

EFFECTIVE COMMUNICATION: AS BEDROCK OF ORGANIZATIONAL SUCCESS IN NIGERIA

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Abstract

The purpose of this paper is to discuss the theoretical frameworks of communication. The paper defined communication as the passing of information from the sender to the receiver through a defined medium. The paper reviews the process, styles, models, theories, types, importance of communication. The paper also identified information overload, semantic, lack of planning, poor retention! and distrust among others as problems affecting communication. It recommended good planning, clarify the purpose of communication, and considers needs and appropriate use of tone as ways of overcoming problems of communication.

Communication plays vital role in the success of any organization and is affected by both the culture and level of interpersonal communication skills in an organization. It is a glue that holds organization together. Besides, Ziglar (2005) puts that employees and employers around the world suffer daily because of the speculation that goes on in office. People are fired erroneously and reputations are ruined due to absence of effective communication. Gossip is so prevalent that the truth is buried in its wake. Chaos, fear, discontentment prevail where truth has fallen victim to the venom of gossip. Effective communication is the basic prerequisite for the attainment of the organizational goal. No organization or group can exist without effective communication. Co-ordination, of work will be impossible and organization will collapse for lack of effective communication. Besides Watson and Wyalt (2009) found that effective internal communication is one of the drivers of performance especially in difficult economic times. They further reiterated that companies that are effective communicators have optimal productivity. Clearly, organizations that communicate effectively have more successful projects. Thus it is no surprise that highly effective communicators are tone time more likely to be high performance than minimally effective communicators. Ali (2013) viewed communication as effective to team performance and communication in organization is like blood that flows in human body.

The most efficient and effective managers are those who understand communication and use it in the organizational environment. For effective and efficient co-ordination of human and material resources communication is essential.

Concept of Communication

Communication has different meanings from different individuals. Carysforth (2005) regarded communication as psychological, intellectual, cultural, social process that harmonizes human and material resources in an organization.

Olajide (2013), views communication as central mechanism that keeps people and resources in an organization together. It has intellectual, socio-cultural, psychological and linguistic dimensions. He further maintained that communication involved sending, receiving and acting on message in a desirable way.

Richmond, McCroskey (2005) concurred communication as regardless of the type of organization, communication is the element that maintains and sustains relationship in it. They further buttressed that organizational communication is central to organizational success. Besides Henry (2013) maintained that organization would be performing to its optimal level without communication.

Effective internal communication can keep employees engage in the business and help company retain key talents, provide consistent value to customers and deliver superior financial per-performance to shareholders (Baldomi,2009).

Richmond, McCroskey and McCroskey, opined that communication is a process by which individuals stimulate meaning in the minds of other individuals by means of 'verbal and non-verbal messages in the context of formal organization; Ali (2013) viewed communication as creating, exchanging message between the senders and the receivers over channels. Thus effective communication depends on the sender and receiver sharing understanding of the rules used to encode meaning into message. Tom (2006) held that communication- plays a vital role in the success of every organization. Successful Chief Executive Officers (CEOs) build organizations that attract people who want to perform at the highest level possible. This can be achieved through value trust and mutual information sharing. Excellent communication results to more production. Zareen (2014) defined communication as the process whereby members gather pertinent information about their organization. It has correlation with organizations' output: commitment, performance, job satisfaction and lack of it causes stress, job dissatisfaction, low trust, decreases performance, absent. In addition, Banet (2002) put that meaningful communication informs, educates & socializes employees at all levels and motivates them to support the strategy.

Additionally, the primary objective of communication is to inform work force about their tasks and policies issues in an organization (Deridder 2003). Communication can make or mar any human organization. It has intricate nature and structure; it can be quite demanding and useful in the context of institution administration. Uwaisu (2006) opined that "communication is more or less a process of information, ideas and opinion

exchange between two individuals in an organizational context. From the above communication can be defined as the process of initiating, sending, receiving and interpreting information from the sender to the receiver through a defined channel”

Theories of Communication

Theory is defined as interaction of different interrelated parts for the purpose of predicting a particular situation. Theories are used to help us reduce or manage uncertainty and make more responsible decision. A number of theories have been developed to aid in our understanding of communication. Thus, theory of communication entails different theories put by communication writers for the purpose of understanding communication in organizational context.

