organization and we are assimilates a slowly.

Secondly, we really do not have that much place you know the numbers of seats are limited. Now, applying the same thing to another organization and other profession at the senior executive level you would not be hired by the dozen or by the 50s, 100s. So, for example, an assistant vice president or a vice president I mean yes, you would get promoted you would to get new organization you one percent; at the trainee level you all come in together you go through same experiences.

But then you move after ladder in the organization you reach the mid or senior executive level you come in one by one. And, you are put through different experience depending on your unique set of skills and expertise and that is what individual socialization is. And so you know people see in a different rights; ever bodies see you as differently as a


contribute to the organization. And, you unique a sorry you contribute the unique set of experience, unique set up, unique concept, unique ideas, unique experience, unique training to the organization that is a individual socialization ok.

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Socialization Process (Contd.)
(Modaff and DeWine, 2002)

- **Formal vs. informal socialization process**
 - *Formal socialization* occurs when newcomers are segregated, in one form or another, from regular organizational members
 - *Informal socialization* processes do not segregate the newcomer in any special way or distinguish the newcomer's role specifically but instead use the informal, laissez-faire socialization for recruits

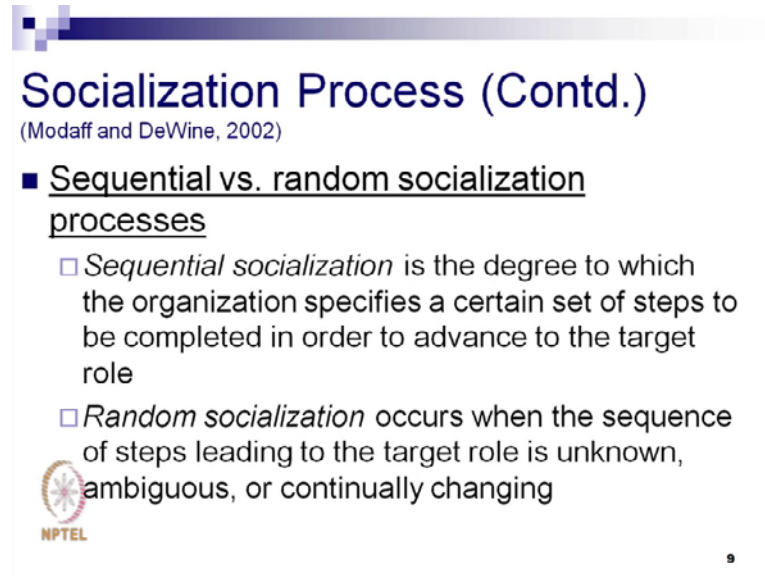
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Formal versus informal socialization process; formal socialization occurs when newcomers are segregated in one form or another from regular organizational members; which means your uniqueness is highlighted. And, it is not really a melting pot situation. Out of the way you are socialization occurs as you introduce as an expert in one specific area. So, it is very similar to individual socialization where your uniqueness is highlighted wherever you go. And, your differences from the other team members are highlighted. And, you are socializing your brought a health gain your comfort levels are in hence by getting people and different capacities.

In informal socialization processes do not segregate the newcomer in any special way or distinguish the newcomer role specifically. But instead use the informal laissez faire socialization for recruits. And, again very interesting example of very important example of this is the lunch rooms in the offices you come in you taken from one office to another, one department to another, one section to another, you know you are so on. So, taking over as the assistant by stress of a particular area and then everybody knows this is the new person who comes in. And, then the M D says, you come to the office and or meet in the lunch room and we all share what we have. And, you can meet the other

people who and get to know them. And, that is the informal socialization process you all go there you all employs you put your Tiffin out on the table and share and you eat ok.

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Socialization Process (Contd.)
(Modaff and DeWine, 2002)

- Sequential vs. random socialization processes
 - *Sequential socialization* is the degree to which the organization specifies a certain set of steps to be completed in order to advance to the target role
 - *Random socialization* occurs when the sequence of steps leading to the target role is unknown, ambiguous, or continually changing

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A sequential versus random socialization process; sequential social when you go step by step manner in order to socialize, in order to get to know about the organization; it is not only social relationship it is also getting to know but you organization. And, so you know unless you have had an orientation program you are not given the documents for the by the human resources department to fill out. So, you know this there is series of steps that you need to go through or you taken into the organization and you have a province period of 6 month or a year. And, then you do certain things you achieved certain task and then you move on to the next set of task. And, finally you are taken in the organization and given the permanent status or confirmed status.

