DOMINION UNIVERSITY COLLEGE

THE IMPACT OF COMMUNICATION ON ORGANISATIONAL PERFORMANCE:

(A CASE STUDY OF ABLEKUMA WEST MUNICIPAL ASSEMBLY)

BY

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# DECLARATION

I, Comfort Tsini, hereby declare that, this dissertation submitted for the assessment was entirely conducted by me under supervision. With the exception of certain information gathered and quotation from renowned writers which are properly acknowledged at the point of their use, other information was obtained as a result of my dedication to work and untiring efforts. Moreover, a full list of the references employed in this dissertation has been included.

**…………………………… DATE: COMFORT TSINI**

**SUPERVISOR’S DECLARATION**

I declare that, I have supervised the work of the student submitted herein and the student has my permission to present it for assessment.

**…………………………… ………………………………**

**DR. PATRICIA DATE**

**(SUPERVISOR)**

# DEDICATION

This study is dedicated to my parents (Mr. Alfred Tsini and Mrs. Believe Tsini) for their endless support and encouragement throughout this journey. I also dedicate this research work to my Theophilus Mensah who through thick and thin helped me to make my research easy by giving me the encouragement and necessary assistance needed and to all my course mates who helped in my academics.

# ACKNOWLEDGEMENT

My gratitude goes to the Almighty God, the most gracious and merciful who lavishly gave me the endurance, resilience, foresight and thoughtfulness to undertake this project to the satisfaction of Dominion University I wish to also express my gratitude to my supervisor, Dr…………… who guided me and encouraged me throughout the study.

I must acknowledge with great joy and happiness my dad (Mr. Alfred Tsini) and my mum (Mrs. Believe Tsini) who supported me financially, spiritually, emotionally and to the staff of Ablekuma Municipal Assembly who aided me with this research.

God bless you all.

# ABSTRACT

The aim of the study was to assess the impact of communication on organizational performance, examine the determinants communication. This study adopted the quantitative method, structured survey questionnaire. It was then observed that lack of communication leads to low productivity, most task unattended to. It was then recommended that management should communicate well with employees and vice versa to increase performance the organization (Ablekuma West Municipal Assembly). This examines the research findings and makes analysis of the data fetched from the field (Ablekuma West Municipal Assembly). The responses are grouped to suit the objectives of the study and the various research questions. The findings show us how much employees are involved in the making of organizational decisions as to whether they are involved or not. It is shown that majority of the employees which is represented by 90% say that they are involved in making organizational decisions which is a sign of good and effective communication in Ablekuma West Municipal Assembly. Only 10 % say they are not involved in making organizational decisions. The study looked at the age range of employees at Ablekuma West Municipal Assembly. From the data collected, we can notice that majority of the employees are between the ages of 18-25 followed by 31-40 then 26-30 and then 41-50. We can read from the data collected that workers in Ablekuma West Municipal Assembly are youthful. Therefore there is the need to train and prepare these employees to occupy future positions and this can be achieved by effective communication at the work place.

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# CHAPTER ONE

# INTRODUCTION

# 1.1 Background of the Study

Communication is the basic thread that ties us together and through communication we make known our needs, our wants, our ideas, and our feelings. The better we are at communication, the more effective and efficient we will be at our various work places. Most research have emphasized that effective communication can enhance organizational outcomes.

As a managerial tool, communication is frequently expected to share information with members, to coordinate activities, to reduce unnecessary managerial burdens, rules and ultimately to improve organizational performance.

Communication breakdown in the workplace affects employees at every level, but it usually starts with management. Managers are responsible for creating and sharing the systems that a business relies on to spread key information. They also play a lead role in shaping and maintaining workplace culture, providing an environment in which it can be safe or unsafe to share ideas and concerns. Ineffective communication is both expensive and destructive to morale, so it is important to address communication breakdown in the specific instances where it occurs and also in your systems as a whole.

