CHAPTER-III

BARRIERS: PSYCHOLOGICAL AND EMOTIONAL

“Man is responsible for developing the art of communication but himself is the biggest hurdle in an effective communication.”

3.0 Introduction

Communication is at the heart of many interpersonal problems faced by employers at work place. Understanding the communication process and then working at improvement of the same provide managers a recipe for becoming more effective communicators. Knowing the common barriers to communication is the first step towards effective communication. Supportive communication seems simple, but it is very difficult for those who are not in the habit of developing supportive climates.

Communication plays a major role in developing a relationship. It can also affect the relationship among family members or management in any institute. More specifically, communication influences the effectiveness of instruction, performance evaluation, and the handling of discipline problems. Communication should be straightforward. What can make it complex, difficult, and frustrating are
the barriers. At any point in the communication process a barrier can occur. Communication is not always successful. Several things can prevent the message from reaching the intended recipient or from having the designed effect on the recipient. There may be some fault in the communication system which may prevent the message from reaching. Some of these defects are in the mechanical devices used for transmitting, that is, the medium; while some others are in the nature of the persons who are engaged in communication, that is, the sender and recipient. Barriers keep as from understanding others idea and thoughts. Barriers can appear at any point of the communication loop. Barriers keep the message from getting through when communicating; one should watch out for barriers and monitor the actions of the receiver. The body language of the speaker should be checked to make sure that the message the receiver received is the same which is sent.

The major root cause of communication barrier is miscommunication or misdirection. Miscommunication is when the sender and receiver of the communication don’t come to the same level of agreement about the indicated reality in the existence. Language is the container for communication. Content is the reality itself. Reality of any entity in existence is its combined expression of its formation, qualities, characteristics and dharma. Unless the sender of communication has experienced these four aspects one cannot communicate fully and miscommunication will definitely be there. If the receiver hasn’t experienced the reality, the miscommunication would persist till the receiver also experiences existences like the sender. Miscommunication is disharmony. Communication is harmony.
3.1 BARRIERS OF COMMUNICATION

3.1.1 Stereotyping

Stereotyping causes one to typing a person, a group, an event or a thing on over simplified conceptions, beliefs or opinions. Stereotyping can substitute for thinking, analysis and open mindedness for a new situation. Stereotyping is a barrier to communication when it causes people to act as if they already know the message that is coming from the sender or worse, as if no message is necessary because everybody already known. But senders and listeners should continuously look for and address thinking, conclusions and actions based on stereotypes.

3.1.2 Wrong Channel

Using the wrong channel in communication is most likely to lead to misunderstanding, and can cause mistrust in others. Selecting the wrong communication channel can cause communication obstacles including information overload and inadequate feedback. Information overload occurs when receiving information faster than processing. For example, receiving too many emails dilutes the meanings of the emails' messages. The dilution of messages can lead to messages becoming lost. Selecting a communication method which offers the appropriate opportunity for feedback proves important.

3.1.3 Language Barrier

Increased globalization is forcing a growing number of business managers and employees to interact across linguistic boundaries. According to Henderson (2005), since language affects almost all aspects of everyday life, there needs more of a focus on communication barriers by researchers and practitioners engaged in international business and management. The issue of language barriers is particularly critical during intercultural service encounters. Intercultural service
encounters, where the customer and the service provider are from different cultures, is very common in the service sector, especially in the western countries. Such intercultural service encounters may be influenced not only by cultural differences but also by language barriers. Customers may find it difficult to communicate or even get necessary information regarding products or services. Despite its importance, the effects of language barriers on ESL (English as a Second Language) customers’ service experiences have been largely neglected in academic research. Language is not only a medium of communication, but also linked to an individual’s or social identity.

3.1.4 Lack of Feedback

Feedback is the mirror of communication. Feedback mirrors what the sender has sent. Feedback is the receiver sending back to the sender the message as perceived. Static communication creates a vacuum. The speaker assumes the message is received but has no feedback from the listener. This lack of feedback means the speaker fails to modify the message to help the listener better understands the speaker's attitude and position. When businesses fail to create open feedback channels, they operate in a communication vacuum.

Without feedback, communication is one way process. Feedback happens in a variety of ways. Asking a person to repeat what has been said, for example, repeats instructions, and is a very direct way of getting feedback. Feedback may be as subtle as a stare, a puzzled look, and or failure to ask any questions often complicated instructions have been given. Both sender and receiver can play an active role in using feedback to make communication truly two ways. Feedback should be helpful rather than harmful. Prompt feedback is more effective that feedback served up until the right moment. Feedback should deal in specific rather
than generalities. Feedback should be approached as a problem in perception rather than a problem of discovering the facts.