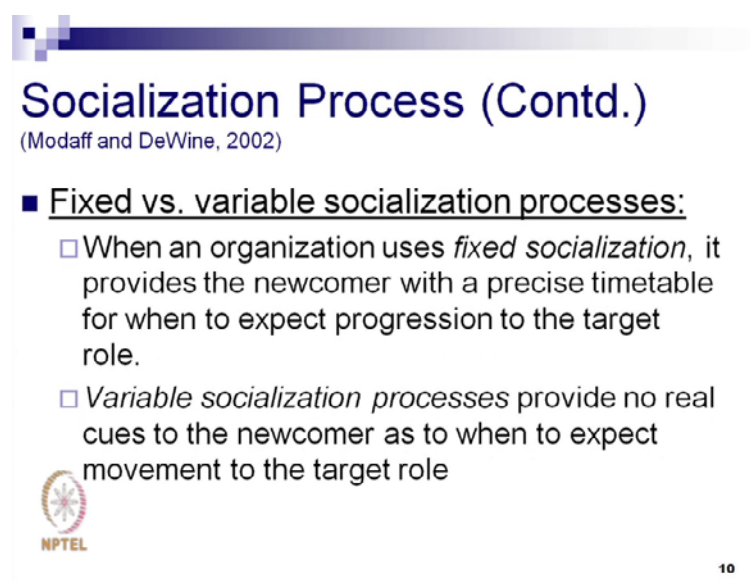
Random socialization is that you have a list of things that you need to do. But the this steps are not really known or do not even exist or they continually changing. For example, may you join the organization an organization like academics. And, I know I have get a library card made, I know to get a identity card made, I know I need to open bank account if I in a new place my bank account were my salary can go, I know that I need to some point you know give some documents for about background check, I know that I have to submit a this submission of my pleasure report is something that is time bound. But the rest of a thing can again you know the sequence keeps changing; it does

not matter if my identity card is made before the library card made or after the library card is made the library card can also be made just based on my joining report. And, note from the head.

So, I just giving you example. So, these steps are random. But unless I give a my bank account number to the accounts department I cannot get my salary. So, that is a series of stages when my salary comes in then I see certain things I need to clarify certain things. So, but again you know within that time also we may have some flexibility. If I get my library card made before I give the bank account number to the account department things made at delay if it is the end of the month. But other than that the step can be flexible over there and that is random socialization.


Again, we are not talking about forming social relationship people, we are taking about the communication process involved in this socialization. Sequential socialization is more structure the words that I used in sequential socialization are not ambiguous they are more clear, the directions are more clear, there is only one meaning there is a clear series of steps. In random socialization the direction will be clear. But the manner in which you approach those directions depends on you; that is lot more ((Refer Time: 22:45)) in manner in which this steps are communicated to us ok.

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Socialization Process (Contd.)
(Modaff and DeWine, 2002)

- **Fixed vs. variable socialization processes:**
 - When an organization uses *fixed socialization*, it provides the newcomer with a precise timetable for when to expect progression to the target role.
 - *Variable socialization processes* provide no real cues to the newcomer as to when to expect movement to the target role

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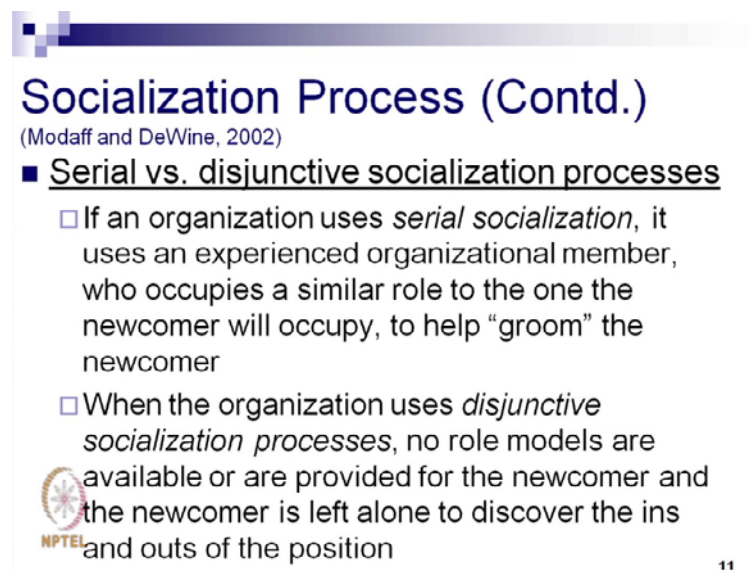
Fixed verses variable socialization process when an organization uses fixed socialization it provides the newcomer with a precise timetable for when to expect progression to the

target role. Variable socialization process provides no real cues to the newcomer as to when to expect movement to the target role. Again, the best example I can share with you is my own profession there is the fixed socialization here I know that the first year of my appointment I am on position. And, so unless the things are a certain way, unless the reports are favorable, unless the students are satisfied with what I am teaching, unless my superiors are satisfied in my work in the department I cannot get a confirmed. So, there is a timeline I know go at certain date. And, I know things have to be submitted by certain date.

But in variable socialization the movement to the next stage is not really determined by time it is determined by the task. If I am able to achieve certain task, if I am able to complete certain task it does not matter whether it takes me 3 years to do it or it takes me 7 years or it takes me 10 years I would like to do 3 years. But if I am not able to I mean it is not numbers of the years; it is the task that I need to achieve before I can apply for movement to the next hire level; same thing with probably your profession also I do not know very much.

But I am assuming there in your field especially in the sales and marketing fields unless you are able to achieve certain target you do not get your bonuses; you may even end up losing your job if you are not able to do what you expected to do. There may be a time line then again you know it is not fixed that you will either get a promotion or remove after 3 months; you may get a warning if you achieved target you may get a higher bonus and the other. So, all these things or that is the variable socialization process. But in fixed socialization it is determined time bounds a stage are there and that something moves on ok.

