# Impact of Communication on the Effective Management of Organizations (A study of Ministry of Health, Maiduguri, Borno State)

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*Abstract:* *This research report was carried out with the sole aim of assessing the impact of communication as a tool for effective management in an organization (A case study of Ministry of Health Maiduguri, Borno State). The main objective of the research was to assess the impact channels of communication in the effective management of the organization; examine the impact of patterns of communication in the effective management of the organization and assess the types of communication for effective management of organisaton. The study is a descriptive research and used both primary and secondary sources of data in data collection. The sample size for the research is the entire staff of Ministry of Health, Maiduguri totaling 1,300 out of which 150 was used for the analysis. The result of the Chi-square indicates that there is significant relationship between channels of communication and management effectiveness, patterns of communication and effective management and types of communication and management effectiveness. The study recommends that the organization should be encouraged to enhance effective communication in that effective communication brings organizational success; the Ministry's pattern of communication used is effective for the management of the organization, therefore, t he study recommends that other pattern of communication should be effectively utilized by the management for enhanced communication.*

*Keywords: Communication, Effective, Impact Management, Organisation*

## Background of the Study

All organizations, both public and private entities rely on some form of communication to send their messages across to their target audience, or inform their target audience of the mission and vision of their entity. Employee mostly hypes performance at the work place when effective communication is at its ultimate. For instance, when the information about an organization's policies and procedures is at its optimum level with openness and accuracy; and also when the information provided is adequate, factual and has good feedback (Kacmar, 2003; Neves &Eisenberger, 2012).

Meanwhile, only sizeable modern age organisation has placed value on effective work place way of communicating. It is assumed by some management members that, communication is the

simplest task for everyone to execute but research has shown that communication thus make and unmake the existence of an organisation. In most organisations, managers often leave that aspect of effective communication to the human resource department as their focus only reaches for the operational activities., the managers only concentrate on target achievement thereby forgetting that free flow of information and how well the staff understand these information disseminations boost their moral to work harder in maximizing revenue. Likewise, there becomes huge problem when managers within organisation always assume that they have had sufficient communications with their staff just by way of instructing them on their daily schedules. According to Anchor (2009) and Eisenberger &Stinglhamber (2011), two-way communication has positive impact on workers who perform profitably at work. They form some kind of belief pertaining their work which satisfies the socio-emotional. Relating this to the study done by Eisenberger & Stinglhamber (2011) and Rhoades & Eisenberger (2002), employees are able to determine the organisations' readiness to appreciate and reward effective and efficient performance by workers. Therefore, this research is carried out to assess the impact of communication on the effective management of organisations with emphasis on the Ministry of Health, Maiduguri.

In some cases, the communication gap that exist between managers and employees makes them to generally sense not trustworthy, respected or valued to be responsible in their field of work. In his studies, it was argued that the largest valuable resources within an entity are the employees; therefore, it is the responsibility of managers to encourage two-way flow of information to optimize organization's performance as well as employee productivity. This means that effective communication is a two-way information flow that should be encouraged between employees and employer-employee to encourage performance

**Statement of the Problem**
Employee interaction is a principal and essential endeavor in organizations as stated by Harris & Nelson (2008). They further asserted that the sustainability of an organization is based on effective communication among employees and relationships develop based on effective communication. Working environments differs from all angles as well as their culture, economic and social development. In this context some of these organizations' have cumbersome reporting lines, which are difficult for the employee to abide; such as conflicting authorities, and obligations thereby making some subordinates become answerable more than a superior. Intra-communication facilities such as intercoms and memos are mostly ignored by some organization and this deprives subordinates from knowing the vision and mission of an organization. Considering the problems stated above, the study intends to aid organizations by expounding on the way effective communication would improve employee performance.

Despite the fact that the organization has been communicating with its employees, the organizations face a very complex task of communicating effectively with its employees for effective management and performance. As a result, the organisation has in the last few years experienced high level of employee low performance where it experiences poor performance, high rate of absenteeism and i-don't-care attitude of employees. This scenario may be attributed to low employees performance. However, none of these previous studies considered impact of communication on the effective management of organisations in public sector such as Ministry of Health, Maiduguri. Thus, this calls for an investigation; this study therefore will be beneficial to organisations, government parastatals, future researchers and students.