Cognitive dissonance theory:

Cognitive dissonance theory argues that the experience of dissonance (incompatible beliefs) is awesome and people are highly motivated to avoid it. In their efforts to avoid feelings of dissonance, people will be avoiding hearing views that oppose their own, change their beliefs to match their actions, and seek reassurance after making a difficult decision.

Accommodation theory:

This theoretical perspective examines the underlying motivations and consequences of what happens when two speakers shift their communication styles. It argues that during communication people try to accommodate or adjust styles of speaking to others. This is done in two ways: divergence and convergence. Groups with strong ethnic pride use it to educate their members. Consequence occurs when there is a strong need for social approval, frequently from powerless individuals.

Coordinate management theory:

The theorists argue that in communication, people co-create meaning by attaining some coherence and co-ordination. It focuses on relationship between individual and his society. Through hierarchical structure, individuals come to organize the meaning of some literally hundreds of messages received throughout a day.

Cultivation analysis theory:

This theory argues that television and other media play an extreme role in how people view their world. According to cultivation Analysis theory, people get much of their information in a mediated fashion rather than through direct experience. These mediated sources shape people's sense of reality.

Cultural studies theory:

Theorists in cultural studies maintain that media represents ideologies of the dominant class in a society. This is because media are controlled by corporations, the information presented to the public is of necessary influenced and framed with profit in mind.

Dramatism theory:

This theoretical position compares life to a drama as in dramatic action, life requires an actor, a scene, an act, some means for the action to take place and purpose.

Expectancy violations theory:

The theorists examine how non-verbal messages are structured. The theory advances that when communicative norms are violated, the violation may be perceived either favourably on the perception of the receiver has of the violator.

Face negotiation theory:

Face negotiation theory is concerned with how people in individualistic or collectivistic culture negotiate in the face of conflict and how people from different culture manage conflict.

Group think theory:

The theorists argue that group think occurs when highly cohesive group fail to consider alternatives that may effectively resolve group dilemmas, Group think theorists contend that group frequently think that similarly and are reluctant to share unpopular or dissimilar ideas with others.

Organizational information theory:

This theory argues that the main activity of organizations is the process of making sense or equivocal information. Organizational members accomplish this sense making process through enactment, selection and retention of information.

Relational dialects theory:

This theory argues that people in relationship continually feel pull-push of conflicting desires. Basically people wish to have both autonomy and connection, openness and protectiveness, and novelty and predictability as people communicate in relationship, they attempt to reconcile conflict or desires but they never eliminate their needs for both of the opposing pairs.

Rhetoric theory:

Rhetoric theory is based on the available means of persuasion. That is, a speaker who is interested in persuading his audience should consider three rhetorical proofs, logical, emotional and ethical.

Social exchange theory:

This theory argues that the major force in interpersonal relationship is the satisfaction of both people self-interest. Theorists in social exchange posit self-interest is not necessarily a bad thing and that it can actually relationship.

Structuration theory:

Theorist's support the structuration perspective argues that groups and organizations rules and resources. These structures in turn, create social systems in an organization. The theorists posit that groups and organizations achieve a life of their members utilize their structures.

Symbolic interaction Theory:

The theorists argue that people are motivated to talk based on the meaning they assign to people, things and events. Further, meaning is created in the language that people use both with others and private thought. Language always helps people to develop a sense of self and to interact with others in community. Based on the above theories one can conveniently say communication is like fuel in the engine of car. One cannot drive a car efficiently without fuel irrespective of its goodness.

Component of Communication

Udeoba (2012), Wehrich and Koontz (2005) conceived the following as major components of communication.

The source: Is a person who originates a message. It could be individual group or organization.

The message: A message is any verbal or non-verbal stimulus that elicits meaning in the receiver. When communicating, people often use both verbal and non-verbal stimuli to stimulate meaning in another.

The channel: Is a means which a message is carried from one person to another. In line interaction, our sources because channels.

The receiver: Is person that interprets, decodes and acts on the message The Feedback: Is the receiver observable response(s) to a source. Such responses can be verbal or non-verbal. It is often very critical in all communication situations.

Types of Communication

Downward communication: Involves the flow of information from people at top level to those at the bottom level of an organization.

Upward communication: Involves flow of information from bottom level to the top of an organization.

Horizontal communication: Involves the information flow among people of the same organization level.