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Socialization Process (Contd.)
(Modaff and DeWine, 2002)

- **Serial vs. disjunctive socialization processes**
 - If an organization uses *serial socialization*, it uses an experienced organizational member, who occupies a similar role to the one the newcomer will occupy, to help “groom” the newcomer
 - When the organization uses *disjunctive socialization processes*, no role models are available or are provided for the newcomer and the newcomer is left alone to discover the ins and outs of the position

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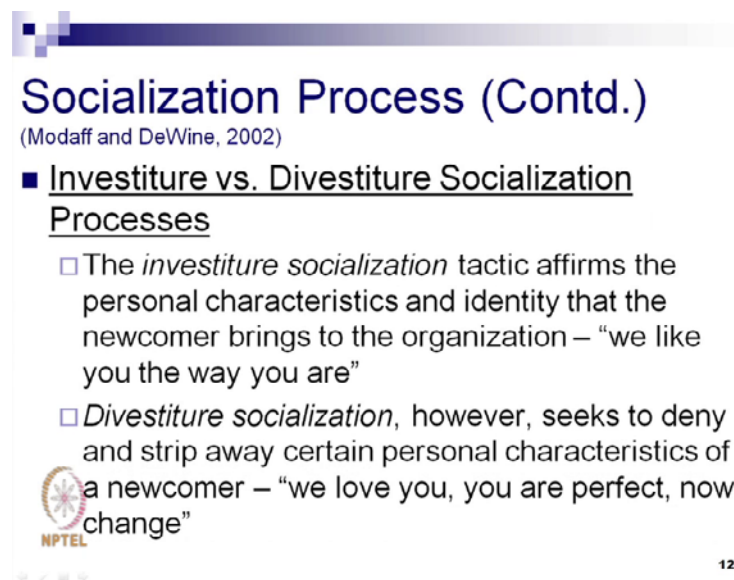
Serial versus disjunctive socialization processes. If an organization uses serial socialization it uses an experienced organization member who occupies a similar role to the one the newcomer will occupy to help groom the newcomer. So, this is what we called a mentor program; some organizations have a some doubt. But typically one senior organization member is deputed as a mentor for the new organization member. And, the experiences that this older or senior member has gained are pass term to the new member. And, that those help this new member stimulate the processes in the organization. And, again all this happens to communication; you may ask me why I am sharing all this with you the simple reason for sharing all this with you is a the communication processes that are involved in passing on this messages from a senior to junior person.

And, we will discuss more when we move on to the later part of today lectures. When this organization uses disjunctive socialization processes no role models are available or are provided for the new comer. And, the new newcomer is left alone to discover the ins and outs of the position; we go to the launce, we go to the common sitting area, we got for teas, we see bunch of people going out for tea we go and join them, we see bunch of people going out for lunch some of them invites us we go with them. And, buy hitter try we discover what we want to do, where we stand, who we need to contact what kind of information, no specific information is provided. Because we are consider to be

experience enough to know where to get what kind of information and who to approach if we find ourselves in trouble.

And, again this very strong organization to organization; none of these things is right or wrong. That is something I keep emphasizing on in this lectures none of the things that I am talking about right or wrong they are all perfectly in different context; the manner in which this different process are used is a contextual. So, that is something that you need to remember before you saying this is the typical question that comes out from my students, Mam which process is the best? I do not know, I cannot tell you, I will not tell you even I have some idea. It is specific to the situation you find yourself in, it is specific to the goals you want to achieve from in a particular situation at a particular time. It is specific to the people you are interacting with, to their personalities, to their outlook to what they want to achieved from the situation; to the congruence between what they want to achieve and what they want to achieve; to the congruence between what your core values are, what the core values of the organizational and what core values of person you are interacting with. So, everything is very, very situation specific.

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Socialization Process (Contd.)
(Modaff and DeWine, 2002)

- Investiture vs. Divestiture Socialization Processes
 - The *investiture socialization* tactic affirms the personal characteristics and identity that the newcomer brings to the organization – “we like you the way you are”
 - *Divestiture socialization*, however, seeks to deny and strip away certain personal characteristics of a newcomer – “we love you, you are perfect, now change”

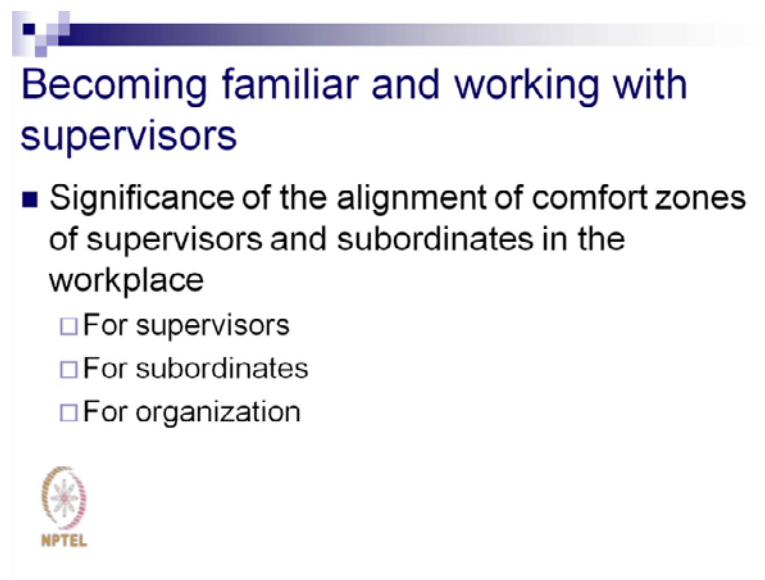
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Investiture versus divestiture socialization. Investiture versus socialization tactic again process tactic a firm the personal characteristics and the identity that newcomer bring to the organization. In this kind of socialization people say oh great you come in thank you for bringing in new prospective, we like the way you are you are different, we like you

all of us different from each other, we like what you bringing to the organization please stay the way you are. So, you do not change divestiture is seeks to deny and strip away certain personal characteristics of the newcomer. And, again this I put in coach I believed there was a play by this name or is a theoretical play by this name I love you perfect now change.