Communication breakdown in a business can lead to frustration, loss of productivity and tensed employee relations. Failing to address a problem in communication with employees can cause the situation to worsen even further. Some causes of a break in communication are easy to spot, like cultural and personality differences, but others may require a closer look at the overall work situation to identify. All associations depend on correspondence for their fundamental working. Communication is used to transfer information to their audience about the organizations’ mission and vision, policies, and procedures, tasks and duties, and various activities within the company (Farmer, Slater, & Wright, 1998). As straightforward as correspondence might look, research has demonstrated the way that correspondence can construct or obliterate an association's presence. In this way, a decent correspondence procedure is fundamental for a business to get by. Correspondence goes about as a connection between chiefs and all representatives. When inadequately completed, correspondence has been said to cause relational struggle in associations. What individuals hear or comprehend is generally founded on experience and foundation. People have preconceptions about what people are going to say, and if these preconceptions do not fit into their framework of reference, adjustments are made until they do (Baskin et al., 1997).

The standards of compelling correspondence the board can be applied to both public and confidential area associations. It gives a culture of progress through which effective associations are endeavoring to meet objectives of partners and lift hierarchical execution. The relationship between effective communication and an organizational performance has been examined many times. According to Kujala and Lillrank (2004) and Metri (2005), organizational culture is one of the most important variables in the success or failure of organization performance. Udeze (2000) stated that communication as the act of imparting a common idea or understanding to another in every organization, goals are set as the procedure or ways through which the organization instead to achieve it. It is stated that culture change or at least culture awareness is an essential precondition for excellence. Nwachukwu (1988) contends that communication is at the root of personnel and ministration, it is the transaction and interpretation of information for the efficient operation of an enterprise. Thusly, the board should perceive the significance of successful correspondence to its efficiency. Correspondence expect that the environment that advance the trading of thoughts along with one that allows each individual from the association to complete his view unafraid.

Moreover, knowing completely that unfortunate correspondence rank as the absolute most significant explanation that individuals don't progress in their vocation. Thou there are numerous hindrances to correspondence; sifting, specific discernment, data over-burden, individual predisposition, language and correspondence misgiving. Thus the executives should attempt to address these hindrances for viable outcome. Drucker (1995) stated that management is concerned with the direction and control of an enterprise and involves planning and the direction of the work of others. These administrative capacities can't be effectively done in that frame of mind of compelling correspondence. Brown (2008) defined communication as the process of transmitting ideas and thought from one person to another for the purpose of creating understanding in the thinking of the person receiving the message, effective communication supports organizational productivity.

In powerful correspondence the chief has a particular device - data. He doesn't actually "handle" individuals however propels directs and coordinates individuals to go about their own responsibilities. His obligation is the expressed or composed words, regardless of whether the chief's occupation is a designing, bookkeeping or showcasing kind. Each supervisor needs ability in getting his reasoning across to others as well as abilities in finding out what others are later. As of late, correspondence has been of developing data in huge association and furthermore on the grounds that it has been understood that correspondence isn't constrained yet must be figured out how to upgrade the efficiency of each and every association.

# 1.2 Problem Statement

Communication is the process of passing information and understanding from one person to the other but in most organizations, communication is difficult and subject to misunderstanding because the message is often complex and management also fails to take staff on training so as to educate them with how they go about communication method in the organization.

Today number of tasks deferred or bombed because of absence of correspondence with in the venture group and outside the group. In the event that associations attempting to increment efficiency without legitimate correspondence the board various obstructions happened which diminishes efficiency over-burdening which stalls the whole framework. Due to communication gap the organizational performance was compromised. In the view of Okoye (2004), psychologically transmission goes beyond reception of information but understanding and feedback. Most organizational conflict has been traced to breakage in communication as supported by (Lee, 2003; Scott, 2004). According to Chudi –Oji (2013), regardless of the praiseworthy jobs of viable correspondence in working on authoritative exhibitions, it is deplorable that a resources offer empty talk to the upkeep of successful correspondence frameworks.

# Furthermore, the consistent postponement in getting to data by staff appears to restrict their work execution, which could make maladministration in planning of authoritative exercises. Therefore, an adequate culture is needed for an effective communication management implementation. Also performance of employees in relation with their duties and responsibility seems to question their communication techniques in terms of performance in the organization.

# 1.3 Research Questions

i. Of what importance does communication have on the efficiency of an organization?

ii. What methods, means or ways of communication can the manager use to improve the performance and productivity at Ablekuma West Municipal Assembly?

iii. What challenges do Managers face in trying to communicate with various workers at various sections in the work place?

iv. Is there a positive relationship between management and the channel of

communication used?

**Research Objective:/objective of the study:**

The basic objective to perform this research is to investigate the how much impact

effective communication can put on organizational performance. The specific objective

includes:

RO1: To understand the impact of effective communication on the performance of

organization.