**Objectives of the Study**

The main objective of the study is to determine the impact of communication on the effective management of organizations with particular reference to Miniustry of Health, Maiduguri. The specific objectives are to:

    i)      assess the impact of channels of communication in the effective management of the organisation

    ii)     examine impact of patterns of communication in the effective management of the organization.

    iii)    assess the types of communication available in an organisation

**LITERATURE REVIEW**

**Conceptual Issues**

**Concept of Communication**

We live in a world of communication today which influences all our actions. Through communication we learn how to think, feel and judge. As it was rightly pointed out by Gbemisola (2006), "communication makes possible the transmission of meanings and sharing of experiences, feelings, intentions and wisdom among people". Sometimes, conflicts and disagreements do arise and are managed through effective communication. So, communication is an essential attribute to human existence and also a necessary tool for the operation of human society.

Little (2007) views communication as "the process by which information is based between individuals and organizations by means of previously agreed symbolism". Thus, communication is viewed as a process of encoding messages. Consequently, most organizations that progressed are keen on the communication abilities of their employees especially those occupying supervisory and management position. It is true that the ability to communicate clearly and accordingly is not only considered as the most attractive abilities a potential employee can offer to a prospective employer but also one of the most valued skills required for the promotion of first-line managers to middle and upper level managements.

With the importance and high rating placed on communication as an essential management tool for efficient and effective managerial achievement, there are still a lot of organizations that are faced with communication problems. This is supported by Obed (2004:95) in which he said "entrants into first-line management positions lack adequate preparation in the essential skills of listening advising, routine information exchange, small group problem-solving, instructing, persuading and technical presentations in most organizations".

When the managers in an organization are friendly and have a good working rapport, communication tends to be very good. When the members of an organization engages in mutual distrust, resentment, gossips or when there is feeling of incompetence and insecurity, there is bound to be communication breakdown and that brings about ineffectiveness in an organization.

In general, the primary purpose of communication is to establish a bridge of understanding between one person and another or between one group and or others. The purpose of sound communication in any business organization is to effect change; for good management of business requires considerable information flow from external sources that have knowledge

which they can utilize for the success of their operation. They also need inward flow of information about competition, price, technology and finance as well as information about business cycle, government activities and the basis of these information decision affecting product-lines, product ratios, marketing strategy, quality and quantity of the product to be produced are many.

**Impact of Channels of Communication**

Harris and Nelson (2008), describe both downward and upward communication this way. Downward communication reinforces the hierarchical nature of organizations, whereas upward communication provides suggestions, message of what subordinates are doing, unsolved work problems and how employees feel about each other and their jobs.

There are several communication channels available to a modern organization with differing levels of effectiveness and use. For internal communications, the diagram below depicts the various tools available and the effectiveness of each channel.

In order to survive in a rapidly changing environment and obtain a competitive edge, organisations need to grasp the vital role of communication in all of this. If communication in an organisation is bad, the organization is likely to under-perform. If it is good, however, the performance and overall effectiveness will also be good.

Wallace (2004) points out that the type of medium chosen by the manager may depend on the richness or effectiveness of the medium, the cost and efficiency, the symbolism and also whether there is some equivocality in the message being sent. Some of the channels are discussed below:

1. **Memorandums:** This is a form of business communication channel used specially among departments. (Wallace, 2004).
2. **Interview:** This is a communication dialogue between two or more employees deliberating on issues with the aim of providing a positive outcome. (Wallace, 2004).
3. **Telephone:** The use of telephone permits two or more employees to engage in a virtual conversation via cable. (Wallace, 2004).
4. **Report:** A report is a medium forgiving an account on an executed event within the organization (Wallace, 2004).
5. **Notice Board:** This kind of medium is used to send formal messages to employees in an organization. (Wallace, 2004).
6. **Face to Face Discussion:** This is a direct form of communicating with employees. Executive officers and employees many get engage discussions and interchange views regarding a current situation of the organization. (Wallace, 2004).
7. **Questionnaire and Survey:** This form of channel is used to solicit information about employee attitude, morale and relationship between management and subordinates etc. It may be collected through the use of questionnaire and surveys (Wallace, 2004).
8. **Intranet:** Intranet is a computer based communication system that is used internally by staff within organizations. With this channel, feedback is instantaneous and improves work performance (Wallace, 2004).
9. **Complaint and Suggestion Boxes:** This is also another form or channel for sending information directly to an organization since the device is always placed at the office premises. (Wallace, 2004).

