

**FACTORS HINDERING EFFECTIVE COMMUNICATION
BETWEEN TOP MANAGEMENT AND EMPLOYEES**

**FACTORS HINDERING EFFECTIVE COMMUNICATION
BETWEEN TOP MANAGEMENT AND EMPLOYEES
THE CASE OF ILALA MUNICIPALITY**

MWAMBEBULE, BEAUTY

**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENT FOR MASTERS IN BUSINESS ADMINISTRATION (MBA)
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2013

CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the open university of Tanzania a dissertation titled “Factors hindering effective communication between top management and employees, a case of Ilala Municipality” in fulfillment of the requirements for the award of degree of masters in Business Administration (MBA) of the open university of Tanzania.

.....

(Supervisor)

.....

Date

DECLARATION

I, Mwambebule, Beauty, declare that this dissertation is my own original work, unless specifically indicated in the text. It has not been presented and will not be presented to any other university for a similar or any other degree award.

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DEDICATION

This work is dedicated to the Top management Ilala Municipal for their efforts to be the main source of information for my study.

But also to the employees from Municipal Director Office, Department of Health, Education, Technohama, administration and human resource department, policies and planning who have used their efforts to support by proving the necessary information that assisted for the accomplishment of the study.

ABSTRACT

The purpose of this dissertation was to investigate the factors hindering effective communication between top management and employees at Ilala municipality in Dar es Salaam. It aimed to determine the patterns of communication system in Ilala Municipality, to analyze various challenges to effective communication and to suggest ways of improving communication system in Ilala Municipality. The study used a descriptive design which was selected because of its suitability in describing the existing situation of the phenomena. The study also used qualitative approach because it emphasizes on qualities of entities, processes and meaning that cannot be experimentally examined. This given the researcher an opportunity to obtain respondents' views, perceptions, and opinions on the communication effectiveness in Ilala Municipal.

Data were gathered through questionnaires, documentary review and some structured interview. Respondents in this study were Top management, and employees in Ilala Municipality. Top management was purposely selected while employees were randomly selected. The study used content method for data analysis and the findings indicated that both top management and employees demonstrated low communication skills in communication thus hindering effective communication and interfering relations among them. Due to these, there are some measures suggested to be taken for improvement. This includes training on communication to be conducted to both management and employees, increase commitment at work and behavioral changes.

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CHAPTER ONE

1.0 INTRODUCTION AND BACKGROUND TO THE STUDY

1.1. Introduction

Communication is the exchange and flow of information and ideas from one person to another. It involves a sender transmitting an idea to a receiver. Effective communication occurs only if the receiver understands the exact information or idea that the sender intended to transmit. Many of the problems that occur in an organization are the direct result of people failing to communicate. Leaders of organizations who keep everything inside or cannot communicate a message leave individuals to their devices to try and figure out what they may, or may not, want. This is a failure of leadership and communication (Baldoni, 2003). Faulty communication causes the most problems. It leads to confusion and can cause a good plan to fail.

Communication is a big problem to many companies in the world including Tanzania. Communication problems are more often a symptom of a more deep-rooted problem as a result, it causes uncertainty about the direction of the organization (Koontz, 2001).

Person (1999) stated that communication problems do affect the work adversely and hinder the progression of the company and making the output of the whole system virtually impossible.

In Tanzania, particularly Ilala municipal, being one of the public organizations in the country, faces various communication problems in their daily activities..

It is common that most of the time there is ineffective adherence to formal channels of communication to both top management and employees resulting in inappropriate feedback and poor-employee's relations at work place.

Lack or Inadequate effective communication in the company affects the employees, top management, customers and central government. These are the main stakeholders of the organization. These stakeholders are mostly affected because it is difficult to get clear and relevant information for implementation.

Furthermore, it is difficult to communicate with other workers, municipals and other authorities due to unclear practice of communication system as well as inadequate feedback disseminated to the management.

Ineffective communication is a problem at Ilala Municipal due to that it is difficult to coordinate, mobilize and disseminate relevant message in order to meet the corporate objective.

Also it is difficult to translate the corporate objective into organization and departments plants. Moreover, poor employee relations in the organization due to ineffective communication causes failure of the organization to achieve the corporate objective which lead to failure in achieving the National Development Vision 2025, National Strategies for Development and Poverty Reduction in Tanzania by 2015, and other Millennium Development Goals.

In order to improve communication system at Ilala municipal the researcher intends to find out the factors hindering effective communication between top management and employee relations and if possible find the solution to the problem.

Coming up with these factors will help to strengthen the relations between employees, management and co-workers, improve operational efficiency and improve output performance.

1.2 Statement of the Problem

Any organization has its own mission in which corporate objective is driven for better attainment and increase organization profitability. Thus organization requires skilled human resources to achieve the set corporate objective.

These human resources require clear, concise and complete information for better implementation and success of the business. Therefore, effective communication as a strategic tool for organization success it emphasis learning team work, safety ,innovation and develop quality of decision making . Also effective communication encourages formal channel of communication through the use of official letters, telephone, regular memos and training.

However, Ilala Municipal like any other public organization in the country has its own objective to be achieved. Thus employees required to communicate each other within and outside the department in order to share ideas, experience and achieve the corporate goals at the optimal level.

But in Ilala Municipal effective communication observed to be a big problem simply because both and employees do not follow formal channel of communication resulting to delivery of unclear, incomplete messages and delay of messages to the destination point. All these led to poor relations at work place, difficult in implementation of the set objectives at the optimal level which aimed to enable its dwellers to raise their standard of living and reduce poverty. Also led to inadequate community awareness on matters affecting their own health including HIV/AIDS, difficult to implement their priorities in various sectors such as education, health, administration, trade, and informal sector.

Moreover, the existing situation in the municipal causes distress for employees, customers, dwellers, and stakeholders who often want more information than is usually

provided thus resulted to failure in achieving the National development Vision 2025, National strategies for Development and poverty reduction in Tanzania by Year 2015 and other Millennium Development Goals. This has forced the researcher to conduct a study in order to investigate the factors hindering effective communication between top management and employees at Ilala municipality and provide suggestion for improvement.

1.3 General Research Objective

The general objective of this study is to investigate the factors that hindering effective communication between top management and employees at Ilala municipality in Dar es Salaam.

1.4 Specific Research Objectives

1. To determine the patterns of communication system in Ilala Municipality
2. To analyze various challenges to effective communication in Ilala Municipality
3. To suggest ways of improving communication system in Ilala Municipality

1.5 Research Questions

1. What are the means of communication at Ilala municipality?
2. What are the main challenges to effective communication at ilala Municipal?
3. What are the basic methods to improve communication system within Ilala municipal?

1.6 Significance of the Study

The study is expecting to come up with the knowledge of factors hindering effective communication between employees and top management relations at work place at all

levels in Ilala Municipality and the study will help in understanding how effective communication between employees and top management affect the work performance in the organization.

Secondly, the study will make contributions to expanding literatures on issues related to factors hindering effective communication between top management and employees at work organization.

The results from the study will be more useful to decision- makers, policy maker, Non-governmental organizations, civil society organization as well as National and International organizations dealing with management of human resources who are the engineers of the organization success. The purpose is to make effective use of potential talented human resources.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Conceptual Frame Work

The study will be guided by the dimension of communication models, though there are other models which explain motivation as one means of improving communication between the top management- employee relations at workplace.

Table 2.1: Conceptual Framework

Independent variables	Dependent variable
Means of communication <ul style="list-style-type: none"> • Official letters • Mobile phones • Emails • Notice boards • Staff meetings Communication Policies  Organization Culture <ul style="list-style-type: none"> • Attitude • Values • behavior Organizational structure <ul style="list-style-type: none"> • Management styles Communication Skills	Effective communication

Source: Researcher, (2013)

Communication Policies is an element, which has influence on effective communication in the organization. An effective policy guides the employers and the employees on how to communicate each other as well as how to maintain the chain of command, culture, and methods of communication in the daily working.

Effective communication model will be applied for the purpose of this study because it takes into account all subjects and the related elements of the topic under study.

Effective communication model is an energizer motivating employees; help them feel parts of business, this make the employees participate fully in controlling and coordinating business activity as well as control different parts of the business going in opposite directions.

Moreover, effective communication model influence successful decision making to the top management because of the effective feedback from the subordinates. Therefore effective communications are the main source of employee and top management relations in the working organization.

Conceptual model of organizational climate is a perception of which people have toward the organization. It is very crucial because the members or society have a shared meaning that differentiates one organization from other organization. Organization climate model in the context of communication whether formal channel of communication or informal channel is very essential in any organization because it gives a global expression of what the organization is (Admin, 2007).

Thus, good organizational climate communicate effectively with member of the group, societies, and other stakeholders, therefore it build the company's image as well as increase Company's reputation. In the other hand, poor organizational climate leads to poor perception held by people leading to poor organizational image even misunderstanding between employee-top management relations.

Therefore, top management and employees are required to be aware and more exposed to the organizational culture in order to improve communications as well as maintain employee's relations.

Management style model is also essential for the organization to adopt a facilitative style of management which responds and communicate effectively the mission, policies, various strategies and other instructions.

The organization should also adopt the management style which provides a certain degree of freedom to employees in order to communicate vertically and horizontal (with the same rank) to allow them to manage their work within a set boundaries (Onkyo, 1993).

But the important issue is that, the management style needed or required should be able to provide clear instructions, follow and maintain chain of command in the organization as a means to maintain a clear way of communication as well as motivate employees and build relations in the organization.

Organization function model can only function better if there is effective communication between top management and employee because these are the stake holders of the organization. But individual is capable of taking the task independently which may not be in line with policies and instructions, the important thing is that top management have to communicate effectively with the subordinates about the policies and plans which effect them (Armstrong, 2006).

Thus organization functions model in the context of effective communication to employees-top management relations promote satisfactory work environment.

Organization culture model is another model which is very crucial because represent social glue and generate a we “feelings.” This model offers a shared system of meaning which is the basis for communication and mutual understanding (Gunter, 1993).

Purcell et al (2003) stated that culture is the system of shared values and beliefs about what is essential and what behavior is required in the organization.

2.2 Definition of Terms

2.2.1 Communication

Koontz (2001), defined communication as the process of transferring information from the sender to the receiver with the information understood by the receiver so as to produce feedback to the sender. This is supported by Drenth et al (1998) defined communication as the sending information and receiving of messages from the sender by a means of symbols and considering organization communication as a key element of organization climate.

The term communication normally can be formal or informal communication. But the important here is to explain the term effective communication in the work organization. Therefore, effective communication is an instrument or tool which help to build relations between top management and employees, it build respect among themselves, foster learning team work and accomplish the goal of the organization as planned. Top management can communicate effectively with their employees through written, oral or body language. All these are important ways for sharing ideas, feelings and commitment. Top management can communicate effectively with their employee through written, oral or body language. All these are important ways of sharing ideas, feeling and commitments. It required the management also to understand the emotions behind the information.

Moreover, for the communication to be effective in the company, it is necessary for the top management as well as employees to understand clearly the communication skills such as listening skill, understanding skills, talking, asking, and convincing skills.

Effective communication is also accompanied with an ability of the manager to manage stress in the moment and build capacity to recognize and understanding own emotions and those of people you're communicating with. This enable the manager to communicate even difficult messages without creating conflicts and destroying trust built to him or her Alan S.L (2003).

According to Wither Spoon (1997) and Von Krogh (2000) urged that effective communication combines with understanding one self and others emotions, being able to express ourselves both verbally and non verbally in such a way that reflect your own culture and situations and those the receivers situations.

Lastly but not least effective communication is not means that only being able to express ones opinions and desires but also the one needs and fears and if possible to look or request for advice and more help.

Also, communication to be effective, the team members must be aware of the firms of communication, how to use them as well as the barriers to effective communication.