RO2: To investigate moderating effect of organizational culture on relationship between

communication and organizational performance.

RO3: To understand the impact of organizational culture on effective communication

The importance of communication in an organization can be summarized as follows:

Firstly, communication promotes motivation by informing and clarifying the employees about the task to be done, the manner they are performing the task, and how to improve their performance if it is not up to the standard.

Secondly, communication is a source of information to the organizational members for decision-making process as it helps identifying and assessing alternative course of actions.  
Thirdly, communication also helps in socializing. In today’s life the only presence of another individual fosters communication. It is also said that one cannot survive without communication.

And lastly as discussed earlier, communication also assists in controlling process. It helps controlling organizational member’s behavior in various ways. There are various levels of hierarchy and certain principles and guidelines that employees must follow in an organization. They must comply with organizational policies, perform their job role efficiently and communicate any work problem and grievance to their superiors. Thus, communication helps in controlling function of management.

# 1.5 Ethical Consideration

Ethics which are the accepted code of behavior or accepted ways of doing things were fully made use of. All necessary ethical rules in education will be obeyed in this research work. Serious offenses such as plagiarism will be excluded in this research work and the use of in-descent or vulgar words would be discouraged in this research.

# 1.6 Limitation of the Study

Time constraint - The researcher would have to cut down his time devoted for the work because he would have to merge the work with other important academic activities which equally contribute to his or her success in the university.

Financial constraint-inadequate funds tend to hinder the efficiency of the researcher in finding the relevant information, literature or any other material that will aid in the research and its process like internet, questionnaire and interview.

# 1.7 Brief Methodology

In order to strictly analyze the roles of effective communication in achieving organizational goals and objectives, a questionnaire would be used to gain data and also personal interviews with stake holders. Data will be collected from the institution's books, journals, newsletters and minutes written from various meetings. Also, the interviews will be conducted in a way that will allow face to face contact with the interviewee. This research can be said to be more of Qualitative than quantitative.

# 1.8 Organization of the Work

This study is organized into five chapters. Chapter one talks about the general introduction of the study comprising of the background, statement of the problem, limitation of the study and objectives among others. Chapter two consist of literature review, chapter three emphasizes on the methodology adopted for the study. Chapter four is focused on the analysis of data collected while chapter five focuses on the conclusion and recommendations of the study.

# CHAPTER TWO

# LITERATURE REVIEW

# 2.1 Introduction

This chapter presents an understanding review of relevant literature in an attempt to place the study in the right theoretical framework. It also discusses the findings of related researches to this study.

According to Newstrom & Keith Davis said, Communication is the transfer of information from one person to the other. It is a way of reaching others by transmitting ideas, feelings, thoughts, facts and values.” when communication ceases to exist, an organizational activity stops to exist.

The term communication is derived from the Latin word, (Communis), which means “to share” (Ezezue, 2008). Consequently, this means sharing would enable one to partake and co-operate hence it is a social activity. However, if there are no common understanding results from the transmission of symbols (verbal or non-verbal), there is no communication (Donnelly, Gibson, & Ivancerich, 1984). Viable correspondence is vital for hierarchical objective accomplishment.

Be that as it may, inadequate correspondence in an association might bring about vulnerability, dread and disappointment; these outcome in, unfortunate efficiency. It is in this way vital that directors speak with representatives really. The extent to which a manager accomplishes corporate goals depends on his ability to communicate effectively (Herich, 2008). The fact remains that many executives still do not understand what communication is and its role in the success of an enterprise (Nnamseh, 2009).

Powerful correspondence improves authoritative relationship and limits strikes and lockouts. Hierarchical purposes and objectives are at times crushed when correspondence isn't viable. Squanders and exorbitant mix-ups have been made because of holes in correspondence. Absence of powerful correspondence is one of the significant reasons that can prompt disarray and lack of common sense in numerous associations. This is on the grounds that correspondence is the wellspring of data involved by supervisors in going with choices that influence the exhibition of the association. A supervisor's relational abilities are crucial in direction as well as communicating the outcomes and expectation of the choices to others. In many associations, directors frequently focus on gathering targets and anticipate that the job of powerful correspondence should come from human asset division. This overburdens the free progression of data that helps staff to grasp this data. The contribution of employees to jobs is the most important factor for development and excellence in the organization because the fulfillment of necessities in terms of satisfactory and correct information regarding the organization and their roles to be accomplished can enhance performance (Greenberg & Baron, 2008)

# 2.2 Definitions of Communication

Draft (2002) defines communication as “the process by which information is exchanged and understood by two or more people usually with the intention to motivate or influence behavior”

Megginson defines communication as “the process of passing information and understanding from one person to the other. It is the process of impacting knowledge and making oneself understood by others”.