3.1.5 Poor Listening Skills

Listening is difficult. A usual speaker says about 125 words per minute. The usual listener can receive 400-600 words per minute. Thus, about 75 per cent of listening time is free time. The free time often sidetracks the listener. The solution is to be an active rather passive listener. One important listening skill is to be prepared to listen. Thus, our thoughts about other people and other problems search for meaning in what the person is saying. A mental outline or summary of key thoughts can be very helpful. Avoid interrupting the speaker. To be quite is a useful listening guideline. To be quite for some more is useful extensions of this guideline withhold evaluation and judgment until the other person has finished transmitting messages. A listener’s premature frown, shaking of the head or bored look can easily indicate the other person that there is no need to communicate his or her idea again providing feedback is the most important active listening skills. Ask questions, nod in agreement. Look the person straight into the eye. Lean forward. Be an animated listener. Focus on what the other person is saying. Repeat key points. Active listening is particularly important in dealing with an angry person. Encouraging the person to speak i.e., to vent feelings, is essential to establishing communication with an angry person. Repeat what the person has said. Ask questions to encourage the person to say again what he or she seemed most anxious to say in the first place. An angry person will not start listening until they have cooled down. Telling an angry person to cool down often has the opposite effect. Getting angry with an angry person only assures that there are now two people not listening to what the other is saying.
3.1.6 Interruption

The interruption in communication may be due to something more pressing, rudeness, lack of privacy for discussion, and a drop in visitor, an emergency or even the curiosity of someone else wanting to know what two other people are saying. Regardless of the cause, interruptions are a barrier to communication. In the extreme, there is a reluctance of employees and family members even to attempt discussion with a manager because of the near certainty that the conversation will be interrupted. Less extreme but serious is the problem of incomplete infrastructure because someone come by with pressing questions.

3.1.7 Physical Distraction

Physical distractions are the physical elements that get in the way of communication. Examples of such things include the telephone, a pick-up truck door, a desk, an uncomfortable meeting place and noise. The physical distractions are common on farms. If the phone rings, the tendency is to answer it even if the caller is interrupting into a very important or even delicate conversation. A bad cellular phone line or a noisy restaurant can destroy communication. If an E-mail message or letter is not formatted properly, or if it contains grammatical and spelling errors, the receiver may not be able to concentrate on the message because the physical appearance of the letter or E-mail is sloppy and unprofessional. The supervisor may give instructions from the driver’s seat of a pickup truck. Talking through an open window and down to an employee makes the truck door a barrier. A person sitting behind a desk especially if sitting in a large chair, talking across the desk is talking from behind a physical barrier. Two peoples talking, facing each other without a desk or truck–door between them have a much more open and personal sense of communication. Uncomfortable
meeting places may include a place on the farm that is too hot or too cold. Another example is a meeting room with uncomfortable chair that soon changed people to stand even if means cutting short the discussion. Noise is a physical distraction simply because it is hard to concentrate on a conversation if hearing is difficult.

3.2 CATEGORISATION OF BARRIERS TO COMMUNICATION

Communication is complete and perfect when the receiver understands the message in the same sense and spirit as the communicator intends to convey. In communication, ideas and information reached to and responded by receiver remain unaltered and undistorted. But practically it has been noticed that such perfect and complete communication does not take place because of certain obstacles or other factors known as communication barriers. These barriers make the communication incomplete, weak and ineffective. Proper identification of these barriers is as important and imperative as diagnosis of ailment for its remedy. Most of the behavioural problems in organization stem out from improper communication of business executions, which are to discharge their functions better and ensure smooth running of the enterprises.

One has to overcome these barriers through their right understanding and effective actions. There are a lot of causes of misunderstanding and misinterpretation of message communicated. As the process of communication involves sender channels and receiver, the problem of communication usually lies with either one or more of them. The results also indicate that people who are older, poorer, and female tend to have severe language barriers compared to those who are younger, wealthier, and male. Improvement of communication between patients and providers in relation to health disparity consists of cultural
competency and communication skills. Implications of these studies for practice and further research are outlined.7

There may be certain flaws in encoding and decoding the message, the channels used may be defective or faulty. Against this background, thus, communication barriers may be classified as follows:

- Physical and external barriers
- Semantic and language barriers
- Socio-psychological barriers
- Corporate communication barriers
- Gender related barriers

3.2.1 Physical and External Barriers

There are a host of physical factors that can prevent individuals from having an effective communication. Physical barriers relate to disturbance in the immediate milieu which can interfere in the course of an effective communication. Let us take a look at some physical factors to communication.

Communication is a two-way process, and distance between the sender and the receiver of the message is an important barrier to communication. Noise and environmental factors also block communication. These are obstacles that prevent a message from reaching the intended recipient. While some cannot be controlled because they are in the environment; some can be controlled by the management. Thorough the existing literature, it is understood that several factors behind physical barriers, some of the physical barriers are discussed as follows:

**Noise:**

Any disturbance or interference that reduces the clarity and effectiveness of communication is called noise. It may be physical or psychological, written or
visual. Noise distracts the persons communicating and acts as barrier to communication. eighth. Loud noise of outside-speaker or noise due to machines, affects listening process of persons communicating (physical noise) mental trouble and turmoil, affects listening and understanding the message. Similarly inattentiveness and indifference of the listener make communication ineffective (psychological noise). Bad handwriting incorrect typing irritates the reader (written noise). The late arrival of employee results in distraction of superior’s attention (visual noise).