10. **Posters:** This is mostly an outdoor display channel of information. Posters are used to communicate various norms, rules principles and ideas of an organization to make its employees aware and up-to-date (Wallace, 2004).

These systems of communication could be upward, downward, vertical or horizontal which is based on the structure of command within an organization. Apparently, organizational communication tends to exhibit what an organization stands for, the purpose of its existence, who the various clients are, the manner in which their workloads are accomplished and the chain of reporting among members.

**Impact of Patterns in Communication**

In an organization where the flow of communication is done between or among employees regarding their work shows a form of internal communication has taken place. Internal communication according to Trahant (2008), is operationally stated as the exchange of communication both informal and formal between top hierarchy members and employees within an organization. In order words, it exists between leaders, managers and employees – or peer-to-peer, from leader-to-leader or employee-to-employee, for instance.

Mainly, the focus of internal communication is geared at connecting employees as well as groups and organization in general to simplify realization of collective interest and unstructured cooperation (De Ridder, 2004). Formally, organisational communication has two dimensions; vertically and horizontally. Vertical communication is a downward and upward form of direction. In other words vertical communication transmits information among different levels in the organizational structure. However, horizontal communication also transmits information among people, divisions, departments and units within the operational structure. This section presents the qualities and roles of different communication flows in an organization.

**Figure 1: Vertical Communication Patterns**
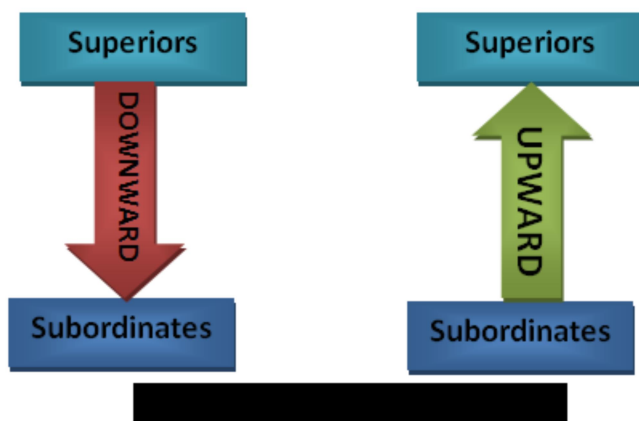


**Source:** The Business Communication (2015)

1. **Downward communication**

Downward communication is when messages flow from a higher-level employee to a lower-level employee within an organisation. This arises if information runs down through an organisation's official succession of the hierarchical structure. In other words, communications start at the upper levels of the organisation and moves through to the bottom levels (Tubbs and Moss, 2008). The purpose of downward communication is to assign tasks respectively, postulate instructions

and directions. It is also aimed to inform employees of job procedures and policies, identification of problems that need attention at the various levels and deliver feedback on employees' past performance (Robbins et al., 2010).In fulfilling employees' basic necessities, it is important that employees receive satisfactory and correct information regarding the organization and their roles to be accomplished, and there must be instantaneous feedback about their performance (Greenberg and Baron, 2008).

## 2. Upward Communication

Contrariwise to the meaning of downward communication, upward communication is seen as the procedure from which information flows from the lower levels to the upper levels of a hierarchy in an organization. It is evident that this type of communication has become more popular in organisations whiles the formal form of communication is less popular now. It is argued that upward communication keeps managers on their toes in executing their roles and also enlightens them of subordinates intended actions. Through upward communication it is pointed out that, superiors get the chance to know their subordinates feelings about their work, colleagues, and the institution in general. Accordingly, this helps scouts for productive employee and organizational performance (Robbins et al., 2010; Greenberg and Baron, 2008).

Greenberg and Baron (2008) also indicated in a study, the need for organization to incite upward communication and ensure its wholesome excellence. Some employees may fear the officialdom and its possible retaliation that exist within an organisation so they prefer to harbour their thoughts. Modern organizations have adopted on teamwork and the emphasis on high-level hierarchy style of managing office has been curtailed. Most often there seems to be a spiral of silence among lower level employees when an opportunity is given to them to comment on issues.

