Effective Communication As A Tool For Efficiency And Sustainability In Modern Organizations

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ABSTRACT
This paper investigates the importance of effective communication to all organization managers and executives; employees and subordinates. A total of seventy staff were sampled from a population one hundred was selected using the Simple Random Sampling (SRS)-lottery method. A well-structured questionnaire was administered to respondents. A sample size of sixty-four out of the seventy returned their filled questionnaires representing 91%. The Likert Scale of (1-5) was used to analyze their responses. The standardized Z-score test statistic for the difference of the means was used to test the three hypotheses formulated. The two-tailed test was used with 5% level of significance. The problems encountered with effective communication which include: poor operational structure, equipment, and low prospect for logistics, harmony and convivial relationship that is exhibited by the generality of employees and employers, superiors and subordinate: incessant problem of general disenchantment amongst workers, complaints especially from subordinates over communication lapse, blockades in the flow of communication resulting in delay action and inaccessibility to some vital information considered by the years as important, not only to enhance their performance on the job, but for their social and economic advantages as well would have been solved by this study. The results show that effective communication is an indispensable tool for corporate existence and job performance of an organization.

Keywords: Communication, Information, Feedback, Probability, Job performance. Employees, Employers, Subordinates, and Superiors/Supervisors.

INTRODUCTION
Researches have shown that any self-sustainable system must secure, enhance and preserve effective communication among its components or agents as well as their own coordination and self-coordination competence. Hence, communication is an essential tool in any human organization. Be it social, business, religious, political, etc, the only vital tool employed in conveying useful information is through communication. Of a truth man use a good percentage of its daily activities communicating with his environment.

According Richter, (2000), communication is the process of meaningful interaction among human beings. It is the act of passing information and the process by which meanings are exchanged so as to produce understanding. Communication is a process which requires a sender, a message, a medium and a recipient. Though, the receiver may not be involved or aware of the sender's intent to communicate at the time of communication; it is expedient that the communicating parties share an area of communicative
commonality. Thus communication can occur across vast distances in time and space. According to Daramola (1997) communication is ubiquitous. It takes place everywhere, everyday and every time. It is all around us. As a result, each and every one of us engages in communication with one another at home, in the office, school and industry.

Organizations all over the world are either adjudged to be high, medium and/or low flyers depending on how they relate with their operational environment in terms of social responsibilities, task and service delivery to client and employees alike.

How successfully an organization achieves its objectives, satisfies social responsibilities, or both depends, on its managers’ communication skills. If managers communicate well, the organization will probably achieve their goals, the nation as a whole will proper. Today, there is increasing concern and debate, analysis and confusion around the world over how managers do their jobs – managerial performance – as it is with organizational performance – the measure of how well organizations do their job. Thus, effective communication is very essential for the continued corporate existence of every organization. Good communication is vital to the effective co-ordination of its resources (human and non-human) into desirable and efficient working units. The importance of effective communication to managers or executives of organizations stems from two reasons. First, communication is the process by which managers accomplish the functions of planning, organizing, leading and controlling. Second, communication is an activity to which managers devote an overwhelming proportion of their time. Rarely, are managers alone at their desks thinking, planning, or contemplating alternatives. In fact, managerial time is spent largely in face–to–face, electronic or telephone communication with subordinates, supervisors, and suppliers. When not conferring with others in person or on the telephone, they may be writing, dictating memorandums, letters, or reports or reading memoranda, letters or reports sent to them. No wonder Łukaszewski, (2006) opined that; “The greatest continuing area of weakness in management practice is the human dimension. In good times or bad, there seems to be little real understanding of the relationships between managers, among employees, and interactions between the two. When there are problems, everyone acknowledges that the cause often is a communication problem. So now what?”