Diagonal communication: Involves flow of information among people of different levels who have no direct reporting relationship with one another.

Written communication: Involves flow of information through the use of letters, memos, circulars and notes etc. in an organization.

Oral communication: Involves face to face meeting of two or more person where ideas can be exchanged for the attainment of collective goals.

Non-verbal communication: Involves the use of facial expression or body gesture to pass information from one person to another.

Styles of Communication

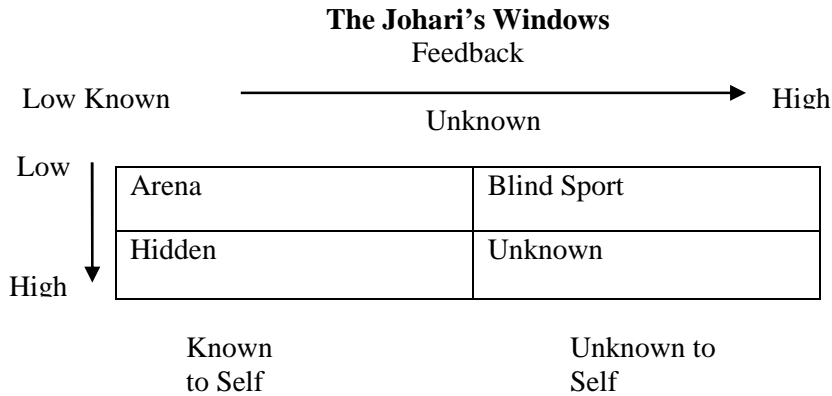
Johari developed styles of communication that can be used by managers in an organization. The styles are as follows;

Type “A” communicators: Are low in exposure and feedback. He can be characterized as uncommunicative, terse and personal. He earns result in both hidden information and blind spots.

Type “B” communicators: Are low in exposure but high in feedback. Type B managers constantly seek out information, but they rarely provide information in exchange. He results in hidden information.

Type “C” communicators: Are high in exposure but low in feedback. Type C managers are typically perceived as being autocratic or arrogant. They provide lots information but rarely request of others. They tend to create blind spots.

Type “D” communicators: Are high in exposure and feedback. They tend to create arena information. They are democratic, liberate and use opinions of others.



Channels of Communication: The different channels of communication are as follows;

Meetings: Provide conducive atmosphere for discussion problem solving and sharing experiences. Examples are Annual General Meetings, Departmental Meetings, and Union Meetings. This channel keeps members of organization informed of organizational decisions, policies and procedures. It promotes creativity and exchange of ideas.

Reports: Are documents prepared in organization for specific purpose. Such purpose; research findings, periodic operational activity, employees conducts, employment interviews.

Memoranda: This is an internal memos usually circulated freely in most offices. They are information instructive on day to day operations.

Minutes: It is record of what had been discussed in a meeting which may be circulated to those who attend and others.

House journals: These are publications which ensure free flow of information and facilitate interdepartmental communication on the operation.

Bulletins: These are version of the newsletter which carries few but special news. They are issue to keep employees with current, news and in touch with development in the organization.

Correspondence: These are the day to day form of letters in an organization. They are in form of promotion letter, queries, transfer, etc.

Computer: It is a device that accepts input, process it into output (information) for decision making in an organization. It is central to many advance technological companies.

Internet: This is a network of computers connected in an organization. It is the worldwide network that connects hundreds of thousands of smaller networks, linking computers at academic, commercial and scientific institutions. With internet millions of people around the world can share all types of information and services.

www. (Worldwide website): This is an interconnected systems of computers all over the information in more than text transfer protocol to transport files from one place to another. It is technology as well as computers to enable people in different locations to see, hear and talk with one another.

Multi-Media: This is a form of media that presents information in more than one medium such as text, picture, videos, sound and animation in a single integrated communication. It is fastest, unique and most exciting medium of communication.

E-mail (Electronic mail): This provides fast economical, convenient way to send message to colleagues, friends, families and organizations. Banking Industry or Educational Institution uses it and it is very unique because it presents colours, images, sounds and video to your computer and it is easy to use.

Cellular phone: This is an advanced mobile phone service. It is one of the fastest growing type of wireless data use. It operates by using a series of radio transmitters with limited coverage. A person making a cell automatically connected with the closest transmitter that is connected to handless.

