Communication as an Indispensable Tool for Effective Administration in an Organization. A Study of Gateway (ICT) Polytechnic, Saapade, Ogun-State.

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Abstract

To achieve the objectives of an organization, communication must be effective. However, managers do frequently cite communication breakdown as one of the factors hindering effective communication. The aim of this paper was to find out whether or not communication has any relationship with effective management of an organization. To achieve the objectives of this study, survey research design was adopted and the focus of this study is cross- sectional. A convenience sample size of seventy member's staff (70) from Gateway (ICT) Polytechnic, Saapade had been chosen randomly for this study. The population of the study is described as management, academic and non-academic staff of Gateway (ICT) Polytechnic, Saapade. Seventy (70) questionnaires were administered and only fifty seven (57) respondents filled and returned the administered copies of the questionnaire back to the researcher, where results were gathered for the study. For easy analysis of data, the mean method was used and data collected was presented in tables and percentages respectively. It was gathered that communication is a vital tool for effective management in an organization. Among other recommendations, it was recommended that

communication as a tool for effective management in an organization should be sustained through a laid down organization structure.

Keywords: *communication, business organizations, effective organizational structure, effective management, effective communication.*

Introduction

Robbins and Judge (2008:351) assert that an idea, no matter how great, communication is useless until it is transmitted and understood by others. Perfect communication, if there were such a thing, would exist when a thought or an idea was transmitted also that the mental picture perceived by the receiver was exactly the same as that envisioned by the sender. Therefore, communication is the transfer of information and knowledge from one person to another. It is the means of unifying organization activities, a very vital tool of management function. Infact, it is the live wire of every business organization. Through effective communication, behavior can be modified, change effected, information made productive and goals achieved. An effective communication system is a pre-requisite for employee participation in decisions that affects them. Without communication capabilities, managerial directions, changed policies, processed information could not be transmitted to the effected persons. Organizations often assume that if an individual can speak, read or write, the organization assumes such person can communicate. Thus, communication is the means or process through which information is conveying between people and organization using previously agreed symbols.

Mullins (2007) is of the view that effective communications at all levels of the organization are likely important in helping to reduce or overcome the level of stress in organizations. However, in addition to good communications, he refers to what Reeves consider to be the importance of conversation for maintaining relationships and suggest a case for conversation culture.

The extent to which an organization could achieve its goals depends largely on the effectiveness of communication among staff, management levels, departments and divisions. The quality of communication skill possessed by a

manager determines his degree of accomplishment.

Justification of the Study

The main justification for this study is to empirically assess the impact of communication in management of organizations effectively. It specifically tries to examine and give an overview of the concept of communication, the communication process and channels, importance and barriers to communication and recommend various ways on how to appropriately use communication as a tool for effective management in organizations.

Research Questions

For the purpose of the study, the research questions to be addressed are:

1. Whether or not communication has any relationship with effective management of organizations?
2. Does formal and informal communication go hand in hand in achieving organizational objective?

Conceptual Overview

Communication Defined

All human action takes place in a cross fire of information. There has been the need from creation for people and establishments to communicate with one other.

Hornsby (2006:291) defined communication as "the activity or process of express swing ideas and feelings or of giving people information". He further emphasized that speech is the fastest method of communication between people and that all channels of communication need to be kept open.

Lar and Yakubu (2003) view communication as the means by which people are linked together in an organization to achieve a common purpose. For accomplishment of organizational objectives, managers should appreciate the fact that communication is a process, which links all the managerial functions in an organization. Also, Lar and Yakubu (2003) argued that the standard of an organization's corporate image and efficiency is directly related to the standard of its communication. They further observed that, communication is the social fabric which sustains every organization and that an organization cannot achieve its objectives if it does not communicate with both the internal and external publics.

In the above definitions all the author's different definitions have some key words in common and thus; transfer or expression of idea from the source (where the communication originates) to the intended receiver (where the communication is destined). Not only that, ideas transferred or expressed emanates from the source (sender) and the receiver to receive and comprehend the information as expressed by the sender as expressed by Hornby, Everth and Rogers. Lar and Yakubu went beyond ideas to explain communication to mean the linkage of people in an organization to achieve common purpose. In all, it can be seen that the definitions are emphasizing on the expected reaction in terms of behavior or attitude that may come up as a result of communication.