So, this is pretty much what happens in an organization that socialize members or that encourages socialization by divestiture; which means you are coming in. And, again this both of this may be suited to different situations. I am sure you can categorize each of this tactics into individual or collective socialization processes. Divestiture socialization pretty much is the collective socialization process; where in members are collectively expected to share some of your uniqueness and the some common characteristics. And, investiture socialization process essentially encourages individual members to highlight their unique characteristics. And, contribute in their own unique ways to the organization both are suited; both may be use by the same person, by the same organization for the same person in different manners at different times for different goals.

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Becoming familiar and working with supervisors

- Significance of the alignment of comfort zones of supervisors and subordinates in the workplace
 - For supervisors
 - For subordinates
 - For organization



Becoming familiar and working with supervisors. So, we are going back to what we are discussing. And, this is the simulation process that we are back at this lecture is going to be long and we may. And, guessing we will have to shift part of what we are covering to the next lecture it is unsightly that we will able to finish it within this time frame. So,

please be with me we will finish this; becoming familiar and working with supervisors when you move on with a organization this are the different tactics that may be used; you meet the first person, you meet is the person who had has higher due or the person you are going to be reporting to.

And, this has significance for the alignment of comfort zones of supervisors and subordinates in the work place why do you need to align your comfort zone each other? Please, discuss among yourself what is the goal of communication to be affective? And, in order to be affective what you need to do; you need to able to understand what are going on others hand. And, share what is going on in your mind; the messages that you design need to be understood by the receiver of message with in a particular context; needs to be effective, needs to be able to achieved the results that you want a achieved. And, for that comfort zones meets to be aligned.

So, going back to this significant; if the alignment of the comfort zone of supervisors and subordinates are aligned in the work place this supervisors are able to get work done more effectively; you are knew if find out what works, with who is expecting, what from you, it in hands the congruence between expectation of the supervisor and organization and you. It enhances the congruence between the goals of the organization; the goals of the supervisors and you as a new employee. And, so you need to get a more and more information; you need to become familiar with the environment. And, that will help you become a debtor, more productive, more accepted employ in the organization that is pretty much I am getting at here.

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Factors affecting superior-subordinate communication

- Openness/ closedness of supervisor subordinate communication (Redding, 1972, in Myers, Seibold and Park, 2011)
- Influence: Pelz Effect (Pelz, 1952, in Myers, Seibold and Park, 2011): Workers' feelings of cooperation in work groups and organizational control are positively influenced by their leader's upward influence
- Supervisors' communication styles and related effectiveness
- Supervisor feedback
- Personal characteristics of supervisors and subordinates

And, how do we do this; we do this by sharing information and how do we share information? There are some factors that affect superior- subordinate communication. The first one is openness or closeness of supervisor-subordinate communication how open is the superior to me? And, how openly can I talk to my superior? And, that in term is influence by what we called as the Pelz effect one of the aspect here. Pelz effect is the workers feelings of cooperation in work groups. And, organizational controls are positively influenced by the leaders upward influence. I feel that the manner in which my group cooperates or how cooperative my group is depends or how much control you organization has on me or how much control I have only organization is positively influenced by what I feel about my leaders upwards influence; which means I will be more open I will free connected to I will want to talk more to a supervisor who has who I think has more upward influence.

If I feel that my boss is comfortable with his boss or her boss I will want to go him or her more; I will want to have a better relationship with him or her. If I feel that my boss does not have a good working relationship or does not have an influence or cannot influence working of the organization or her or his hire ups; I may not feel the need to say. So, connected I say this is my boss. But big deal what is here she worth. So, I will not want to communicate that much; which means that I will not exchange as much information as required or as I would like to; which means I will feel disconnected from my organization. And, that is why communication comes in the quantity and quality of


communication will suffer or be enhanced depending on my perception of my bosses influence; over the hire ups, over the major significance discussion taken in the workplace. And, that is how communication plays a role in the superior subordinate communication, a subordinate relationship.

The other issue here is supervisors communication styles and related effectiveness. How would you feel if your supervisor was very unique, extremely polite but very, very soft spoke it is very nice to be around a soft spoke person? But when you need to raise your voice; you need to raise your voice, when you need to get things done then you need to put your foot down and get things done. So, the person you are supervisor always saying everything is all right, yes, saying yes to everybody and ultimately doing something else. How would you feel about that? How would you feel if the supervisor constantly agree to what everybody told him or her was not depending himself or herself.

On the other hand taking things to the other streams; how would you feel if your supervisor became abuses or became aggressive or shouted at you? Every time you went to the supervisor so, the supervisor found reason to shout at you. And, been nasty to you became aggressive; took everything you said defensively took as a personal attack how would you feel? So, all this things have a bearing on how effecting the supervisor is in getting things done all right. And, that will turn influence the effectiveness of the supervisor. The supervisor feedback; what kind of feedback you get from your supervisor will also have a bearing on how comfortable you feel with your supervisor; we talk about positive and negative feedback last time.


