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# How communication gap affects an organization’s goal achievement

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## **ABSTRACT**

The research study examined the influence of communication gaps on the attainment of organizational goals. It specifically investigated how lecturers encounter communication gaps due to deficiencies in communication skills, divergent perceptions, hierarchical disparities, lack of trust, personal emotions, inadequate listening abilities, gender disparities, cultural variances, and technical terminology. The primary objective of this study is to analyze the influence of communication gaps on the attainment of Organizational Objectives. The study employed a descriptive research design. The study encompasses a total population of 824 individuals, consisting of 232 academic staff and 592 non-academic staff from various positions. Hence, the sample size for this investigation is determined to be 269, calculated using the Yemani Yaro formula (1964). The data collection instrument employed was a questionnaire, while the data obtained from the respondents was analyzed by percentage analysis. The findings indicate a strong and positive correlation between the variables examined ( $r=0.857$ ,  $P < 0.05$ ). Additionally, it has been shown that inadequate instructions from management lead to employee confusion. Furthermore, a communication gap can also hinder the flow of information between management and subordinate staff. Moreover, the information offered by the university management is insufficient. Furthermore, opposition often arises when the opinions of all parties involved are not solicited during the management meeting before to making any decisions. The study suggests that the management of the organization should prioritize clear communication to ensure that directives are easily understood by employees, thereby minimizing confusion in their job performance. Additionally, it is crucial to establish effective information flow between management and subordinates within the institution. Furthermore, the management should consider the interests of both the organization and its staff as a whole.

Keywords: Achievement, communication, effect, gaps and organizational

## **BACKGROUND**

Communication serves as a mechanism for effecting change. It is the primary driving force behind the growth of any organization. Effective interaction and comprehension of management-employee interactions are essential for enhancing the performance of all parties involved in the communication process or chain. Communication is widely recognized by scholars and academics as essential for the functioning of an organization. It is necessary for exchanging information, sharing opinions, making plans and proposals, reaching agreements, implementing decisions,

issuing and fulfilling orders, and conducting sales (Blalock, 2005; Alyssa, 2006; Kotler, 2006). When communication stops, structured activity ceases to exist, and individual uncoordinated activities reappear in an organization. Effective communication inside an organization is essential, comparable to the crucial role blood plays in sustaining life.

Banihashemi (2011) categorizes communication into three main perspectives: as a medium, as a means to achieve performance goals, or as constitutive, where communication is the ultimate objective. Communication is the act of conveying information from one individual to another. Stephen (2011) asserts that effective communication plays a crucial role in guiding and motivating the workforce to achieve the organizational goals or objectives. By fostering comprehension, it improves collaboration and facilitates efficient achievement. Williams (2007) asserts that astute managers recognize the criticality of efficient and direct communication between managers and employees in achieving success.

Effective team performance relies on communication, which may be likened to the blood flow in the human body for any organization. Hence, each organization that comprehends the significance of communication employs it within their organizational milieu. It facilitates the coordination of production aspects, particularly the material and human elements of an organization, as an effective network for progress and improvement (Mckinney, Barker, Smith & Davis, 2004). According to Snavelly (2001) as referenced by Robins (2006), the communication process begins with the sender encoding the message, which is then transmitted across a channel and decoded by the receiver. Noise and feedback are also important components of this process. Managers are said to allocate more than 80% of their daily time engaging in communication with others. Effective communication is essential for carrying out the fundamental management processes, such as planning, organizing, leading, and managing.

Significantly, the importance of communication continues to progress as the world increasingly gets interconnected. Many organizations have adopted new technology to enhance their visibility and improve organizational effectiveness. Various factors can impact communication, including gender differences, the significance of quiet, political influence, and cross-cultural interpretations. Research on organizational communication has primarily been carried out in the fields of business management and communication. However, there is a lack of

understanding about organizational communication and its functions and consequences from academics in the field of public administration (Eunju, 2009).