From the foregoing, communication is very central to the functioning and well-being of any organization. The ability of business and non-business organizations to communicate effectively with stakeholders within and outside the organization is equally very important. It deals with the two-way process of passing the ideas and information because on one side, we have the sender and on the other side, we have the receiver. At the center of management lies the ability of the manager to communicate effectively with all people within his or her span of control. A manager may have good ideas but poor communication may hinder transformation of such ideas to full realization of a policy. It is through good communication with business stakeholders that an organization maintains goodwill and grows. The effectiveness of communication in an organization can be measures in terms of attitude and performance for it affects the morale of the employees and their attitude towards the organizational leadership and consequently, productivity.

The quality of communication skills exhibited by a manager, determines his degree of accomplishments. After all, the primary function of management is the management of relationship between the institution and its environment in the overall goals of achieving optimal performance of the primary task of the institution.

Communication Process
Ronald and Jeanne (2002) assert that, behavior and management scientist after rigorous studies have come to appreciate the fact that communication which appears on the surface to be a simple straightforward process. The entire process of communication involves steps and elements. Although the process of communication is more than the total of these elements, understanding them

can help explain what happens when one person tries or expressed an idea to other.

According to Ukessays communication is the various methods of sending information and message between people. Process is a step by step approach to something. In communication, there are many ways to communicate with a person, such as the verbal or non-verbal communication, oral or written communication. The main point in communication is at least between two people to communicate. Sender and audience.

The communication process is often arising in our life, but many attempts to communicate are unsuccessful. If the communication process is understood, communication skills can be identified and improved and hence communication becomes more effective.

Communication process has nine (9) steps direction of how ideas travel from sender to receiver. There are message, encoding, choice channel, medium, transmission, reception, decoding and understanding, response and feedback and noise.

i. **Message**: - The first step in communication process is sender has an idea that contains the information to convey or send across. The message may be verbal, non-verbal, oral, written, or symbolic. Besides that, message can come from feeling thought, inspiration and many more. You can conceive an idea and want to share it.

ii. **Encoding**: - The next step is the sender encodes the idea in message. This process is known as encoding, refers to putting thoughts, idea, or information into a message that your receiver will understand, you are encoding it i.e. many symbols have universal meaning, such as a red circle with a red line denotes no adding some image or symbol such as P means no parking .

iii. **Choice of medium and channel**: - Next, sender produces the message in a medium the senders need to choose the medium and channel to be used, that way you present that message to your intended audience. The medium and channel of communication are of two types, personal and non-personal. Personals are direct face to face contact with a person i.e. the salesman selling some product to customer, and salesman using mouth explains and communicates with a customer. Besides that, this method can be used between family members, colleagues, neighbor or friends. The non-personal is when you send a message without interpersonal contact between sender

and receiver. Non personal includes Ads, newspapers, magazines, e-mail etc.

iv. **Transmission**: - Subsequently, after you choose a medium and channel; it continues to provide new communication channels can use to transmit your messages. Medium is the carrier of the message and channels which allows access to the message. I.e. a shampoo company chooses the television channel and medium to transmit the message to target audience.

v. **Reception**:-The audience receives the messages when audience receives the messages misunderstanding can occur, such misunderstanding can be message missed or message ignored. However, receipt of the message is not a guarantee that the receiver understood correctly.

vi. **Decoding and understanding**: - The audience decodes the message and understands its contents. Receivers are the consumers in the audience who read, hear, or see the message and decode i.e. when students receive message or information; they will analyze the message or information and decode it.

vii. **Response**: - The audience responds to the message. The receiver need to say or does something, answer or reacts to something after receiving the message.

viii. **Feedback: -** The audiences send feedback to you. After a message is received, the audience gives feedback to the sender. Feedback is the information or comment about a message received either positive or negative, it measures the effectiveness of the message sent.

ix. **Noise:** - This is a technical term for all forms of obstacle that conspires to reduce the fidelity of communication. Noise reduces the amount of information which is sent between those who are communicating. Noise could be physical, psychological or linguistics.

Communication Channel

Asen, Ejikeme and Idris (2006) observed that there are basically two systems of communication in an organization and the channels being used are formal and informal communications:

1. **Formal communication**: This refers to communication within the organization. It is also called internal communication. The purpose of most internal communication is to transfer information to initiate some action. The internal communication takes different forms, via-vertical, horizontal, diagonal and semi vertical.

i.   *Vertical communication*: in this communication type, information flows downward from management level in form of directives, instructions, decisions, policies and explanations to the people who will implement them. The following are some of the means through which information can be passed down: conferences, employees' handbook, bulletin, boards, magazines, meetings and memos.

