ORGANIZATIONAL COMMUNICATION IN GOVERNMENT INSTITUTIONS

MUSTAFA MOHAMED AGHEDR

Kastamonu University Turkey, Turkey.

ABSTRACT

Communication is the sculpture of transitory material or input or message from one person to another. An organization needs communications to streamline their jobs and perform tasks in a perfect way. Communication is an art of sending the message and receiving the same in the form of feedback. Organizational Success of an organization largely depends upon the effective organizational communication pattern. This study aims to address the influence of communication in attaining the organizational goals and to understand the pattern of communication assumed by the government organization. Further, this study addresses the barriers of effective communication in government organizations.

KEYWORDS: Government Organizations, Communication, Patterns & Effectiveness

INTRODUCTION

Communication is the sculpture of transitory information from one person to another person. An organization needs communications to streamline their jobs and perform tasks in a perfect way. Communication is an art of sending the message and receiving the same in the form of feedback. Organizational Success of an organization largely depends upon the effective organizational communication pattern. The main objectives of organization are carried and forwarded by good and quality information and communication.

Communication is one of the basic essential elements for the success of any organization. According to ("Blom 2000") our conversation in puzzles, statements may and suppose the employees to comprehend and react upon the communication content. As stated by ("Muller, Bezuidenhout & Jooste 2006:299; Trenholm 2011:202") for an organization to feel it to be effective, it should possess a comprehensive understanding in knowing the content and information of communication system.

Communications are logically used to classify and communicate the goals and missions of organization's procedures to be composed with the management. Everyone can share their common and basic goal in the organization, which has its best to ensure the good way of internal communication advantage. As stated, (by "Hargie et al., 2002 and Azhar, 2006") communication should be positioned by organizations in the planning level of the organizations.

The main objectives of organizations are motivated by enhanced information and communication technologies as stated by ("Igbaria and Guimaraes, 1999; Kurland and Bailey, 1999; Towsend et al., 1998; Vivien and Thompson, 2000"). Senior or Top management may play a very prominent and imperative role in enlightening and nourishing active internal communication between employees.

REVIEW OF LITERATURE

Communication defines what organizations are intending to do. According to "Tourish and Hargie (1998:53)" it was emphasized and made a highpoint within organizations, that internal communication between management and staff must

be more vigorous to organizational success. During the period of crisis, if cautious attention is compensated to communicate by management, the risk of losing themselves and to showcase their performance in a positive way is visible ("Tourish & Hargie, 1998").

The accountability of strategic alignment cannot be performed with ineffective communications. Communication is imperative to guarantee that employees comprehend the contributing roles towards the way of executing their plans, and thereby serving to achieve organizational goals in a short time with perfection.

Many organizations often fail because (Thomson & Hecker, 2000, p. 53) of weak internal communication pattern which is generally connected to brand and status of the employees. Almost all organizations have the capability to reveal the complete potential of its employees and business and its products, service and brand through its customer and service points.

As stated by "Welch & Jackson (2007), Thomson & Hecker (2000), Dalton (2003)" it is important for the organizations to progress the internal communication and to guarantee that, it functions efficiently without flaws. This leads the organization to be viewed from the perspective of different and various like-minded people with same interest, especially the employees. The role played by management in communication must be key factor as it is significant to involve employees in business entity.

As the research stated by "Quirke (1996, p. 68)" the internal communication system is a present-day topic of discussion in many organizations. Many organizations recognize the importance of good and effective communication with the employees but still remains a want of understanding in the areas like what communication to be made, the role communication that has to be played within organization. Research on employees with poor communication system shows that most of employees are not aware of their companies' mission and short term goals to be achieved.

ORGANIZATIONAL COMMUNICATION

The contribution of communication to commitment (Van Vuuren et al. 2006) causes an effect on the reputation of supervisor communication. The results of communication to match and make effectiveness of perceptions outline the part of interactions between managers and employees in government organizations. This makes us feel the area of communication is important in organizations. Communication needs to happen between various teams and also between supervisors and subordinates, and it should not show or reflect negative aspect of organization. It is now more important to point out that by "Eisenberg and Phillips (1990) in Sliburyte (2004:198)", stated that management needs to know the difficulties of organizational life and needs to know if communication between the management and employees are serving to carry a positive node in the organization. A very good and effective communication structure leads to management support for greater extent of sureness to achieve its objectives and goals.