Undoubtedly, within every human organization, the skill of communication holds immense importance; it serves as the medium via which individuals engage and collaborate with each other. Similar to the circulatory system in humans, communication serves as the lifeblood of an organization. Consequently, efficient communication is an indispensable prerequisite for achieving any goals within an organization. Effective communication skills are crucial in all aspects of human endeavors, particularly in the realm of business. While effective communication skills are crucial for workplace success, some individuals encounter limitations and reach a barrier in their progress. Occasionally, individuals may have challenges in effectively expressing their thoughts and ideals, hindering their ability to fully realize their potential as a communicator, manager, and leader.

### **AIM OF THE STUDY**

Communication facilitates the provision of essential information, motivation, cooperation, and work satisfaction required for group operations. Enhanced communication leads to improved job performance and increased work satisfaction. The ineffective communication within an organization posed significant challenges that almost caused the multinational enterprise, which has provided relief to a large Nigerian population, to fail. It is expected that the analysis of data, findings, and solutions presented in this document will be advantageous to the company in addressing any issues resulting from ineffective communication.

Managers from other firms can benefit from this write-up as it provides valuable insights to prevent them from encountering similar problems and guide them in implementing the proposed solution.

Despite being previously addressed by numerous authors, this is considered to be an additional contribution to the current body of work. Furthermore, students and other researchers seeking to undertake a project of similar sort will utilize this as a point of reference.

### **OBJECTIVE OF THE STUDY**

The study aims to examine the impact of communication barriers on the achievement of organizational goals. The effectiveness of a business greatly depends on its ability to efficiently

circulate information both within and outside the organization. Any barriers in this circulation can have disastrous consequences. Therefore, the researcher aims to:

- i. Identify communication problems that lead to improper coordination of organizational functions.
- ii. Determine the existing communication channels in the company.
- iii. To ascertain whether the intended organizational objectives are accomplished through these communication channels.
- iii. To determine whether an organization can miss out on valuable business possibilities due to inefficient communication.

## **RESEARCH QUESTIONS**

The communication gaps experienced by lecturers nowadays can be attributed to various factors, such as a lack of communication skills, divergent perceptions, disparities in status, distrust, individual emotions, inadequate listening skills, gender disparities, cultural disparities, and the use of technological jargon. Additional issues include the misreading of the message, poor work relationships, and a deficiency of knowledge. Regrettably, there is a lack of initiative in addressing the communication challenges faced by university teachers. If these issues are not resolved, they will result in a lack of connection inside the school and a dysfunctional system, ultimately leading to failure on the part of the school administration. In order to achieve efficient communication, it is essential for lectures and management to carefully watch the many directions of communication flow, namely downward, upward, and horizontal flows. Many schools have organized seminars and conferences to emphasize the significance and influence of communication inside an organization, with the aim of enhancing organizational objectives at these institutions. These institutions continue to exhibit noticeable communication gaps. This study aims to address the communication gaps inside organizations by examining their sources, implications, and strategies for managing them.

Research questions are prepared to provide guidance for the study:

What factors contribute to ineffective communication in achieving organizational goals ?

What are the consequences of information transmission in achieving the organizational objectives?

What measures may be implemented to reduce the deficiency in communication skills in order to attain organizational objectives?

## **LITERATURE REVIEW**

The literature review is an essential component of academic research, as it provides a comprehensive overview and analysis of existing scholarly works related to a specific topic. By examining and synthesizing

### *Concept of Communication*

According to Draft (2000), communication is the act of exchanging and comprehending information between two or more individuals, typically with the aim of motivating or influencing behaviour. Communication is the process of transmitting information from a sender to a recipient in a way that ensures it is received, comprehended, and prompts a response (Obamiro, 2008). According to Folarin (2003), communication is the process of transferring a notion from one person to another using any methods. Communication is the act of transmitting and influencing information between individuals or groups in order to ensure mutual understanding (Soola, 2000). The act of transmitting information from one person to another via mediums that link them to the languages and symbols utilised to do so is known as communication (UGBOJAH, 2001). On top of that, it's the channel that these messages are sent and received through. Everything that governs and establishes human interactions and occurrences are a part of it, including traditions, customs, and regulations. Sending and receiving messages or building mutual understanding are the most fundamental aspects of communication (Baran, 2004).