In face-to-face communication without a microphone, the air may distributed by noise in the environment such as traffic, factory, work are people talking. In a factory, oral communication is very difficult because of the noise of the machines. Unfortunately communication is very often affected /destroyed / blunted by noise that occurs primarily at the transmission level. Literally the word noise means interference in a signal and prevents you from hearing sounds properly. It is, therefore, the first major barrier to communication. At the receiver’s level reception may be inaccurate because of inattention. Decoding may be faulty because wrong or unexpected interpretation may be attached to words/symbols. Understanding of the message may be warped by prejudices. Desired results may not take place because of fear or inherent resistance to change. In this way we see that noise is not every effort to overcome, but we cannot wish away. It could be of two types; psychological and physical. Noise refers to the distraction and interference in the environment in which communication takes place. This affects the accuracy, clarity or event the arrival of the message. Furthermore, the noise is divided into psychological and Physical communication barriers.
**Psychological:**

Mental confusion of any kind, which distracts the interactants or prevents him from paying attention to the spoken content, is defined as psychological noise. It could be due to a host of reasons — preoccupation, ego hang-ups, anxiety, fatigue, pre-conceived ideas and notions, etc.

**Physical:**

Sounds related to physical disturbances and distractions either in the surrounding environment or somewhere close by which perforce draw the attention of the interactants can be termed as physical noise.

Understanding and then trying to minimize the element of noise is extremely important in any kind of communication. These distracting elements, psychological or physical, can convolute the entire process of communication and lead to miscommunication or ineffective communication.

**Improper time:**

Improper timing of communication also hinders the process of communication, e.g., an order at closing hour to execute an urgent work, may cause resentment in the employee who has to catch train for going back to his house. Message requiring action in distant future may be forgotten. A phone call at midnight, interrupting sleep, further irritates the receiver if message is not urgent.

**Distance:**

The distance between sender and receiver acts as a barrier in the communication process as the sender has to speak loudly to convey the message, similarly in important-export transaction because of distances of miles; communication may be ineffective if proper use of fax, telephone is not made.
Inadequate or overloaded information:

Inadequate information falls short to convey the message and overloaded information distract the reader’s attention and dilutes the theme of message. It is imperative that information should be adequate, neither less than desired, nor more than warranted. If this is not so, it fails to serve the purpose of communication.

Defects in the medium:

Defects in the devices used for transmitting communication are external and usually not within the control of the parties engaged in communication. The telephone, the postal system, the courier services or even electronic media may fail or break down. A partial failure of the mechanical equipment is more dangerous than a complete failure, because a partial failure carries an incomplete or destroyed message, which might cause a wrong action to be taken. The only way to overcome this barrier is to postpone the communication or use an alternative medium.

Loss in transmission:

While speaking an important point, some part of the message might be lost due to the problems in the medium. For example, while speaking on the telephone, it might just happen, that we wish to communicate an essential item of information and disturbance in the phone line might occur leaving the receiver miss out on an important part of the message.

Poor retention:

Poor retention either on the party of the sender or the receiver can create problems or lead to misunderstanding. If it is the speaker he might put forward view which would often lead to a warped sense of understanding in the message.
If ideas contrary to his expectations are presented may create a sense of uncertainty in the mind of the receiver. Similarly, if the listener has poor retention power, he would be more often confused and this would lead to misunderstanding of the message.

**Inattentive listening:**

Partial or marginal listening distorts the intent of the message. The receiver could be paying attention to the spoken material and partially to his thought process. In such instances he is sure to misunderstand the intent of the spoken material. Listening is a process which demands full attention be paid to the spoken material. Any kind of noise on distraction may make the receiver lose out on an important aspect of spoken material. As a result of this, misunderstandings in the process of communication are bound to arise.

**Tendency to evaluate:**

Listening primarily with the purpose of evaluating the spoken material will affect the understanding of the message. Part of the concentration is lost in weighing the pros and cons of the spoken material (merits and demerits). The time and energy which should have been utilized in assimilating the spoken contents of the sender is being used for evaluating the message and the manner of presentation.

**Conflicting interests and attitudes:**

If the interests and attitudes of the receiver clash with those of the sender, once again problems arise. Transmission and reception of the message are contingent upon the mental frame of the sender and the receiver. If there is variance in the interest and attitudes of the speaker and the receiver, effective communication is sure to be hampered.
3.2.2 Semantic and Language Barriers

Semantic is the science of meaning. The same words and symbols carry different meanings to different people. Difficulties in communication arise when the receiver of the message use words symbols in different senses. The meaning intended by the sender may be quite different from the meaning followed by the receiver. Semantic barriers are concerned with problems and obstructions in the process of encoding and decoding the message into words or other impressions. Semantic refer to the systematic study of the meaning of the words and signs. Simplicity, clarity, and brevity reduce semantic barriers of communication. Problem arising from expression or transmission of meaning are called semantic barriers. Language is the most important tool of communication. But it careless use can be dangerous. The use of different languages, different interpretations of different words and symbols, poor vocabulary and poor grammatical knowledge are some of the semantic barriers that are as follows:

Symbols with different meanings

Communication symbols usually have a variety of meanings and we have to choose one meaning from many. In verbal communication, a particular word may have a variety of meanings.

Difference in Language

Employees at organization have no common language. This is obvious barrier where there is no common vehicle to convey ideas and feelings. This problem is more acute in culturally diversified organizations and multinationals. Even competent translators fail to convey the exact meaning of different words of different languages.
It is often found that technical personnel and special groups tend to develop a special, peculiar and technical language of their own. This increases their isolation from others and builds a communication barrier.