**The Need for Effective Communication in an Organization**

Effective Communication is a very important tool for organizational success. For organization's management to perform its basic functions of organizing, directing, coordinating, etc, it must apply a system or means of communication that is very effective. The Management Study Guide states that Effective communication is a building block of successful organizations”. In other words, communication acts as organizational blood. To this end, Madlock (2008) opined that “organizations if planned strategically, internal communication will significantly enable the organization to achieve its goals more effectively” As such, effective communication in an organization, helps managers to perform their jobs and responsibilities very well and in a coordinated manner too.

**Barriers to Communication in Organizations**

There is no doubting the fact that communication is essential for the effective and efficient management of every organization, yet managers/chief executives have found communication very problematic and stressful because of certain barriers.

These communication barriers include the following: communication overload, bad expressed messages, inappropriate medium, poor listening and premature evaluation, grapevine, hostility between the participants, bureaucracy, social distance, communication filtering and distractions by personal and family problems. Hence, Diwan (2000) reasoned that, “the problem of effective communication is unfortunately greater than just the recognition of its scale and importance.” As it were, Effective communication is required for productivity in any organization. To this end, Koontz (2001) while, summarizing the barriers to effective communication in an organization, opined that, communication problems are often symptoms of more deep-rooted problems. For example, poor planning may be the cause of uncertainty about the direction of the organization.

Succinctly, some barriers to effective communication as highlighted in Onuoha (1991) include: communication overload, badly expressed message, inappropriate medium/Language, poor
listening/decode and premature evaluation arising from lack of understanding, grapevine with informal organizations within organizations, hostility between the participants, bureaucracy.

**Overcoming Barriers to Communication in Organizations**

In order to deal with the barrier to communication in organizations, managers must first recognize that communication is an inherently complex process. Another reason that communication is inherently difficult is that human beings perceive and interpret reality according to their backgrounds, needs, emotions, values and experience. A production managers memorandum to supervisor asking for figure on absenteeism will be seen as a legitimate request by one supervisor and as unnecessary meddling by another supervisor, a manager instruction may seem coldly formal to some subordinate and polite to others, a quarterly report to one superior and confusing to another. Some writers, in fact, believe that most organizational barrier to communication is based on difference on the way people interpret the communication they receive. Often, these differences can be traced to cultural differences. In a nutshell, efficient organization depends on the effectiveness of the internal communication. And with the presence of communication barriers, how can an organization improve in its communication networks. Some suggestions made by the American Management Association are useful in this direction. These include,

1. clarity of ideas before attempting to communicate;
2. examining the purpose of communication;
3. understanding the physical and human environment when communicating;
4. in planning communication, consult with others to obtain their support as well the facts;
5. consider the content and overtone of the message;
6. whenever possible, communicate something that helps or is valued by the receiver;
7. communication to be effective needs or require follow-up;
8. communicate messages that are short run and long run importance;
9. actions must be congruent with communication; and
10. be a good listener.

**The Problem**

Every organization and in particular educational institutions at the tertiary level need effective communication to succeed. However, management of many organizations still appears not to reckon with the significance of communication in their system.

This study, therefore, intends to look at the problems faced by organizations in trying to communicate effectively. Some of the problems encountered by organization include, but limited to poor operational structure, equipment and low prospect for logistics, funds, etc. According to Eisenberg & Riley (2001) organizationally, communication failure occurs due to information overload, communication anxiety, unethical communication, bad timing, too little information, message distortion, lack of respect, insufficient information, minimal feedback, ineffective communication, and even disinterest or apathy.

**Objectives of the Study**

The objectives which this study intends to achieve are as follows:

To emphasize the importance of communication in organizations as well as expose the adverse effects of under-utilization of modes or methods of communication in the establishment.

- To determine the factors that influence effective communication in organizations
- To ascertain whether there exists a relationship between effective communication and job satisfaction among members of organization.
- To examine the relationship between superiors and subordinates and its attendant effect on organizations.
- To find out the causes of conflict among members of organizations.
- To add new ideas to the existing knowledge on the subject matter.