### *Causes of Communication Gaps*

Although efficient communication offers various advantages, the current corporate landscape is highly demanding worldwide. In order to maintain profitability in the exceedingly demanding and competitive global market economy, it is essential to effectively manage all elements of production, including labour, machinery, techniques, market, financial resources, and raw materials. Barriers to effective communication can arise from various sources, including physical, linguistic, and cultural factors. These barriers can be compounded by issues such as dishonesty, both conscious and unconscious distortion of messages, and a lack of clear feedback. Additionally,

work pressure, ambiguity in roles and coordination, and inadequate management of communication and projects can further hinder effective communication. Other factors that contribute to communication challenges include a lack of clarity in identifying stakeholders, unclear communication channels and responsibilities, and unclear objectives. Dissatisfaction and lack of motivation among employees, disparities in experience and education levels, and interactions between different professions can also impede effective communication. Furthermore, issues such as a desire for control over projects, insufficient training and knowledge, interactions between multiple organizations, inadequate communication platforms, and technical malfunctions can further exacerbate communication difficulties (Emuze & James, 2013; Cheng, Dainty & Moore, 2005).

Managing human resources is the most challenging aspect of production. Achieving peak performance in human resource management, in contrast to other inputs, calls for deft manipulation of feelings, attitudes, and thoughts. The key to solving this problem is open and honest communication inside a company. The failure of leaders or managers in an organization to effectively coordinate communication between employees and the external business environment can result in decreased productivity and increased employee dissatisfaction and confusion. Nevertheless, individuals possess varying comprehension and perception of signals. In the realm of communication, numerous undesirable interferences exist that have the capacity to distort a message and provide a constant threat to effective communication. These interferences can hinder the accuracy of the conveyed message (Koontz 2001).

Organizations in Nigeria encounter various obstacles that hinder their growth, including misallocation of finances and resources, inadequate leadership abilities, low real income, and insufficient infrastructure.

#### *Implication of Communication Gap in Organizational Objectives*

Ineffective communication can result from various factors, including inadequate listening skills, lack of clarity in speech, improper timing of information sharing, the use of jargon, making sarcastic or careless remarks, expressing emotions during speech, employing ineffective non-verbal communication, and conveying deceitful thoughts. Insufficient communication hinders the achievement of organizational goals (Miller, 2009). In an organization, ineffective communication occurs when departmental managers fail to regularly engage with their employees. The absence or



lack of the aforementioned 7 signs (Clarity, consideration, civility, accuracy, completion, concreteness, and conciseness) also results in disruptions in communication systems (Miller, 2009).

Oftentimes, incorrect perception can hinder communication, since employees may interpret the message differently from what the boss intended. Thus, there may be an issue with the encoding and decoding of the message, as previously mentioned. Overcrowded organizational framework can also lead to disruptions in communication (Cheryl, 2013). Increased organizational complexity and a higher number of hierarchical levels in an organization amplify the likelihood of message loss or misinterpretation (Richmond & McCroskey, 2009). The presence of grapevines, which are informal channels of information, might hinder effective communication inside an organization. Without a robust open-door policy, communication can easily be misinterpreted. Inattentive listening, such as when the recipient is not fully engaged with the sender's message, also results in unsuccessful communication (Miller, 2006). Citing prior research, it has been found that emotions such as anger and stress can contribute to a breakdown in communication. This occurs because communications may be misconstrued when a person is experiencing anger and frustration, as opposed to when they are in a relaxed state. Occasionally, the communications are not meticulously strategized (such as when the medium and timing of message distribution are not appropriately selected). This further exacerbates the inefficiency of communication. Language variations pose a significant barrier to efficient communication. This may be attributed to the inherent ambiguity of language. Managers should strive to address all factors contributing to communication breakdowns in order to guarantee the achievement of organizational success. Chudi-Oji (2013) states that although efficient communication plays a crucial role in enhancing organizational performance, it is unfortunate that some faculties only pretend to prioritise the establishment of effective communication systems. Change is an incremental and ongoing process that allows for the incorporation of inputs and adaptations. The new advancements, such as e-classrooms, ICT knowledge, and appraisal methodologies, are inherently beneficial. However, there are issues with the medium and degree of communication.

