

COMMUNICATION IN ORGANIZATIONS : A NETWORK OF COMPLEX RELATIONSHIPS

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ABSTRACT

Communication in organizations is a very important for its development and survival element in society. It is one that provides for exchanges of information, knowledge, signs and symbols among its different audiences, also including the environment as a determinant. Various channels and forms of communication which states in this regard, can find among them upward communication, descent, vertical and horizontal.

Keywords: *Communication, organization, organizational communication.*

Communication has become an essential element for humans. For man does not communicate with their peers is quite impossible. We can communicate through a gesture, a look, a word, telephone and even through the World Wide Web (internet). When we talk about communication, we refer to the interaction and sharing of meaningful messages through various channels and means to influence somehow the behavior of others. Communication is then considered as an essentially human process of interaction and exchange of languages that goes beyond the transfer of information, it is more a cultural fact that a mechanical process.

Understanding communication as an opportunity to meet the other, it involves a wide range of possibilities of interaction in the social sphere, since it is there that has its reason for being, which means that it is through it as people fail understanding, coordination and cooperation that enables the growth and development of organizations. Man as a social, relates and lives every day in organizations. Humans since ancient times have belonged to groups, formal and informal organizations, so that relationships that occur between members of an organization are founded on the basis of the communication; and it is in those where exchange processes are assigned and delegated functions, commitments are established and is felt to be part of this. So communication is an inherent transverse process organizations, when these complex systems

characterized by human role and the existence of common goals. At the same time , the organizations with their own personality, which allows to communicate intentionally, incidentally, planned or scheduled.

To be effective communication, it can not be considered as a casual or unexpected process, but should respond to a general plan in place covering aspects which are important to establish communication processes within an organization. Communication in an organization is necessary and essential. In fact, any major system should have interaction and coherence between its subsystems if you want the company achieve its objectives. The importance of an adequate communication process within a company is manifested through the efficiency and performance of the organization and the relationship of this with their environment. Acting as a liaison, communication provides the information simultaneously directed both to the remaining parts of the system as a whole complex of the organization towards achieving the objectives and business goals. It has been determined that you can not communicate efficiently and long-term outward, inward if the actors know the reality of other areas or if the information circulating is partial, contradictory, unclear or confusing. Organizational communication occurs within a complex and open system, which acts on the environment and, in turn, is influenced by it. It is essential in society for the importance to the development of human beings.

Some theorists organizational communication related to the exchange of information. For them " organizational communication is the act of sending and receiving information within the framework of a complex organization "(Redding and Sanborn), or other" is to exchange information sharing and transmission of messages with meaning "(Katz and Kahn, 1966). For others it is synonymous with oral, direct communication within the formal structures, or both directly and internal communication media, formal or informal. (Goldhaber said in Trelles, 2001: V).

However, communication in organizations has a close link with the culture, identifying communications with the ability to construct symbols and values of public organization, as well as considering it as a source of influence on the culture and climate inside and outside the organization. Organizational communication is important to improve the performance of organizations, because among the various elements that enable the survival and development of these you enroll as final performer among its members.

A LOOK BACK ... AND MORE

The organizational or institutional communication is a relatively young discipline. Even when you start talking about this discipline in the fifties, it was not until the late seventies, with the publication of communication in the organization, the American specialist, Charles Redding who first addressed theoretically the study of organizational communication. (Trelles, 2001: 1). The Americans call it organizational communication specialists, while the old continent named Corporate Communications. In our case, like the rest of Latin America, it is addressed in one way or another, that is, institutional or organizational, because in essence is the same, and only a matter of terms. As the name implies or suggests, this is the communication processes that occur within an organization or institution being studied only from a specialist in that area; does this mean that all communication processes that happen within a company are to be studied, guided by a specialist in the field.

It remains to define what is the organizational communication. Organizational communication is identified with the following ideas:

1. The communication or n is a fen or phenomenon that occurs naturally in any organization or n, which means that the communication or organizational n is the total set of messages exchanged between members of an organization or between this and ny half.
2. A second acepci presents or n or n the communication as a discipline whose object of study is precisely the way the fen meno or the communication or n within organizations and between organizations and their environment is given.

