



IMPACT OF EFFECTIVE COMMUNICATION IN ORGANIZATIONAL GROWTH: A CASE OF LENCY COMMUNICATIONS AND CONSULTS, KUMASI-GHANA.

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ABSTRACT

In companies and institutions, communication is one of the most prevalent and vital actions. Fundamentally, connections emerge from communication, and effective interactions among individuals and groups are essential to the organization's survival. Furthermore, organizational capacities are created and implemented through highly social and communication processes. Staff receive crucial information about their jobs, the organization, the environment, and one other through organizational communication. It can help individuals express feelings, communicate aspirations and ambitions, and celebrate and recall accomplishments. It can also help motivate, establish trust, create shared identity, and stimulate engagements. The goal of the Lency Communication and Consults case study is to determine the best communication methods, how to build the business through good communication among management and staff, and some of the common challenges experienced when receiving and passing information. Literature was reviewed mostly from textbooks, institutional publications, and the internet in order to fulfill these goals. A total of 50 questionnaires were distributed, with a response rate of 99 percent. A chat with the

¹ www.studyhome.com/subjects/cerner-hims-page3.html

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head of department was conducted. The data was analyzed using SPSS software. According to the findings, information flow inside the organization aided most of the respondents in giving their best effort, even though it was slow due to the organizational structure. It was also discovered that the majority of the respondents had issues with information overload and information distortion during the transmission of information.

1. Introduction

People have communicated their thoughts, feelings, and imagination through spoken and written language, as well as art, music, dance, and many other forms of expression throughout history and into the twenty-first century. We communicate to meet needs at work, in the market, in our homes, businesses, schools, and other locations.

The word “communication” comes from the Latin word “communis,” which meaning “to be common.” For the first time, Aristotle introduced a systematic examination of the communication process. The speaker, speech, and audience, according to him, are the three most important components of the communication system. The term “communication” refers to the exchange of common ideas. However, the term “communication” has many different connotations. In layman’s terms, it refers to a variety of methods for conveying data from one person to another, or from one location to another. It is the exchange of information, such as ideas, messages, methods, skills, and thought, between two or more people.

Communication influences member behavior in a variety of ways. Employees are required to obey written standards as well as power hierarchies or chains of command in organizations. Communication also boosts motivation by laying out what has to be done, how well they’re performing, and what can be done to improve their performance.

Like any other corporation, it communicates with its employees, particularly those in the administrative field. The Lency communication and consulting, which has a well-organized organizational structure, is one organization whose communication process necessitates more investigation.

When a thought or an idea is transferred in such a way that the receiver’s mental picture matches the sender’s, communication has occurred.

For the past ten years, Lency Communication and Consults has been one of Ghana’s

most rapidly rising businesses. The group began by communicating in the prevailing language, which they believed produced an enabling and accepting environment that drew people from all walks of life, resulting in the organization's quick expansion. With the passage of time and the rising complexity of human cultures, changes in globalization have led to new developments in which a community might have people speaking multiple languages. This context necessitates an examination of the communication trend in the management of Lency Communications and Consults, as well as its impact on organizational growth, which is the focus of this research paper.

2. Research Methodology

This study employed a questionnaire to collect primary and secondary data and used a survey research design with both qualitative and quantitative approaches. A population sample made up of representatives from the management of communication and consulting and employees was also chosen using the probability sampling (hence, simple random sampling) approach in combination with judgmental and convenience sampling. Finally, the data was coded using Statistical Package for Social Sciences (SPSS) for analysis and Microsoft Excel to create graphs and tables from the examined data.

3. Literature Review

The literature review investigates the general concepts that have been noticed or acknowledged, as well as the connection between the current study and what has been evaluated. The literature review and citations in this chapter are all relevant to this study of communication and its impact on organizational growth.

3.1 Communication Defined

The word "communis" comes from the Latin word "communis," which meaning "common." For the first time, Aristotle presented a comprehensive examination of the communication process. He believes that the speaker, speech, and audience are the three most important parts in the communication system. Communication technically refers to the exchange of common ideas ⁵. However, the term "communication" covers a wide range of connotations. In layman's terms, it refers to the different

⁵ www.studyhome.com/subjects/cerner-hims-page3.html

methods of sending information from one person to another, from one person to a group of people, or from one location to another. It is the exchange of information, ideas, messages, methods, abilities, and thought between two or more individuals. It involves the interchange of facts, ideas, opinions, and feelings between two or more people using symbols, words, drawings, figures, and graphs.

However, the term “communication” has many different connotations. In simpler words, it refers to a variety of methods for conveying data from one person to another, or from one location to another. It is the exchange of information, such as ideas, messages, methods, skills, and thoughts, between two or more people. It is the use of symbols, words, pictures, numbers, and graphs to communicate facts, thoughts, views, and emotions to one another.