## 3. Horizontal/Flat Communication

Horizontal communication occurs among peers in the institution. This type of communication is progressively usual with the levelling of the hierarchical structure and the introduction of matrix organizations (Greenberg and Baron, 2008). Thus, it is the transmission of information between people, divisions, departments or units within the same level of organizational hierarchy.

**Figure 2: Horizontal Communication Patterns**
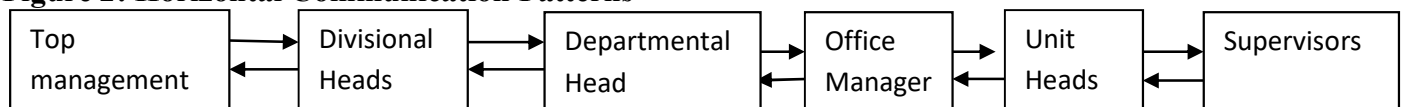


**Source**: Author's

Robbins et al., (2010) and Tubbs and Moss, (2008) highlighted that this type of communication within an organization is a laudable channel for an efficient and effective transmission of information, which also facilitates synchronization among peers. In a research analysis by (Tubbs and Moss, 2008), some significant functions of the horizontal or flat communication were unveiled. This type of communication can help improve coordination between departments regarding task accomplishment; it also encourages effective implementation of upper level decisions the reason been that lower level members within department are allowed to coordinate closely with one another during the formulation of the decision made at the top; conflict resolution is mutually practiced among members in the same department without the engagement of management; and to end it, teamwork is facilitated when a project requires tasks from different people or from different department in order to intensify job satisfaction and motivation by creating more empowerment in communication.

Foremost, emphasis is placed on the total effectiveness of the organisation and the interconnectedness of the various departments in the organization; persistent interchange of members among the different groups and departments to create awareness of the roles of the different groups within the organization; also high and frequent interaction among the groups within the organization is recommended and the latter would be to share the big representation of the organization's goals and the role each department plays in achieving, putting little emphasis on any win-lose situation to minimize unhealthy competition (Tubbs and Moss, 2008). The research data shows that team challenges aside of the office task enhances cordial communication thereby reducing communication barriers among peers within an organization (Mowle, 2004; Tubbs and Moss, 2008).

**Concept of Effective Communication**
There is an effective communication when a satisfactory effect is resulted from intentional or unintentional information sharing. This information when encoded by a manager is interpreted between various entities and emulated on it in a desired manner. However, the effect it is also ensues the message is not blocked during the communication process. In quest of this, it is believed that effective communication serves the purpose for which it was intended. Whenever the desired effect is not succeeded, factors such as communication barriers are explored with the aim to discover how the communication has been ineffective. Conferring to some studies, communication is effective when the following considerations are arrived at; understanding, compatibility, display of positive behaviors, smoothness of communication, positive outcomes, positive non-verbal communication and adapting of messages communicated (Robbins et al., 2010).

**Indicators of Effective Communication – (Written and Verbal communication)**
Ainobushoborozi (2013) harnessed on the seven (7) indicators below to achieve effective communication.

**Completeness** – communication must always be complete according to communication theorists whilst conveying all essentials necessitated by the targeted persons. An encoder of information takes the decoder's thoughts into consideration and conveys the message respectively. In a research conducted by Ainobushoborozi (2013) the following some features of the complete communication; an organization's reputation are established and improved through communication completeness. Besides, it is cost efficient with crucial information remaining untouched whilst extra message is conveyed. Communication, which is all-inclusive furnishes extra information wherever needed and erases all doubts in the cognizance of receiver. Further to the above, when communication is complete it decision-making are enhanced, making the intended audience of message get all desired and fundamental information in simple terms. This persuades the audience.

**Conciseness or Brevity** – Ainobushoborozi (2013) stressed that, it is the act of delivering an intended message in least possible words without foregoing the other essentials of information. Communication in such ways is both timesaving as well as cost saving. It accentuates and emphasizes the main message as it avoids using unwarranted and needless words. According to the researcher, essential messages are only presented to the audience. This makes the message extra attractive and coherent to the audience. It is not repetitive in nature.