Upwards community moved information from the employees or subordinates to the management and it can be in form of ideas, suggestions, criticism, requests and explanations. Some ways through which information can be sent up Ade opinion poll, suggestion box, social gathering, joint consultation and grapevine.

Both upward and downward flow of information or communication helps to create a balance between management and policy implementations.

ii.   *Horizontal communication*: horizontal communication links people of the same level together and as such message passed on are not in a commanding or superiority basis. Ideas and experiences are shared among people from different departments but of similar levels. A great deal of the communication does not follow the organizational hierarchy, but occur across the chain of command. This type of communication has the advantages of reducing personality clash and confusion, bringing staff of similar levels together, enhancing effective coordination among difference not units doing related jobs together, and fostering understanding and unity.

iii. *Diagonal communication*: in this situation, there may be no obvious line of authority through which a middle manager, for example, may require a service to be performed. He may be dealing with a colleague higher than him in another department, or a colleague under him who may therefore feel there is no obligation to him. Diagonal communication, therefore, relies heavily on reservoirs of cooperation and goodwill which the proficient communicator will have been careful to nature by way of friendly greeting.

iv.   *Semi-Vertical communications*: with the advent of trade unions, new system of formal communication has emerged. Trade unions, whether management approves of then or not, are recognized by law as the official mouth piece of the workers and therefore constitute a

separate official communication system between management and the workers. Members of trade unions take up matters concerning the working conditions and welfare of employees with the management after consulting with workers. When agreement is reached on the issues being discussed, they report these directly to the workers without following the hierarchy established by the organizational chart. Trade unions, therefore, operate the two- step system of communication flow; information yes from management to the union and down to the workers, bypassing all other levels of authority within the organization.

2. **Informal Communication**: every organization has an informal system of communication. This carries unofficial information about matters within the organization or pertaining to it. In other words, the informal communication system is the unofficial channel in processing official information. Informal communication by-passes all official channels of authority. The main channels of informal communication are rumors and grapevine.

    1. *Rumor*: rumors refer to unofficial and unconfirmed information sent through interpersonal channels. Those carrying rumors usually have clear-cut evidence to buttress the message carried. Nobody can point out where the information originated; you will always hear that somebody else told the person who told you. Rumor is bad for people and organizations. When rumors abound, it is a sign that human relations within the organization have, for some reasons, degenerated.

    2. *Grapevine*: this refers to the social interactions of people without a conscious, deliberated or joint purpose (Bernard, 1938). It is an unofficial, informal or social communication network that exists in an organization and it is an important source of information within the organization. The grapevine has an origin which is well founded, but the persons who gives out information or is circulating it is not easily found.

Methods of Communication

There are different methods of communication in an organization. Asen et al (2006) identifies three methods of communication as thus:

i. **Written Communication**: they are used in an organization to pass information and ideas to others. It involves putting a pen to paper. Written communication can be in various forms which include:

1. *Memorandum*: It is usually shortened as "memo" which means "things to be remembered". Memos have become popular in business circles today as a means of communication. They are used to communicate information, instructions and enquiries.

2. *Reports*: this is another form of internal written communication. A report is a form of written communication from someone who has collected and studied some facts, to a person who has asked for the facts, with certain recommendations, because he needs the facts, for a particular purpose or to make decisions (Dave and Dransfield, 1993).

3. *Minutes*: this is the detail record of a meeting; it is also a form of internal communication. It could be displayed in notice board or sent on individual staff; it informs staff on decisions taken in aspect of the organization.

4. *Notices*: this is another common form of written communication. They are placed in prominent positions and are used to publicize changes in policy dates to be remembered and functions.

5. *Magazines*: journals and newspaper, in large organizations, are a very useful form of internal communication, policies, information, events and public relations can be communicated through this medium.

ii. **Oral communication**: This has to do with information passed with the mouth. Speaking can be used to communicate ideas, reasons and conclusion. The impact of a good speaker and a bad speaker will be felt accordingly in any organization. The oral communication can provide speed inter-change with immediate feedback. It can be through interviews. Conference where knowledge is exchanged and acquired and also telephones form other means of oral communication.

iii. **Non-verbal communication**: people communicate in different ways. Every move one makes or whatever one does have communication effect. You can communicate non-verbally through movement, reaction or your face and even your dresses. The non-verbal communication can either support one or be against him and

of course it is a very good example or meta-communication. It can be kinesics, proxemics and paralinguistic.