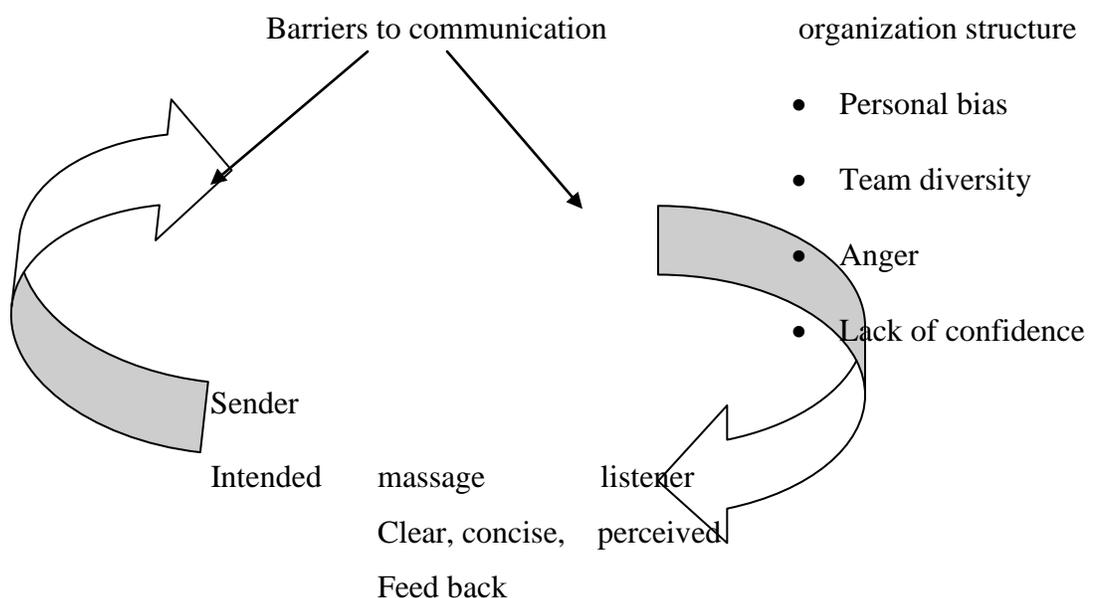


Figure 2 Shannon's model of communication

Source: Christine, (2001)

2.2.2 Employee

Albright (2003) LR code defines an employee as a person employed by an employer, and includes a dependent contractor but does not include a person who, in the boards opinion, performs a function of manager or superintendent or is employed in confidential capacity on matters, relating to labour relations of personal.

ELRA (2004) defined employee as an individual who has entered into a contract of employment or has entered into any other contract under which the individual undertake to work personally for the other party to the contract.

2.3: Theoretical Review

This part requires the researcher to state the theories of the related study, to describe the advantages and disadvantages of the theories as well as to do a critical review and its applications.

For this study, communication and motivation theories will be applied to support the study. The motivation theories are as follows: - two factor theory, Abraham Maslow theory of motivation, Mc Clelland theory, Expectancy theory, Hertzberg theory, Mayo theory of motivation and the managerial grid.

There are also communication theories such as formal (top down, down up and lateral) communication theory and informal theories of communication and Laswell theory.

All the above-mentioned theories are very important in the work organization. But for this study, the workable communication theories are as follow:-

2.3.1 Formal Communication Theories

This theory concerns with an assessment of top down, down up and lateral communication systems (Christine 2001).

In top down theories applied to the top management who provide instructions, orders and translate policies and strategies to the employees for implementations.

This theory has an advantage that the communication channels follow the chain of command, thus top management shares information with the employees through various training, formal conferences and written documents.

Furthermore, Christine, (2001) stated that down up theories involves the employees to initiate and create ideas, opinions, agenda, and discussions and give feedback to the managements and other stakeholders for decision-making processes.

Lateral communication theory explains that various organizations units may be integrated and coordinated in order to enhance easy communication among Co-workers. So it emphasis an open flow of information's within the employees of the same level. This has an advantage for the accomplishment of work and solving problems, improving teamwork and boosting efficiency among them.

2.3.2 Informal theory of communication

Christine (2001) explained that informal theory of communication is a theory in which the system of communication does not follow the rules of hierarchy with regard to influence. This grapevine theory has an advantage that the massages and information's tend to spread rapidly and it is easy to be heard by every individual in the organization.

But the risk of grape vine theory in that most of the information's source is inaccuracy although sometime may contain true information. Therefore it is important for the management to adhere much on formal theories of communication rather than information from the inaccurate sources.

2.3.3 The Expectancy Theory

This is a social learning theory which explains that, human behavior towards performance influenced by effective communication which in turns by motivating people and therefore, it contributes to the possibility of desired rewards and employee relations at work environment.

Motivated employees are more receptive in communicating with top management, co-workers as well as customers. This increase employee management relations, team work and high productivity (Koontz 2001).

For this study, this theory will be applied purposely because effective communication required at all levels for various aspects in an organization such as employees motivation and morale, good human relations and for better service delivery.

2.3.4 The Managerial Grid

The theory explains the relationship between management and leadership. It required the top management to understand their individual styles of leadership so as to communicate effectively in the organization.

Vroom stated that, the success of the organization depend much on the employees efforts spent in the production or service delivery. Thus the top management has the role of building positive interactions with employees, enhancing the self esteem of employees and providing conducive working environment.

The theory developed five management styles such as country Club Management; which reflect the style of manager who work hard, understanding leader and emphasis more work conditions and work environment. The aim is to meet every employees needs.

The communication in this theory flows horizontally and therefore is more concern for people and has low concern for production.

Secondly, organization Management, describes the manager who adhere to rules and regulations. Does not promote work excellence as well not tolerate poor work. Thus, focuses on minimal standards of performance. This theory is not recommended because each organization focuses much on optimal standards of performance in order to maximize profits and shareholders wealth.

Thirdly, Impoverished Managements. It has low concern for people as well as concerns production.

Fourthly, Authority obedience. Black (1964) explained that the manager's priority is on getting the job done. The manger applies rules and rigid operating procedures on every employee and does not regard on employees opinions. The flow of communication is top down approach which keeps employees fully aware what they can do and cannot do.

So the style emphasis one way communication in the organization which obvious can not be recommended for better achievement and improve effective communication between top management and employees relations.

Furthermore, the Grid theory also emphasis team management (Black and Moulton, 1964). The theory believed that team work has a great connection between employees and organization production. Therefore, the management has a role of building positive interactions with employees, enhancing the self esteem of employees and providing conducive working environment.

The theory was applied because it has a relation with the topic under study. Furthermore, the team management ensures that employees are well informed of what required for them and given an opportunity to participate in decisions on matters affecting them. Therefore well informed employees are motivated, committed and productive thus helped to improve communication between top management and employees relations at work organization.

2.3.5 Laswell Theory for Communication

For this study the researcher chose to tell about the basics of them. Laswell gave his theory for communication in 1948. It is basically put into words:

Who- Says what -Through which channel -To whom -With what effect?

Laswell's theory is concentrated on the study of mass media and effectiveness than the meaning of the message. One has to be able to observe and measure the change on the receiver's side, which transforms into a recognizable element in the process of communication. The recognizable element is called an effect. This theory is concerned of the effectiveness of communication, which is very important in every aspect of life. (Wood, 2004) Effective communication in organizations is the very base for functional operations and employee satisfaction.

Shannon's and Weaver's "Mathematical Theory of Communication" is widely known and is the most important communication theory from which many of today's communication theories have developed from. They have presented a theory in 1949 by which it is possible to send a large amount of information through a given channel and measure every channels capacity to forward information. (Wood, 2004)

Laswell (2008) split up the communication problems in five main questions when Shannon contributes to this model with coding and decoding;

Translating thoughts to words is called coding.

Transforming characters to thoughts is decoding.

When people are in contact, they constantly code and decode their thoughts to digital characters.

After receiving and decoding new information, the receiver will try to interpret the new information (Encyclopedia Britannica Online, 2007).

As extra in this extended communication model Laswell positioned noise and interpretation. Due to coding the regular communication (including written language) is getting standardized. So, a new possibility is available: filtering and triggering of the communication. All this noise, filtering and misinterpretation by translation make it sometimes difficult to communicate. There is a mismatch between what the sender wants to communicate (and what the receiver does not receive) and what the sender unintentional communicates (what the receiver receives) (Encyclopedia Britannica Online, 2007).

Shannon and Weaver worked for Bell Telephone Laboratories in the US during the Second World War. Their most important channels were telephone cables and radio waves. The theory is based on technical and mathematical concepts; even so, it can be applied straight to human communication and interaction (shanon, 2004).

Shannon and Weaver identified three problem stages with their communication studies.

They are as follows:

Stage a (Technical problem): How exact the symbols of communication are transferred?

A symbol can be, for example, a word or a sound.

Stage B (semantic problem): How accurately can those transferred symbols clarify the desired meaning?

Stage C (effectiveness problem): How effectively the received meaning influences the desired way?

The technical problem on stage A is the easiest to understand. Trying to resolve the problem on stage A, Shannon and Weaver invented their communication theory, which is concerned on the Morse code (Wood, 2004).

Shannon and Weaver assume that meaning is part of the message and that is why by improving the code, one can improve the semantic clarity. This also includes even the cultural factors, which affect the meaning but are not specified in the model. Meaning of the message is as much in the culture as it is in the message (Wood, 2004).

When looking at effectiveness problem it seems like Shannon and Weaver see communication as manipulation or propaganda. A has only communicated with B effectively when B reacts the way A wants B to react. They see the affectivity of communication more as an effect, because the reaction is unusually emotional (Wood, 2004).

Richmond and McCroskey (2007) follow Shannon's and Weaver's Communication Model and lay it out as follows: "The essential components of the communication process are: source, message, channel and receiver, where the source is the person who originates the message". They have put Shannon's and Weaver's model in to a humane concept. It can be considered that the static disruption in the model might be just an uncomfortable chair or background noise in the office.

The two previously described theories are very strictly linear, but Newcomb in 1953 presents a totally different form: triangular as seen in figure 2. The focus on this theory

is that it describes the role of communication in society and social relations. According to Newcomb the role of communication is simple: the meaning of communication is to maintain the balance in the social system (Wood, 2004).

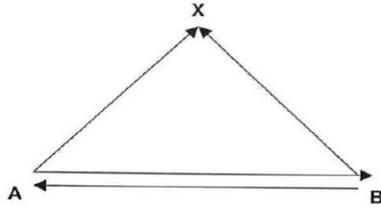


Figure 2.1 Schematic illustration of the Minimal A-B-X-system (Wood, 2004).

The model works as follows. A is the communicator and B is the receiver. They can be individuals, management, the state of citizens. X is a part of their social environment. ABX is a system, which means that they are mutually dependent on their internal relations: If A changes it leads to that even B and X will change. Or if relation between A and X changes it means that B has to change its relation either towards A or X (Wood, 2004).

This theory shows how important communication is. If for example X changes, there is a need for A and B to communicate with each other immediately and decide on their mutual orientation towards the new X. Wartime can be taken as an example. This increases the dependency on mass media for citizens because the status of war (X) changes constantly. So the citizens (B) and the state (A) have to have regular and constant communication through mass media to have the same information as well as be able to orientate mutually towards the war (Wooden 2004).

These models of communication can be directly applied to organizations. Richmond and Mc Crockey (2009) suggest that regardless of the type of organization, communication is the element that maintains and sustains relationships in it. What person A says to person B not only can have an impact on those two people, but since

organizations are systems, it also can have a meaningful impact on the total system. The communicational behavior of individual employees plays a more significant role in organizational life than some think. Organizational communication is central to organizations success.

Communication is a complex non-linear process, with both the senders and the receivers sending feedback to each other. DeFleur recognized this and added feedback to the basic models linear models.

The meaning of the information or message being transmitted may be different for the sender and the receiver, and feedback enables both parties to work towards achieving a correspondence of meanings. Similar models, such as those created by Osgood and Schramm, and Dance, are even more circular or helical, demonstrating the dynamism and building nature of the communication process and the interactions between senders and receivers. The helix model leads to a convergence model, which is similar to the helix in terms of the learning structure of communications. This model shows the cycle of learning between participants, with an “emphasis on mutual understanding and consensus, on relationships within networks, which consist of interconnected individuals linked by patterned flows of information which provide continuous feedback” (McQuail and Windahl, 1993).