**Consideration –** it means being considerate of others concern. Effective communication must take the audience into consideration that is, the audience's viewpoints, background, mind-set,

education level, etc. Make an attempt to predict your audience, their requirements, emotions as well as problems. Ensure that the self-respect of the audience is maintained and their emotions are not at harm. Modify words in message to suit the audience's needs while making the message complete. Features of considerate communication are as follows: Emphasize on "you" approach that is it personalizes issues and identify with the audience and exhibit interest in the audience as it stimulate a positive reaction from the audience. Stress out on positive words such as jovial, committed, thanks, warm, healthy, help, etc.

**Clarity –** Clarity implies placing emphasis on a specific message or purpose at a time, rather than trying to achieve too much at once. Clarity in communication makes understanding easier. Ainobushoborozi (2013) confirms that complete clarity of thoughts and ideas enhances the meaning of message as it makes use of exact, appropriate and concrete words.

**Concreteness –** Concrete in communication implies being particular and clear rather than fuzzy and general. Concreteness strengthens the confidence. Features in concrete messages are that, it is supported with specific facts and figures. Words used are clear and build reputation. Concrete messages are not misinterpreted.

**Courtesy –** Nothing is important than being courteous and ethical in a delivering of message. This act helps the sender gain some level of credibility from the receiver at any point. It implies that the receiver tend to buy into the idea that the sender is selling. Courtesy in message implies the message should show the sender's expression as well as should respect the receiver. The sender of the message should be sincerely polite, judicious, reflective and enthusiastic. Courteous message implies taking into consideration both viewpoints as well as feelings of the receiver of the message. It is therefore positive and focused at the audience since it is to win their attention.

**Correctness –** Correctness in communication indicates that there are no grammatical errors in communication. Indicators in correct communication are that; message is exact, correct and well-timed. Correct messages boost up the confidence level and have greater impact on the audience/readers. It also looks out for the precision and accurateness of facts and figures used in the message and makes use of appropriate and correct language in the message.

**Employee Performance**

The contribution of employees on job is the most important factor for development and excellence in the organization (Korkaew and Suthinee, 2012). Rich et al, (2010) identified two types of employee performance for organizational effectiveness: task performance and contextual performance. Task performance refers to behaviors that are directly involved in activities that provide indirect support for the organization's core technical processes (Bormanand Motowidlo, 1997). These behaviors directly relate to the formal organization reward system. On the other hand, contextual performance is defined as individual efforts that are not directly related to their main task functions Werner (2000).

According to Korkaew and Suthinee (2012), advantages of higher performance in an organization include:

(a) The productivity of individual on job increases;
(b) Employee gets job satisfaction at job;
(c) Involvement of employees in their jobs increases;
(d) A sense of commitment and loyalty among employees develop;
(e) Employees get higher salaries and incentives on production basis;
(f) Quality and quantity of the total production increase;

(g) Good will of the organization goes high etc.

**Evaluation of Employee Performance**

Evaluation of employee performance aims at assessing each individual's contribution to the organization and has been practiced since centuries (Islam and Rasad, 2005). It is mainly the Total Quality Management (TQM) proponents who oppose the implementation of performance appraisal in organizations (Longenecker and Fink, 1999). They believe that 85% of the factors that affect the employee's performance stem from the system which are beyond the control of the employee, only 15% of the factors are attributable to the employee. On the other hand, Human Resource (HR) practitioners do not subscribe the view of TQM proponents. HR practitioners claim that performance appraisal is an essential part of an organizational culture and it is required to assess organizational progress towards goals (Aldakhilallah and Parente, 2002). They have developed a performance appraisal process, called TQMPE (Total Quality Management Performance Evaluation) as a revised version of the traditional methods of performance appraisal that fits with the philosophy of TQM. The benefits of a successful performance evaluation include:

a) Helps taking stocks of an employee's overall performance;
b) Enables employee to pinpoint strength and spot weakness;
c) Provides an opportunity to motivate employee and encourage for superior performance;
d) Determines any need for further training;
e) Helps setting goals for future superior performance.