Experts have yet to come to an agreement on a definition⁶. The use of symbols to communicate information is emphasized in most explanations of communication. One interpretation is that communication is the comprehension of the invisible and hidden rather than the visible. The visible communication process is given meaning by these hidden and symbolic aspects inherent in the culture. Another thing to consider is people’s involvement. “People’s communication is based on forces in people and their surroundings, not on technology. It is a process that occurs within people⁷”.

Human beings rely on their communication abilities as they face circumstances that test their adaptability, integrity, expressiveness, and ability to think critically since communication is at the heart⁸ of who they are. According to the Gambles, one way for a man to have a more rewarding personal and professional life is to make an effort to communicate effectively with people from different backgrounds and to create relationships based on mutual respect, ethical fairness, and awareness.

Dance defines communication as a process by which senders and receivers of messages interact in a certain social situation⁹ in his book “Effective Communication at Work.” Communication, according to Dance, is a social process in which two or more parties communicate information or build a common understanding.

⁶ Fred, Luthans, ‘*The Need for and Meaning of Positive Organizational Behaviour*’, Journal of Organizational Behaviour, vol. 6, (2002), 695-706

⁷ J.M. Ivancevich, M.T. Matterson, *Organizational Behaviour*, third edition, Irwin: Homewood, (1993), 55

⁸ T. Gambles, M. Gambles, *Communication Works*, ninth edition, (McGraw Hill, 2006), 72

⁹ Dance, F. *Effective Communication at Work*, 12

Organizational communication is the study of the interchange of information and the transfer of meaning within a company's hierarchy.

All of the characteristics that have been examined can be linked to the organization, where the leader might be described as a director or CEO in a management context. As a result, the director, who is in charge of the organization's administration, can achieve organizational goals and objectives through people. As a result, it becomes necessary or crucial for him to convey what he wants the people to accomplish; nevertheless, communicating church philosophy, practices, values, and traditions to all members is a difficult process, and communication becomes extremely complex as a result.

This is because, in order to communicate effectively, individuals must not only understand what the leader is trying to say, but also be eager to understand and embrace the message.

3.2 Functions of Communication

Communication serves four major functions within a group or organization: control, motivation, emotional expressions and information¹⁰.

Communication acts to control members' behavior in several ways. Organizations have authority hierarchies and formal guidelines that employees are required to follow. When staff, for instance are required to first communicate any job-related grievance to their immediate boss, to follow their job description, or to comply with company policies, communication is performing a control function.

Communication fosters motivation by clarifying to employees what is to be done, how well they are doing and what can be done to improve performance. The formation of specific goals, feedback on progress toward the goals and reinforcement of desired behavior all stimulates and requires communication.

For many employees, their workgroup is a primary source of social interaction. The communication that takes place within the group is a fundamental mechanism by which employees show their frustrations and feelings of satisfaction. Communication, therefore, provides a release for the emotional expression of feelings and for fulfillment of social needs.

¹⁰ www.citeman.com/4414-articles-on-communication.html

The final function that communication performs relates to its role in facilitating decision making. It provides the information that individuals and groups need to make decisions by transmitting the idea to identify and evaluate alternative choices.

Literature on communication generally acknowledges that the basic function of communication is to affect receiver knowledge or behavior by informing, directing, regulating, socializing and persuading. Neher identifies the primary functions of organizational communication as: Compliance – gaining, leading, motivating, and influencing, sense – making, problem – solving and decision making, conflict management, negotiating and bargaining¹¹.

Emphasis is laid on the social and organizational functions of communication as a whole rather than focusing on specific communication exchanges¹². Thus, they combine the functions of informing, directing, and regulating into the broader category of behavioral compliance. They also give greater emphasis to the role of communication in managing threats to organizational order and control, identifying problem solving and conflict management, negotiation, and bargaining as key functions of organizational communication.

The combination of similar functions into a higher level of common function provided a particularly sufficient and clear vision of functions of organizational communication¹³. Myers and Myers saw communication as having three primary functions: a) Coordination and regulation of production activities b) socialization and c) Innovation.

3.3 Levels of Communication

Communication can involve sending messages to both large and small audiences. Some messages, internal messages, are intended for recipients within the organization. Other messages are directed to recipients outside the organization. When considering the intended audience, communication can be described as taking place on five levels.