There are challenges inherent with the actual practice of feedback.

- Receivers are not always able to provide feedback directly to senders
- Senders not always prepared or willing to receive feedback from receivers
- Senders are more prepared, or more willing, to receive feedback from some receivers over others.

Co-existent with feedback is the concept of feed forward, or the setting up of contingencies and planning for different types of feedback (as described by Mortensen). It represents the recognition of a larger communication strategy on the part of the sender, an acknowledgement that there may need to be multiple iterations of the process before the message is decoded in a meaningful way by the receiver. (Simply incorporating a feedback loop does not necessarily promise this forethought on the part of the sender (McQuail and Windahl, 1993).

Currently, communication theorists have been moving towards more audience-centered models. These models are built on the conceptual notion of effectiveness.

An effective message changes a receiver's

- Knowledge
- Attitudes
- Behavior.

In order to design effective messages, a growing number of researchers and practitioners are urging participant or receiver collaboration with senders in order to design messages. This strategy means more than just including the pre-testing of materials and incorporating feedback into the second or third iteration of a message. This strategy is front-heavy, and means building receivers into the communications process much earlier (Zarcadoolas, Timm and Bibeault, 2001).

Other audience-centered models:

- Targeted marketing
- Social marketing.

These models, especially relevant within the public health context, are also message-oriented. People are involved to make the message effective, by affecting its tone,

presentation, or spin. The message itself, whether in an advertising format or in a public service announcement, has already been determined, either by the producer or by society. (McQuail and Windahl, 1993). These message-oriented types of communication have the most relevance for Lamor Group, since it is the effectiveness of the message in terms of achieving its goals.

2.4 Main Issues to Effective Communication

2.4.1 Effective Communication

Any organization to succeed there must be a two way of communication. It needs an effective communication between the sender and receiver and vice versa. It requires the employers to communicate effectively with the employees, customers, suppliers and bidders as well as feedback given immediately to the employer for decision making. Thus, communication is a key point of success of any working organization, and an important tool for effective and better achievement of corporate goal.

2.4.2 Organization Climate and Communication

Organizational climate is the summary perception which people have about an organization. It refers to a system of shared meaning held by members that distinguishes the organization from other organizations. Thus organizational climate is very important in the context of communication, it therefore a global expression of what the organization is (Admin, 2007). It has been described that communication can arise either from informal channels of communication (grapevine) or formal channels of communication. Grapevine communication, the management has no absolute control over the grapevine as they neither created nor destroyed it, and there is no formal superior- subordinate relationship.

Despite of the draw backs it possess, grapevine act as a driving force to untie the workforce in cases of common matters, also provides the scope for creating of new ideas that flows at high speed, provide immediate feedback and therefore satisfy the communication needs of various employees.

Admin (2007), Winnie (2007) stated, that organizational climate is a source of individual's initiative, it gives the degree of responsibilities, freedom and independence that individuals have. They further explained that organizational climate characterized by management support(degree to which management provider clear communication, assistance and support to their subordinates .It gives the number of rules and regulation and the amount of direct supervision that is used to oversee and control /employee behaviors, thus it is a communication patterns, the degree to which organization communication are restricted to the formal hierarchy of authority .

Moreover both formal as well as informal communication channels are used to communicate with the employees' written communication, verbal and non-verbal communication should be relied upon. Downward communication are encouraged in order to communicated rules, procedures , policies , strategies and programs of the organization to employees, as well as the employees should also be encouraged to communicate to their supervisors

2.4.3 Types of Communication

Internal Communication it is communication within the organization .it is may be formal or informal or informal channels of communication providing communicating in various forms to employees. Effective internal communication is a vital mean of addressing organizational concerns. Good communication can help to increase job

satisfaction, safety, productivity and delivery of good services to the customers as well as decrease grievances and turnover

Upward ward communication is a flow of information from subordinates to superiors or from employees to management, without upward communication management works in a vacuum not knowing if necessary message has been received properly or their is other problem exist in the organization (Manitol,2008). For effective two way communication to occur, it must begin from the bottom. Thus upward communication must begin from the bottom. Thus upward communication is a mean for staff to exchange information, offer ideas, express enthusiasm, achieve job satisfaction and provide feedback (Mzava, 2002).

Down ward communication is a type of communication in which information flows from the top of the organizational management hierarchy and informing people in the organization what important (mission) is and what valued (policies) is. Down ward communication generally gives instructions and enabling information which allows a subordinately to do something or a certain tasks.

According to Admin (2007) downward communication comes after upward communication have been successful established. He further stated that , this type of communication is required in any organization to transmit vital information give instructions, encourage two way discussion , announce decisions, seek cooperation, boost morale, increase efficiency and obtained feedback. Both downward and upward communications are collectively called “vertical communication”.

Horizontal/lateral communication normally involves coordinating information and allows people with the same or similar ram in an organization to cooperate or

collaborate. Communication among employees at the same level is crucial for accomplishment of work and solving problems, improving team work, building good will and boosting efficiency among them. It involves financial manager human resources manager, employee and employer within the work organization. If there is break down of communication among employees, top management and employees it leads to great deficiency in performance, low morale towards work and conflict may arise a work place

2.4.4 External Communication

It is the communication with people outside the company. It involves communication with vendors, customers, and other stakeholders and competitors. The aim of external communication is to improve the overall performance, public good will, corporate image, and there by achieve organization goals & customer satisfaction.

2.4.5 Factors Influencing Organizational Communication

Rama (2009) described various factors that influence effective communication in the work organization.

The Formal Channels of Communication is a means of communication that is endorsed and probably controlled by managers which includes regular memos and reports and staff meetings, Lesikar (2000) pat Lancaster stated, that formal channels of communication influence communication effectiveness in two ways such as the formal channels cover an ever widening distance as organizations develop and grew, stoner (2000). Further it can inhibit the free flow of information between organization levels. This is the most commonly but difficult to achieve especially if the management is less

competent in decision making as well as there is less of control of the subordinates. Formal channels influences effective communication by keeping employees informed on organization news, policies, standards, objective and various trends. It cut across the whole organization and communicates messages about org. climate environmental issues future plans and /employee concern (Koontz, 2001).

Authority structure, the organizations authority structure has a similar influence on communication effectiveness. Status and power differences in the organization help determine who will communicate with whom (Rama, 2009). He further explained that the content and accuracy of communication will also be affected by authority differences, for instant, conversation between human resources manager and employee may well be characterized by some what politeness and formally.

Job specialization. According to Rama (2009) job specialization normally facilitates communication within differentiated groups. Members of the same group are likely it share the same interest, objectives time horizons, tasks and personal styles. But the problem of this form of communication there is a likeliness of inhibiting communication between highly differentiated groups due to probably different interests.

Information ownership. This means that individual possess unique information and knowledge about their jobs. For instance, a head of human resource department may have a particularly effective way of handling conflict among employees. These people they are able to function effectively than others. The main challenge of this form of communication is that; many individuals with such skills and knowledge are unwilling to share this information with others, as results, completely open communication within the organization does not take place (Rama (2009) and Gullin (2009)).

2.4.6 Barriers to Effective Communication in an Organization

Communication is the key factor in the success of any organization. When it comes to effective communication there are certain barriers that every organization faces that why open or effective communication is not always obtained. Diwan (2000) asserts that, the problem of effective communication is unfortunately greater than just the recognition of its scale and importance. Koontz (2001) summarizes the barriers against effective communication. According to Koontz communication problems are often symptoms of more deep-rooted problems for instance; poor planning may be the cause of uncertainty about the direction of the organization.

Similarly, a *poorly-designed organizational structure may not clearly communicate organizational relationships on performance standards and may leave organization uncertain about what is expected.* According to Onuoha (1991) noted the barriers against effective communication such as *communication overload, badly expressed message, inappropriate language in the working environment, poor listening/ decode and premature evaluation arising from lack of understanding, grapevine with informal organizations within organization hostility between the participants and bureaucracy.*

According to Asma (2010), described that people often feel that communication is as easy and simple as it sounds. No doubt but what makes it complex, difficult and frustrating are the barriers that come in its way which *are perceptual barriers, emotional barriers, language barriers, cultural barriers, and physical barriers.*

On the basis of the above barriers, the only way one can improve effective organizational communication is by changing one's thoughts and feelings with one's

co-workers. In this way, we don't just break down communication barriers, but also build relationships that work successfully for long. If every individual in an organization such as employers or top management and employees take their responsibility effectively and they make some communication each other, works in complete effectiveness with each other, no matter how many barriers come in the way a responsible employee, top management will always know how to overcome.

2.4.7 The Flow and Channels of Communication in an Organization

Communication is an essential part of every day life. People interact with each other every day and that calls for communication. An American communications philosopher Lee Thayer has said that communication and functions of energy are the two basic elements in our lives. Communication affects our lives as much as nutrition or health. (Blundel, 2004, 2) That is why it is very important to know what communication is and what it includes.

Communication is the process by which information is transmitted between a sender and a receiver (Bratton and Gold 1994, 259). Communication is an event, a process. To be more precise, it is exchange of messages between the sender and the receiver. (Blundel, 2004, 3)

2.4.8 Communication Process

According to Lee (2004) the fundamental purpose of communication in an organization is to enable and energize employees to carry out its strategic intent. It is essential for organizations to have the capability to quickly identify, send receive, and understand strategically relevant information. When making decisions on strategy and policy the necessity and the challenge of communication must be taken into account, and

organizing the communication so that it functions effectively must be a part of the organization's strategic priorities.

Communication can flow in three directions: downward, upward and horizontally. As an example for downward communication we can use managers communicating with their subordinates. Upward communication flows to a higher level in the organization. Communication that flows between employees at the same level in the organization is horizontal communication. (Bratton and Gold, 2008) There must be an effective balance between downward and upward communication (Hartley and Bruckmann, 2002, 2)

Communication should be an equal process between the sender and receiver in order to get the message through. Our ability to communicate is absolutely necessary for cooperation in society as well as a small group such as a small organization. Communication even in small groups is two-way communication. (Blundel, 2004, 5)

2.4.9 Internal Communication in an Organization

For years, managers have focused on "customer care". More recently, they have begun to dedicate the same kind of attention to their own employees, recognizing that employees have more to do with the success of a business than virtually any other constituency. A study by consulting firm Watson Wyatt concluded that the bottom line is that employee communication is no longer a 'soft' function but rather a business function that drives performance and contributes to a company's financial success. (Argenti, 2007, 137)

Internal Communications in the twenty-first century is more than methods, publications, and broadcasts that comprise it. It's about building a corporate culture and having the potential to drive organizational change. (Argenti, 2007, 137)

Internal communication is an important tool to construct a clear and precise company image inside the organization. At the same time internal communication supports the organization by securing the knowledge about the organization among the employees. (Dolphin, 2005, 171)

Internal communications may be defined as transactions between individuals and groups at various levels and in different areas of specialization and those transactions are intended to design and redesign organizations and co-ordinate day-to-day activities. (Dolphin, 2005)

Internal communication is a complex, imperative process through which employees coordinate the work process essential to the functioning of any organization. Employees today are likely to want more information about the company for whom they work, so internal communication is the catalyst to organizational excellence and effectiveness and it should be continuous (Dolphin, 2005)

Publicity helps the employees in the organization to have a clear picture of the whole organization, the changes in it and the organizations future plans. For organization to exist it needs to handle publicity very well (Argenti, 2007).

All of the employees are organizations public relations people. The employees are expected to know everything about the organization where they work at. They will be most probably asked about the organization and they will have discussions for example of the current situation of the company. This is when internal communication becomes very important. If the internal communication is very well taken care of, it gives a whole staff preparedness to answer questions about the organization. It is essential to give the information in a clear and understandable way, so that it can be memorized and given as clear answers when receiving questions regarding the company (Kalla, 2006).

Planning internal communication in an organization requires information on the prevailing situation of how internal communication currently works. When making a communication plan the current methods and resources should be charted and seen if they meet the targets set for communication. The analysis of the current situation is based on the most significant fields of communication, defined by the organization (Daniels, Spiker and Papa, 1997).