Roberts (2003) provides the following guidelines to minimize the negative effects of appraisal systems: Employee participation; Developing performance standards; Goal setting; Sound performance appraisal interview; Self-evaluation; Management feedback; Develop user-friendly procedure; Design specific and relevant appraisals; Evaluator training; Revise performance appraisal process etc.

In conclusion, employee performance appraisal system can be considered as a tool that can measure and suggest how to improve productivity (Vallance, 1999). Thus, performance appraisal system should emphasize on continuous professional development to enhance an organization's overall performance. However, performance evaluation process should be ongoing throughout the year and employees should be made aware of the evaluation outcome.

**Effect of Communication on Employee Performance**

Several professionals have expressed mixed opinions on communication competency used as a predictor of employee success. The importance of communication cannot be denied for organizations as applied to their ability to influence the bottom line as found in growing evidence linked with work productivity (Muda et al, 2014). With effective communication, a company is able to have good coordination among the teams or units in an organization whereby the absence of it will reflect problems in running business operations or critically cause the damage between individuals.

It has been suggested that the persons who are involved in communication processes need to possess both basic skills and abilities, otherwise, the information could be missed to understand appropriately, and furthermore it depends on the facilities available in organizations and the actions of managers to see the acceptability of information in order to have an accurate deliverance (Chen, 2008). Furthermore, as one of the crucial elements, the managers have been asked to learn the feedback gained from the employees which probably affects their work motivation (Muda et al, 2014). This relates to the circumstances that are currently faced by the

employees including the right time of delivering such information, thus, they may perform based on the messages they receive. In obtaining such a good performance, the managers must show the initiatives of developing and providing opportunities to learn new skills to their employees through the communication process.

**Barriers and Breakdowns in Communication Systems**

Communication is deemed ineffective when there is poor listenership, no clarity in speech, bad timing of sharing information, use of jargons, making sarcastic statement or using careless words, attaching emotions to speeches, adopting poor non-verbal communication and portraying deceitful thoughts in communication. Ineffective interaction becomes a blockade to organizational success (Miller, 2009). In an organization and GRA for that matter, ineffective communication results when managers at the departmental level fails to interact frequently with their workforces. Lack or absence of the 7 indicators afore-mentioned (Clarity, consideration, courtesy, correctness, completion, concreteness and conciseness) also leads to breakdowns in communication systems.

Many at times, wrong perception also hampers communication, that is, the employees might perceive the message in different meaning which was not intended by the manager. Meaning that, there can be a problem in encoding and decoding of message as already stated earlier. Congested organizational structure can also result in communication breakdowns (Cheryl, 2013). When there are complexities in the organizational structure and the number of hierarchical levels in an organization, the chances of loss or misinterpretation of messages becomes greater (Richmond &McCroskey, 2009). Grapevines as a form of informal channel in communication tend to develop in such an organization thereby obstructing effective communication. In absence of healthy open door policy, communication may be misunderstood.

Poor listening (for instance when the receiver is not focused to what the sender of message is saying) also leads to ineffective communication (Miller, 2006). Referring to previous studies, emotions like anger and stress may also lead to communication breakdown as messages may be interpreted in wrong manner when a person is angry and frustrated than when he is relaxed. Sometimes, the messages are not carefully planned (For example, the medium of transmission of message and the time of message delivery are not chosen rightfully). This again makes communication ineffective. Linguistic differences are a great obstacle in effective communication. This is perhaps due to ambiguity of language. Managers should try to overcome all the causes for communication breakdowns so as to ensure organizational success.

**RESEARCH METHODOLOGY**

**Research Design**

The study adopted survey research design to facilitate the accomplishment of its objectives contained in chapter one. The aim is to maximize the value of information collection, analyze the data at minimum cost and avoid invalid inferences. The justification for survey research design was to enable the researcher know how to observe, control or manipulate variables in the course of the study.

## Population of the Study

The population of this study consisted of 1,300 staff comprising of the entire staff of the Ministry of Health, Maiduguri. The justification for adopting of the population was to enable the researcher to carry out this study based on the number of the staff in the organization.