Contemporary organizational communication research is representing eight major divisions - (i) better Communication channels system (ii) exemplary Communication climate (iii) proper Network analysis (iv) Superior-Subordinate communication (v) information-processing perspective (vi) the rhetorical perspective (vii) the cultural perspective of the organizations and (viii) the political perspective.

Internal Communication

Internal communication leads to increase in the belief of organizations members. Thomas et al. (2000) discussed that the communications leads to a substantial part in the expansion of belief of employees within an organization. He also stated in his study that the relationships with co-workers and supervisors should be with quality and not with quantity of information. He also found that trust is very closely related to insights of openness in organizations which, also forecast employee participation in job. According to Thomas et al., an organization provides a proportion of attention to internal communication as it has impact in the organizations in a positive manner.

"Robson &Tourish (2005, p. 214)"identified the barricades to active internal communication practices in organizations. Many issues related to volume of data or information people may inevitability to perform their assigned jobs, problems in the foundations from where they get it, the mode of networks through which communication is made and what quantity information is in turn sent back by most organizational members. "Robson & Tourish (2005)" stated that management is frequently uncertain to examine the communication practices if needed. This is challenging if organizations have deficiency on the data and how healthy the performance it becomes congruently tougher to create a suitable action plans.

Managers are very poor at evaluating the effectiveness of their communicators as stated by "Quirke (1996, p. 67-79)". Quirke's findings are useful for organizations to assess the managers are following in communication. Much research work is to be addressed on this to provide managers a feedback on the routine. The part of internal corporate communications system role is energetic in this regard as the function can enhance the managers to examine this issue and to provide the managers a tool for improvising the communication. "Robson and Tourish (2005)"claim that it can be the managers low level of consciousness in communication environment along with a reluctance to examine it and to become key hindrances to the progress of positive communications. "Quirke (1996), Robson and Tourish (2005)" stated that managers were not able to grip the communication on their own, and so the direction of internal communications system or pattern is most needed in organizations for betterment.

It is very important to know the importance of employee participation in decision making process and is a necessity for organizations and most crucial for business to perform well. Employee views bring a lot more of empathetic for internal communication developments. However, it is problematic to find research on internal communication pattern developments.

To defend the role, communication plays an important part in the attainment of strategic areas of organization. "Nwachukwu (1999)" identified the two key management functions which were enabled by communication, as delivery of vehicle by which we can devise an idea of action and other states the facility of a resources through which organization employees can be motivated to perform corporate tactics willingly and actively."Nwachukwu (1999) has recognized four functions of communication in management.

- Information function: Communication delivers information desirable for proper decision-making.

- Motivational function: Communication certificates the appearance of moods and the gratification of social needs and desire.

- Communication serves as the blood for organization, as employees comprehend their role in an organization system and

- It is the instrument through which real controller of organizational doings may be executed.

It is incidental from the above points that organization works and functions which are achieved by employees are attained through effective communication which is an essential instrument".

Types of Communication

"According to Ezezue, (2007) there are three types of communications are verbal or oral, written and non-verbal communication.

- **Verbal Communication:** Verbal communication takes place regularly in face–to–face situation or relationship. It can also be protracted to the use of instrument or electronic devices. The important feature is that human voice is audible.

- **Written Communication:** This means the ability in writing and reading skill set. In written communications, oral communications are decoded as symbols, words and sentences.

- **Non Verbal Communication:** This communication is deprived of the usage of words, letters and symbols. Information and messages which are communicated non-verbally are not written nor verbal in its place. Some messages that are communicated by physical situation, body movement, drawings and pictures counting sign language.

- **Kinesics:** It is a study of communication through the body movement and facial expressions. Posture and gestures of our body are the primary concern in kinesics.

- **Proxemics:** This study is about the usage or distance used during communication time. It talks about the way in which people use physical space around them to convey a message. Warm distance is used for very private communications. Personal distance is maintained for speaking with family and friends. Social distance is used for business transactions. When working in the room or giving a talk to group, public distance is maintained.

