

# EFFECTIVE COMMUNICATION: A STRATEGY FOR LEADERSHIP SUCCESS IN EDUCATIONAL INSTITUTION

*Nwaoke, Ngozi M.*

## Abstract

In an ideal organization, club or institution, the life wire of its existence hinges on adequate information dissemination admits all members of such organization, club or institution. Information could be passed down without hindrance to the entire members only when there is effective communication. This study therefore, was an attempt to identify the need for effective communication in managerial success in an organization. The study touches on the communication process, barriers to effective communication, overcoming barriers to communication and the importance of communication to managers. Recommendations were made based on the findings of the study.

## Introduction

Communication is a central issue in administrative process in view of its role in organizational efficiency. No organization can flourish without effective communication.

According to Encyclopedia Americana (1929) communication in its most general sense is a chain of events in which the significant link is a message. It is the production, perception, and understanding of messages that bear man's notion of what is, what is important, what is right and what is related to something else.

In an organisation, if relevant information are not available, appropriate decisions cannot be taken, necessary changes and co-ordination cannot be effected. The manager will be floating and his managerial functions will be in jeopardy. Both management and employees will be operating in vacuum. Indeed information, regarding what to do, how to do it, who is to do it, when to and where to do it are absolutely essential if any organization is to be effective

and, in turn attain a high level of efficiency. The objectives of an organization must have to be known or stated before conscious efforts can be made towards their realization.

It is on the recognition of the role of communication in organizational success that Bitter D. R. (1988), maintained that communication is the most vital tool of management. He, however, lamented that there is so much evidence of poor communication in most organizations.

Similarly, Carl Rogers (1952), sadly noted that:

"The field of employee communication is still a virgin territory as far as the established disciplines of management are concerned".

In fact, without effective organizational communication nothing will be done in an organisation. The manager will then fail in his managerial roles.

Communication in educational institution is the means by which educational policies are transferred into practice and learning takes place. It enables the school administrator to establish and make known the objectives of the educational policies and practices, develop plans for the attainment of the material resources, direct and control academic/non-academic staff of institutions and evaluate the activities of the educational program.

## The Communication Process

The simplest model of the communication process is as follows:  
Sender-----→Message-----→ Receiver.  
This model indicates three essential elements of communication, obviously, if one of the elements

Is missing, no communication can take place. For example, we can send a message, but if it is not heard or received by someone, no communication has occurred.

### **Sender (Source)**

The sender or source initiates the communication in an organization; the sender will be a person with needs, desires or information and a purpose for communicating them to other people. A manager wishing to communicate information about an important production deadline for the purpose of motivating other managers of the department is an example of a sender.

**Encoding:** Information can only be transferred from one person to another through representations or symbols.

**Message:** The message is the physical form into which the sender encodes the information.

**Channel:** The channel is the mode of transmission such as air for spoken words and paper for letters.

**Receiver:** The receiver is the person whose sense perceives the sender's message.

**Decoding:** Is the process by which the receiver interprets the message and translates it into information that is meaningful to him.

**Noise:** Is any factor that disturbs, confuses, or otherwise interferes with communication.

**Feedback:** Is the reversal of the communication process in which a reaction to the sender's communication is expressed.

### **Importance of Communication to Managers**

Effective communication is important for managers for two main reasons. First communication is the process by which the management functions of planning, organizing, leading, and controlling are accomplished.

Secondly, the process of communication makes it possible for managers to carry out their task responsibilities. Information must be communicated to managers so that they will have a basis for planning, the plan must be

communicated to others in order to be carried out. Organizing requires communicating with people about their job assignments

Leading requires managers to communicate with subordinates so that group goals can be achieved. Written and oral communications are essential parts of controlling.

Managers can carry out their management functions only by interacting with and communicating with others.

The communication process is thus the foundation upon which the management function depends. James A.F. Stoner (1935).

A large share of managerial time is devoted to the activity of communication. Rarely are managers alone at their desks-thinking, planning, or contemplating alternatives. In fact, managerial time is spent largely in face-, to-face or telephone communication with-subordinates, peers, supervisions, suppliers, or customers. When not conferring with others in person, or on the telephone, managers may be writing or dictating memos, letters, or reports or perhaps reading memos, letters or reports sent to them. Even in those few periods when managers are alone, they are frequently interrupted by communication.