## Sample Size and Sampling Techniques

For the purpose of this study, the sample size was adopted was 150 out of the entire population. The justification for the adoption of the sample size was to have more accurate and reliable data for the study. The researcher adopted a stratified random sampling technique. The justification for the adoption of this technique was to give every sub- group in the population an equal and independent chance of being included in the sample.

## Method of Data Analysis

For the purpose of this study, simple percentage was adopted to present the data collected from the field and also chi-square method of data analysis was used to test the hypothesis. It is given as:

$$X^2 = \frac{\Sigma(Fo - Fe)^2}{Fe}$$

Where: $X^2$ = Chi-square
$\Sigma$ = Summation sign
Fo = Observed frequency
Fe = Expected frequency

The justification for the adoption of chi-square method was to enable the researcher to compare observed and expected frequencies objectively.

## RESULTS AND DISCUSSION

Table 1: Distribution of responses on channels of communication have positive impact in effective management of the organization

| Variable | Frequency | Percentage (%) |
|---|---|---|
| Yes | 70 | 58.3 |
| No | 50 | 41.7 |
| **Total** | **120** | **100** |

**Table 2: Responses of respondents on channels of communication encourage effective management of the organization**

| Variable | Frequency | Percentage (%) |
|---|---|---|
| Yes | 80 | 66.6 |
| No | 40 | 33.4 |
| **Total** | **120** | **100** |

**Table 3: Responses on the management use different channels of communication for effective management**

| Variable | Frequency | Percentage (%) |
|---|---|---|
| Yes | 70 | 58.3 |
| No | 50 | 41.7 |
| **Total** | **120** | **100** |

**Table 4: Responses on pattern of communication effective for the management**

| Variable | Frequency | Percentage (%) |
|---|---|---|
| Head of Department | 100 | 83.3 |
| Subordinate | 20 | 16.7 |
| Supervisors | 0 | 0 |
| Supporting staff | 0 | 0 |
| **Total** | **120** | **100** |

**Table 5: Responses on patterns used by the management to encourage effective management of the organization**

| Variable | Frequency | Percentage (%) |
|---|---|---|
| Yes | 100 | 83.3 |
| No | 20 | 16.7 |
| **Total** | **120** | **100** |

**Table 6: Responses on whether the patterns have impact for effective management of the organsation**

| Variable | Frequency | Percentage (%) |
|---|---|---|
| Yes | 100 | 83.3 |
| No | 20 | 16.7 |
| **Total** | **120** | **100** |

**Table 7: Responses on type of communication that is effective for management of the organization**

| Variable | Frequency | Percentage (%) |
|---|---|---|
| Upward | 70 | 58.3 |
| Downward | 30 | 25 |
| Vertical | 20 | 16.7 |
| Horizontal | 0 | 0 |
| **Total** | **120** | **100** |

**Table 8: Responses of the respondents on type of communication chosen is effective for management of the organization**

| Variable | Frequency | Percentage (%) |
|---|---|---|
| Yes | 100 | 83.3 |
| No | 20 | 16.7 |
| **Total** | **120** | **100** |

## Test of Hypothesis

Calculation of Observed Frequencies

| Variables | Q4 | Q5 | Q6 | Q8 | Q9 | Q11 | Total |
|---|---|---|---|---|---|---|---|
| Yes | 70 | 80 | 70 | 100 | 100 | 100 | 520 |
| No | 50 | 40 | 50 | 20 | 20 | 200 | 200 |
| Total | 120 | 120 | 120 | 120 | 120 | 120 | 720 |

$$Fe \quad = \quad \frac{RT \times CT}{GT}$$

$$Yes \quad = \quad \frac{520 \times 120}{720} \quad = \quad 86.6$$

$$No \quad = \quad \frac{200 \times 120}{720} \quad = \quad 33.7$$

## Calculation of Expected Frequencies

| **Variables** | **Q4** | **Q5** | **Q6** | **Q8** | **Q9** | **Q11** | **Total** |
|---|---|---|---|---|---|---|---|
| Yes | 86.6 | 86.6 | 86.6 | 86.6 | 86.6 | 86.6 | 520 |
| No | 33.7 | 33.7 | 33.7 | 33.7 | 33.7 | 33.7 | 200 |
| **Total** | **120** | **120** | **120** | **120** | **120** | **120** | **720** |