Importance of Communication in Management

Communication is not automatic solutions to human problems. But it can be a panacea to them. There is a long tradition of scholarship relating communication and stabilizing the society, particularly in conflict situations. For example, conflict is the result of failure of communication or its total absence in matters between parties in an issue.

Hassan (2010:137) see communication as a " process of sending and receiving meaning, ideas, thoughts, opinions and feelings an exchange of all these among people who share goals and can discuss them in order to seek solution. Where communication falls short of this, there are reasons may be underutilized, or may not have been used at all".

Communication can be seen from the above play a vital role in not only sustaining an organization but also the society as a whole. Communication can create an atmosphere devoid of conflict or inference to enable organizations operates.

Over the years, the importance of communication has been recognized by many people. According to Maiwada (2006:18), communication serves as the means by which people are linked together in all organizations to achieve a common purpose; this is still the fundamental function of communication. The fundamental function notwithstanding, others are:

1. *Communication is needed for managerial effectiveness*: To achieve effectiveness in other managerial functions, one has to be an effective communicator. Almost every aspects of management involve communication. It takes communication to make the process work.

2. *Communication leads to power*: power is often attained through effective communication. Communication skills are essential; for exercising power or leadership.

3. *Time used in communication*: the importance of communication is seen in the amount of time given to communication itself by the management of an organization. Therefore, management's success rally round to a clear and good communication.

4. *Facilities effective training*: communication helps management in recruiting and training of their staff. From recruitment to the training stage

of manpower in the organization, communication is the most used tool for the exercise. For as long as the trainees and the trainer must be constantly interacting, adequate communication will be definite.

5. ***Communication is an integral part of the management function***: managers cannot be effective if they cannot communicate. Successful management has visions of greatness and they set direction. That is, they have a clear picture of what they want the organization to be, and they communicate that vision to other members of the organization to take the organization to be, and they communicate that vision to other members of the organization to take the organization where it ought to be.

6. ***Quality cannot be achieved without communication***: under scientific management, managers and supervision direct workers on what to do, but in total quality management (TMQ), an open dialogue between workers and management is necessary as a result of communication.

7. ***Decisions making***: Managers make decisions after collecting facts and analyzing them. To do this, all categories of staff must be involved to gather the required information in order to facilitate adequate communication.

8. ***Implementation of policies***: Effective communication enhances the spirit of understanding among workers in an organization. When there is communication breakdown, misunderstanding is most likely.

9. ***Reduction of conflicts***: In any human grouping, conflict is inevitable. Sometimes it can be a source of progress. While on other occasions, it may lead to the destruction of the organization. Effective communication reduces conflict to a manageable level.

10. ***Teamwork***: Communication enhances teamwork in an organization. People will be willing to work together to the extent that they understand themselves. There cannot be teamwork where people do not agree with each other.

The Effect of Organizational Structure on Communication

Structure is the management of the components and sub-systems within a system. Stoner, Freeman and Gilbert (2008:315) see organizational structure as the specific pattern of relationships that mangers create in the process of organizational design. Structure exists in a system to that extent that units in the system are differentiated from each other.

Organisational structure refers to the properties of an organization and not those of its members. For example, hierarchy is a property of an organization and not of an individual. Although its existence may of course affect the individual's behavior, the organization minimizes its effectiveness in achieving its goals by requiring its members to work with certain individuals and not with others the way which the organization's formal structure dictates. One major purpose of the structure is to provide a system of communication. It should be noted that different structures result in varying degrees of effectiveness in communication and has effect on performance. In a bureaucratic and hierarchical organization, the structure imposes formal relationship that tends to be regarded as important in regulating communications.