#### *Methods to Reduce Communication Discrepancies*

Presently, properly conveying your narrative of transformation encounters growing obstacles stemming from generational dynamics to an overwhelming abundance of knowledge in every facet of our existence. These issues prompt individuals in charge of internal communications to

reconsider the 'who, when, and how' of disseminating information. Despite these limitations, our experience working with various nonprofit clients has revealed five essential measures that organizations may implement to guarantee that internal communications effectively promote support for change:

### 1. Distribute the Accountability

When it comes to conveying change, the duty typically lies with a designated group of personnel responsible for overseeing communication. Although it is commonly assumed that this set of individuals should bear the main responsibility, they may not necessarily be the most suitable or exclusive individuals to spearhead the communication of change. Upon closer examination of the internal communications function, it becomes evident that its various components are scattered throughout. Effective communication of change necessitates a collective obligation, and to determine the allocation of tasks, it is necessary to comprehend the distribution of work throughout the organization. Understanding the interconnectedness of internal communications is crucial in order to effectively create your internal communications strategy. This involves redistributing roles among team members to ensure a comprehensive approach (Lutgen-Sandvik, 2010).

### 2. Identify Your Audience

After assembling a diverse and capable team from various departments within the organization and establishing their specific responsibilities in effectively communicating the organizational change, it is important to focus on understanding your target audience. Although your audience may consist solely of internal employees, it is probable that there are numerous subgroups within that population, distinguished by factors such as demographics, culture, location, organizational level, function, and so on. These qualities influence individuals' comprehension and response to change, as well as their reception and processing of information. To effectively address the impact of change, it is crucial to comprehend the diverse profiles of your audience. This includes identifying their position within the shift, the potential alterations to their responsibilities, and the necessary support they will require along the process. In order to ensure that your communications have a strong impact, it is advisable to choose a small group of individuals who may review and offer comments before disseminating these messages to a larger audience (Lutgen-Sandvik, 2010).

### 3. Maintain Authenticity

Another challenge that many organizations face is the tendency to make the message excessively complex, which can result in overwhelming the audience. Concise your communication by extracting the essential points, allowing your audience to easily grasp the main idea without exerting much effort. If the change initiative is intricate, divide and segment the process into smaller components that are less likely to confuse and irritate. To enhance audience understanding and ensure consistent delivery of messages, it is advisable to utilise vivid imagery, effective storytelling approaches, and incorporate measurable data whenever applicable (Lutgen-Sandvik, 2010).

#### 4. Consider the timing carefully.

Many organizations frequently fail to engage and communicate with employees in a timely manner, often waiting until the proposed changes are already a done deal. Not involving all stakeholders from the start can lead to significant misunderstandings and the creation of false narratives due to a lack of information (Lutgen-Sandvik, 2010).

## **METHODOLOGY**

### *Design of the study*

A quantitative methodology was employed for the research. Consulting firms in Lusaka were able to have their organizational performance and communication styles analyzed using this design. A questionnaire was used to gather quantitative data. The study was able to generalize its conclusions from the data received from the respondents by using questionnaires.

Primary and secondary sources of information were both utilized in this investigation. The distribution of surveys was the main method of gathering information. Textbooks, publications, and journals pertaining to communication, systems theory, and performance served as secondary sources of data collection.

The initial methodology employed in this study entails conducting library research. Subsequently, the data utilized in the analysis consists of quantitative information pertaining to the nature and evaluation of the influence of communication gap on the attainment of organizational objectives. These encompass various elements, among which are included.