**Faulty Translation**

The message has to be put into words appropriate to the framework in which the receiver operates or it must be accompanied by an interpretation which will be understood by the receiver. Any faulty translation of the message is likely to hamper free flow of communication.

**Poor vocabulary**

Poor vocabulary hinders the communicator to convey written or verbal message in right sense. The communicator should know the clear precise meaning of the used words and their appropriate replacement, if needed. If the inappropriate and inadequate words are used, they will not make clear the idea to be communicated.

**Unqualified Assumptions**

Though a message appears to be specific, its underlying assumptions may not be clear to the receiver. Semantic gaps found in day-to-day use of people are as follows:

**Words having Multiple Meaning**

Sometimes in our conversation we use several words, which have some pronunciations, but are having many meanings. Just look into a good dictionary and see how many meanings can find for some commonly used words like change, spring, check, suit, ring words like minute and wind are pronounced in two different ways to mean two entirely different things. Some words like present, transfer, record, are used as verbs and as noun with a difference in pronunciation,
but no difference is in the spelling. Similar sounding words like access, excess, flour, flower, cite, site and sight can cause misunderstanding in speech. Besides, adjectives and adverbs like fan, fast, few, early, easy, convey different meanings to different persons depending on their daily activities and way of life. The meaning of descriptive adjectives like beautiful and ugly depends entirely on personal taste. Even a concrete noun like table may suggests a writing table or a dining table or a statistical table to different persons; chair could be something to sit on or a position to occupy. Semantic barriers arise because words mean different things to different persons. Age, education, cultural background and many other factors influence the meaning we give to words. Technical terms can be a barrier to communication as well.

**Misunderstanding Due to Semantics**

The spoken language should be comprehensive to the receivers. Using superfluous words can compound listeners. Whatever is to be stated should be stated in simple language with minimum use of long and convoluted sentences. Brevity and simplicity are the two strategies which should be adhered to during the course of communication.

**Badly Exposed Message**

Due to lack of clarity and precision, lack of coherence, awkward structure, jargons etc. messages are badly expressed. Sentences can convey entirely different meanings depending on how they are spoken. Consider the sentence, “what can I do for you?” it means something different with every shift of emphasis from one word to another in oral communication, the speaker can signify the meaning by emphasizing particular words: but in written communication, the reader is on
control and may read with different emphasis. More importantly, semantic barriers arise because words mean different things to different persons. It is said, ‘meaning is in people, not in words.’ Age, education, cultural background and many other factors influence the meanings we give towards words.

**Wrong Interpretation**

Whenever one interprets a symbol, his understanding may differ with others. The Hindi word *kaka* means uncle in one part of the country, but a small boy in another part.

**Specialist Language**

When technical language is used in communication process, it creates barriers in understanding the message. When technical jargons or specialist languages are used in communication and conversation process they create tension, confusion and misunderstanding between the sender and the receiver. Technical terms can be barriers to communication. Such terms are limited to the group of persons who work together or work in the same kind of occupation: they needed to use technical terms in their work. Often, these words have other meanings in ordinary language and are differently understood by the people who do not belong to that group. Consider the new meanings given to ordinarily words by computer technology: to people who are not familiar with computers, mouse is only an animal. Technical terms must be avoided or explained while communicating with persons from a different occupation.

**3.2.3 Socio-Psychological Barriers**

One of the basic challenges for societies involved in intractable conflict which aspire to embark on the road of peace is to overcome this barrier and begin to construct a new repertoire that facilitates the process of peace making and
prepares the society members to live in peace. With regards to individual skill, one has to watch him carefully constantly and make an effort to overcome your deficiencies or problems in communicating. It is useful to understand how barriers develop in persons and what problems prevent communication from being successful. People have personal feelings, desires, fears and hopes, likes and dislikes, attitudes, views and opinions. Some of these are formed by family background and social environment; some are formed by individual’s own intelligence, inherited qualities, education and personal experiences. They form a sort of emotional filter around the mind, and influence the way we respond to messages that we receive and to new experiences. Factors like the time, the place and the circumstances of a particular communication also influence our understanding and response. Problems of understanding, interpretation and response to communication arise partly from our socially-learnt attributes and partly from our personal attributes. These are called socio-psychological barriers. Following, socio-psychological barriers operate at the emotional level.

**Self Centered Attitudes**

Seeing and hearing everything in the light of our own interest needs and desires. According to Ajitaben Jagdishbhai Jani, “We want to see and hear everything in the light of our opinions, ideas and views. We don’t accept which goes against our views.” Paying attention to messages which are useful to us and do not pay attention to those messages which do not interest us. Self interest may prevent us from seeing the point of view of others. If we look at everything from the point of our own interests and desires, we miss some useful information and develop new ideas.
**Group Identification**

Over values and opinions are influenced, in some matters, by the group to which we belong. All persons have sense of belongingness to a group like family, the larger family of relatives, people of our own locality or city, own religion or language group, age group, nationality, economic group and so on. Many of our ideas and values are picked up from group. We tend to reject an idea which goes against the interest of the group. Sometimes it is difficult for parents and children to agree because of the generation gap, employees and management cannot come to an agreement because the interests are different. It is difficult for persons of one group to understand how persons of another group think and feel. This becomes a barrier to communication.