An effective communication system needs three basic things.

First, informative messages must move around in the system. Such things are matters like changes in the organization, appointments or big sales.

Secondly the system must have databases from which person needing information can get the information quickly. Information is in a set place and the person needing information takes actions. Information like this is for instance telephone books, client registers or information on personnel benefits, and Thirdly basic thing for effective communication system, person in a need for information must know from where information can be found. This can be informed and reminded for instance in meetings or in informative email so people start to remember from where to look for which information (Åberg, 2007).

For internal communication to function as effective as possible internal communication channels and arrangements must be carried out so that the channel and information deficits are as narrow as possible. This can be done by concentrating on improving the way that informative messages move around in the organization, by creating set databases and by charting how the management communicates and making improvements in it (Åberg, 2008).

There are two kinds of information concepts in the organizational communication. They are basic assumptions regarding the working community and everyday matters. Basic assumptions are things like company's vision, mission, values and strategies. Everyday matters are things that aim at keeping the individuals interested in their work, their working community and working environment. Such everyday matters are for instance things like the economical situation of the working community, future plans and targets of the organization, changes in the organization, one's own work, training, personnel policy, leisure time activities, operations of other departments, products and services of the organization and current issues on the field of business or operational environment (Åberg, 2000)

There is an evident connection between satisfaction with the communication and the superior's leading skills and the atmosphere at the working community. Communication affects also working motivation. The most significant cause for communication deficit at organizations is verbal communication channels: superiors, management and meetings (Gray and Robertson, 2005)

Most of the information in a working environment is received from colleagues but it is not as appreciated as information that is received from a superior. Information that is received from colleagues is more often based on gossip and rumors rather than facts, it is so called unofficial communication, also called as grapevine (Gray and Robertson, 2005).

Internal communication in an organization is seldom simply functional or not functional; some of the things related to it just may need some improving. When planning a system for internal communication, first should be thought who is responsible for informing whom, when, how and in which situations. It should be remembered that communication should be effective also in conflict situations and the

less there is hierarchy in transmitting messages, more functional and effective communication.

2.4.10 Forms and Channels of Internal Communication

An organization has three basic methods of transmitting information. Verbal communication ranges from casual conversation between two employees to a formal speech by the managing director. In face-to-face meetings the meaning or the information being conveyed by the sender can be expressed through gesture or facial expressions, what is referred to as non-verbal communication. Written communication ranges from a casual note to a co-worker to an annual report. Electronic mail systems and video machines have revolutionized written and verbal communication in organizations (Bratton and Gold 2004).

Formal communication follows the organizations chain of command or hierarchy. The organizations informal communication network, the grapevine, is not based on hierarchy, but on social relationships. The grapevine is an important means through which employees fulfill their need to know about the organization (Bratton and Gold, 2004).

Forms and channels for internal communication can be categorized into four different sectors according to some of their basic features. Channels can be so called “close channels” or “distant channels” Close channels serve small working group’s or an individual worker’s needs. Distant channels transmit informative messages to the whole working community (Åberg, 2000).

Communication can be in a form of direct, personal communication between a small group of people or for instance two individuals, or transmitted communication through web to a small group of people. In this form of communication, methods normally used

for mass communication are used, but in that case they are utilized for transmitting messages to a smaller, restricted group of people, as in mass communication the group receiving information is larger and more randomly chosen (Åberg, 2000).

Below there is a table drafted by Åberg demonstrating which are the communication channels and methods if the dimensions for communication are the ones described earlier.

Table 2.2 Channels for Internal Communication

	Close channels	Close channels
Direct communication	<ul style="list-style-type: none"> • Immediate superior • Other superiors • Department meetings • Unofficial occasions to exchange information • Colleagues 	<ul style="list-style-type: none"> • Briefings • Cooperation • Committees and elected officials • Meetings and negotiations • Direct communication with the management • Colleagues in other departments
Transmitted communication	<ul style="list-style-type: none"> • Department's Bulletins • Board Department's circular letters • Personnel Magazine • Web communication 	<ul style="list-style-type: none"> • Bulletins • Board Circular letters • Personnel magazine • Customer magazine • CEO's review • Annual report • Databases in the web • Video news • Internal radio • Telephone news • Web communication • Union's communication • Mass media

Source: (Åberg, 2000)

Channels for direct communication are for instance one's immediate superior, other superiors, different kinds of meetings such as department, team or project meetings, negotiations, work colleagues and work friends, exchanging information on informative forums and direct communication with the management. (Åberg, 2000).

A basic for all internal communication is the "superior – employee" network. Meetings are regular gatherings for teams or department personnel. In those meetings mainly operative issues relating work are discussed but also some other things can be dealt, for instance news in the working community. Most of the operative information on work goes horizontally from a worker to another and many matters are transmitted through so-called grapevine. It can be an effective and reliable source for information but when being highly effective, it can make worse the atmosphere at the working environment (Åberg, 2000).

Unofficial occasions for exchanging ideas and opinions are also very useful and enable randomly people to come up with good, creative new ideas. Basis for such forums can be for instance a room where the workers take their coffee break and chat with colleagues who happen to be there at the same time (Åberg, 2000).

Communication with management is very significant for employees, and managers should be visible among employees regularly, especially when the organization is very hierarchical or scattered to an extensive area geographically. For this managers should arrange situations to meet employees and come to the office and walk around and chat with personnel. (Tourish and Hargie, 2004)

Distant communication channels transmit messages within the whole working community. Target group for these messages is wider than one working unit or individual member of the working community. Most of the distant channels are the same as in mass communication. Personal communication that is based on instant interaction is used in this dimension only very little, only in briefings and in cooperation organs. (Åberg, 2000).

Briefings or informative meetings are in general held when something highly important happens in the organization and which affects the whole community's work. Such briefings can be a very effective form of internal communication of conducted professionally. It reaches several recipients at the same time and enables also interaction between the sender of the information and the recipients of the message (Åberg, 2000).

For communication for a restricted group of people same methods are used in a mass communication. Channels for such communication are for instance the bulletin board, circular letters, and CEO's review and personnel magazine (Åberg, 2000).

According to Åberg informative channels are used so that the most significant channel for getting information on one's own work is through the immediate superiors. Information on one's working unit and profit done in it is received from one's immediate superior or from department/unit meetings. Information relating to other units and departments is looked for in the informative brochures or newspapers. Information on the whole organization is received from briefings, personnel magazine, own superior or CEO's review. Information on training or leisure time activities is received from superiors or personnel magazine (sort of internal bulletin) (Åberg, 2000).

As a conclusion Åberg crystallized that personnel uses different information channels selecting them carefully. Issues close to an individual, such as one's own work and working unit, are discussed with superior or in unit meetings. Information on more distant matters relating other departments or the whole working community are received through communication between colleagues, briefings and one's immediate superior. These habits to search for certain information from certain sources develop with the years (Åberg, 2000).

One's superior is a so-called general source of information. Employees go to their superior when needing nearly any kind of work related information except matters relating to other divisions or working units (Åberg, 2000).

2.4.11 Internal Communication Cross-cultural Problems

All communication is cultural - it draws on ways people have learned to speak and give nonverbal messages. They do not always communicate the same way from day to day, since factors like context, individual personality, and mood interact with the variety of cultural influences people have internalized that influence our choices. Communication is interactive, so an important influence on its effectiveness is the relationship with others. (LeBaron, 2003). The challenge is that even with all the good will in the world, miscommunication is likely to happen, especially when there are significant cultural differences between communicators. Miscommunication may lead to conflict, or aggravate conflict that already exists. People make -whether it is clear to them or not - quite different meaning of the world, their places in it, and relationships with others. Cross-cultural communication is usually outlined and demonstrated by examples of ideas, attitudes, and behaviors involving four variables:

Time is one of the most central differences that separate cultures and cultural ways of doing things. In the West, time tends to be seen as quantitative, measured in units that reflect the march of progress. It is logical, sequential, and present-focused, moving with incremental certainty toward a future the ego cannot touch and a past that is not a part of now. It is called monochronous.

In the East, time feels like it has unlimited continuity, an unraveling rather than a strict boundary. Birth and death are not such absolute ends since the universe continues and humans, though changing form, continue as part of it. People may attend to many things happening at once in this approach to time, called polychronous.

Fate and Personal Responsibility another important variable affecting communication across cultures is fate and personal responsibility. This refers to the degree to which people feel themselves the masters of their lives, versus the degree to which some see themselves as subject to things outside the control. Another way to look at this is to ask how much people see themselves able to change and maneuver, to choose the course of their lives and relationships.

Face and Face-Saving is important across cultures, yet the dynamics of face and face-saving play out differently. The starting points of individualism and communitarianism are closely related to face. If someone sees himself as a self-determining individual, then face has to do with preserving that image with others and him.

If person sees his primary identification as a group member, then considerations about face involve whole group. Direct confrontation or problem solving with others may reflect poorly on that group, or disturb overall community harmony.

Nonverbal communication is hugely important in any interaction with others; its importance is multiplied across cultures. This is because people tend to look for nonverbal cues when verbal messages are unclear or ambiguous, as they are more likely to be across cultures (especially when different languages are being used).

As the familiarity with these four different starting points increases, people are cultivating cultural fluency - awareness of the ways cultures operate in communication and conflict, and the ability to respond effectively to these differences (LeBaron, 2003).

Each of the four variables discussed - time, personal responsibility and fate, face and face-saving, and nonverbal communication - are much more complex than it is possible to convey. Each of them influences the ways of communications, and can be responsible for conflict or the escalation of conflict when it leads to miscommunication or misinterpretation. A culturally- fluent approach to conflict means working over time to understand these and other ways communication varies across cultures, and applying these understandings in order to enhance relationships across differences.

2.5 Empirical Study

Jothi et al (2001) carried out a study in India on effective communication strategy in developing brand communication.

The objectives of the study was to analyze the effective communication strategy through social networking sites and study the effectiveness of brand communication through social networking sites from its users and communication.

The researcher used the survey method and content analysis in the research survey was conducted randomly among face books, Twitter and user community by sending questionnaires online to obtain the respondents opinions. And the content analysis used

to analyze the communication strategy of different social networking sites with a certain parameters among top social networking sites.

The researcher used a survey method because the nature of the study does not require controlled laboratory investigation.

The study discovered that more than 35% of the users are accessing internet more than 3hrs a day. This shows that internet technology attracts almost all the people if they have knowledge of computers.

They further stated that more than 60% of the users agreed that the communication strategy used in brand communication creates impact on certain brands effectively and also helped them recall the same often and interactively.

The study recommended that communication about the product or service provides a major contribution to brand competition in the market. But also promotes creative, innovation and facilitates consumer's satisfaction.

They further recommended that no brand can continue growing without effective communication strategy to attract their customers. Therefore, any brand big or small variety there must be an effective social networking communication in order to be recognized in the target market.

Kindiki (2009) conducted a study in Kenya on the effectiveness of communication on students discipline in secondary schools. The researcher used a qualitative approach with interview and questionnaires as a tool for data collection. The aim is to investigate and analyze the effectiveness of communication on students discipline in secondary schools.

The findings of the study shown that the level of discipline in secondary schools in Kenya is very low, schools administration spent few time in implementation of rules and regulations to students leading to poor channels of communication.

He further discovered that ineffective communication in secondary schools in Kenya, mostly leads to conflict, chaos, misunderstanding and lack of confidence in school administrators.

The study recommended that it is important for the school administration should open a dialogue when dealing with students to discuss discipline issues, rules, and regulations. And regular meetings and morning assemblies should be used as main channels of effective communication.

Moreover suggested that barriers to effective communication should be overcome by implementation of proper guidance and counseling to students.

Kaser et al (2001) conducted a study on removing communication barriers through course instruction. The researchers used a qualitative method with interviews, and questionnaires for collecting data and analyzing research data. The researchers used a qualitative in order obtain the respondents perception, opinions and investigation them behaviors in relations to communication barriers.