Computation of Chi-square table

| O | E | OE | $(O-E)^2$ | $\frac{(O-E)^2}{E}$ |
|---|---|---|---|---|
| 70 | 86.6 | -16.6 | 275.56 | 3.181 |
| 80 | 86.6 | -6.6 | 43.56 | 0.503 |
| 70 | 86.6 | -16.6 | 275.56 | 3.181 |
| 100 | 86.6 | 13.4 | 179.56 | 2.73 |
| 100 | 86.6 | 13.4 | 179.56 | 2.073 |
| 100 | 86.6 | 13.4 | 179.56 | 2.073 |
| 50 | 33.7 | 16.3 | 265.69 | 7.883 |
| 40 | 33.7 | 6.3 | 39.69 | 1.177 |
| 50 | 33.7 | 16.3 | 265.69 | 7.883 |
| 20 | 33.7 | -13.7 | 187.69 | 5.569 |
| 20 | 33.7 | -13.7 | 187.69 | 5.569 |
| 20 | 33.7 | -13.7 | 187.69 | 5.569 |
| | | | | $X^2 = 47.391$ |

$$
\begin{aligned}
\text{Degree of Freedom} \quad &= \quad (R-1) \quad (C-1) \\
&= \quad (6-1) \quad (2-1) \\
&= \quad 5 \times 1 \quad = \quad 5
\end{aligned}
$$

Level of significance = 0.05

Therefore at a 0.05 level of significance and at df = 5, the table value is 11.070.

Decision Rule

Since the calculated Chi-square (47.391) is greater than the critical value which is 11.070, and therefore, the Ho is rejected and the Hi accepted which states that there is significant relationship between channels of communication and management effectiveness, patterns of communication and effective management and types of communication and management effectiveness..

**Discussion of Findings**

Channels of communication lead to effective management of an organisation, thus one of the findings of the study reveals that channels of communication have positive impact in the effective management in the organization. This finding agrees with the research carried out by Trahant (2008), which stated that the exchange of communication both informal and formal between top hierarchy members and employees within an organization. In order words, it exists between leaders, managers and employees – or peer-to-peer, from leader-to-leader or employee-to-employee. There are several communication channels available to a modern organization with differing levels of effectiveness and use. For internal communications, the diagram below depicts the various tools available and the effectiveness of each channel.

In order to survive in a rapidly changing environment and obtain a competitive edge, organisations need to grasp the vital role of communication in all of this. If communication in an organisation is bad, the organization is likely to under-perform.

Patterns of communication are necessary for the effective management of organization, one of the findings of the study indicate that the pattern of communication used is effective for the management of the organization. This study is in line with Robbins et al., (2010) which disclosed that downward communication can be crucial to the success of an organisation. He went on to explain that it would be advantageous to clarify the rationale behind a manager communicating downward to the subordinate. In most cases, management within an organisation ignores these aspects of when communicating. It could be that they are either preoccupied to make information known to the employees.

The type of communication used by the organization ensures effectiveness in the management of the organization. However, one of the findings revealed that the organizes uses internal communication in the effective management of the organization. This is in line with Tumbare (2009) who did a research on an internal communication assessment information from others, sending information to others, action on information sent, channels of communication, communication relationships, communication and work satisfaction, timeliness of information received from key sources and sources of information.

**Conclusion and Recommendations**

**Conclusion**

Based on the findings of the research, it could be concluded that there is significant relationship between there is no significant relationship between channels of communication and management effectiveness, patterns of communication and effective management and types of

communication and management effectiveness. Communication follows the hierarchical structure of the organization. This communication structure also shows where power and authority emanates from relationships among members in an organization and accountability relationships. There are clearly defined rules and designations about who is authorized to communicate on behalf of the organization with outsiders, and inside as well.

## Recommendations

From the findings of the study, the researcher recommends the following:

1. The organization should be encouraged to enhance effective communication in that effective communication brings organizational success.
2. The Ministry's pattern of communication used is effective for the management of the organization, the study recommends that other pattern of communication should be effectively utilized by the management for enhanced communication.
3. The type of communication chosen by the organization is effective for management of the organization, the research recommends that other types of communication can also be used by the researcher not just one type of communication chosen.

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