Organizational communication has three major functions within a company:

1. Descriptive function: It is the one responsible to investigate and expose the state of communication processes or the design of situations in the various fields of communication.
2. Evaluation function: It is aimed at explaining the motives or reasons for which communication processes are given.
3. Development function: Analyze how to strengthen the elements that were assessed successful and improve those that were incorrect, proposing to make correct and appropriate ways.

The specialist or communication equipment in an organization must carefully study or understand both the characteristics of the organization and communication processes that occur within it, to see what might be malfunctioning or causing dissatisfaction among its members, so you can solve it satisfactorily .

Regarding communication within the company, we can see that this is necessary to:

- SEARCH AND U reception of information or n or n.
- The decision making.
- Promotional activity or n of products and / or services.
- The motivation and stimulation or n or n of workers.
- The stablec nance and linkages with the environment.

Communication within organizations, internal communication, it takes different directions. First, horizontal communication that occurs between people of equal rank in the organization, and facilitates the coordination of tasks, favoring the establishment of satisfactory relationships through agreements, provides a way to share important information among members and, finally, resolve possible conflicts and organizational problems.

Second form of communication is downward communication, which is reflected from the top down, which means running from the direction of the base following the chain of command. It is regarded as the form of communication that occurs spontaneously and on a daily basis to transmit information. This form of communication is basically used to send orders, provide information to members of the organization in relation to the tasks to be performed and indoctrinate members of the organization in relation to the objectives of this. Furthermore, it becomes an important tool for management, in the sense that enables workers to conduct the goals and objectives established. This form of communication, although important for management, is strongly criticized because it becomes saturated when communication channels are full of orders, orders which often are even contradictory or unclear. It is also an authoritarian, vertical, and invalid communication feedback.

Last but not least important is the upward communication, from bottom to top, from the bottom to the top of the management pyramid. This type of communication serves to provide managers with the necessary feedback about the real problems of the

company, relieve or reduce tensions and allow employees to communicate with management, and the involvement and commitment of all workers to or with respect to the organization. Sometimes upward communication channels are unexploited, taxed to the existence of numerous communication problems.

Refer to the communication that occurs within the organization, we can not ignore that established companies with their environment, which is necessary for this to survive. So, assuming that organizations are viewed as open systems, they constitute a set of interconnected communication channels which are designed to select and review the information received from the environment and make good return, once these they have been processed. All that makes the company communicates. So the organization is held responsible for transmitting to the outside, "what it is" and "what we aspire to be" in line with its internal and external structure.

The development of an effective communication in organizations can bring considerable number of benefits for both companies in general and for the members of this.

In this sense it can provide to the organization:

- The v L ink with its external environment.
- Knowledge of the mission or the vision or ny n. (The reason being or n)
- The project their image.

For the members of the organization:

- Inspires confidence.
- Generate commitment and participation ion.
- Raise information and increase ion.
- Enable the integration of all or n.

As we have seen so far, organizational communication, it has dissimilar elements to consider for the good performance of the organizations.

Now, in the case of Cuba, we see that this type of communication is gaining momentum after the implementation of the Business Improvement System. The Business Improvement is fast becoming an alternative to streamline our businesses, with the central location as a determinant man, who is motivated and more involved with the objectives and goals of the organization, increase efficiency, effectiveness, and quality of our labor organizations.

In almost all systems and subsystems improving communication is present, so it is necessary for this to become a source of commitment, efficiency, effectiveness, quality and culture aimed at making meaning, orientation towards reason being of the organization and search for meaning of this, at any level, and through communication with their members.

Hence, understanding communication stems from a cultural approach, where companies are considered as generators of beliefs, values, traditions, and stories; and this process of cultural recovery is done through communication, understood as the process they make, develop and transmit meanings.

Communication is one of the elements to enhance our companies to increase its good performance, in order to improve efficiency and effectiveness, since it stands as a pillar in its development. To the extent, we are able to improve our communication systems and it will be contributing to the excellence of our companies.

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