So, in one of the pervious classes; so that has a bearing on how comfortable feel with your supervisor. The personal characteristics of supervisors and subordinates do your personalities jell with each other what happen when you do not jell each other, what happen when there is a clash, what happen when you just do not like each other for various reasons? So, all that will have a bearing on how you communicate with your supervisor, and how comfortable you feel as a part of an organization.

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Becoming acquainted with coworkers

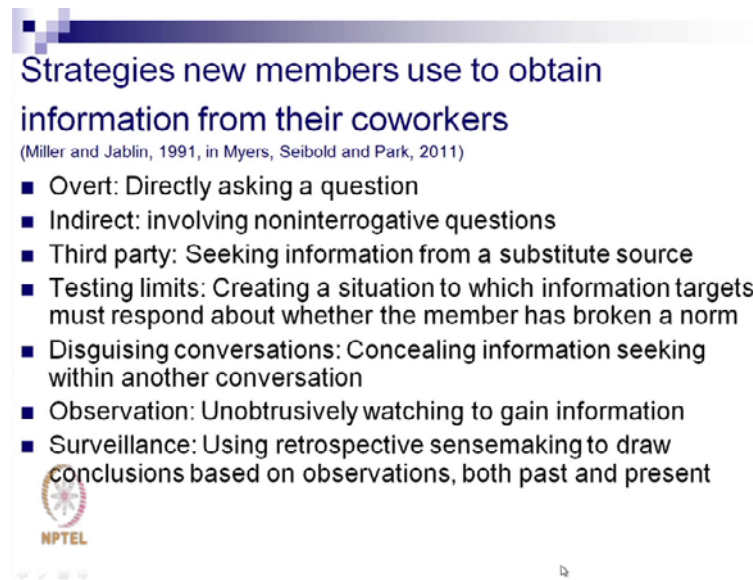
- Primarily exchange of information because:
 - Coworkers can empathize better
 - Less risky to admit to coworkers that one doesn't know something



In the next step is becoming acquainted with coworkers. And, this involves primarily an exchange of information. Because we do not report to coworkers but we like to talk to them. And, initially when we go into an organization when we join organization our coworkers are our first point of contact why? Because coworkers can empathize better, they can put it is very easy for them to put themselves in our issues; they have been our issues, they have been in the same position as us. So, they can empathize better with us, they can feel connected to what we are saying.

And, it is less risky to admit to coworkers that one does not know something; you joined a new organization you may or not in all likelihood you would not know what is going on for a while; it will take you some time to figure out how to get things done, who to get touch with photo copy, who to get touch with for printing who to get touch with for paper, who to get touch with first stationery, who to get touch with if certain processes are not done by certain time, who to get in touch if you faultier on your work ,who can help you, who can maintain you all those things. It is less risky to admit to people who are working with you that you have all this problems; you may think that if you take everything to your boss once the boss does not have time. And, secondly if you take all these things to your boss the boss may think that you are inefficient that you do not know your work. And, boss may start questioning his or her discussion to why I have hired you.

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Strategies new members use to obtain information from their coworkers
(Miller and Jablin, 1991, in Myers, Seibold and Park, 2011)

- Overt: Directly asking a question
- Indirect: involving noninterrogative questions
- Third party: Seeking information from a substitute source
- Testing limits: Creating a situation to which information targets must respond about whether the member has broken a norm
- Disguising conversations: Concealing information seeking within another conversation
- Observation: Unobtrusively watching to gain information
- Surveillance: Using retrospective sensemaking to draw conclusions based on observations, both past and present

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Some strategies new members use to obtain information from their coworkers how do we get information from our coworkers. The first one is over directly asking a question where; who can give me more paper; I need a red pen, I need a blue pen, I need a green pen, I need a ruler who can give me stationery, I need a cup of tea to stay awake I am tried, I would like have a cup of tea continue, who can I contact, I am not receive my salary, who should I contact this been a some short of deduction on my salary that I do not understand; who should I contact or I got more money then I think I should have who do I need to contact for clarification, so simple questions that is one.

In directives that is involving non integrative questions; you go about things in a roundabout manner. So, you say oh great you back from a leave or you are I do not see your round your office wherever you? I thought I saw in your bosses cabin what was going on. So, you know you approach things in a roundabout manner. And, I saw 3 of you go out together and you are laughing something do you have some positive news to share; it will nice to share even I want to feel happy with you. That is in direct manner of getting some information from people. The third party seeking information from a substitute source; you ask the pen, you ask the helpers in the office, you take in this big takes of hire for somebody, who are you taking this for, what is the file, what is the name on the file, why are you taking this, who is sitting in the bosses office how long have been seating there. So, that is third party information.

Testing your limits, creating a situation to which information targets must respond about whether the members have broken a norm; which means you push your way. And, you say well; oh I am sorry, I could not finish this. And, boss say no problem you can say bring the report tomorrow. But boss tomorrow I have meeting in my with my child teacher I cannot come tomorrow in that case you can submit by day after tomorrow. But boss I need to take some leave you know something is going on I have something else coming up.

So, you keep pushing your limit. And, finally the boss says well if you not able to submit by the end of the week you could call for the explanation or if you. So, busy I may need to hand over this work to somebody else. And, all you want to know is what are the consequences of you not able to finish a particular piece of work, but you keep pushing your limit. And, you keep saying I have this and this, this; this is coming in. And, what happens if things go wrong you know what happens if I cannot results. So, you keep asking this indirect question till the boss is pushed to a corner or till your co is pushed to a corner.