1. The organizational communication pattern.
2. The organizational structure of the labour and industrial relations department.

3. The union's perspective on the communication network within their organization.

The main data sources were primarily derived from the responses to administered surveys. Hence, the design employed is a descriptive survey design.

#### *Participants of the study*

The concept of research designs has been perceived by several authors in various locations, at various times, and from various fields of specialization. Research design refers to the systematic plan, structure, and technique that a researcher employs to achieve the necessary answers to their research questions (Adefina, 2008). The researcher employed a non-experimental design, specifically focusing on a descriptive study design. Descriptive research refers to a type of research that aims to describe and analyze a phenomenon or situation in a straightforward and precise manner. This research provides a comprehensive analysis that addresses the questions of what and how. The research was conducted at an organization in Saudi Arabia. The population consists of both Academic and non-Academic Staff members of a University. The study encompasses a total population of 824 individuals, consisting of 232 academic staff and 592 non-academic staff from various professions. The researcher utilized the Yamani (1964) method to determine the sample size.

$$\begin{aligned}n &= \frac{N}{1 + N(e)^2} \\N &= 824 \\n &= \frac{824}{1 + 824(0.05)^2} \\n &= \frac{824}{1 + 824(0.0025)} \\&= \frac{824}{3.06} \\&= 269\end{aligned}$$

#### *DATA COLLECTION*

In order to answer our research questions, this study used a questionnaire as its data collection instrument. The questionnaire allowed us to obtain, record, and measure data. Carefully designed and widely distributed questionnaires are considered high-quality (Cameron & Price, 2009). We used the aforementioned conceptual framework to derive our hypotheses and design the questionnaire. First, the questionnaire asked respondents to identify themselves; the second part of the survey asked more general questions. In the second part, you'll find questions with multiple possible or predetermined answers, known as closed-ended questions. Questions centred on

management, routes of communication, organizational performance, and effective communication. The questions asked required respondents to choose an answer from a list of possibilities. The participant was asked to indicate their choice by forming a cross or inserting a tick in the corresponding box for each option. Multiple choice queries are another type of closed inquiry in which respondents are given a number of alternatives from which to choose. A five-point scoring system, including "strongly disagree" and "strongly agree" alternatives, was used by the researcher. The survey asked participants to mark their choice with a checkmark or cross mark to show their preference.

The primary data collection tool utilized in this study is a closed-ended questionnaire. This choice was made due to the questionnaire's ability to gather a greater amount of pertinent data from the participants. Additional materials from the secondary category were equally utilized, including textbooks, journals, online documents, and articles.

#### *Data analysis*

The researcher made an effort to change the data collected after data collection to guarantee consistency in responses. We used statistical tools to make the data more streamlined and easier to understand and comprehend. Quantitative approaches were used to analyse the data. A computer running the SPSS integrated software was used to analyse the quantitative data (IBM Corp, 2015). To make sense of the numerical data, the researcher used descriptive statistics like percentages and frequency distributions. It is possible to find out how many people chose various answers using this strategy. The relevance and strength of the relationships between the variables were then investigated using correlation.

The data gathered for this investigation will be shown in the form of a table. The researcher utilized the Statistical Package for Social Sciences (SPSS) to analyze the data. Specifically, they employed the frequency table and percentage approach for data analysis. The formula for determining the percentage is as follows:  $n/N \times 100$ . Here,  $n$  represents the total number of respondents from a certain option in the question, and  $N$  represents the total number of respondents sampled for the study analysis. The hypotheses will be assessed using Spearman correlation at a significance level of 0.05.

*Hypothesis Testing:*

H0: The presence of communication gaps does not have a statistically significant impact on the achievement of organizational objectives.

H1: Communication gaps greatly affect the attainment of organizational goals.