From a formal (or technical) point of view, communication between government and business is quite similar to any other bidirectional interaction, i.e. business communications with consumers or partners. At its core, any communication presupposes call and response using certain communication channels. The classic definition of a communication channel characterizes it as the technical (or formal) side of the communication process that allows us to transfer information from sender to receiver and vice versa [13]. A communication channel includes all the means for the creation and acceptance of a message, i.e. signs, language (including body language), codes, technical devices etc. A channel is a means of communication that an organization can either select to use or can decide not to use. A particular channel could be a preferred option in certain situations or totally ignored in other circumstances. Channels can be used separately or combined with each other. Today, business and governmental organizations rarely use a single communication channel for the transmission of their messages. Studies [14, 15] show that combinations of two or more channels are rather frequent, and that these combinations can occur either sequentially or simultaneously [16]. DuttaBergman [17, 18] suggests that the increased use of new communication technologies is associated with increased use

of older communication technologies and face-to-face communication. Ramirez et al. [19]; Ruppel and Burke [20] show that there are a lot of situations with complementarity, using different communication channels, like telephone, text messaging and e-mail, face-to-face communication and Facebook. Concrete preferences are dependent on levels of social competence, meaning the ability to interact in ways that are appropriate and effective [20]. The level of social competence of an organization determines its ability to use effective communication channels and particularly in combination.

Van den Boer et al. [8] showed that to fulfill their information needs, businesses use not only different channels suggested by government, but also multiple information sources, extending beyond government. In this situation, government has lost its monopoly on delivery of information to business. Still, government needs to initiate interaction with business in such a way as to elicit a response, particularly in circumstances in which business is not compelled to reply. Thus, understanding of the technical side of government and business communication to achieve results becomes critical to the new forms of inclusive governance. To get a desirable result, it is important to understand the specific characteristics of communication channels.

The principal characteristics for understanding various communications channels are as follows: reliability, speed and effectiveness.

1.2.1 Reliability

Reliability is a measure of certainty that the channel will function, meaning the likelihood that the communicative content (i.e. feedback or information) will be delivered. As Lapidoth and Narayan [21] stress, in many situations, both sender and receiver act without complete knowledge of the characteristics governing the channel over which transmission takes place. Reliability depends on many factors, such as the nature of channel disturbances, the information available to the sender, the presence of any feedback from the receiver or the communication skills and motivation to use this or that channel. Cultural and organizational differences can also affect reliability and build communication barriers [22]. This fact is particularly important for us, as we investigate the interaction between government and business as two From a formal (or technical) point of view, communication between government and business is quite similar to any other bidirectional interaction, i.e. business communications with consumers or partners. At its core, any communication presupposes call and response using certain communication channels. The classic definition of a communication channel characterizes it as the technical (or formal) side of the communication process that allows us to transfer information from sender to receiver and vice versa [13]. A communication channel includes all the means for the creation and acceptance of a message, i.e. signs, language (including body language), codes, technical devices etc. A channel is a means of communication that an organization can either select to use or can decide not to use. A particular channel could be a preferred option in certain situations or totally ignored in other circumstances. Channels can be used separately or combined with each other. Today, business and governmental organizations rarely use a single communication channel for the transmission of their messages. Studies [14, 15] show that combinations of two or more channels are rather frequent, and that these combinations can occur either sequentially or simultaneously [16]. Dutta-Bergman [17, 18] suggests that the increased use of new communication technologies is associated with increased use of older communication technologies and face-to-face communication. Ramirez et al. [19]; Ruppel and Burke [20] show that there are a lot of situations with complementarity, using different communication channels, like telephone, text messaging and e-mail, face-to-face communication and Facebook. Concrete preferences are dependent on levels of social competence, meaning the ability to interact in ways that are appropriate and

effective [20]. The level of social competence of an organization determines its ability to use effective communication channels and particularly in combination. Van den Boer et al. [8] showed that to fulfill their information needs, businesses use not only different channels suggested by government, but also multiple information sources, extending beyond government. In this situation, government has lost its monopoly on delivery of information to business. Still, government needs to initiate interaction with business in such a way as to elicit a response, particularly in circumstances in which business is not compelled to reply. Thus, understanding of the technical side of government and business communication to achieve results becomes critical to the new forms of inclusive governance. To get a desirable result, it is important to understand the specific characteristics of communication channels.

OBJECTIVES OF THE STUDY

The main objective of the study is to determine the role of communication in Government organizations.

- To know the impact of communication to achieve the organizational goals.

- To understand the pattern of communication in Government organization.

- To know the barricades of effective communication.

Research Methodology

The study is carried out with descriptive research pattern. A literature review was directed with the intent to collect secondary data and from journals and other sources. The validity and reliability of the instrument used was established using test-retest method. About 120 questionnaires were directed and 95 were finalized and reimbursed in usable form, representing 70% return. The data collected was sufficient for the investigation. The study was conducted in government organization in Tripoli, capital of Libya.