Barriers to Effective Communication
Communication breakdown is a simple explanation for complex problems. The fact remains that we are not as effective in our communication abilities as we think we are and lack of that effectiveness is at least one contributing factor to many of the problems. These barriers and breakdown lead to smooth communication not being achieved in the organization and some of the causes of these are many reasons why interpersonal communications may fail. In many communications, the message may not be received exactly the way the sender intended and hence it is important that the communicator seeks feedback to check that their message is clearly understood. The skills of active listening, clarification and reflecting which we will discuss shortly. may help but the skilled communicator also needs to be aware of the barriers to effective communication. There exist many barriers to communication and these may occur at any stage in the communication process. Barriers may lead to your message be coming disturbed and you therefore risk wasting both time and/or money by causing confusion and misunderstanding. Effective communication involves overcoming these barriers and conveying a clear and concise message.
Some common barriers to effective communication include:
- i.   The use of jargon, over complicated or unfamiliar terms.
- ii.   Emotional barriers and taboos
- iii. Lack of attention, interest, distractions or irrelevance to the receiver
- iv.   Differences in perception and viewpoint
- v.   Physical barriers to non-verbal communication
- vi.   Physical disabilities such as hearing problems or speech difficulties.

vii.   Languaage differences and the difficulty in understanding unfamiliar accents.

viii.   Expectations and prejudices which may lead to false assumptions or stereotyping. People often hear what they expect to hear rather than what is actually said and jump to incorrect conclusions.

ix.   Cultural differences: The norms of social interaction vary greatly indifferent cultures, as do the way in which emotions are expressed. For example, the concept of personal space varies between cultures and between different social settings.

Barriers to Communication by Category

i.   **Language Barriers**: Clearly, languages and linguistic ability may act as a barrier to communication. However, even when communicating in the same language, the terminology used in a message may act as a barrier if it is not fully understood by the receiver(s). For example, a message that includes a lot of specialist jargon and abbreviations will not be understood by a receiver who is not familiar with the terminology used. As nurses, we are especially prone to making this mistake. We must remember to use language that can be under stood by the receiver.

ii.   **Pysiological Barriers**: Physiological barriers may result from the receiver's physical state. For example, a receiver with reduced hearing may not grasp the entirety of a spoken conversation, especially if there is significant background noise.

iii.   **Physical Barriers**: An example of a physical barrier to communication is geographic distance as more communication channels are available and less technology is required. Although modern technology often serves to reduce the impact of physical barriers, the advantages and disadvantages of each communication channel should be understood so that an appropriate channel can be used to overcome the physical barriers.

iv.   **Attitudinal barriers**: Attitudinal barriers are behaviors or perceptions that prevent people from communicating effectively. Attitudinal barriers to communication may result from personality conflicts, poor management, and resistance to change, or lack of motivation. Effective receivers of messgaes should attempt to overcome their own attitudinal barriers to facilitate effective communication.

Methodology

To achieve the objectives of this study, survey research design was adopted and the focus of this study is cross sectional. A convenience sample size of seventy members of staff (70) from Gateway (ICT) polytechnic, Saapade were chosen randomly for this study. The population of the study is described as management, academic and non-academic staff of Gateway (ICT) polytechnic, Saapade. Seventy (70) questionnaires were administered and only fifty seven (57) respondents filled and returned the administered copies of the questionnaire back to the researcher, where results were gathered for the study. For easy analysis of data, the mean method was used and data collected was presented in tables and percentages respectively.

Result and Discussions

This section contains the result of the analysis presented in tables, figures and percentages. It is from this table that discussion and inferences are based upon. The focus of this section is on analysis of data and drawing conclusion based on findings from the data obtained through the questionnaires administered. Short summary of highlights of the results are also given in the table. A total number of seventy (70) questionnaires were administered but only fifty seven (57) were filled and returned.

Table 1: Analysis of Response to Questionnaires

S/N	Question	S/A	A	U	D/A	S/DA	Total	Comment
1.	Communication is indispensable in achieving the set objectives of your org.	14(24.56%)	34(59.65%)	0	9(15.79%)	0	57(100%)	Comm. Is indispensable
2.	There might be break of law and order in your org. As a result of ineffective communication	12(21.05%)	40(70.18%)	0	5(8.77%)	0	57(100%)	There might be break of law and order