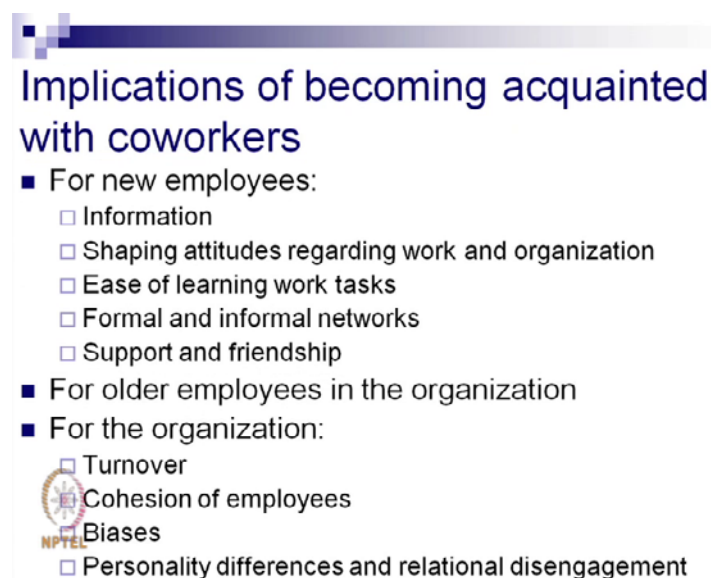
And, ultimately answer giving you the information you want disguising conversations concealing information seeking another conversation. So, you say great, you know it is nice that we all you know or a group of you have decided to go to the particular place for a conference; what is going on the conference you all are going to say things new Delhi for a conference. And, you say you are going to center; there are lots of people you know New Delhi is the hub of all kinds of activities. And, there are lots of opportunities. And, I heard that a new branch of another better organization has come up in New Delhi.

So, and I believe it in I has a same colony as the one that you are going to; you are in the same area that as one that you are going to, may be there having or is not it certain such organization having an exhumation in the India habit at the center for example. And, so you going to be at the India habit at the center so you will definitely go come on you will definitely go there. So, that is so you know short of push the person into a spot. And, even if they do not have any intention of sharing that information with you; you sort of get the information with you. Again, I am not saying you will do it these are some of the characteristics people use to get information from people especially when they join in organization. Different points, different tactics are use non is good, non is bad all situation; use your own judgment, use theatrical standards to decide what will work for

you, what you feel comfortable with. I cannot give you definition on what is right appropriate, what is wrong inappropriate all right.

Observation with all this glass cabins feeling really insecure; the whole day we sit and watch who goes to the bosses office and who comes out. And, how much time do they spends there or when files are being taken from one table to the other; we saw slightly walk pass to the person carrying the files and try and read the name on the files. And, sort of you know; just sitting in one side or a meeting is going in a common area. And, we just go take cup of tea and just seat and one corner your ears are on the meeting and yours eyes are in cup of tea. But you are listening to what is going on in the meeting. So, reliance using retrospectitive sense making to draw conclusion based on observations both past and present. So, what do you, you connect in your using your own sense of logic and reasoning you trying connecting the past experiences the past events. And, come up with a decision, a conclusions on what has happened and that is surveillance ok.

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Implications of becoming acquainted with coworkers

- For new employees:
 - Information
 - Shaping attitudes regarding work and organization
 - Ease of learning work tasks
 - Formal and informal networks
 - Support and friendship
- For older employees in the organization
- For the organization:
 - Turnover
 - Cohesion of employees
 - Biases
 - Personality differences and relational disengagement

Some implications of becoming acquainted with coworkers; the first one here is for new employees is getting the information; we become acquainted with the coworkers, we know what they are doing, we know they are short of up to, we can get information it is very nice to get information about organization that inherent. It shapes are attitudes regarding works and organization; I know what the organization is about, I know what is being said, I know what is discussed with shapes my attitudes regarding work and

organization it eases learning work task; whenever I join in new organization there are some things that I do not know about the job; obviously, I may be expert what I do.

But the organizational culture may be different I do not know what to expect from my coworkers, I do not know how to respond to different situations. So, it becomes you know work tasks are not only things on paper that I need to do or things I need to do alone; work tasks also include working in teams, getting information, responding to quires, getting information, giving information, sharing recourses all of those things. And, talking to my coworker will help make that easier.

Formal and in formal networks again I do not think I need to emphasis on this. This is pretty obvious supporting again we are all social creature; we need somebody who we talk to informally, we need some supports, we need somebody who can help us in different situations. And, we need somebody who can pat us on the back who can something nice; the boss may not have to do so. But it is nice to shares some goods new over a cup of tea or coffee with the collogues or friend with. And, you know both of you feel happy for each other.

So, implication for the older employs in the organization about you know when people become acquainted with coworkers are; it just to leave more coefficient within the employees it helps with the alignment of comfort zones with the each other. For the organization if people are bonded each other people talk to each other, people get information, people develop some certain alignment of comfort zones within the organization with the each other. And, with the organization it reduces the turnover in the organization they start feeling like a part of the organization.