Ramah (1985) defines communication as” the transmission and reception of ideas, feelings and attitudes verbally or non-verbally to produce a favorable response”

Keith Davis defines communication as “the transmission and interchange of facts, ideas, feelings or course of actions.

United states army says” communication takes place when one individual, a sender, displays, transmits or otherwise directs a set of symbols to another individual, a receiver, with the aim of changing something; either something the receiver is doing (or not doing) or changing his or her world view. This set of symbols is typically described as a message”.

Communication refers to the exchange of information between a sender (source) and a receiver (destination) so that it is received, understood and leads to action (Obamiro, 2008).

William Rice Johnson, a communication expert, is also with the view that, “Effective communication occurs only if the receiver understands the exact information or idea that the sender intendeds to transmit”. Many problems that occur in organizations are the result of people failing to communicate which leads to confusion

Napoleon Bonaparte cote, “I am a great believer that any tool that enhances communication has profound effects in terms of how people can learn from each other”

Obilade (1989) defines communication as “any process that involves the transmission of message from a sender to the receiver”.

Tony Robbins also believes,” effective communication is 20% what you know and 80% how you feel about what you know”

Bills Gate is with the view that, “to effectively communicate, we must realize that we are all different in the way we perceive the world and use this understanding as a guide to our communication with others”.

In its simplest form, communication can be said to be the transmission of a message from a source to a receiver (Baran 2004). Communication can be defined in various ways according to various disciplines. For example communication can be human centered or computer centered, or a pastor might see communication in a different way from a way journalist sees it.

This proves that there is no single definition for communication, doctors, media men, sociologists, psychologists and others all see communication in their own special way.

Sociologists see communication as “the mechanism through which human relations exist and develop” while psychologists see it as” the process by which an individual transmits stimuli to modify or change behaviors of others”

For the purpose of this study, communication can be defined as the exchange or sharing information, feelings, and ideas between the sender and receiver.

# 

# CHAPTER THREE

# RESEARCH METHODOLOGY

# 3.1 Introduction

Research methodology is the specific procedure or technique used to identify, select and analyze information about a topic.

This section gives the details of the methodology used, tells us how the data was collected and how it was analyzed.

The methodology relates to the procedures, techniques, ideas and thought processes the researcher would use in carrying out the study in other to achieve the intended objectives. (Kumekpor 2002).

This chapter explains the research design which explains the following:

1. Type of study

2. Population

3. Sampling

4. Data collection

5. Instruments

6. Data analysis and interpretation

7. Research design

8. Sample size

9. Study Area

10. Limitation

**3.1 Type of Study:**

In this we utilized Cause and Effect concentrate on type since one component or activity is prompting another situation. For example, the effective communication is causing a positive or negative effect on the performance of organization and the moderating effect of organizational culture has a certain impact on effective communication and organizational performance. Also, this is cross-sectional study and will be based on limited time. The engaged of exploration to check the manner in which individuals make sense of their encounters and research will be utilized figure out the encounters and sensations of workers and their comprehension about these three components through questionnaire.

**3.2 research Population**

According to Sparta (2003) “the population of the study is defined as the group of individuals, objects, items of which samples will be taken for measurement”.The population for this study are the workers in Ablekuma West Municipal Assembly.

The respondent of the study is either manager level individuals or are subordinates.

The targeted respondent of this study is registered/hired employees of Ablekuma West Municipal Assembly and to avoid discrimination both male and female individuals will be our research population.

**3.3 Sampling**

Sampling is the process of selecting respondents to participate in a research work. The sample is a part of the identified population of the study to represent the whole. I focused on the workers of the Assembly.

Our sampling procedure is non-likelihood advantageous inspecting. Information will be gathered arbitrarily from Telecom associations. We dispersed right around 200 surveys to representatives of these associations yet tragically we get just 64 reactions.

# 3.6 Data Collection Methods or Techniques

The main data collection method or technique used here is questionnaire. According to Wikipedia, a questionnaire is “a set of printed or written questions with a choice of answers, devised for the purpose of a survey or statistical study.