Video-conferencing: This is the use of video transmission systems to communicate between site using videos and voice. It is also the use television, video and sound.

Roles of Communication to Organizational Success

According to Sambe (2005), communication is the bedrock of modem society and most critical components of modernity and civilization. It serves as instrument or vehicle of social interaction.

Management employee relation: The managers cannot get the work done from employees unless they are communicated effectively of what he wants to be done. He must be sure of some basic facts such as how to communicate and what result is expected from that communication.

Increase productivity: With effective communication good human relations can be maintained and productivity can be increased at low cost
http://www.Jaurentanbenon.com

Motivation and employee morale: Communication is basic tool for motivation which can improve morale of employees in an organization. Absent of effective communication between manager and employee is the basic cause of conflict. Managers should clarify employees about what is to be done, how well they doing and what are can be done for better performance improve their motivation.

Co-ordination: Co-ordination of work is impossible without communication and organization will collapse. This is because people cannot communicate their needs and feelings of others. It is a thread that different parts of organization together. When it stops, organization ultimate ceases to function. Supporting this in the words of Henry (2013) opined that communication is like oil that keeps our vehicles work effectively. Just imagine if you drive your car with no oil. The car will not move irrespectively of its goodness.

Organization rules and regulations: This involves the use of communication to determine right and wrong actions in an organization. Organizational rules and regulations are vital to its sustenance and maintenance. They are mostly unpleasant but necessary for the maintenance of organization (Olajide, 2013).

Decision making: This involves the process of selecting an alternative from among alternatives. Decision making in an organization solidly depend on communication. Supporting this Mohammed (2013) equated human activities with communication and good management with good communication. He identified the written, spoken, gestural and symbolic communication.

Problems of Communication

According to Wehrich and Koontz (2005), conceived following as problems of communication.

Loss shy transmission and poor retention: In series of transmission from one 'person to the next, the message becomes less and less accurate. Poor retention of information is another serious problem. Thus, the necessity of repeating the message and using several channels is rather obvious. Consequently, companies often use more than one channel to communicate the same message.

Distinct threat and fear: Distinct, threat and fear undermine communication. In climate containing these forces any message will be viewed with skepticism.

Distrust can result to inconsistent behaviour by the supervisor, or it can be due to experiences in which the subordinate was punished for honestly reporting unfavourable, but true information. Similarly, in the height of threats, whether real or imagined people tend to tighten up, become defensive and bad information prevails (Sambe, 2005:102)

Thus, what is needed is a climate of trust which facilitates open and honest communication.

Information overload: Unrestricted flow of information hinders effective and efficient communication. People respond to information overload in various ways. They may disregard, delay and make errors in responding to overload information.

Lack of planning: Good communication happens by chance. Mostly, managers start talking and writing without first thinking and starting the purpose of communicating that message. Yet forming reasons for the directive, selecting the most appropriate channel and choosing proper, timing can greatly improve communication.

Conclusion

Communication in organization is so vital that it is said, the first and most important task of managers that they have to expand communication. It is a glue that holds different interdependent parts of organization together. Good decision depends on good communication. In this paper all aspects of communication are investigated and properly reviewed with the hope that it will be relevant to managers who want to reach optimal production level.

Recommendations

Following recommendations are considered as ways of solving problems of communication affecting organizations.

1. **Clarify-the purpose of the message:** Senders of messages should clarify in their minds what they want to communicate. This means that one of the first 'step in communicating is to clarify the purpose of the message and make a plan to achieve the intended end.
2. **Use intelligent encoding:** Effective communication requires that encoding and decoding be done with symbols that are familiar to both sender and the receiver of the messages. Thus, the manager should avoid unnecessary technical jargons that can only be understood by the experts in their particular fields.
3. **Use of appropriate tone and language:** There is a saying that the tone makes the music. Similarly, in communication, the tone of voice, the choice of language and congruency between what is said affect communication. Appropriate tone and language should be used in sending message.
4. **Consider receiver's emotion and motivation:** The function of communication is more than transmitting information. It also deals with emotion and motivation which are very significant in interpersonal communication. The sender should always consider the motivation and emotion of the receiver.

5. **Consult others' view:** The planning of communication is not done in a vacuum. Instead, other people should be consulted and encouraged to participate to collect the facts, analyze the message and select appropriate media.

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