Cohesion of employees they work better with teams it may on the negatives side also lead to biases; we say ignorance is blessed. And, the more you know each other the more you start discovering things that you do not like about each other or about the work that each other engages in. So, that can lead to some biases, personality differences. And, relation disengagement is another negative impact that the queen with coworkers can have; we again this is connected with biases; I do not like somebody I refuse to work with somebody, I refuse to exchange information. And, that creates the barrier in my effectiveness or that it is a problem for my effectiveness in the organization and for the

organization to keep me as an employer also. So, that is employee disengagement. acculturation we talked about culture.

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Acculturation

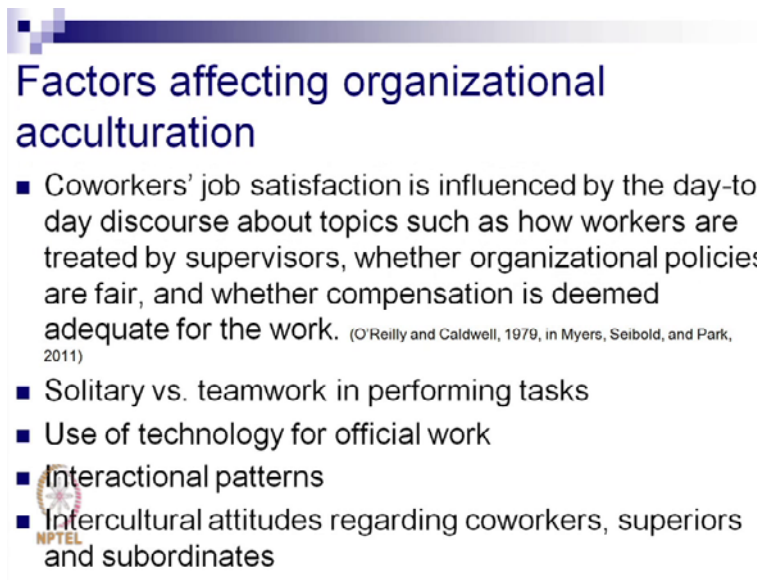
- Involves learning about and accepting the culture of a place/ organization
- Learning the norms of the organization and 'how things get done' within their respective organizations (Myers and Oetzel, 2003 in Myers, Seibold, and Park, 2011)
- Helps members understand how we view and value customers, the community, our competitors, and ourselves (Bauer et al., 1998 in Myers, Seibold and Park, 2011)

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Acculturation we talked about culture. Now, let us move on to acculturation; acculturation involves learning about and accepting the culture of a place or organization. And, this means that just taking in the culture and acting in manners of appropriate to the culture of the organization with respect to organization communication; this relates specific learning the norms of the organization. And, how things get done within their respective organization; it helps the member understand how we view and value our customers, the community, the competitors and ourselves.

So, we get involve in the organization we figure out what we can do in order to; how we respond to, how we are costumers, what we feel about our customers, what we feel about the community, what we feel about our organization, what we feel about our competitors and what we feel about ourselves in the particular organization. And, this is a very, very important part of interpersonal communication and the work place.

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Factors affecting organizational acculturation

- Coworkers' job satisfaction is influenced by the day-to-day discourse about topics such as how workers are treated by supervisors, whether organizational policies are fair, and whether compensation is deemed adequate for the work. (O'Reilly and Caldwell, 1979, in Myers, Seibold, and Park, 2011)
- Solitary vs. teamwork in performing tasks
- Use of technology for official work
- Interactional patterns
- Intercultural attitudes regarding coworkers, superiors and subordinates

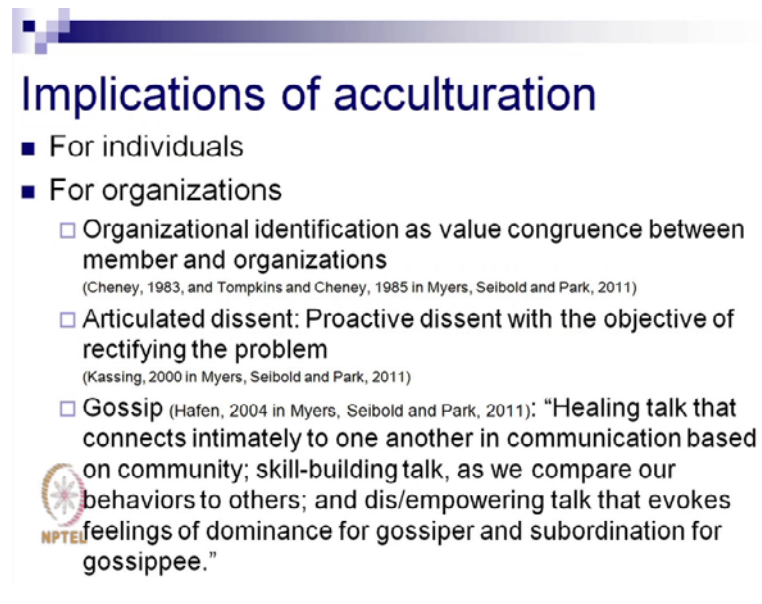
And, a very important part of getting to know about the work place; some factors effecting organization acculturation are one is the coworker jobs satisfaction which is influence by day to today discourse about topics such as, how workers are treated by supervisors or whether organization policy are fair. And, whether compensation is being at required for so, we come to know more about what is going on the organization; we can define our satisfaction based on what other people say about what is going on in the organization and about the fairness or un fairness of certain thing.