**Conflicting Information**

The receiver already has some information on which they experts to build up an idea after his communication with the speaker. If, unfortunately, the two pieces of information are diametrically opposite, the receiver is left pondering over the reliability and validity of the original and current piece of information. He can definitely improve upon his existing stand by raising queries and sorting them out with the current speaker. But if, he feels he is not in a position to ask questions unless he is thoroughly convinced with his existing knowledge he will not be receptive to the ongoing proceeding.

Psychological barriers arise from motives, emotions, social values and different perceptions. These create a psychological distance, cause misunderstanding among people at work and hinder the communication process.
Selective Perception

Sensory receptors have their own limitations. As a result we perceive not the whole spectrum, but few selective symbols based upon our needs, motives, experience, background etc. As it has discussed, one do not see the reality, as it is; but interpret what has been see and call it reality. Because of our selective perceptions, one cannot communicate the whole. And because of different perceptions, neutral words conveying certain positive message convey the opposite meaning as they reach to the receiver. It results into misunderstanding and misinterpretations and makes communication ineffective.

Premature Evaluation

Some people have the tendency to form a judgment before listening to the entire message. This is known as premature evaluation. It is a human tendency that we try to evaluate quickly. We do not listen or the whole, but try to infer from certain part of the message. The moment we try to evaluate, we stop further message visible to our sensory receptors. As a result, effective communication does not take place because of premature evaluations. This barrier can be overcome by emphatic listening or suspending judgment for the time being.

Different Comprehension of Reality

Reality is not absolute concept; it is relative to different persons. Each person has unique sensory receptors and mental filters. As a result, our abstractions, inferences and evaluation are different. Abstraction is the process of focusing attention on specific details and ignoring others. Due to abstracting we fail to comprehend the situation as a whole and even fail to understand other person’s point of view as we think ourselves right. In addition, to different abstraction our inferences, things beyond verifiable and confirmed facts, are
different. For example, one person told the other that he would leave by specific train. It may prove to be correct or wrong. If our inferences are different, communication gap will be there.

**Attitude of Superiors**

The general attitude of the superior about communication, affects the flow of communication. If the superiors are afraid of delegating authority and lack of confidence in themselves as well as in their subordinates, they will obviously try to conceal colour to filter the information. They intentionally do so to twist the situation to their favour or to cover their weakness.

**Attitude of Subordinates**

The negative attitude of subordinates also affects the communication flow. Their inferiority complexes, unwillingness to share information and fear of action are the obvious barrier to communication.\(^\text{13}\) under such situations, organizational communication becomes ineffective.

**Poor listening**

Poor listening is one of the psychological barriers in the effective communication. Most of the people just hear and do not listen attentively. If they listen, they listen selectively; taking the desired part and ignoring undesired part of the message. They do not listen to what the other person is saying, but they listen what they want to listen. This practice retards the communication flow and prevents understanding of the real meanings.

People speak at 100 to 175 words per minute (WPM), but they can listen intelligently at 600 to 800 WPM.\(^\text{14}\) Since only a part of our mind is paying attention, it is easy to go into mind drift - thinking about other things while listening to someone. The cure for this is active listening - which involves
listening with a purpose. It may be to gain information, obtain directions, understand others, solve problems, share interest, see how another person feels, show support, etc. It requires that the listener attends to the words and the feelings of the sender for understanding. It takes the same amount or more energy than speaking. It requires the receiver to hear the various messages, understand the meaning, and then verify the meaning by offering feedback. From the available sources, it is observed that the following are a few traits of active listeners:

- Spend more time listening than talking.
- Do not finish the sentences of others.
- Do not answer questions with questions.
- Are aware of biases. We all have them. We need to control them.
- Never daydreams or become preoccupied with their own thoughts when others talk.
- Let the other speakers talk. Do not dominate the conversations.
- Plan responses after the others have finished speaking, not while they are speaking.
- Provide feedback, but do not interrupt incessantly.
- Analyze by looking at all the relevant factors and asking open-ended questions. Walk others through by summarizing.
- Keep conversations on what others say, not on what interests them.
- Take brief notes. This forces them to concentrate on what is being said.

_Egotism_

Egotism is dramatically opposite to transmission of understanding, the most vital aspect of communication. The self-cantered person thinks that their ideas are more important and others are wrong. Such people are bad listeners.
They keep their mind closed and alienate from the people with whom they work. If a person wants other people to understand him he has to understand them. Such level of understanding diminishes with egotism and as a result, the communication process is hindered.

**Emotions**

Positive emotions such as love, affection and compassion smoothen the flow of communication, whereas negative emotions such as hatred, anger, anxiety obstruct the communication process. Excited, nervous, afraid and perplexed individuals cannot think rationally and consequently transmit their negativity to others. They cannot receive the message as it is. Therefore, effective communication requires a smoothed heart and a silent mind. However, strong negative emotions can interfere with one or both of these aspects of communication. This can lead to miscommunication, hurt feelings and even severed ties.