Henry Mintzberya (1973), has described the manager's job in terms of three types of role communication plays a vital part in each as follows:

1. In their interpersonal roles managers act as the leader of their organizational unit, interacting with subordinates, customers, suppliers, and with peers in the organization.
2. In their informational role, managers seek information from peers, subordinates, and other personal contacts about anything that may affect their job and responsibilities.
3. In their decisional roles, managers implement new projects, handle disturbances and allocate resources to their unit members and department.

## Barriers To Effective Communication

Leonard R.S. and George 5 (1966), identified a number of some common barriers in communication as follows:-

Ignoring information that conflicts with what we "know" when, we hear a message that disagrees with our preconceptions, we are likely to ignore the message, rather than change our idea or seek some alternative explanation.

Evaluating the source, the meaning we apply to any message is influenced by our evaluation of the message's source.

Differing perceptions, words, actions and event are perceived, in the light of the receiver's individual values and environmental pressures.

Words that mean different thing to different people: words are symbols. As symbols, they may have different meanings for different people and in different situations.

**Inconsistent nonverbal Signals:** Tone of voice, facial expressions and bodily postures can help or hinder communication.

**Effects of Emotions:** Wherever emotion dominates our mood - anger, fear, happiness, anticipation will affect our interpretation of a relevant message.

**Noise:** In order to function effectively individual must "screen out" many of the messages they receive.

## Overcoming Barriers to Organizational Communication

The following techniques can be applied by manager and employees to overcome barriers to communication, some of the techniques are as follows: Sayles and Strauss (1988).

(1) Use **Feedback:** Two ways rather than one way communication allow us to search for verbal cues from our receiver. Managers should encourage receivers to ask questions and to indicate areas of confusion. As receiver, we can improve communication by providing feedback by acknowledging,

questioning, and restating the senders message as we interpret it.

(2) Use **Face to Face to Communicate:**

Accurate feedback is nearly always achieved more efficiently through face-to-face communication than through memos or letters.

(3) Be sensitive to the receiver's world.

Individuals differ in their values, needs, attitudes and expectations. Empathy, with those differences will improve our understanding of others and make it easier to communicate with them.

(4) Be aware of symbolic meanings since different words connotes different meanings for different people, sensitivity to these words of various meaning can minimize communication problems.

(5) Use **Direct simple Language:** The more accurately our choice of words and phrases is tailored to the level of the receiver, the more effective our communication is likely to be.

(6) **Use a Correct Amount of Redundancy:** If a message is important or complicated, it is often necessary to repeat it in several different ways in order to ensure that the receiver will understand it.

## Recommendations

1. Managers will have to crate the most efficient mix of one-way and two-way communications such as straight forward statements of company rules, require little or no feedback to assure clarity. In other cases, such as formulation of organizational objectives, two-way communication is usually essential.
2. Orientation of new staff is a must for every department. Organization of workshops, seminars and conferences should be on

regular basis in order to keep procedures and development.

3. Managers should at times use questionnaire to communicate with his staff in order to find out his strength and weaknesses
4. Organizational ethics, professional misconduct and disciplinary control/ sanctions should be communicated to the staff of each department on assumption of duty during orientation.
5. Finally, staff - meeting should be held regularly, and staff members should be free to make suggestions and observations irrespective of age, sex, or educational qualification and experience.
6. Managers should use more than one medium of communication, repeat messages, develop good listening habits, and encourage free flow of relevant information. All these will enhance effective communication in organizations and social institutions.

### **Conclusion**

The process of communication makes it possible for managers to carry out their task responsibilities. For manager to achieve success, efficiency and effectiveness in organization. Information must be communicated to managers, so that they will have a basis for planning; the plans must be communicated to others in order to be carried out. Organizing requires communicating with people about their job assignments. Leading requires managers communication with subordinates so that group goals can be achieved. Written and oral communications are essential point of controlling. Managers can carry out their management functions only by interacting with and communicating with subordinates. The communication process is thus, the foundation upon which the management function depends.

Conclusively, without effective communication, no organizational success will be achieved because it is communication that links various parts of the system together, if relevant information are not available appropriate decisions cannot be taken, necessary changes and coordination cannot be affected. Therefore, effective communication is "Sine quo non" for organizational success.

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**Nwaoke, Ngozi .M.**  
**Department of Business Administration**  
**Delta State Polytechnic**  
**Otefe — Oghara.**