The study found that giving clear instructions on team building reduces barriers among student's subsequent courses. Also instruction on making decisions in teams reduces communication barriers among students.

Ethical issues in any business arise at all levels with a variety of stake holders whether in large corporation or small business, sales representative must make decisions regarding what is and what is not ethical when interacting with employees, customers

and others. The study recommended that it is necessary to improve a system of communication in business situation for team building.

Burner (1993) carried out a study on the impact of internal communication strategy on employee motivation and satisfaction. The main objective of the study was to investigate the impact of internal communication strategies on employee motivation and satisfaction. The researcher used a quantitative study using survey approach. The research applied this methodology, in order to describe and analyze the characteristics of the subjects under the study. The researcher also applied systematic sampling procedure in order to identify the respondents for the study and the findings were generalized to the population at large.

The study came up with the findings that effective internal communication strategies enhance direct sales force productivity, clear flow of instructions, policies, objectives, as well feedback to the senior management. All these ensure the employees awareness of how to value the company's corporate goal. Furthermore, the study recommended for further studies on how effective internal communication can influence employee's performance in the organization.

Robert (2000). The study conducted in Nigeria on the effects of communication on the employee performance in the organization. The researcher used a qualitative research design for data collection and analysis in order to help to investigate the effect of communication on the employee performance. The researcher used a descriptive design because the nature of the study cannot simply be reduced to a controlled laboratory environment. The study discovered that effective communication is a tool for better employees' performance because it motivates employees through good relations

between top management, co-workers and enhance team work as a result contributes to better employees performance, and attain the corporate objective in effective and efficient way. The study recommended that it is important for the organization to build up good communication at all level within the company.

Wilson (2002), Conducted a study on the Management on the growth and success of the CPA Firms in Singapore. The researcher used a quantitative and qualitative survey design to assess the impact of strategic conflict management on Singapore firms. The researcher purpose fully applied this survey in order to analyze the perceptions of the subjects understudy.

Putnam and Jones (1982) stated that communication is most considered as an important component of Managing conflict. Therefore, conflict Management relies much on effective communication strategies by seeking and giving information about the problem. The research findings shown that, conflicts pertaining to cooperative goals workers were confident, communicated effectively, and made progress on the task at hand and used their time and resources efficiently.

Therefore, promoting effective communication at work place contribute much to constructive conflict rather than an area with poor communication.

It shows that most of the researchers applied qualitative method which is right according to the nature of their topics and all of these studies have great relations or link with the topic under the study.

2.6 Research Gap

From the literature that has been reviewed, many researchers have drawn attention on the effect of communication on employee's performance, motivating and satisfactions.

The important area remained under researched with regard to the factors hindering effective communication between top management and employees.

Therefore, there is a need to conduct more studies on the gap identified so as to fill the gap and generate more knowledge, ideas, views and opinions on the research gap.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter provided the description of research methodology employed in the study. It comprised description of research design, geographical setting of the study, population of the study, sampling techniques, research instruments, validation of research instruments, data analysis plan, research ethical considerations and the chapter summary.

3.2 Research Paradigm

Paradigm is an interpretative framework, which is guided by a set of beliefs and feelings about the world and how it should be understood and studied (Guba, 1990). Three categories of those beliefs are listed as ontology which deals with the question of what is real; epistemology: what is the relationship between the inquirer and the known: "epistemology is the branch of philosophy that studies the nature of knowledge and the process by which knowledge is acquired and validated: methodology which deals with how we know the world, or gain knowledge of it. These are the underlying assumptions and intellectual structure upon which research and development in a field of inquiry is based. It is a world view, a general perspective, a way of breaking down the complexity of the real world (Patton, 1990).

There are two major philosophical paradigms in the social science inquiry namely positivism and post-positivism. Characteristically, positivist paradigm assumes the reality to be single, tangible, and fragmentable; the knower and the known are independent; real causes, temporally precedent to or simultaneous with their effects

(causal relationship) and inquiry is value free (Lincoln and Guba ,2000). While naturalist paradigm assumes realities to be multiple, constructed, and holistic; the knower and the known are interactive and inseparable; all entities are in a state of mutual simultaneous shaping, so that it is impossible to distinguish causes from effect and inquiry is value bounded. This study will base on qualitative paradigm assumptions in data collection, analysis and interpretation of findings.

3.3 Research Design

According to the literature, research design is a conceptual structure within which research is conducted (Kothari, 2004). Understanding that in business management research; there is no best approach to study a firm rather the approach that is the most effective for resolution of a given problem (Gill & Johnson, 2006; Yin, 2009).

Descriptive research design is a scientific method which uses logical procedures to observe and describing the behavior, characteristics, attitude or opinion of the individuals, situation or phenomenon without influencing them in any way (Shuttleworth .M, 2008).This means the research is able to observe and measure the variable and get understanding why it occurs but has no control on these variables (Dawson, 2002).

The research design for this study was a Descriptive with qualitative research approach which generated data which were collected from selected sample of respondents using survey methods. This design was selected due to its suitability of describing the existing situation of any phenomenon (Opie,2007).By using this research design it has ensured, researcher to get the evidence which has answered the research questions (Saunders & Thornhill, 2009).

3.4 Study Area

This study was conducted in Ilala Municipality in Dar es Salaam in Tanzania. The municipal is among the congested area in the city where communication is a big and exiting problem. So researcher was obtained adequate data on factors hindering effective communication between top management and employees.

3.5 Population of the Study

Population is the entire cohort of subjects that a researcher is interested in (Opie, 2007). It is in this population, the researcher chosen the representative for the whole population. For the purpose of this study, the populations involved top management and employees in Ilala municipality. The reason for selecting this population was that being in the Managerial position, they are responsible for maintaining the normal channel of communication and therefore are the ones who enriched organizations information better and employees are the main communicator in the organization.

3.6 The Sample Size

A sample as a smaller group of subjects drawn from the population in which a researcher is interested in gaining information and drawing conclusions (Fraenkel and Wallen 2000). It involved a process where a researcher extracted from a population a number of individuals so as to represent adequately a larger group. The category and number of the sample as well as the size of the sample as presented in Table 3.1 which shows that 120 respondents was involved in the study.

Table 3.1 Composition of the Sample Size of the Study

Target Population	Males	Females	Total	Study Population
Employees	41	59	100	8120
Top management	7	13	20	44
Total	13	23	120	8164

Source: Ilala Municipal (2013)

3.7 Sampling Technique

This is a procedure used to select people, places or things to study in the target area (Kombo and Tromp, 2006). It is a process of selecting a subgroup from a larger population with elements necessary for the study. This study was employed both probability and non-probability sampling techniques. The probability random sampling procedures was employed to select a sample of a 100 municipal employees based on their gender and work positions. The method was used to ensure that each sub-group (males and females) and workers from different positions and departments were represented.

Purposive sampling procedure was employed to select a sample of twenty top management based on their reasonable judgments that the sample selected provided the desired information (Lufumbi, 2008, Kothari, 2004). The reason for choosing them was that being in the Managerial and administrative position they are aware about the communication system in their organization.

3.8 Data Collection

In this study, the researcher employed multiple methods in data collection commonly known as triangulation including interviews and questionnaires. According to Cohen, Manion and Morris (2000) no single method can act in isolation because it can distort

the whole picture of reality that the researcher is investigating. Therefore, it is believed that the use of different techniques help to cross-check the authenticity of data gathered.

3.9 Types of Data

The study was comprised a primary data which was obtained through interview and questionnaire methods. The primary data was gathered directly from the respondents through interviews and Questionnaires where the respondents were identified and was required to answer appropriate questions.

The research also used secondary data from internal source of Ilala Municipal and electronically stored information.

3.10 Tools of Data Collection

3.10.1 Interviews

Interview refers to an exchange of views between two or more people on topics of mutual interest, as it takes advantage of the centrality of human interaction for knowledge production and fits well on the social situation of research data (Seidman, 1991). An interview allowed subjects to provide their interpretations of the world in which they live and expressed how they regard the situation from their own point of view. This study was employed a semi-structured interview in gathering information from top management. The tool was used to Management because of the nature of their position as they don't have enough time to fill the questionnaires.

3.10.2 Questionnaires

Questionnaires were administered to employees in order to collect data on the factors hindering communication effectiveness. Advantages of using questionnaire as being economical and respondents in distant locations can be reached, the questions were

standardized, anonymity was assured and questions were written for specific purposes (Opie, 2007). For the purpose of study, the questionnaire schedule mostly included both open-ended and closed-ended questions which allowed free responses with no preconceived replies from the researcher. On the other hand close-ended questions were used for many questions, giving the respondents a choice of alternative replies. The researcher was personally administered and supervised the respondents as they responded to the questionnaires.

The tool was applied to employees because the researcher expected that employees have enough time to express their ideas and perceptions through filling the questionnaires.

3.11 Documentary Review

In order to collect relevant information on the problem being studied the researcher conducted an extensive literature review and studied various documents in an attempt to uncover the type of information which was required in the survey.

Documentary review was a crucial stage to assist design of data collection.

3.12 Data Analysis

Qualitative data collected through interviews and questionnaires were analyzed qualitatively by the use of content analysis method. Content analysis is technique in which the researcher organizes information collected into themes and categories and continues to revise the information until a final perspective emerges. According to Miles & Huberman (1994) a theme is a recurring regularity developed within categories or cutting across categories. It is a technique used to analyze communication in a systemic objective and qualitative manner in order to measure variables.

3.13 Validation and Reliability of Research Instruments

In the validation of data collection instruments the issues of validity and reliability was taken into consideration. Validity refers to the degree to which a method, a test or a research tool actually measures what is supposed to measure. Reliability on the other hand, entails the extent to which a test, a method or a tool gives consistent results across a range of settings and if used by a range of researchers (Wellington, 2000). To test the validity and reliability of the questionnaires, the researcher was piloted the questionnaires to the few employees. The results from the piloted study helped the researcher to identify and clear out ambiguities in the questionnaires and make corrections in order to improve the questionnaires. Furthermore, the researcher sake frequent expert advice from the supervisor on the validity and reliability of the questionnaires.

3.14 Research Ethical Considerations

The researcher took into consideration all ethical issues in carrying out the study. First, in carrying out this study, a clearance letter of permission was obtained from the Open University of Tanzania and from the Municipal Executive Director (MED). Second, the researcher asked the informed consent from the respondents to willingly participate and provide information for the study. Third, the researcher also observed the right of the respondents to privacy and confidentiality of the information they provided. This includes the personal identities of the respondents and chosen associated with the information they provide.

CHAPTER FOUR

4.0 DATA PRESENTATION AND DISCUSSION

4.1 Introduction

This chapter presents findings of the study and analyses data under three sections, which includes the means of communication, barriers to effective communication and suggestion for improvements, followed by the discussion of the key findings. The chapter winds up by the conclusion of the main findings regarding the objective of the study.

4.2 Demographic Characteristics of Respondents

This part presents the demographic characteristics of people involved in this study. The specific variables which were looked at include age, work experiences and education level. These variables are important determinant of communication in the organization. Kanter and Pfeffer (1983) suggested that organizations demographic composition can affect communication, due to that people tend to communicate with those who similar to themselves. Work experiences is an important factor in analysing the means of communication used in the organization, and this are a reason that age, education level and work experiences were important demographic variables in this study.

Table 4. 1 Social Demographic Characteristics of Respondents (n=100)

Variable	Frequency	Percentage
Age group		
23-35	27	27.0
36-45	43	43.0
45-50	15	15.0
51>	15	15.0
Sex		
Male	41	41.0
Female	59	59.0
Education level		
Ordinary/advanced Secondary education	10	10.0
Diploma/advanced Diploma	54	54.0
Degree/Masters degree	36	36.0
Working experience		
1-5yrs	15	15.0
6-10yrs	30	30.0
11-15yrs	31	31.0
16-10yrs	12	12.0
20 >	12	12.0

Source: Researcher, (2013)

4.2 Determine the Patterns of Communication System at Ilala Municipal

In order to determine the patterns of communication at Ilala municipal, the study investigated the means of communication used at the municipality. This data was so useful in identifying the commonly used methods of communication at municipality as shown in table 4.2.1

Table 4 .2 .1 Regular Staff Meetings a Means of Communication as Used at Ilala (n=100)

Variable	Frequency	Percentage
Regular meetings		
Not used	27	27.0
Not used at all	53	53.0
Used	8	8.0
Frequent Used	12	12.0
Total	100	100.0

Source: researcher (2013)

The study showed that majority (80%) of the employees said there is no regular staff meetings conducted in the Municipal and therefore is not a commonly used method of communication at the municipal, one of the employee quoted as saying:

“Failure to conduct regular staff meetings causes limited shared expertise and joint decisions ultimately communications break down occurs in the organization”.