This study will serve as a good source of information to organizational players
- Employers of labour, labour and organization etc. in helping to identify impediments and preferring solution in their specific tasks/roles in their endeavors.
- It will specifically encourage management to evaluate the progress made so far in the organization to avoid loss of goodwill and other economic losses.

This study will encourage staff members to imbibe good human relation and develop good work habit for success in operations.
METHODOLOGY
The Industrial Research Institute, (2010) opined that Research Methodology is a way to find out the result of a given problem on a specific matter or problem (also termed research problem). In essence, researchers use several available criteria for solving/searching the given research problem in a study. Different sources use different type of methods for solving the problem. If we think about the word “Methodology”, it is the way of searching or solving the research problem. The population is made up of all senior administration staff cadre in Delta State Polytechnic, Ozoro numbering 100 persons. a simple random sampling technique was used to obtain a sample size of (70%) out of the population. A well-structured questionnaire was used to collect data from the selected sample using five point scales, with a cut-off point of 3.0. The questionnaire was tested for reliability after its validation. The test-retest method was used to ascertain its reliability at a coefficient of 0.85 which is indicative of very high level of reliability. The z-score test statistics was to test three hypotheses formulated for this study.

DATA PRESENTATION AND ANALYSIS
Table 1 below gives the distribution of respondents’ responses by mean, variance and standard deviation

<table>
<thead>
<tr>
<th>S/N</th>
<th>Statements</th>
<th>Mean X</th>
<th>Variance V(x)</th>
<th>Standard deviation S (x)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>There is adequate channel of communication in my organization</td>
<td>3.48</td>
<td>1.56</td>
<td>1.25</td>
</tr>
<tr>
<td>2.</td>
<td>Provision of feedback on performance is enhanced in my organization</td>
<td>3.47</td>
<td>1.34</td>
<td>1.16</td>
</tr>
<tr>
<td>3.</td>
<td>There is room for informal social relations in my organization</td>
<td>3.83</td>
<td>0.86</td>
<td>0.93</td>
</tr>
<tr>
<td>4.</td>
<td>Responses or suggestions by employees are highly encouraged by management</td>
<td>3.17</td>
<td>1.70</td>
<td>1.31</td>
</tr>
<tr>
<td>5.</td>
<td>My organization allows freedom of expression from employees</td>
<td>3.39</td>
<td>1.64</td>
<td>1.29</td>
</tr>
<tr>
<td>6.</td>
<td>I am satisfied with the use of instructions in my organization</td>
<td>3.16</td>
<td>1.26</td>
<td>1.12</td>
</tr>
<tr>
<td>7.</td>
<td>News/bulletins about its activities are regularly provided in my organization</td>
<td>2.48</td>
<td>1.50</td>
<td>1.22</td>
</tr>
<tr>
<td>8.</td>
<td>Much emphasis is placed on problem solving meetings and/ or negotiation during labor versus management conflict</td>
<td>3.05</td>
<td>158</td>
<td>1.26</td>
</tr>
<tr>
<td>9.</td>
<td>Adequate procedure of work is given to employees with one supervisor</td>
<td>3.61</td>
<td>1.36</td>
<td>1.16</td>
</tr>
<tr>
<td>10.</td>
<td>The required quality of work is often turned out in my organization</td>
<td>3.20</td>
<td>1.35</td>
<td>1.16</td>
</tr>
<tr>
<td>11.</td>
<td>I am satisfied with the working conditions of my organization with employees</td>
<td>3.02</td>
<td>1.83</td>
<td>1.35</td>
</tr>
<tr>
<td>12.</td>
<td>Management often exchange information about the activities of the organization with employees</td>
<td>3.11</td>
<td>1.22</td>
<td>1.10</td>
</tr>
<tr>
<td>13.</td>
<td>My organization often relies on monthly view about the relationship between superiors and subordinates</td>
<td>2.80</td>
<td>1.47</td>
<td>1.21</td>
</tr>
<tr>
<td>14.</td>
<td>Effective communication is essential to every organization for its corporate existence</td>
<td>4.80</td>
<td>1.47</td>
<td>0.59</td>
</tr>
<tr>
<td>15.</td>
<td>There is more information between people in the same level that there is between them and their immediate</td>
<td>4.22</td>
<td>1.05</td>
<td>1.02</td>
</tr>
<tr>
<td>16.</td>
<td>Modern communication devices improve management staff performance</td>
<td>4.69</td>
<td>0.50</td>
<td>0.71</td>
</tr>
</tbody>
</table>