¹¹ Neher, *Organizational Communication*, 25

¹² Neher, *organizational Communication*, 26

E.M. Rogers, R. Agarwala-Rogers, *Communication in Organizations*, (New York Free Press, 1976), 32

¹³ M.T. Myers, G.E. Myers, *Managing by Communicating: An Organizational Approach*, (New York, McGraw,1982), 47

3.3.1 Intrapersonal Communication

This occurs when an individual, processes information based on his or her own experiences¹⁴. It is, in a sense, communication within one person. All interpretation of information ultimately takes place in the individual's mind. Self-talk is the term used to describe conversation that takes place within one person, and it may be either positive or negative and destructive. Peoples self-talk influences the communication with others that they initiate and receive, since attitudes and mind-sets have already been formed prior to the exchange of ideas between individuals. Self-talk is not considered true communication by some because it does not involve a separate sender and receiver.

3.3.2 Interpersonal Communication

This takes place primarily when two people are involved in the process. Their two goals are to (1) accomplish whatever task confronts them, and (2) feel better about themselves as a result of their interaction. These two goals are commonly referred to as task goals and maintenance goals, respectively, and they coexist in the varying degrees in most of our daily activities. Most of our communications in business will occur in various one-to-one relationships. Understanding various behavior patterns provides supervisors valuable insights that facilitate communication with today's employees.

3.3.3 Group Communication

Group Communication occurs among more than two people: a committee, a club, or all students enrolled in a class. Groups are formed usually because the combined efforts of a number of people result in greater output than that of the individual efforts of the same number of people. In other words, groups can do more for the individuals than the individuals can do for themselves.

3.3.4 Organizational Communication

This arises when groups discover that they are unable to accomplish their goals without some kind of organization. Thus, organizations are combinations of groups formed in such a way large tasks may be accomplished.

¹⁴ C.M. Lehman, D.D. Duffene, *Business Communication*, fourteenth edition: 2005, 9

3.4 The Growing Importance of the Communication in the Organization

Organizations cannot exist without communication. If there is no communication, employees cannot know what their respective associates are doing, management cannot receive information on inputs, and management cannot give instruction. Co-ordination of work is impossible, and the organization will collapse for lack of it. Co-operation also becomes impossible because people cannot communicate their needs and feelings to others. Every act of communication tends to encourage better performance, improve job satisfaction, creates proper understanding and develops feeling of involvement among the other people.

Considering communication to be the “very first function” of a manager and has viewed it as the shaping force which links people and purposes together in any co-operative system¹⁵. The management process has widely been discussed as one which embraces the functions of planning, organizing, leading and controlling which are intimately involved with and dependent on communication. Organizational structure is definitely tied to the communication systems. Communication is the key to effective teamwork, for both are based on the common fundamentals of information, understanding, consultation and participation. Communication is an essential skill at every level of organizational functioning and for organizational of all types, whether social, governmental or commercial.

According to Miner and Miner, there are four basic types of communication network:

- (a) The regulatory network ensures security, plan conformity, and productivity by communicating policy statements, procedures, and rules.
- (b) The innovative network is concerned with problem – solving and change through such techniques as suggestion systems and meetings;
- (c) Employee morale and organizational maintenance are directly related to the integrative network;
- (d) Through direct dissemination of information and training programs, the informative network contributes to employee effectiveness and productivity.

¹⁵ C.I. Barnard, *The function of the Executive*, Cambridge, MA: Harvard University Press, 1938

3.5 Relationship between Management Role and Organizational Growth

From a managerial standpoint, communication can be defined as the downward (top management to bottom workforce), horizontal (among peers / colleagues), or upward (bottom to top echelons of management) exchange of information and perception of meaning through informal and formal modes/channels that enables the manager to accomplish organizational objectives.

According to research, when communication is allowed to flow freely and without interruption, organizational performance improves noticeably.

4. Theoretical Framework

Organizational communication is complex and a dynamic process, but early models focused on a one-way transmission of messages. The Shannon and Weaver Model (1949), concerned with technology and information distribution, is a classic example. In the S-M-R-C model, an information source encoded a message and delivered it through a selected channel to a designated receiver to sender. Nevertheless, the model suggested that all meaning is contained within the message and the message would be understood if received. It was sender-focused model.