Another employee said,

“A Failure staff meeting with management, people leave with unclear information’s no area to express their feelings, ideas, opinions and other initiatives for the successful of their decisions and betterment of the organization”.

According to Faraz H. (2012) argued that inadequate or lack of staff meetings lead to failure of employees to learn how to work together better, failure to manage conflict more constructively and difficult to show respect to their friends, co- workers and customers. This commonly occurs due to inadequate shared experiences in decision, thus resulted to communication break down between top management and employees at work place.

One employee said;

“I have worked in this Municipal for more than ten years now, for the first time I witnessed staff meeting which held in 2012 October and was organized by Municipal Medical Office of Health. Off course I was very surprised and so interested with that meeting although all the promises are not met till now”.

Addition from that, she stated

“It is difficult to promote effective communication to the municipal simply because leaders themselves are not read for change, so who will be agent for immediate change”.

Similar question were imposed to top management to obtain their views pertaining to the means of communication as used at Ilala municipal. The results of the study shown in table 4.2.2

Table 4.2.2 Means of Communication by Top Management as Used at Ilala Municipal (n=20)

Methods	Frequency	Percentage
Mobile phone	20	100.0
Official letters	20	100.0
Memos	20	100.0
Emergency meetings	20	100.0
Notice boards	20	100.0

Resource: Researcher (2013)

On the other hand, majority of management (100%) reported to conduct management meetings once per week and not staff meetings.

They said, the aim of the meeting is to discuss all issues pertaining to the municipal and any new concerns which requires managerial solutions, evaluation of the work done including set standards, strategies and acquire some report from various departments

They further explained that, sometimes we also perform emergency meetings in case of new issues that requires emergency solution and if the message needed to be spread to many employees.

Furthermore, when they were asked whether there was staff meeting schedule, the responses was that there is but not followed at all.

In additional to that, one top management quoted as saying

“Most of the staff meeting are organized by TALGWU leaders, so the representative from TALGWU branch of Ilala are the once brings the minutes to the Directors' office for discussion and implementation of some orders”

It was also confirmed that there is no staff meetings conducted at the head office since January 2013.

TABLE 4 .2.3 The Use of Telephone a Means of Communication as used at Ilala Municipal (n=100)

Variable	Frequency	Percentage
Not used	9	9.0
Not used at all	18	14.0
Used	50	50.0
Frequent used	23	23.0
Total	010	100.0

Source: Researcher (2013)

It was further revealed that seventy three (73%) of the employees responded that they uses telephone to communicate in the Municipal. They explained that most of the employees and top management have mobile phone which makes it easy to communicate one another at the work. They further explained that despite of its availability, accessibility is a problem due to that calling by phones required some amount of money which is costful and thus hinders effective communication between co workers and top management.

One employee explained that,

“Not only cost of buying voucher, but also difficulties in accessibility of phone number of top management I think communication will continue to be a problem in the Municipal”.

Sherrie (2013) Supports that technology improves communication at work place, whether phone calls, inter-office email to interact with another, the use of it

accompanied by cost thus limit effective communication between leaders and employees.

The findings from table 4.2.2 said majority of Top management (100%) reported to use telephone in communication at the Municipal.

One of the top management said,

“Despite of the frequent use of telephone method, it has some problem such the system installed only to main offices thus it become difficult to communicate directly with employees to the local posts. Due to this communication problem arises like delay of information to reach to the required employee, distortion of information delivered, errors performance, poor results and feedback too.”

He further explained that sometimes we use our mobile phone for official purpose, which is costful to us and we cannot claim for refund. They further explained that the organization is so big and has many employees which also made it difficult to communicate with every one through phones thus hinders effective communication.

The findings above are matching with reviewed literature whereby Greenan & milgrom (2001) presented the findings that mobile phone as a new technology in the world becoming a popular method in communication despite of its setbacks it has such cost of running it. Kaiser (2001) argues that the use of mobile technology per day is resembled with a cost of giving care to ten babies who depend each and everything from you.

From the quoted interviews and literatures reviewed, the researcher learnt that cost incurred by top management and employees due to the use of mobile phones hinders effective communication between them.

Moreover, limited installation of landline system to all offices in Ilala Municipal including local posts accounted for delay of information to the designated station,

incomplete messages or distortion of message and even poor results and feedback, thus lead to limited effective communication in the Municipal.

TABLE 4.2.4 The Use of Official Letter as Means of Communication as Used at Ilala Municipal (n=100)

Variable	Frequency	Percentage
Not used	3	3.0
Not used at all	6	6.0
Used	61	61.0
Frequent used	30	30.0
Total	100	100.0

Source: Researcher (2013)

On the other side, It was also found that majority of employees (91%) responded that they commonly use letters as an important means of communication with the top management. They further explained that official letters are common used purposely for first appointment employment, promotion, disciplinary and other related activities.

They continued to explain that despite of its important, the method faces many problems which occur in the following forms; delay in drafting, typing & signing, delay in transportation and sometimes become misplaced or lost completely. So in this method affect communication effectiveness between top management and employees at Ilala Municipal.

To cross check the findings above, the same question were respondent by Top management as shown in table 4.2.2.

The findings showed majority of the respondents (100%) used official letters as a means of communication with employees and other stakeholders in Ilala Municipal.

In the interview with one top management said;

“Despite of the new technology of using emails, still official letter is more professional and facilitate easy understanding to both parties”.

He further stated that it has some setbacks as its time consuming and required space for storage.

Through documentary review, it was found that, sending an official letters through either mail or other means , it time consuming, also can lost, damaged, or destroyed in transit and delay to be delivered (Beth B. 2013).

Furthermore, it was reviewed that official letters requires a lot of space for storage compared to electronic communication which requires no papers to be stored www.testden.com.

4.3 The Use of Communication Skills

Effective use of communication skills at work place is very important because ensures the employees to get clear, concise and complete message that make it easy to perform their tasks effectively. But failure to communicate at work place causes misunderstanding, errors then failure to achieve the corporate goal at the optimal level.

Findings as displayed on the figure below explain the management communication skills and its influence to effective communication at work place.

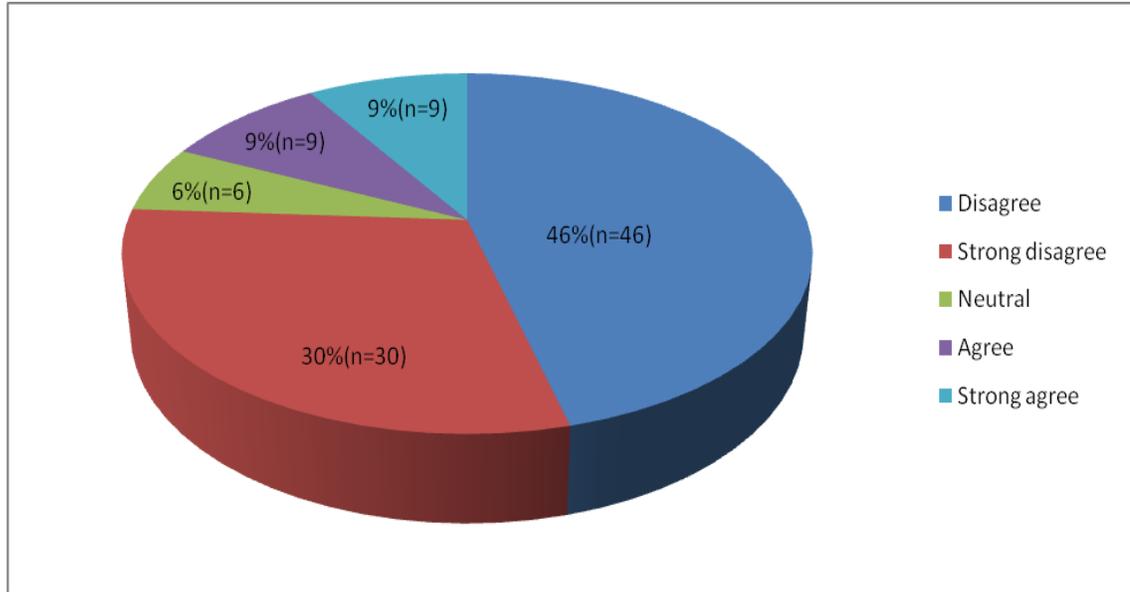


Figure 4.1 Communication Skills and its Influence to Effective Communication to Employees (n=100)

This was evidenced by the findings from figure 4.1 above that seventy six employees (76%) responded that top management skills on communication does not influence effective communication at work place. Thus inadequate communication skills to top management are among the highest challenges that faced in their daily basis.

The above findings were also supported by Karen (2007), that miscommunication at work place cost mistakes in performance. This occurs due to unclear information delivered to them. Furthermore stated that, it cost time as it requires the top management to use an addition time to clarity to employees what was actually intended after unclear results obtained.

In the other hand, researcher continued to probe more as she was asked top management about employees communication skills, and their responses was as followed in table 4.

Table 4.3 Communication Skills to Top Management (n=20)

Variable	Frequency	Percentage
Low feedback	7	35.0
inadequate communication skills	13	65.0
Total	20	100.0

Source: Research (2013)

It was found that thirteen top management (65%) said employees have inadequate communication skills. This leads to misunderstanding, poor relation, errors and mistakes at work performance.

They further explained that most of the employees knows how to blame and not to communicate and if they decide to share their feelings and concerns , always does not follow the formal channel of communication in which sometimes we consider as a rumors or grapevine at work.

This was supported by one of the top manager quoted as saying;

“All sensitive matters we put on the notice board, but nobody take trouble to read till expired date, after that data is when you can see employees brings their letter concerning to the matter on board which is wrong”.

Another added that,

“ Most of the employees understand the rules and regulations guiding our work including professional ethics, but in a real situation to this municipal employees decided to break the rules and regulations by doing at the time they prefer themselves and not as the regulations stating”.

From the above findings, the researcher learnt that communication skills is the highest challenges to both top management and employees at work place, this become the

source of unclear policies, rules and objective which is the key factor for organizational success.

4.3 Most Practiced Communication Skills by the Top Management

In addition, the researcher was interested to assess which of the following communication skills are more practiced by the top management as a means of influencing effective communication at Ilala Municipal council. The aim was to understand whether the analyzed skills below are practiced and therefore does influence communication effectiveness at Ilala Municipal

Majority of the employees explained that most of the top management does not demonstrate listening skills in communication, as one of the employee quoted as saying;

“I ‘m very demoralized with the working environment due to that I have worked for more than seven years without being promoted to the work done, I reported my problem several time to the top management but nobody take trouble to listen, understand my problem and act upon it”.

Table 4.3.1 Active Listening Skills of Communication to Employees (n=100)

Variable	Frequency	Percentage
Active listening and showing concern		
Low	37	37.0
Lowest	39	39.0
Moderate	3	3.0
High	6	6.0
Highest	15	15.0

It was found that most of the top management has inadequate communication skills as the findings shown that seventy six employees (76%) said top management have low active listening skills during communication and does not show any concerns for their employees, while twenty one employees (21%) said that top management have high active listening skills and shows concerns in communication.

This implies that, active listening is not a priority to many of top management in the organization and these makes good communication to be impossible (Karen L. 2011).

One of employee was quoted as saying;

“Most of the top management assumes they know what employees saying because they think that it correlate with their own perception about what some one is likely to say, this leads to inadequate information’s gathering, failure to understand the real message, relationship problems among us, resulting to inadequate feedback and low morale towards the allocated tasks”.