Apart from the above communication barriers, there are few organizational barriers that are needed to be addressed adequately. These are explained as follows:

**Organizational Barriers**

This is a type of barrier which occurs in an organizational when there is communication between the members of the organization. This is usually attempted through a variety of official measures such as designing the organizational arrangements for performance of various activities, prescribing various policies, rules, regulations and procedures, laying down the norms of behaviour, instituting a reward and punishment system. Major organizational barriers may as follows:
**Organizational Rules and Regulation**

Organizational rules and regulations, prescribing the different sub-matter along formal pronunciation may restrict the flow of messages and act as hindrance in the communication process. Sometimes, it happens that important messages are omitted or manipulated. Observance of rigid rules and regulation relating to communication causes delay of message and discouragement to employee in conveying their creative and innovative ideas. On the other hand, where such rules and regulations are flexible and communication is free, employees feel encourages and motivated to come up with new ideas and options.

**Hierarchical Relationship**

Hierarchical, formal boss-subordinate relationship in organization structure also restricts the free flow of communication especially in upward direction. The greater the difference in hierarchical position, the greater is the communication gap between employees and executives. The employees are expected to contact executive through their immediate bosses. In such types of cases it has been noticed that upward communication is intentionally distorted and designed either with exaggeration or understatements, sometimes with false and fabricated stories, to suit the purpose of middle level bosses. This leads to distrust and disappointment among employees and disruption of the congenial communication environment.

**Non-Conducting of Staff Meeting**

To overcome the barrier, certain organizations conduct staff meetings to know the grievances and suggestions of employees. In organizations where such meetings and conferences are missing, free flow of communication is interrupted and the communication gap between persons being ruled and the ruling widens.
Wrong choice of channel

There are many mediums and channels of communication available like face to face, oral communication, telephonic, e-mail and audio visual. Each channel is not ideal and perfect in every situation. If persuasion is to be made by sales manager, face to face communication is more suitable than talking on phone. Written communication is required in case of formal relations. But while communicating with illiterate people, this channel fails. Illiterate people are to be communicated orally and with the help of pictures.

Complexity in organization Structure

In an organization where there are a number of managerial levels, communication structure also blocks the flow of communication and more particularly in upward direction.

Self Image

We have a certain idea of ourselves; some persons even take care to project an image of them. Self image is about what we are, what we look like and what impression we make. It is usually based on some truth and some exaggeration of our good points. A self image is built up over the years, due the competitiveness, and it is quite difficult for us to give and take feedback. Difficulties in appraisal interviews arise from the fact that the employee’s self image is liable to be hurt. If we make a good self assessment, it will be easier for us to endure the stress of an assessment by others. A systematic self-assessment gives us a balanced self image.

Filtering

Filtering is the process of reducing the details or aspects of message according to his/her understanding of the situation. In the role of the sender, we
tend to edit information so that it will appear favourable to our self; some information is changed and lost this way. Information which has to be sent up the levels of hierarchy has to be condensed and integrated so that the senior managers at the top are not overloaded with information. At each level, the information gets edited according to what the person thinks is important for the boss. The more the levels of hierarchy in an organization, the greater is the filtering and loss of information.

**Status Block**

A boss who is conscious of his status finds it difficult to receive any suggestions from subordinates. People in senior positions often develop the feeling that they know everything about how to run the business. They do not agree that a junior may have a good idea. Suggestion schemes are meant to overcome this status block. Good managers personally to overcome it by developing friendly contact with their subordinates or by maintaining on office which does not frighten them by its status symbols of expensive décor and furnishing or by following an open door policy.

**Resistance to Change**

This is senior psychological barrier. Some people strongly resist new ideas which are against their established opinions or traditions or social customs. They may avoid new ideas because they feel insecure or afraid of changes in methods or situations. People bound by traditions have their own emotions, attitudes, standards and convictions and not accept anything that goes against their cherished ideas.
Closed Mind

Person with a closed mind have limited understanding of human nature; this makes it difficult for them to receive communications with sympathy. This becomes a serious barrier to receiving grievances and appeals. These barriers can be overcome to some extent by organizational produces like grievance committees, counselling and suggestion schemes.

3.2.4 Corporate Communication Barrier

In corporate set up, barriers in communication may arise primarily due to superiors of the subordinates. Reviews evidence to support the view that improved internal communication facilitates business success. Details the content of what have been identified as successful internal communications programmes. Focuses on those behaviours which produce improved interpersonal relationships in the workplace, and which could be widely emulated by managers seeking to promote good practice in their own organizations considers attitudinal barriers to the implementation of such approaches.

Barriers occurring due to superior may be as follows:

Attitude of Superiors

The attitude of superiors towards communicator (listener), in general or in particular affect the flow of messages in different directions.

Fear of Challenge of Authority

In the organization a person always tries to get a higher position and prestige to satisfy his needs. So he never communicates freely with his superiors.
**Insistence on Proper Channel**

Communication through by-passing may, sometimes, is necessary, but superiors treat this as thwarting of their authority and block the flow of communication.

**Lack of confidence in subordinates**

Superior generally perceives or otherwise that their subordinates are less competent and capable, they are not able to advice superiors are they may not have some information coming downwards.