<b>Correlations</b>			
		<b>CG</b>	<b>OO</b>
<b>CG</b>	<b>Pearson Correlation</b>	<b>1</b>	<b>.857**</b>
	<b>Sig. (2-tailed)</b>		<b>.000</b>
	<b>N</b>	<b>238</b>	<b>238</b>
<b>OO</b>	<b>Pearson Correlation</b>	<b>.857**</b>	<b>1</b>
	<b>Sig. (2-tailed)</b>	<b>.000</b>	
	<b>N</b>	<b>238</b>	<b>238</b>

A Pearson's correlation analysis was performed to investigate the associations between the communication gap and organizational objective. The correlation analysis indicated a positive association between the variables, with a correlation coefficient of  $r = 0.857$ , which is statistically significant at a level below 0.5. Consequently, we refute the null hypothesis and endorse the alternative hypothesis that asserts that communication gaps have a substantial influence on the attainment of organizational goals at the organization.

*Systems theory*

Systems theory, originating from various disciplines, aims to be applicable to creatures and human behaviours across different fields (Kast & Rosenzweig, 1972). The systems theory, when applied to communication, aims to comprehend the interdependence of various elements within human communication, rather than solely concentrating on a single aspect (Scott, 1974). Systems theory posits that systems consist of hierarchically ordered components that are interdependent. Each component relies on the assistance of other components for its proper functioning. At the organizational level, there exists interdependence between different organizations and their counterparts in the environment. The implications of an organization's communication have a direct impact on its functioning and, consequently, can be observed in its overall performance. Several theories have sought to elucidate this perspective on the relationships between organizations and their environments.

The use of exclusively quantitative approaches in data collection was the study's greatest shortcoming. That is why the researcher was unable to conduct in-depth qualitative interviews to assess workers' perspectives and actions in relation to workplace communication.

## *Review*

The term "communication" encompasses all the actions a person takes to influence another person's thoughts. A person or people and an organization can communicate more effectively through this. The three pillars of effective communication—speaking, listening, and understanding—are laid forth by Banerji and Dayal (2005). A process that seeks to conduct excellent interactions between groups and organizations is communication, which takes part in social life and determines the content of organizational structure (Dogan, 2005). According to Ayatse (2005), in order to set and share the enterprise's objectives, communication is essential. The reason behind this is that their job performance will be directly impacted by the competencies and abilities they possess, which will allow them to display work behaviors that are suitable and relevant. The expectation theory goes even farther, stating that workers would work harder if they believe their efforts will be rewarded with something of value (Victor Vroom, 1964). There is strong evidence that "suggests a strong relationship between communication processes and job satisfaction and affective job commitment" (Brunetto and Farr-Whartons, 2004), and studies by Goris et al. (2000) and Ooi et al. (2006) also support this idea. Although it may seem apparent from an intuitive level, does science back up the value of communication? The answer is yes, in a nutshell. 'When employee needs are satisfied through satisfactory communication, employees are more likely to create effective work connections.' (Smith, 2018) (Tsai and Chuang 2009 cites Gray and Laidlow 2004).

Organizational communication is crucial to employee motivation and performance, according to Rajhans (2012) in his study "effective organizational communication: a key to employee motivation and performance." This is especially true in today's businesses, where cuts to staffing, increased workloads, longer hours, and a focus on performance, risk-taking, and flexibility are becoming the norm. According to Oyetunde and Oladejo (2012), who conducted research on the topic of "communication approach and firms' performance: appraisal of Nigerian Bottling Company (Coca-Cola), Ilorin- Nigeria," the results of their study undoubtedly confirm the strong correlation between the two factors and the effective operation of the NBC, Ilorin plant.

## **PRESENTATION OF THE FINDINGS**

The primary discoveries of this investigation have been obtained via the examination and demonstration of the data collected in this study:

The study uncovered that inadequate guidance from management leads to employee misunderstanding, while a communication gap can hinder the flow of information between management and subordinate staff. Additionally, the information offered by the university management is insufficient. Furthermore, opposition is bound to arise if the opinions of all parties involved are not solicited during the management meeting before to making any decisions. The discovery also unveiled that ambiguous duties result in subpar employee performance.