3.	Written comm. Is most used than other forms of comm. In your org.	46(80.70%)	11(19.30%)	0	0	0	57(100%)	Written comm. Most used by the organizatio n
4.	Lack of communicati on affect your productivity	8(14.0 4%)	23(40. 35%)	12(21.05%)	4(7.0 2%)	10(17.54%)	57(100%)	Lack of comm. Affects productivity
5.	Comm. Affects performance in an organization	26(45.61%)	14(24.56%)	0	11(19.30%)	6(10...53%)	57(100%)	Comm. Affects performanc e
6.	Informal comm. Used a channel to pass official information to you	15(26.32%)	16(28.07%)	2(3.51%)	14(24.56%)	10(17.54%)	57(100%)	Informal channel used to pass official information
7.	Does your org. Have an organized and approved channel of communicati on	29(50.88%)	23(40.35%)	0	5(8.7 7%)	0	57(100%)	Org. Has approved and organized channel of comm.
8.	Channels used to communicate is sufficient in your org.	12(21.05%)	20(35.09%)	5(8.77%)	4(7.0 2%)	16(28.07%)	57(100%)	Channels sufficient
9.	Staff undergo training from time to time to improve on their comm. Skills	0	2(3.5 1%)	11(19.30%)	35(61.04%)	9(15.79%)	57(100%)	no training given to improve comm. Skills

Source: "field of survey 2019"

Answering Research Question

Research Question 1: Whether or not communication has any relationship with effective management of organizations?

Reference is made to is made to questions one, two, four and five of the questionnaire in table 1.1 in which the responses indicating agreement with communication having relationship with effective management of organizations. Response to question one which asks about indispensability of communication in achieving organisational set objectives indicates 59.65% agree, 24.56% strongly agreeing while only 15.79% disagreed. Question two asks whether break of law and order might be experienced as a result of ineffective communication and 70.18% agree as opposed to 8.79% of the total respondents who disagree which implies that once there is no peace, organizations can not be managed and can affect productivity as indicated by 40.35% agreeing and 14.04% strongly agreeing, only 22.16% disagreed and strongly disagreed. Similarly, communication affects performance organizations as answered by the respondents where 70.17& of the respondents answered in the affirmative and giving a stress to the assertion with the remaining 29.83% on the contrary. Therefore, it is concluded that communication has relationship with effective management in organizations.

Research Question 2: Does formal and informal communications go hand in hand in achieving organizational objective?

Responses to questions six and eight confirm that majority of the respondents agree formal and informal communications go hand in hand in achieving organizational objective. For instance, in question six, 54.39% support the assertion and 56.14% in response to question eight asserts that the channels used in communication are sufficient. Question eight is making reference to the formal and informal channels of communication.

Findings

i. This study reveals that communication is a vital tool and has relationship with effective management in organizations.
ii. It also indicated that formal and informal communications go together in achieving organizational objective.
iii. Another revelation is that, ineffective communication can lead to break of law and order which will invariably have consequence on the operations of an organization.
iv. Again, performance of employees and productivity of an organization is affected by ineffective communication.
v. Some organizations have approved and organized channel of communication as in the case of the organization used for this study.
vi. Furthermore, it is found out that, none of any category of staff of the organization for this study is given any avenue for training on communication skills.

Conclusion

Since the main purpose of establishing an organization is to make profit (private organizations) or offer service (public organizations), this could only be achieved through increase in productivity level. Communication is a vital instrument in achieving organizational goals and objectives. The standards of an organization's corporate image and efficiency are directly related to the standard of its communication. There is positive relationship between communication, productivity and turnover of organizations that is to say, communication leads to organizational effectiveness, efficiency and high level of productivity.

However, an organization's productivity level reflects how sensitive the production department is., the products or services to be provided has to be communicated effectively to the consumers and the consumes have to be fully informed about the type of product or service offered, its quality and how easily accessible it will be so as not to leave them in the dark. Any communication breakdown in an organization could result in counter production. But effective communication of new decisions or policies by management will keep production in a continuous process thereby achieving greater productivity.

Recommendations

This paper on the basis of findings of this study gives the following recommendations to management **of** organizations to enhance their communication in achieving their organizational objective:

1. Communication as a tool for effective management in an organization should be sustained through a well laid down organizational structure.
2. Other forms of communication such as oral and non-verbal communication should also be developed and sustained where they exist.
3. Communication system which has a direct correlation with productivity, efficiency, effectiveness and high level of profitability should be developed, by making the downward and upward channel of communication more effective.
4. For organizations to realize its goals and aspiration, the communication channel within it, should be improved and efficient in attending to any message that needs urgent attention.
5. That management should seek to develop a flexible network of communication other than formal system, which is informal that would be used as a positive aid for the achievement of the organization goals.

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