The researcher personally gave some questionnaires to some workers In Ablekuma West Municipal Assembly. The data gathering or collection technique was made in a way to assist in gathering information which is important to the study in order to draw a valid and reliable conclusion. Questionnaires are the main instrument used for this research because they are cost effective or cheaper as compared to other collection tools. They reduce bias because of the uniform way in which questions are presented and they are easy in analyzing data entry.

The questionnaires consist of both close and open questions. The close questions were made to help respondents to answer some questions and the open questions were those questions that allowed individuals to express their view in their own words because research is quantitative. Reliable data will be collected through questionnaire and result will be drawn accordingly. To collect this data, we prepared well-thought-out questionnaire online and emailed it to the respondents. Also, I visited the organization (Ablekuma West Municipal Assembly) and got the scale filled.

Another method I used is interviews. Forms of interview such as telephone and face-to-face interview were used to obtain information from the staff of Ablekuma West Municipal Assembly.

**3.5 Instruments**

The instruments are adopted questionnaires. Data was collected using five-point like scales in the questionnaire. Different type of questions from three variables were asked from targeted population. The questions mentioned in the questionnaire will be answered according to the five-point like scale in which 1 is strongly disagree, 2 disagree, 3 neutral, 4 agree and 5 strongly agree respectively. The questionnaire was divided in three parts. First section contains demographic information about respondents. In the second section, respondents will be asked about their education and work title, in the third section, respondents will be asked about their organizational culture, organizational performance (M Arumugam) and effective communication (Amber Suthers).

# 3.8 Data Analysis and Interpretation

Both qualitative and quantitative methods of interpreting data were used in analyzing the data. Qualitative research is used to uncover ideas in thought and opinions or it’s a descriptive or non-numerical way to gather information. Whiles quantitative research is a numerical way used in collecting data. The findings were carefully examined to make sure that they match with the research objectives.

# 3.2 Research Design

A descriptive survey was used to investigate the impact of communication on organizational performance in Ablekuma West Municipal Assembly. This study aims to use a descriptive perspective of the findings on the specific impact of communication on activities in Ablekuma West Municipal Assembly to aid in setting up successful communication policies.

It is important to consider the orientation of the researcher in the conduct of the study. (Bryman 2004)

# 

# 3.4 Sample Size

For the purpose of this study, twenty (20) workers of Ablekuma West Municipal Assembly will be sampled in total.

# 

# 3.7 Study Area

Ablekuma West Municipal Assembly is the organization chosen for this study. It is a government owned and managed organization. It has about ten (10) departments in its administration works and manages about three hundred workers (300). Ablekuma West having these large number of workers makes communication an important tool for the growth of organizational efficiency.

# 3.9 Limitation

The biggest limitation of the study was that the study only used quantitative methods in

collecting data. Therefore, the researcher could not ask in-depth questions in a qualitative

manner to capture attitudes and behaviors of employees regarding communication in their workplaces.

Lack of time for follow up questions.

Respondents offered limited responses which were not enough to answer all the questions. Participants were not available for open questions and interviews which would have made my work easier.

# 

# HAPTER FOUR

# RESULTS AND DISCUSSIONS

# 4.1 Introduction

This chapter examines the research findings and makes analysis of the data fetched from the field (Ablekuma West Municipal Assembly). The responses are grouped to suit the objectives of the study and the various research questions.

# 4.2 Bio data of Respondents

# 4.2.1 Age

# Figure 4.1: Age distribution of respondents

Source: Field data (2022)

The study looked at the age range of employees at Ablekuma West Municipal Assembly. From the bar chat above, we can notice that majority of the employees are between the ages of 18-25 followed by 31-40 then 26-30 and then 41-50. We can read from the bar chat that workers in Ablekuma West Municipal Assembly are youthful. Therefore there is the need to train and prepare these employees to occupy future positions and this can be helped achieved by effective communication at the work place.

# 4.2.2 Sex

# Figure 4.2: Sex of Respondents

Source: Field data (2022)

Sex is a very important factor that was taken into consideration. Sex is the two main categories (male and female) in which living things are divided into. Males have their own abilities and females also have their own capabilities. In every organization there is a legal requirement of employing both male and female in an organization. Gender discrimination is strongly discouraged.