Dan Bobinski (2012) supports the above statement that *“millions of dollars are lost every day in many organizations simply because of poor listening skills which lead to assumptions and misunderstanding of the intended messages resulting to errors, poor decisions and cost mistakes.”*

He further stated that on an individual basis poor listening tends to hurt feelings and loss of team cohesion, as a result people loose trust and interfere communication even further.

Through documentary review, it was identified that poor listening skills to top management has a great consequences to employees, customers, lenders, management themselves and organization as whole.

It cause poor relationship among employees who are the main stakeholder of the organization and leads to loss of team work, bad job skills, difficult to express or share ideas values and opinions that resulted to under performance and poor organizations image to public and other stakeholders.

Furthermore, through documentary review it was found that due to poor listening skill feedback also become infective as the results shown in the table 4.3.2.

Table 4.3.2 Effective Feedback to Employees (n=100)

Variable	Frequency	Percentage
Low	59	59.0
Lowest	24	24.0
Moderate	3	3.0
High	3	3.0
Highest	11	11.0
Total	100	100.0

Source: Researcher (2013)

Either eighty three employees (83%) responded that observed low effective feedback from top management. These forces the employees to do follow up for feedback in order to understand about their concerns either by going in their offices or through cell phones or rewriting official letters. They explained that inadequate communication skills to management it cost employees in terms of time, cost resources like stationeries, money and also low morale and loss of trust to their leaders ,as one of the employees quoted as saying;

“I wrote a letter for more than five months ago for promotion after completing my study course but no responses given to me, it is demoralizing situation. I don’t know what is going on despite of doing follow up frequently”.

Nellon Mondel analyzed that , management always forgets that effective feedback encourage employees to continue putting more effort or correct their setbacks, and improve confidence and competences in the work place.

In doing so, employees feel good, build trust towards their management and feel respected as an individual and their value of their time.

Table 4.3.3 Openness, Observing and Convincing Skills to Employees (n=100)

Variable	Frequency	Percentage
Low	52	52.0
Lowest	21	21.0
Moderate	6	6.0
High	12	12.0
Highest	9	9.0
Total	100	100.0

Source: Researcher (2013)

On the other hand, seventy three employees (73%) responded that they have little or low access to corporate information simply because there is inadequate openness from the top management lead to difficult access to information compared to twenty one employees (21%) who have high access to organization’s information.

The results above indicate that there is no two way communication as one employee quoted saying;

“Most of the top management here keeps everything as secrete especially organizations plans; they mostly communicate orders and directions for implementation”.

According to Christine (2004) stated that, communication skills is a key to success and if an organization lacks, the company is about to die because it will be difficult to translate the corporate objective into organization and departmental plans this causes failure of the organization to achieve the targeted objective.

4.4 Challenges to Effective Communication by Employees

Negative management attitude does not promote relationships between staff members, customers, therefore creates unfavorable working environment. This affects employee’s performance, reduce staff morale and end up to lack of team cohesion at work place. it was concluded from the questionnaires’ responses that negative management attitudes is a high challenge to all top management at work place as shown in the table 4.4.1(a)

Table 4.4. 1(a) Negative Attitudes as a Challenge to effective Communication to Employees (n=100)

Variable	Frequency	Percentage
Lowest	3	3.0
Moderate	15	15.0
High	28	28.0
Highest	54	54.0
Total	100	100.0

Source: Researcher (2013)

The findings shown that eight two employees (82%) said negative management attitude does not influence effective communication at work place and therefore does not promote good communication to the employees and creates unfavorable working atmosphere.

They further explained that, some of the top management in Ilala they are not there to build staff capacity, by giving employees up dates, improving team work and job satisfaction but they are in offices for their own benefits, as one employee said;

“I have witnessed one of my colleague was transferred to remote area as a punishment simply because he was very open to management on struggling for his right in a genuine manner, but management was considered him as a trouble some man for that matter I will continue to suffer till the end of my employment contract”.

Wilson (2009) stated that, negative attitude to management always does not promote team work, develops a staff apathetic toward working together, employees are not given an example of how to develop strong team work, so they do not try to join the group that can raise up productivity and employees morale.

Moreover, Davies (2007) supported that management with a negative attitudes they are non good communicator and does not creates atmosphere for good communication within the work group and no regularly up dates given to employees concerning organization. This leads to unconducive work place, low staff morale, job unsatisfaction and poor team cohesion.

From these, it is evidenced that most of the employees were demoralized and lost hope for the situation existing in the working place.

This makes employees do not feel that they are among the stakeholders making difference in the success of the organization.

To cross check the findings from employees the same question were asked to the top management and their responses were collected and summarized in table 4.4.2(b)

Table 4.4.1(b) Challenges to Effective Communication to Top Management

Variable	Frequency	Percentage
Inadequate		
communication skills	8	40
Leakage of information	2	10
Lack of commitment	3	15
Negative employees' attitude	7	35.0
Total	20	100.0

Source: Researcher (2013)

The data presented in table above indicates that seven of top management (35%) said negative employee's attitude is a challenge to them and interfere relationships with the employees at work place.

The researcher wanted to understand more by probing why top management and employees present negative attitude to each other at work place, the response from one top manager quoted as saying;

“Nothing is behind rather them of inadequate management skills and low commitment among team management”.

Another man quoted as saying;

“work has become increasingly diversely, organization is so big compared to the number of top management, employees from different department gender, cultures are managed by few number of management due to this situation, we become tired both minded and physically thus we lose hope and commitment”.

From these responses the researcher learnt that negative attitudes to both management and employees affect their relationships thus hinders effective communication in the organization.

This was evidenced from the findings as presented in table 4.4 .2

Table 4.4.2 Inadequate Management Commitment as a Challenge to Effective Communication (n=100)

Variable	Frequency	Percentage
Low	3	3.0
Lowest	12	12.0
High	6	6.0
Highest	79	79.0
Total	100	100.0

Source: researcher (2013)

It was also found that seventy nine employees (79) agreed that low commitment and confidence among top management is a high challenges that face in communicating with their employees compared to twelve employee said not.

Furthermore, through review managers fail to manage work diversity because of low confidence and commitment as a results fail to put in place policies and practices to build teams work and harmonious work place www.globisol.com.

On the other hand, responses from two top management (15%) said low commitment and confidence among many staff is a high challenges among them and therefore various measures are being taken to raise peoples morale and commitment, such measures are promotions and some of staff were given letter of appreciation.

From the findings above, the researcher learnt that both top management and employees demonstrates low commitment, confidence and accountability.

On the other side the researcher wanted to know how the employees information's are treated in the organization, the aim is to understand that inadequate confidentiality at work may cause lack of trust to the management and destroy the honest communication between employees, customers, clients, and management at large. This was proved by the findings from table 4.4.3

Table 4.4.3 Leakage Information as a Challenge to Effective Communication to Employees (n=100)

Variable	Frequency	Percentage
Low	9	9.0
Lowest	6	6.0
High	3	3.0
Highest	82	82.0

Source: Researcher (2013)

However eighty five employees (85%) said leakage of information to unauthorized person is among the highest challenge to top management in promoting effective communication in the organization. This was also supported by one employee quoted as saying;

“There is great leakage of information, for the past two years I got a cheque for arrears , I was not informed, but instead my husband was the one who was informed by phone” I was very surprised for the event.

The researcher continue to investigate more as asked the same question to the top management, the responses from table 4.4.3 was two top management (10%) said there is a problem of leaking of information’s to an authorized person although in a minimal level, due to this reason sometime employees loose trusts toward management office.

The researcher wanted to know what suggestions to be taken in responses to challenges to effective communication by both top management and employees in Ilala Municipal.

The researcher used results from the administered questionnaires to employees as analyzed in the figure 2 below

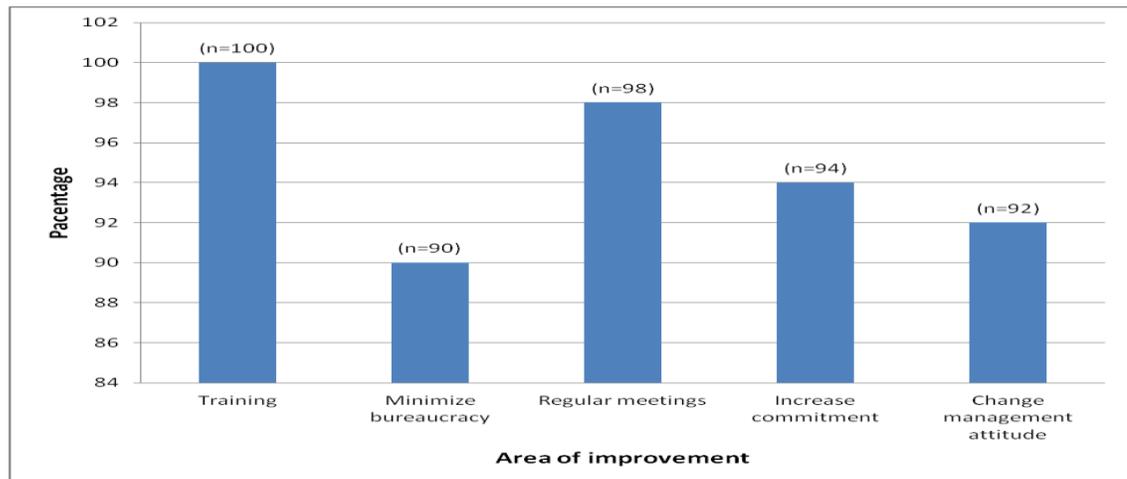


Figure 4. 2 Distribution of Sample to Employees on Suggested Ways to Improve Communication System (n=100)

The above findings shows majority (100%) of employees suggested that training should be conducted to top management on communication in order to a impart knowledge and skills of communication.

Communication process model emphasizes that communicating information should be clearly stated to all five components such as sender, channel, message, receiver and feedback process. Also communication to be effective it must go through a certain steps such as attention, understanding the message, acceptance and action to be implemented.

According to the findings above training is important simply because people communicate so as people can act, initiate change one to adopt and employees to achieve the desired results.

Also the management required to understand the principles of communication at work place as it illustrated by Marquis (2004) model of communication, as it stated all team members should be free to explain and express their views, opinions, and feelings and the messages to be communicated whether oral or written must be clearly explained to both sender and receiver.

Furthermore, the model explained that management must understand that conflict is part and parcel of the organization and therefore it is an unavoidable situation. Thus, in order to maintain human relationships at workplace, management must be in the position to handle conflict or any disagreement in a constructive manner for the development of the organization.

Formal communication model also suggested that management must insist formal communication channel, choose the right time to convey the messages, listen and observe non verbal communication, and must develop skills to solicit the communicated messages to seek for feedback.

In the preceding suggestions, once more, majority of employees (98%) said regular staff meetings are important to all staff & and organization at large.

Through documentary review, it was found that consistently staff meetings with co-workers and management, employees develop sense of ownership of the work they perform simply because of the frequent opportunities to communicate with one another at these meetings.

In the other side, staff meetings helped the management to get some solutions against the chronic problems, arising in the company and meetings provided a management an opportunity to air out or to inform them new information, so meeting is a good means of communication at work place (Michael Sampson, 2004).

Kelyan (2012) argued that staffs meetings promote capacity of Managers and employees to work with others build an ability to understand and communicate each other.

Moreover, staff meetings enabled the management to communicate plans and policies and strategies for implementation (Karen H 2004).

Moreover majority (94%) of the respondents suggested the management to increase commitment toward their work so as being able to manage work place diversity and employees from different cultures thus improve relationships between management and employees.

However, management to be a role model for behavior expected in participating actively to promote effective communication and harmonious work place through on job training, work place activities employees network groups (Levis 2004).

From different review, Devis (2011) explained that management should demonstrates commitment and accountability by identifying necessary performance measures in diversity management, and being able to monitor the whole process regularly. And management should assign personnel resources and relevant measures required for achievement of the organization goals; all these will increase employees' relationships and staff confidence.

On the other side, the study showed that majority (92%) of employees suggested the top management to change their negative attitude in order to build and promote good relationships between employees.

