

Organizational Behavior

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Lecture 11:

Social Networks

What is Social Networks?

- Are visual maps of relationships between individuals
- It can be a pattern of relationships between two or more actors.
- Generally, the actors **share a common interest**. This may be a personal interest (e.g. Sports) or professional interest (common employer).

What is Social Networks?

- Social networks are crucial to fostering company **culture, productivity, collaboration, and information flow.**

Then, What is Social Network Analysis?

- ❑ Social Network Analysis (**SNA**) is a method of identifying and mapping the social structure within an organization.
- ❑ More specifically, Social Network Analysis is **the evaluation, measuring, and mapping the relationships** among actors in a social network.

Key Roles in a Network

- **Central connectors** - These are individuals at the center of the network who are connected with a large number of individuals.
- **Boundary spanners** - These are individuals who connect social groups together. That is, they are members of both groups and create a bridge of communication between the two

Key Roles in a Network

- **Peripheral specialists** - These are outsiders who are independent of the group but are connected in some way - generally for specialty projects.

Type of Social Network

- communication network
- information network
- problem-solving network
- knowledge network
- access network

Dimensions of Network Quality

Activity - This concerns how active a person is in a network.

Control - This concerns a person's influence over the flow of information - generally arising from centrality, intelligence, personality, or skill set.

Dimensions of Network Quality

Access - This concerns whether a person can access the resources necessary for success.

Influence - What is the extent of influence a person possesses in the network.

Power - How capable is a person of directing activity or completing tasks.

Organization communication for improving social networks

What is organizational communication?

- The compounded interpersonal communication process across an organization
- Communication **flows** in an organization are:
 - Vertical
 - Horizontal
 - Grapevine (multidirectional)

Vertical and Horizontal Communication

Vertical

- The flow of information **both up and down** the chain of command
- Formal communication
- Recognized as **official**
- Status and power are not equal among participants in vertical communication

Horizontal

- The flow of information between colleagues and peers
- Informal communication
- Does not follow the chain of command
- Not recognized as official

Grapevine Communication

- The **informal vehicle** through which messages flow throughout the organization
- “when the grapevine allows employees to know about a management decision almost before it is made, management must be doing something right.”

Grapevine: Positives and Negatives?

Benefits:

- Supplements information
- Strengthens corporate culture
- Relieves anxiety
- Signals that problems exist

Grapevine: Positives and Negatives?

Problem:

- Distortions might escalate anxiety

Communication Networks

- Set of employees who have stable contact through which information is generated and transmitted.
- There **two major types** of communication networks:
 - Within organizations
 - With departments and small groups

Message Transmission Channels

- Oral Communication
- Written Communication
- Nonverbal communication

Oral communication Media

- Face-to-face
- Telephone
- Meetings
- Presentation

Written communication

- With increased use of e-mail, managers substitute face-to-face communication with e-mail
- Communication Objective Guidelines
- MEMOS
- LETTERS
- REPORTS
- BULLETIN
- BULLETIN BOARD NOTICE
- COMPUTERS/E-MAIL
- FAX

Nonverbal Communication

- Facial Expressions
- Vocal Qualities
- Gestures
- Posture

Choice of communication channel

- **Channel Richness**
- Rich channels can:
 - (1) handle multiple cues simultaneously
 - (2) facilitate rapid feedback
 - (3) be very personal
- Face-to-Face conversation scores highest in **channel richness**

Gender Communication Differences

Men

- Report Talk
- Gives advice quickly and directly
- Language of status, power and independence
- Avoids asking for information
- Less sensitive to nonverbal cues

Women

- Rapport talk
- Give advice indirectly and reluctantly
- Language of connection and intimacy
- Frequently asks for information
- More sensitive to nonverbal cues

Managing Employee's Emotions when communicating

- **Emotional labor:** requires the expression of desired emotions during interpersonal relations/communication

Universal Emotions



Happiness



Sadness



Anger



Fear



Surprise



Disgust

Dealing with Emotional Employees

- Calming the emotional person
- Use reflecting responses

Guidelines for Giving Effective Criticism

- Give more praise than criticism
- Criticize immediately
- Criticism should be performance oriented
- Open on a positive note and close by repeating what action is needed

Reference

Daniel Brass.,(2020) A social network perspective on organizational psychology,

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Thank you!

Next lecture: Culture in Organizations

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