Data Presentation and Analysis

Table 1: Relationship between Effective Communication and Achievement of Organizational Goal

Variables	Responses	Percentage
Very Strong	87	92
Weak	5	5
different	3	3
Total	**95**	**100**

Table 1 shows that relationship that occur a strong correlated relationship between effective communication and the level of organization success. Majority of respondents 87 (92%) show the entitlement. An insignificant number of participants 5(7.8), believe otherwise, while a measly people (3.3%) are uninterested about the part of effective communication pattern.

Table 2: Correlations between Effective Communication and Achievement of Organizational Goal

	Effective Communication	Achievement of Organizational Goals
Effective Communication Person correlation Sign (2 tailed test) N	1 90	.840 .000 90
Organizational goal achievement Person correlation Sign (2 tailed test) N	.840 .000 90	1 90

Analysis of the results presented in the above Table 1, is a Pearson Correlation. A coefficient of 0.84 is found which quantified a positive correlation between effective communication pattern and achievement of organizational goal line. The significant level is at p < 0.05".

Table 3: Most Suitable Pattern of Communication Employed by your Government Organization

Variables	Responses	Percentage	Z value	P value
Upward	85	89.47		
Down ward	5	5.26	3.868	0.000
Horizontal	5	5.26		
Total	**95**	**100**		

Table 3, shows clearly that the organization frequently uses downward communication as 85 respondents, representing 89.47% of the sample population confirmed. 5 respondents stated that they use upward method, while another 5 respondents referred horizontal pattern. This result is significant with Z-value = 3.868 > 1.96 (95% confidence interval) and a p-value < 0.05. The above results clearly states that the utmost suitable pattern of communication to be suitable for effective system of communication is downward pattern of communication".

(iii) Barriers to effective communication process in government organization

Employees' response to this particular question was mixed. 50% of the participants contended that their barricades are the method of what not to say beforehand to their superior while the remaining 50% exposed stating that are not affected by any method of barricades in communication.

Very effective communication is an indispensable instrument for the management of government organizations. Very low productivity, increase in loss of customers, impact in low turnover, conflict among employees and absenteeism are instigated by deprived and unsuccessful communication pattern. So, organizations success and proper working revolves around structured communication pattern.

This research has identified the most of effective communication is a base on which every organization is built. The survey has resulted a common acceptance of the standing pattern soft communication in attaining organizations mission and goals. In Government organizations, it was experiential that employees made usage of the three

communication way of patterns (Downward, upward and horizontal patterns), but the downward communication pattern was extra protruding than the additional two ways of communication pattern.

LIMITATIONS

The major contribution of this study has several limiting factors also. The main limitation is the boundary of the study which pertains to Tripoli government organizations. The next limitation is due to the behavioral patterns, the study may take a different shape. The other aspects of study is focused on general government organizations and not specific to any specified type of organizations in government sector. So, according to the division of the government organization the communication pattern may vary. The scope of further study can be done in specific to any government well established organization like postal, telephone, government banking sectors etc.,

RECOMMENDATIONS

Organization structure has to be designed very simply and work function has to be performed without any disturbances and hindrance. Organization structure is very important because it will allow the free and easy flow of information. Complicated and non-defined structured will lead to confusion and stagnant of work. Upward, Downward and horizontal flow of information is healthier and purely facilitate in an uncertain organizations structure. Supervisors and executives are directed to employ considerable amount time when required in collaborating orally to their subordinates because it increases good understanding of the message without confusion. M a n a g e r s in Government organizations are fortified to make practice of feedback while interacting with their workers and subordinates. Feedback will assist those to comprehend whether the message has been established as envisioned. Very simple and accustomed words and z language known to both the sender and the receiver can be used while communicating the information. This will undoubtedly diminish the occurrence of barriers to communication.

CONCLUSIONS

The communication pattern in government organization is a subject to be debated. Because, it varies between different types of organizations. Need for 2-way communication is very important between the government and citizens of the country to achieve. But in Libya, most of communication systems do not happen at the faster level. Research can be attempted to find the best source to communicate to the public. Information to be passed to the public by Government has to be communicated through proper channel. It is the most important responsibility of the government to understand the make use of best source of communication channel to maximize the results.

REFERENCES

1. Blom, B. Speech delivered at the Nursing 2000 Conference, 4-6 September 2000. Croft, S, & Dalton, J. (2003)

2. Mueller, BH & Lee, J. 2002. Leader-member exchange and organizational communication satisfaction in multiple contexts. Journal of Business Communication 39(2):220–244.