Solitary verses team work in performing task; weather we do a task or wither we along or wither we do them in teams detriments how a acculturated, how connected we fell to the organization; use of technology for official work again depends on a comfort level, with special technology depends on the relative comfort level of the others in the organization. And, that helps us become more and more involved or fell connected in the organization. Interactional patterns are another thing that we talk about; when we talk about factors effecting the organizational cultrational that is the manner in which we communicate to the coworker determine; the manner in which we take in the culture of organization or connect with the culture of organization.

Inter culture attitude regarding coworkers superior and subordinator again depending what we feel about it different backgrounds of our people; depending how we feel about where our coworkers superior and subordinator coming from; we develop certain

attitudes, we already comes in certain biases and we those biases and attitude are modified or adopted to suit the situation. But they have an impact on how well we get into the origination, and how well, how connected we feel with the origination.

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Implications of acculturation

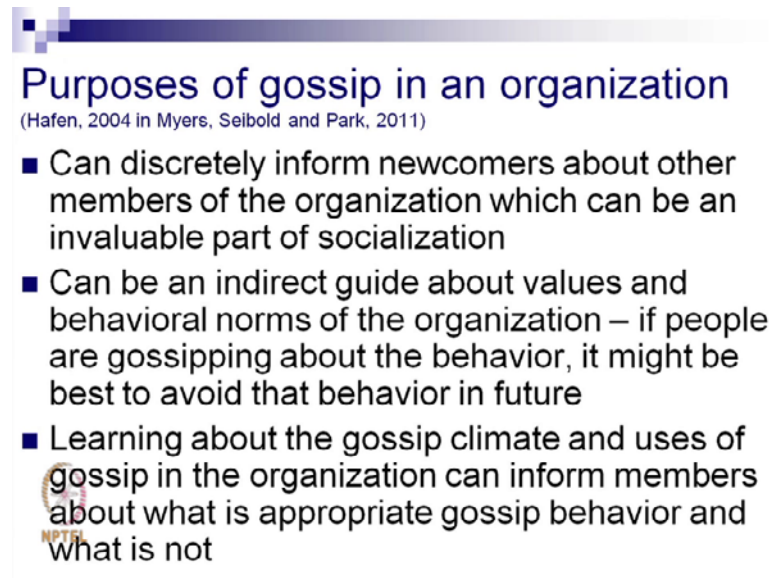
- For individuals
- For organizations
 - Organizational identification as value congruence between member and organizations
(Cheney, 1983, and Tompkins and Cheney, 1985 in Myers, Seibold and Park, 2011)
 - Articulated dissent: Proactive dissent with the objective of rectifying the problem
(Kassing, 2000 in Myers, Seibold and Park, 2011)
 - Gossip (Hafen, 2004 in Myers, Seibold and Park, 2011): "Healing talk that connects intimately to one another in communication based on community; skill-building talk, as we compare our behaviors to others; and dis/empowering talk that evokes feelings of dominance for gossipier and subordination for gossippee."

Some implication of acculturation for individuals it helps me define my comfort zones, my personal comfort zones within the organization. It also helps me become more effective at less effective that impact my effectiveness at work. For organizational identification as value congruence between member and organization; what I how much I identify with the organization. And, how congruent my values are with the organization will determine how feel with the organization. Articulation descent; if I get a acculturated, if I feel involve, if I feel connected the other member of the organization; it can it may leads to pro active descent with the objective of rectified problem; which means that we are gather we are thinking along the same line, if we are on the same wave length. And, we people get together and solve the problem in a mutually acceptable manner; even the problem you say I do not agreed with X, I do not agree with this. Let us look at gather and come up rectified this. So, that is what does that is means.

And, Gossip interesting topic; gossip has been define healing talk that connects intimately to one other in communication based on community skill building talks; as we compare our behaviors to others. And, disempowering or empowering talk that evokes

feelings of dominance for gossip and subordination for gossip pee; I want to think about this. And, we will talk more about this. But we all know what gossip is right.

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Purposes of gossip in an organization
(Hafen, 2004 in Myers, Seibold and Park, 2011)

- Can discretely inform newcomers about other members of the organization which can be an invaluable part of socialization
- Can be an indirect guide about values and behavioral norms of the organization – if people are gossiping about the behavior, it might be best to avoid that behavior in future
- Learning about the gossip climate and uses of gossip in the organization can inform members about what is appropriate gossip behavior and what is not

So, we will discuss in next time we do not have very much time; I finish this portion and then we can do the rest. Some purpose of gossip is talk that we share through people through likeminded people in the organization. Some purpose that gossip serves in an organization can discretely inform newcomers about other members of the organization; which can be an invaluable part of socialization. It can be indirect guide about values and behavioral norms of the organization. So, it will help you figure on what is acceptable, what is not acceptable in the organization.

And, it can help you learn about the gossip climate who says what? Who is the hub of gossip? Where does the gossip start from? Who starts it? Who shares it? Who sends it across? So, all that you can learn about the organization. And, how this you also learn how gossip can be used in the organization. And, to your best advantage and I am going to stop here this lecture much longer. But I am going to stop for the day. And, I want you to think about the things we have discussed.

And, we will continue this in the next class; I definitely want you to think about this particular sentence, this particular definition of gossip healing talk that connects intimately to one another in communication; based on community skill building talk as we compare our behaviors to others. And, empowering or disempowering talk that

evokes feelings of dominance for gossipers and subordination for gossipers. And, we will discuss in next time. All the best have a nice day.