**Ignoring communication**

This works against the willingness of subordinates to communicate. Most people fall into one of four basic default communication styles: Intuitive, Functional Analytical and Personal. These are not personality types, but rather deal specifically with how people like to give and get information. And that’s important because we can’t just take the same piece of information and twist it around and call ourselves great communicators. We actually need to present these very different types of communicators with very distinct kinds of information. And that’s where things start to get a bit tricky.

Obviously, in one-on-one communications, there’s only the other person’s preferred communication style to consider. But most group situations require communicating to a combination of two or more of these styles, and there are plenty of times when managers need to adapt to all four styles at once. It’s a big challenge, but it absolutely can be done, and it’s what I’ll be focusing on in our webinar. But here’s a brief overview of the four communication styles that starts to explain why those employees may not be ignoring you, they just can’t hear you.
Lack of time

Superiors feel, whether correct or otherwise, that they are overburdened with the work and they have little time to their subordinates. Few of the communication barriers occurring due to subordinates:

Unwillingness to communicate

Sometimes, subordinates do not communicate upwards certain information because they are not willing to do so.

Lack of Proper Incentive

The reward and punishment system of the organization is more responsible for this. If a novel suggestion by a subordinate does not evoke any attention from the organization, he would not convey it.

3.2.5 Gender Related Barriers

Gender barriers to communication arise because men and women have a different way of communication and each feels uncomfortable while talking to the other because of the basic differences in communication styles. For example women on average speak around 25000 words a day while this number is around 7000 for men this shows that men are more precise while women like details and when the two communicate, they will get bored. Secondly, the speaking function of the brain in men is on the left side but in women it is located in both left and right hemispheres of the brain. This means that women link logic and emotions while talking and men mainly try to relate to logic. As a result of this men will not be able to understand what women have to say and vice versa

Even in a workplace where women and men share equal stature, knowledge and experience, differing communication styles may prevent them from working together effectively. These gender barriers can be inherent or may
be related to gender stereotypes and the ways in which men and women are taught to behave as children. Although not all men or all women communicate the same way as the rest of their gender, researchers have identified several traits that tend to be more common in one gender or the other. Understanding these tendencies is key in creating a work environment that fosters open communication among all employees.

**Emotional Vs. Factual**

In the “Forbes” article “How to Be a Part of the Male Conversations at Work,” author Heather R. Huhman reports that women focus more on feelings and tend to talk about people while men focus more on facts and logic and tend to talk about tangible things such as business or sports. In addition, women use communication to gain insight and understanding, often by asking a lot of questions. Men, on the other hand, communicate primarily to give and get information and are less likely to ask questions.

**Motivations**

When women meet new people, they focus on learning about the other person and on attempting to earn the other person’s trust by showing an interest in him, explains relationship author John Gray. Men, however, focus on establishing their credibility by talking about their achievements, their responsibilities at work and what they have to offer. They expect women to do the same and may not take a woman seriously if she doesn’t quickly establish what she can do as a professional.

**3.3 Methods of Overcoming Communication Barriers**

Effective communication is a good business and very essential for the success of an organization. Communication takes place when one person transfers
information and understanding to another person. An effective communication is one which is followed by the receiver of the message and his reaction or response is known to the sender. It is a two way process. When we send a message, we intend to communicate meaning, but the message itself does not contain meaning. The meaning exists in our mind and in the mind of our receiver. To understand one another, we and our receiver must share similar meanings for words, gestures, tone of voice, and other symbols. It may not be possible to achieve perfect communication. However the following steps may be taken to minimise barriers to communication and making it more effective.

3.3.1 Clarity of Ideas

The sender of the message should be clear in his mind about the message that he wants to communicate. The purpose of the message and the sequence of the ideas to be conveyed should be clear in his mind. As far as possible the message should be brief and priority should be given to the language of the level of the receiver. Instead of using technical words, attempt should be made to use commonly understandable words and sentences.

3.3.2 Positive Attitude

There should be change in the attitude of superiors and subordinates so that open communication is possible all the times. To achieve the organizational objective, the superiors should from time to time inform the policies and programs of the concern to the subordinates and should also remain in touch with subordinates regarding their problems, suggestions and emotions.
3.3.3 Active Listening

Active or ‘participative’ listening is as important as any other element in the process of communication. It shows that communication is a joint responsibility of both the sender and the receiver.

3.3.4 Consistency of Message

The information sent to the receiver should not be self contradictory. It should be in accordance with the objectives, policies, programs and procedures of the enterprise. Whenever a new message is to be sent in the place of the old one then changes should be described otherwise the message can be misleading.

3.3.5 Free Flow of Information

The system of communication should be so designed that shorter lines of information flow are there. The information can be vertically and horizontally flowed. To speed up communication proper delegation and decentralization of authority should be encouraged.

3.3.6 Completeness of Message

The message should be complete in every respect. The message should be sent in time; otherwise it would lose its significance. While sending the message it should be checked that no important thing is left out, otherwise the message can be misunderstood. Incomplete message delays work performance and increases cost.
3.3.7 Environment of Mutual Confidence

Every individual working in the organization performs communication. Therefore, it can be made more effective with the help of mutual confidence with cooperation.