Additionally, the study also discovered that inadequate listening skills have resulted in adverse consequences for the organization.

The purpose is to ensure that information posted on the notice board reaches all relevant personnel in the organization. Feedback is not mandatory from all recipients when distributing information or instructions. In addition, inefficient communication acts as an obstacle to achieving organizational success. When orders from top management become excessively verbose, the true message of the organization may be obscured.

Based on the analysis, it was found that management is aware of the organizational goals. Feedback on performance is given in a manner that assists staff in achieving these objectives. Additionally, clear targets are established for employee performance inside the organization. The study also indicated that when management acknowledges the contributions of employees, they are more likely to use their utmost efforts in achieving organizational goals. Furthermore, enhancing internal communication channels can facilitate the attainment of an organization's goals.

### **RECOMMENDATIONS:**

Efficient communication is the determining factor for the success or failure of any organization. Insufficient communication inside an organization often leads to a decline in overall performance. The findings indicate that management styles and workplace conflict provide significant obstacles to effective communication. Furthermore, it was determined that proficient communication significantly impacts the effectiveness of an organization. Consequently, the study proposed the following recommendations:

All personnel should receive communication and conflict management training in order to handle prevalent issues.



- The implementation of timely information dissemination by management should be prioritized in order to alleviate burden on personnel.

A prospective study can be conducted in the future to ascertain the impact of management styles and staff attitudes on effective communication within organizations.

- Encouraging feedback is necessary to foster mutual comprehension between management and employees on tasks, goals, and objectives.

A comparable study can be conducted in governmental establishments to ascertain if they encounter similar obstacles.

## **CONCLUSION:**

Findings from this study provide light on how communication breakdowns impact the success of organizations in reaching their objectives. An important factor preventing the organization from reaching its goals, according to the premise, was a breakdown in communication. Employees are confused when management doesn't provide clear directions, and information can't flow freely between superiors and subordinates when there is a communication gap, according to the study. The data provided by the administration of the university is also inadequate. In management meetings, employees consistently disagree when their perspectives are not taken into account before decisions are made. Employee performance inside the institution has been mediocre due to unclear assignments.

Furthermore, it argues that organizational goals are negatively affected by ineffective listening skills. Important notices posted on bulletin boards may not go to the right people in the organization, and not everyone who should be involved in responding to communications may actually read them. Organizational performance suffers when employees don't work together, and when upper management is overly wordy, the message gets lost.

Despite misunderstandings, the survey found that upper management understood the organization's objectives. Staff members also receive feedback in a way that helps them accomplish organizational goals. Organizational performance is measured against predetermined objectives. Furthermore, it was observed that when management recognises employees' contributions, the staff is more likely to put their best effort into reaching organizational objectives. Additionally, a company may be able to achieve its objectives with the help of more effective

internal communication channels. The study goes on to propose the following in addition to the previously provided facts and conclusion:

In order to keep workers from becoming confused about their responsibilities, it is imperative that management places a premium on effective communication. Another critical aspect is making sure that subordinates and management can easily communicate with one another. When making decisions, the institution's leadership should have the organization's and its employees' best interests in mind simultaneously.

Institutional leadership should set out a course of action to improve employees' listening skills so that everyone is on the same page regarding the organization's aims and objectives. Furthermore, in order to successfully monitor and evaluate staff performance, management should request feedback from all departments. It is recommended that all relevant staff members be promptly informed of any important information that will impact the institution's performance.

An effective feedback mechanism is crucial for employees to reach organizational goals and objectives, and management should prioritise and execute measures to make that happen. In order to achieve desired outcomes, it is important to set clear goals for employees to actively pursue. The suggestion stresses that management should recognise and appreciate even the smallest efforts put forward by workers. This approach greatly improves internal communication among employees and is essential for meeting goals and objectives within the given timeframe.

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