3. Reddy, D. T. N. Change Is Painful: Visibility and Tone of Political Communication in Social Media and its Impact on Change in Voting Preferences.

4. Hair, J. F., Hult, G. T., Ringle, C. M., & Sarstedt, M. (2014). A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM). Thousand Oaks: Sage.

5. Azhar, A. (2006). "Auditing Communication Satisfaction Among Academic Staff: An Approach to Managing Azhar, A "Auditing communication effectiveness among academic staff", Academic excellence", The Business Review, Cambridge, 5, 330–333.

6. Igbaria, M. &Greenhaus, J. H. (1992). "Determinants of MIS Employees' Turnover Intentions: A Structural Equation Model," Communications of the ACM 35(2): 35–49.

7. Kurland, N & Bailey, D. (1999). "Telework: The Advantages and Challenges of working Here, There, Anywhere, and Any Time", Organizational Dynamics, 28, 53–67.

8. Van Ruler, B. & De Lange, R. 2003. Barriers to communication management in the executive suite. Public relations review, 29:145-158. Jun.

9. Tourish, D. &Hargie, O. (2004) The crisis of management and the role of organizational communication, in Tourish, D. &Hargie, O. (eds) Key Issues in Organizational Communication, Routledge, London, pp 1–16.

10. SLIBURYTE, L. 2004. Internal communication in organizations undergoing change. OrganizacijuVadyba: Sisteminiai Tyrinai: 29. Database source is Google Scholar

11. Gagnon, M. A., Jansen, K. J. & Michael, J. H. 2008. Employee alignment with strategic change: a study of strategy-supportive behavior among blue-collar employees. Journal of managerial issues, XX (4):425–443. Winter.

12. Thomson, K. & Hecker, L. (2000) Value-adding communication: Innovation in employee communication and internal marketing. Journal of Communication Management 5.1 (2000): 48–58. doi: 10.1108/13632540110806668

13. Welch, M. & Jackson, P. R. (2007) Rethinking internal communication: a stakeholder approach. Corporate Communications: An International Journal 12.2 (2008): 177-198. doi: 10.1108/13563280710744847

14. Van Vuuren, M., De Jong, M. & Seydel, E. (2006) Direct and indirect effects of supervisor communication on organizational commitment. Corporate Communications: An International Journal 12.2 (2007): 116–128. doi: 10.1108/13563280710744801

15. Thomas, G. F., Zolin, R. & Hartman, J. L. (2009) The Central Role of Communication in Developing trust And It's Effects on Employee Involvement. Journal of Business Communication, 46.3 (2009): 287–310. doi: 10.1177/0021943609333522

16. Robson, P. J. A &Tourish, D. (2005) Managing internal communication: an organizational case study, Corporate Communications: An International Journal 10.3 (2005): 213-222. doi: 10.1108/13563280510614474.

17. Jain, P. Visual Persuasion-A Creative Aspect in Communication.

18. Quirke, B. (1998) Putting communication on management's agenda. Journal of communication Management 1.1 (1996): 67-79. doi: 10.1108/eb023421.

19. Christopher Pollitt (2008) Time, Policy, Management: Governing with the Past: Oxford: Oxford University Press, ISBN 978—0-19—923772—2.

20. Goudge, P. (2006) Employee Research: How to Increase Employee Involvement through Consultation [e-book]

21. Smythe, J. (2008) The changing role of internal communication in tomorrow's company, Managing Service Quality, 6.2 (1996): 41–44. doi: 10.1108/09604529610109756.

22. Ali, K. M. Telecommunication Planning and Maintenance for Electrical Network in Unstable Environments.

23. Nwachukwu, C. C. (1991) Management: Theory and Practice, Onitsha: African Feb Publishers Ltd.

24. Ezezue, B. O. (2007) Fundamentals of Business Communication, Enugu Precision Publishers Limited.

25. Sarkar, M., Sreelakshmi, K., & Mithun, T. P. (2014). Multiband miniaturised fractal antenna for mobile communications. *International Journal of Research in Engineering & Technology*, *2*(4), 143–150.

26. Ezezue, B. O. (2008) "Effective Communication" An Essential Tool for Organization Growth and Sustainability, Nigeria Journal of Management Research. Enugu: 3(1) Nigeria Journal of Management Research. Enugu: 3(1).