Maurin (2004) argued that good managers know how to communicate effectively, create good working atmosphere among employees, and becomes conscious to regularly update of their employees.

However, the finding were obtained from top management, showed (25%) suggested the employees to change their negative attitudes toward their management and customers as one of the top management said;

“Employees are valued and their works result are highly appreciated so were encourage the employees to use our offices and express their views and concerns freely and we are ready to act upon it”.

CHAPTER FIVE

5.0 CONCLUSION AND RECOMMENDATIONS

This chapter presents conclusion, and recommendations for improvements and suggestion for further study.

5.1 Conclusion

The purpose of the study was to investigate factors hindering effective communication between Top management and employees at Ilala Municipality.

The study was conducted at Ilala Municipal in Dar-es- salaam. The variables investigated involved the means of communication as used at Ilala Municipality, challenges in effective communication including: inadequate communication skills to Top management and employees, changes in technologies, leakage of employees information to unauthorized person, inadequate confidence, competence among employees and top management at work place, and various ways for improvements.

The communication model developed by Erick Bern (1994) and other related models guided the study to establish the interrelationships of the four components namely the context, input, process and output. The model and the study, the total number of research tasks were derived and these guided the whole investigation.

The techniques used in data collection involved interviews, questionnaires, observation and documentary review. Data collected were presented in table form and of frequencies, and articulated into percentage to draw some inferences related to variables investigated.

Information which could not be quantified was subjected to content analysis. Further, some information was presented using respondents voices used in the study to review the field study.

The findings revealed that majority of the employees said there is no regular staff meetings conducted and therefore is not a commonly used method of communication at the municipal. Inadequate of staff meetings lead to failure of employees to learn how to work together better, failure to manage conflict more constructively and difficult to show respect to their friends, coworkers and customers. Failure of staff meetings at work place leads to failure relationships between top management and employees in the Municipal.

On the other hand, majority of management reported to conduct management meetings once per week and not staff meetings and sometimes we conduct emergency meetings in case of new issues that require emergency solution and if the message needed to be spread to many employees. This means that failure to conduct staff meetings at workplace hinders communication effectiveness between employees and management.

It was also revealed that seventy three of the respondents said there were limited installation of landline system to all offices in Ilala Municipal including local posts accounted for delay of information to the designated station, incomplete messages or distortion of message and even poor results and feedback, thus lead to limited effective communication in the Municipal.

Serric (2013) Supports that technology improves communication at work place, whether phone calls, inter-office email to interact with another, the use of it accompanied by cost thus limit effective communication between leaders and employees.

In addition, it was found that there were other means of communication including letters, memos, internet, notice boards and media. They further explained that despite the use of these communication methods it has several setbacks in which interferes communication effectiveness at workplace.

However, the study established that almost all of the interviewed respondents have low communication skills and these could affect relationships among themselves. Moreover, to a larger extent, majority of the opinions against communication skills were focused in demonstrating low skills to both top management and employees at work place.

In terms of feedback, majority of the interviewed employees expressed their feelings that eight three employees responded that observed ineffective feedback from top management. These forces the employees to do follow up for feedback in order to understand about their concerns either by going in their offices or through cell phones or rewriting official letters. They explained that inadequate communication skills to management it cost employees in terms of time, cost resources like stationeries, money and also low morale and loss of trust to their leaders.

On the other hand, seventy three employees responded that they have little or low access to corporate information simply because there is inadequate openness from the top management lead to difficult access to information. The results above indicate that there is no two way communication and this hinders communication.

Furthermore, the study reviewed that majority stated that negative attitude presented by both Top Management and Employees does not promote relationships among themselves, customers, therefore creates unfavorable working environment. This affects

employee's performance, reduce staff morale and end up to lack of team cohesion at work place. It was concluded that negative management attitudes is a high challenge to all top management and employees at work place.

From these responses the researcher learnt that both management and employees demonstrates negative attitudes that affect their relationships and hinders effective communication in the organization.

Moreover, it was evidenced that seventy nine employees said that majority of the management demonstrated low commitment and confidence at work place, thus affect the communication effectiveness in the organization.

Lastly it was also found that majority of the respondents said there is a problem of information leakage which reduce trust among them. The findings showed information is disclosed to unauthorized person and this is among the highest challenge to top municipal in promoting effective communication in the organization.

5.2 Recommendations for Improvements

The above findings shows hundred percent respondents suggested that training should be conducted to top management on communication in order to a impart knowledge and skills of communication.

Communication process model emphases that communicating information should be clearly stated to all five components such as sender, channel, message, receiver and feedback process. Also communication to be effective it must goes through a certain steps such as attention, understanding the message, acceptance and action to be implemented.

According to the findings above training is important simply because people communicate so as people can act, initiate change one to adopt and employees to achieve the desired results.

Also the management required to understand the principles of communication at work place as it illustrated by Marquis (2004) model of communication, as it stated all team members should be free to explain and express their views, opinions, and feelings and the messages to be communicated whether oral or written must be clearly explained to both sender and receiver.

Furthermore, the model explained that management must understand that conflict is part and parcel of the organization and therefore it is an unavoidable situation. Thus, in order to maintain human relationships at workplace, management must be in the position to handle conflict or any disagreement in a constructive manner for the development of the organization.

Formal communication model also suggested that management must insist formal communication channel, choose the right time to convey the messages, listen and observe non verbal communication, and must develop skills to solicit the communicated messages to seek for feedback.

In the preceding suggestions, once more, majority of employees (98%) said regular staff meetings are important to all staff & organization at large.

Through documentary review, it was found that consistently staff meetings with co-workers and management, employees develop a sense of ownership of the work they perform simply because of the frequent opportunities to communicate with one another at these meetings.

In the other side, staff meetings helped the management to get some solutions against the chronic problems, arising in the company and meetings provided a management an opportunity to air out or to inform them new information, so meeting is a good means of communication at work place (Michael Sampson, 2004).

Kelyan (2012) argued that staffs meetings promote capacity of Managers and employees to work with others build an ability to understand and communicate each other.

Moreover, staff meetings enabled the management to communicate plans and policies and strategies for implementation (Karen H 2004).

Moreover majority (94%) of the respondents suggested the management to increase commitment toward their work so as being able to manage work place diversity and employees from different cultures thus improve relationships between management and employees.

However, management to be a role model for behavior expected in participating actively to promote effective communication and harmonious work place through on job training, work place activities employees network groups (Levis 2004).

From different review, Devis (2011) explained that management should demonstrates commitment and accountability by identifying necessary performance measures in diversity management, and being able to monitor the whole process regularly. And management should assign personnel resources and relevant measures required for achievement of the organization goals; all these will increase employees' relationships and staff confidence.

On the other side, the study showed that majority (92%) of employees suggested the top management to change their negative attitude in order to build and promote good relationships between employees.

Maurin (2004) argued that good managers know how to communicate effectively, create good working atmosphere among employees, and becomes conscious to regularly update of their employees.

However, the finding were obtained from top management, showed (25%) suggested the employees to change their negative attitudes toward their management and customers as one of the top management said;

“Employees are valued and their works result are highly appreciated so were encourage the employees to use our offices and express their views and concerns freely and we are ready to act upon it”.

5.2.1 Recommendation for Further Study

The study recommends carrying out a study on the effects of poor communication between employees and top management

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APPENDICES

APPENDIX I

Dear respondent

I, *Mwambabule Beauty*, am a post graduate student at the Open University of Tanzania in Dar es Salaam, pursuing Masters Degree in Business Administration (MBA-HRM), I am doing a research on factors hindering Effective Communication between top management and employees at Ilala Municipal Council. You are hereby asked to participate in the study providing your views and information on what you consider a research study on authentic information for each question. Feel free to give your own views and information on this matter according to the best of your knowledge. This study is conducted for academic purposes, thus I would like to assure you that your responses will only be used for the same purpose and not otherwise.

Questionnaire number

Part A: Demographic Data

Circle where you find convenience

- | | |
|-------------------------|--|
| 1. Respondent age | 1. 18 - 25years
2. 23 -35years
3. 35 -45years
4. 45 -50years
5. 50 years and above |
| 2. Sex | 1. Male
2. Female |
| 3. Your education level | 1. Primary education
2. Ordinary / advanced secondary education
3. Diploma/ Advanced diploma
4. Degree /Masters degree
5. PhDs and above |

4. Working experience
- 1. 1 year -5 years
 - 2. 5 years -10years
 - 3. 10years -15years
 - 4. 15years-20years
 - 5. 20years and above

Part B

(Circle the relevant point)

Strong disagree is the lowest point (1) and strong agree is the highest point (5)

5. The following are methods used in communication in your Municipality.

Regular meetings	1	2	3	4	5
Telephones	1	2	3	4	5
Official letters	1	2	3	4	5
Intranets and Internet	1	2	3	4	5
Face to face communications (Oral communications)	1	2	3	4	5

6. There is a communication policy in your organization.
- | | | | | |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

7. The existing communication policy in your organization influences effective communication between employees and Top Management at work place.
- | | | | | |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

8. The following communication policies are the most practicable in your organization

Conduct regular and scheduled meetings	1	2	3	4	5
Stamped Official letters and filed	1	2	3	4	5
Adherence to chain of command	1	2	3	4	5
Identified spokesman in the organization	1	2	3	4	5
Two way traffic (effective feedback)	1	2	3	4	5

9. Indicate the importance of communication policy in each of the following activities in promoting effective communication and improve office atmosphere and employee engagement

Define the relative importance and direction of the organization	1	2	3	4	5
Define the employees and managers roles	1	2	3	4	5
Encourage team work spirit	1	2	3	4	5
Basis for line of command and authority	1	2	3	4	5
Set rules which guide people in their position	1	2	3	4	5
Guide the employees to obtain required skills	1	2	3	4	5

10. Top management skills on communication influence effective communication in your organization.

1	2	3	4	5
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11. Indicate which of the following communication skills are practicable in promoting effective communication and improve office atmosphere and employees engagement.

Active listening and showing concerns	1	2	3	4	5
Constructive feedback	1	2	3	4	5
Clarification of vision, mission and policies	1	2	3	4	5
Openness, observing, and convincing	1	2	3	4	5

12. Organizational culture influences effective Communication between employee-top management relations at work place.

1	2	3	4	5
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13. Organization structure affects the effective communication between employees and top management at your municipality.

1	2	3	4	5
---	---	---	---	---

14. Communication technologies and computer-aided communication enable and facilitate communication across organizational boundaries, geographic distances, and scientific disciplines.

1	2	3	4	5
---	---	---	---	---

15. Which of the following factors do you perceive to be the main managerial challenges to practice effective communication by your Municipality?

Changes in communication technology	1	2	3	4	5
Lack of competence in communication	1	2	3	4	5
Insufficiency knowledge communication	1	2	3	4	5
Inadequate adherence to organizational structure	1	2	3	4	5
Cost and time consuming	1	2	3	4	5
Lack of commitment	1	2	3	4	5
Management attitudes	1	2	3	4	5
Leakage of information to an authorized Persons	1	2	3	4	5
Lack of competence and confidence	1	2	3	4	5

Fill the blanks:-

16. What can be done to improve effective communication at your Municipality?

1.....

2.....

3.....

4.....

Thank you for your corporation

APPENDIX II**Checklist Questions to Guide Interviews with Officials**

- 1) What are the major methods used to communication in your municipality?
- 2) How does the size of your organization and the number of employees determine the effective use of communication methods?
- 3) How do the employees' skills on communication affect communication effectiveness and service delivery?
- 4) How does the development of ICT influence effective communication in your organizations (example of e-mailing, text messages)?
- 5) How can communication technologies and computer-aided communication enable and facilitate communication across organizational boundaries, geographic distances, and scientific disciplines?
- 6) What are the main managerial challenges do you face to practice effective communication by your Municipality?
- 7) What can be done to improve effective communication at your Municipality?

Thank you for your corporation

APPENDIX III

Surveyed Departments

Administration and Human Resource Department

Health Department

Education Department

Technohama Department

Policies and Planning Department