According to the data collected, 55% are females and 45% are males and on the pie chart these figures are represented in percentages. This shows that Ablekuma West Municipal Assembly has more female employees than male employees. The females may communicate in a different way as compared to the males. Most females are known to communicate well than males and are often brief about what they say.

# 4.2.3 Level of Education

# Figure 4.3: Educational Level of Respondent

Source: Field data (2022)

The chart above indicates that employees at Ablekuma West Municipal Assembly have certain level of education. It is shown that three employees are senior high school graduates, six have diploma certificates and three also have higher national diploma certificates and eight have degree certificates.

# 4.3 Nature of Communication

**How does communication flow?**

**Managing director**

**General Manager**

**Departmental head**

**Supervisor**

**Employees**

# Figure 4.4: Flow of information at Ablekuma West

Source: field data (2022)

In Ablekuma West Municipal Assembly, information flows from the top management to the middle or line managers, then it is transferred to all the operational units. Feedback is sent back to the top through the same process. The top management in Ablekuma West compromises of the Municipal coordinating director (M.C.D), Municipal Chief Executive (M.C.E), presiding members and assistant directors.

As information gets to the directors, they then pass it on to the departmental heads through memos or letters then to supervisors and finally to employees or workers. From the diagram, after information gets the employees, feedback is sent to the directors upwards through the same process. From the interviews and data collected it is shown that most employees say that information flows upwards downwards and downwards upwards but the rest left that space blank.

# 4.4 For how long have you worked in the organization?

# Table 4.1: Duration of work in the organization

|  |
| --- |
| Duration Number of employees Number in % |
| 0-3 3 16% |
| 4-7 7 37% |
| 8-10 8 42% |
| 11-14 1 5% |
| 15+ 1 5% |

Source: Field data (2022)

Data gathered shows that 3 employees have worked with the organization for three years or less which represents 16%, 7 employees have worked with the organization between four to seven years which is represented by 37%. 8 employees have worked in the organization for between eight to ten years which is represented by 42%. 1 person has worked in the organization for eleven to fourteen years in the organization and is represented by 5% and lastly, 1 person has also worked for 15 and more years and is represented by 5%.

# 4.5 Are your views and opinions taken into consideration when making decisions?

# Figure 4.5: Opinions of Respondents

Source: Field Data (2022)

The above pie chart shows us how much employees are involved in the making of organizational decisions as to whether they are involved or not. It is shown that majority of the employees which is represented by 90% say that they are involved in making organizational decisions which is a sign of good and effective communication in Ablekuma West Municipal Assembly. Only 10 % say they are not involved in making organizational decisions.

# 4.6 Do departments communicate with each other when there is a task to be completed?

# Figure 4.5: Departmental Communication

Source: field data (2022)

In this area, there was a 100% positive response from the employees of Ablekuma West Municipal Assembly. All the employees that were sampled said there was effective communication between the departments anytime there was a task to be done. With this analysis, work will be productive in the organization without any form of delay.

# 4.7 Do you enjoy communicating with the organizations media?

# Figure 4.6: Respondent’s joy in using communication medium

Source: Field data (2022)

The above bar chart shows that most of the employees represented by 45% in Ablekuma West Municipal Assembly enjoy using the organization’s communication media, 20% are neutral about the communication media and 20% do not enjoy using the organization's communication media. Ablekuma West Municipal Asembly uses media such as memos, letters, text messages, e-mails and many other forms in passing information among employees in the organization.

# 4.7.1 How would you rate the level at which your supervisor shares vital information?

# Figure 4.7: Level at which supervisors share vital information

Source: field data (2022)

From the bar chart above, it can be said that the most number of employees agree that their supervisors are efficient and effective when it comes to sharing of vital information to the employees at Ablekuma West Municipal Assembly.

# 4.7.2 Do you think its management’s duty to create or develop an effective communication system?

# Figure 4.8: Is it management’s duty to create an effective communication system?

Source: field data (2022)

From the bar chart above, 19 employees said it was management’s responsibility to create and develop an effective communication in Ablekuma West.

No one thought it was not management’s duty to create an effective communication system but it’s rather the duty of the employees.

Lastly 1 person was neutral about the question. The person thinks that it is neither the management nor employees duty to create an effective communication system.

# 4.8 Conclusion

This chapter of the project work analyzed the data gathered. A clear explanation of the figures, tables, bar charts and pie chart were stated. Items collected in this chapter were clearly and carefully analyzed.

# CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

# 5.1 Introduction

This chapter is divided into two sections summarizing the conclusions and recommendation emanating from this study.

# 5.2 Conclusion

It can be concluded that based on the findings of this research, the researcher can say communication has a direct impact in achieving organizational goals. This means, where there is no effective communication, there will be a lot to lose and nothing to achieve at a work place.

Within the Ghanaian manufacturing industry, there is a strong appreciation of the importance of communication and its importance within the industry.

There have been many hindrances to effective communication in the manufacturing companies in Ghana. These includes; poor listeners, poor leadership, unclear communication objectives, unclear channels of communication, ineffective reporting system, ineffective communication between the workers, stereotyping and language difficulties. Finally, the research established that poor communication had resulted in delays, cost overrun and misunderstanding.

Establishing and managing the structures of communication at the work place must always be on the agenda of team leaders and management.

# 5.3 Recommendations

This study has a few shortcomings or discussible issues, which may be taken into account when conducting similar studies in the future.

From the data gathered in the project work, it is realized that communication was done effectively by using e-mails, text messages, phone calls, memos, circulars and letters but computers at some offices had some faults and internet connection as quite slow which causes delay in the sending and receiving of e-mails. Printers were available in some offices only and those without printers had to walk to the roadside to get their printing done.

From the following problems identified, it is recommended that Amanex Company Limited will first of all repair all broken computers and replace the ones that are beyond repairs with new ones.

There is also a need to provide every office with a printer since communication is mostly passed through media such as letters and memos.

In addition, it is also recommended that wireless internet connection and services from great service providers like Vodafone or MTN should be made available all the time. In sending and receiving of electronic mails, there is a need for fast and reliable internet connection.

Lastly for information to be complete there is a need for feedback. When information is received, there is a need for feedback to be sent to the managers in order for necessary adjustments to be made.

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**DOMINION UNIVERSITY COLLEGE**

# QUESTIONNAIRES

Dear Respondent,

As it is required for first degree certificate, I am carrying out my research on the topic “The impact of communication on organizational performance. A case study of Ablekuma West Municipal Assembly”

For this matter, this questionnaire is designed by Comfort Tsini, a student of the above mentioned institution to gather information on the above topic.

Your contribution towards the completion of this questionnaire is highly appreciated. Please be assured that the information you provide will be used solely for academic purposes and given the confidentiality it needs. No public media or institution will be given this information for any use whatsoever.

1. What is your age range?

a.18-25 b.26-30 c.31-40 d. 41-50 e.51+

1. What is your gender? a. Male b. Female
2. How many years have you worked in Ablekuma West Municipal Assembly?

0-3 b. 4-7 c. 8-10 d. 11-14 e. 15+

1. What is your job status? a. permanent worker b. temporal worker
2. What is your level of education?
3. Degree b. H.N.D c. diploma d. S.H.S
4. Which category of staff do you fall?
5. Junior staff b. senior staff c. laborer
6. How often do you communicate with your friends at work?
7. Daily b. once a week c. once in a month d. not at all
8. How does communication flow at Ablekuma west municipal assembly?

….…………………………………………………...………………………………………………………………………………………………………………………………………………………………………

1. How do you communicate at work?……………..

….………………………………………………..….………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………

1. Are your views, opinions or points taken into consideration in the decision making progress?
2. Yes b. no
3. Do department communicate with each other when there is a task to be done?
4. Yes b. no
5. Do you enjoy communicating using the organizations communications mediums? A. yes b. no c. neutral
6. Do you think communication is a major contributor to the organizations success?
7. yes b. no c. neutral
8. Do you try to create a positive communication, happy workforce for yourself and others?
9. No b. yes c. sometimes
10. How would you rate the level with which your supervisor shares vital information within the office?
11. 80-100 b. 60-79 c. 40-59 d.39 and below
12. Are you okay with the extent of communication at work?
13. Yes b. no c. neutral
14. Do you feel that your manager communicates effectively?
15. Yes b. no c. neutral
16. Are your co-workers happy with the way you communicate?
17. Always b. sometimes c. not at all
18. Rate your managers concern for employee communication.
19. 80-100 b. 60-79 c. 40-59 d. 39 and below
20. Do you think it is manager’s duty to create or develop an effective communication system?
21. No b. yes c. neutral

**Thank you very much and God bless you for your time**