Source: Fieldwork, 2015
### Table 2: Summary of Hypothesis Tested

<table>
<thead>
<tr>
<th>S/N</th>
<th>Hypothesis</th>
<th>X1</th>
<th>X2</th>
<th>N</th>
<th>S</th>
<th>Zcal</th>
<th>Ztab</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>There is significant relationship between organizational performance and adequate channel of communication</td>
<td>3.48</td>
<td>3.20</td>
<td>64</td>
<td>1.25</td>
<td>1.33</td>
<td>1.96</td>
<td>NS</td>
</tr>
<tr>
<td>2.</td>
<td>Effective communication is not an essential tool for the corporate existence of organization and it does not give job satisfaction to employees</td>
<td>3.48</td>
<td>3.20</td>
<td>64</td>
<td>0.59</td>
<td>9.89</td>
<td>1.96</td>
<td>S</td>
</tr>
<tr>
<td>3.</td>
<td>Modern communication system is not significant to organization performance</td>
<td>4.46</td>
<td>3.61</td>
<td>64</td>
<td>0.71</td>
<td>6.35</td>
<td>1.96</td>
<td>S</td>
</tr>
</tbody>
</table>

Source: Fieldwork, 2015

### DISCUSSION OF FINDINGS

From Table 1, fourteen out of the sixteen item statements were above the cut-off point, indicating that the respondents agree with the statements with respect to enhancing communication in their organization. Hypothesis No.1: there is significant relationship between organization performance and adequate channels of communication. Since the calculated Z-score is less than the tabulated Z at 5% level of significance i.e. 1.33 < 1.96, we cannot reject the hypothesis but rather accept it. This implies that adequate channels of communication enhance organization performance.

Hypothesis No.2: effective communication is not an essential tool for the corporate existence of organizations and it does not give job satisfaction to employees. The calculated value of 9.89 is greater than the tabulated value of 1.96 at = 0.05, so the hypothesis is rejected at this level of significance. This implies that effective communication is an indispensable tool for corporate existence of organization and it gives job satisfaction to employees.

Hypothesis No.3: modern communication system is not significant to organizational performance. Since the calculated z-score of 6.35 is strictly greater than the tabulated value of 1.96 at 5% level of significance, the hypothesis is rejected. This means that modern communication system enhances the overall performance of organization.

### CONCLUSION

The general the purpose of communication in an organization is to effect change – to influence actions towards the realization of organizational goals. Communication is therefore a foundation stone upon which other activities and functions of the organization depends. Group activity is impossible without communication. This is because without it, co-ordination and change cannot be effected. Thus, to ensure that such activities and functions run effectively, an organization has to develop an effective communication irrespective of the type of organization.

### RECOMMENDATIONS

Consequent upon the findings from the research instrument and the results from the tested hypothesis, the following recommendations have been outlined from the researchers point of view to improve the effectiveness (doing the right thing) and efficiency (doing things right) – of combination in various establishments and hence making the probability of a perfect and effective communication possible as a whole in any organization:

- There should be free flow of communication with the purpose of timeliness in the organization.
- Management staff as well as academic and non-teaching staff should be accessible in terms of flexibility in their communication with others.
- Organizations policies and goals must be communicated to all stakeholders in a very clear manner to enable all be abreast of the ideals of the organization and work to achieve these goals.
REFERENCES