3.3.8 Eliminate Noise

Every possible effort must be made to eliminate the elements of noise that distorts communication at the transmission stage. It becomes especially important in the wake of modern technological advancement. Anything going wrong with the equipment or any disturbance in the transmission line is bound to defeat the very purpose of communication.

3.3.9 Selection of Proper Channel

The medium of communication is proper as far as nature of the message and the aim of receiver are concerned. Choosing a method thoughtfully helps to make the communication effective. Besides formal communication, it is necessary that informal communication is given due importance.

3.3.10 Completeness

One must also endeavour to send a complete message that furnishes all necessary facts and figures. Incomplete communication annoys the receiver as a result of which proper feedback will not be possible. The message should be so organized that the receiver should not be left with any doubt related to any aspect of message.
3.3.11 Conciseness

Completeness does not mean inclusion of unnecessary details or diversions. An effective communication is concise and crisp. The sender should be clear headed and properly focused in his vision.

3.3.12 Feedback

It means making efforts to know whether the receiver has properly understood the message or not. The feedback information can be flowed upward and downward. The reaction of the sender can be understood better in face to face communication. But in respect of the written or some other form of communication the sender should adopt some appropriate method of getting the feedback.

3.3.13 Open Mind

The parties to communication must have open minds. The information should not be withheld for personal interest or prejudice. The information should be interpreted without any bias. The parties should be receptive to new ideas that they come across.

3.3.14 Proper use of Body Language

Proper use of body language is of paramount importance, especially in oral communication. No oral communication can be successful if we do not take care of our body language. There should be proper eye contact with the person to whom we are speaking. The movement of our hand and feet must be graceful. Every listener observes carefully how we walk and how we talk. Holding head straight on our shoulders shows confidence. In fact, our overall appearance can really make our communication effective.
3.3.15 Simple Organizational Structure

Communication can be effective when the rules and procedures in the organization are simple. There should be few levels of management so that the flow of communication moves on unimpeded.

3.3.16 Communication Skills

An individual should have the necessary skill to share information with the superiors, subordinates and peers. This will help in improving interpersonal relationship in the organization and finally result in greater productivity.

3.3.17 Flexibility

A good system should be flexible enough to adjust to the changing requirements. The new techniques should be absorbed without much resistance. Use of wide range of media such as oral and written messages, face-to-face contacts, telephonic calls, group meetings, etc., should be encouraged without any hesitation.

3.3.18 Differences in Perception

The world constantly bombards as with information—sights, sounds, scents, and so on. Our minds organize the stream of sensation into mental map that represents our perception or reality. In no cases the perception of a certain person the same as the world itself and no two maps are identical. As we view the world our mind absorbs our experiences in a unique and personal way. Because our perception are unique the ideas that we want to do express differ from other persons; even when two people have experienced the same event, the mental images of the event will not be identical. As senders, we choose the details that seen important and focus our attention on the most relevant and general, a process
known as selective perception. As a receiver’s we try to fit new details into our existing pattern. If a detail does quite fit, we are inclined distort the information rather than rearrange the pattern.

3.3.19 Choose the Right Medium, the Right Channel

There are three media for communication – spoken, written and non-verbal. There are several channels-face-to-face; one to one, face-to-face; one to many, telephone, word of mouth, radio, television, video, letters, memos, notes, email, newspapers, billboards, and so on. Choice of the wrong medium or the wrong channel or both can ruin communication. For example, take the medium of the speech. The medium is not appropriate when detailed and accurate information, instructions or descriptions have to be transmitted, as many technical presentations without visual aids leave the audience bewildered and confused. Hence, the presenters fail to communicate well because of choosing a wrong medium.

Even simple instructions or directions can confuse a listener if there are several of them, and if they are given orally. Some communication needs multimedia involvement to be effective. A wedding invitation card may not be taken as genuine invitation if it is not accompanied by an oral invitation given at the invitee’s place. A notice put up on a bulletin board does not convey to the readers the same message, as does an individual distributed memo with the same text. In organizations, vertical and horizontal movement of messages through the oral medium can cause serve distortions. Some details will be lost, some twisted out of shape and some new ones created in the process of transmission. The emotionally charged messages undergo dramatic changes in the process of being carried from person to person in common experience. So it would be wise to
carefully consider the media and the channels we use for our messages, especially the more important and more sensitive ones.

3.3.20 Appropriate language

The meaning of what is said is shaped largely up on how it is said. This is true writing as well as speaking. Many communicators go away with the feeling that they have said what is needed to be said. A submissive tone may puncture an assertively or even aggressively worded statement. Lack of conviction in a speaker’s voice may lead the listener to treat lightly the promises are assertions made. Tone is important in writing too, as there is no chance of instant feedback from the reader. Hence, done is more crucial in writing, and therefore, is an important determiner of meaning. The tone of speaking and writing should be what we choose it to be, rather than something that enters without our knowledge and spoils the recreation by communicating our message.

Conclusion

Communication is not always successful due to certain barriers. Miscommunication can originate at the level of transmitter, of the medium or of the receiver. A proper recognition of these communication barriers and the methods of overcoming them are essential for proper communication flow. It is essential to deal and cope up with these communication barriers so as to ensure smooth and effective communication in the academic as well as in the working place.
Works Cited


2. Ibid, p.241


5. Book….