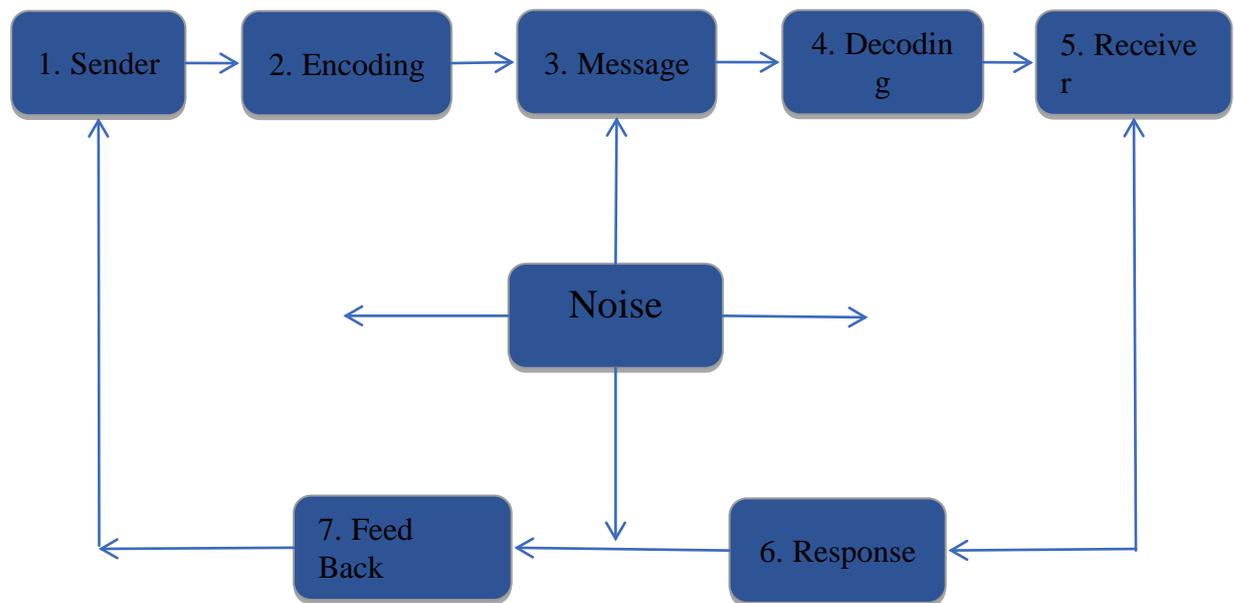
The S-M-C-R model provided a richer interactional perspective¹⁶. He emphasized the relationships between source and receiver and suggested that the more highly developed the communication knowledge and skills of sources and receivers, the more effectively the message would be encoded and decoded. Berlo also acknowledged the importance of the culture in which communication occurs, the attitudes of senders and receivers and strategic channel selection.

Today the model is more complex due to new media and high-speed, multi-directional communications¹⁷. However, the core components live on informal communications planning and implementation. Organizational leaders and communication specialists first develop strategies to achieve objectives, construct relevant messages and then transmit them through diverse channels to stimulate conversations with employees and members. Increasingly, formal communications are grounded in receivers' needs and concerns. Employees communicate informally with others inside and outside the

¹⁶ D.K, Berlo, *The Process of Communication: An introduction of Theory and Practice*, (New York, Holt, 1960), Rinehart and Winson, 31

¹⁷ <http://www.instituteforpr.org/employee-organizational-communication>

organization through high-speed communications, too.



Source: SMRC model of communication, 1949.

Figure 4.1: Communication Diagram

The exhibit above depicts this communication process. This model is made up of seven parts:

- (1) Communication source, (2) Encoding, (3) Message, (4) Channel, (5) Decoding, (6) Receiver, and (7) Feedback

The source initiates the message by encoding a thought. The message is the actual physical product from the source encoding. When we speak, the speech is the message. When we write, the writing is the message. When we gesture, the movement of our arms and the expression on our face are the message. The channel is the medium through which the message travels. It is selected by the source, who must determine whether to use a formal or informal channel. Formal channels are established by the Organization and transmit messages that relate to the professional activities of the members. They traditionally follow the authority chain within the Organization. Other forms of messages such as personal or social follow the informal channels in the Organization. The receiver is the object to whom the message is directed.

Before the message can be received, the symbols in it must be translated into a form

that can be understood by the receiver. This step is the decoding of the message. The final link in the communication process is a Feedback Loop. Feedback is the check on how successful we have been in transferring our message as originally intended. It determines whether meaning has been understood.

Employees are empowered, provided certain incentives and given the necessary resources to perform at an optional level. Managers at the technical core of an organization are obligated to develop good working relations with their staff by providing them with a comfortable work environment and swiftly resolving issues that could possibly hinder performance. Managers should lead and motivate their staff to perform at a level that inspires them to achieve the goals and objectives set forth by the organization. The practice of effective communication is a leadership attribute that facilitates managers in becoming the prospective leaders of their organization.

Managerial communication is defined as “the downward, horizontal, or upward exchange of information and transmission of meaning through informal or formal channels that enables managers to achieve their goals¹⁸.” The performance of visionary organizations is linked to their managers’ efficient and effective use of communication, which inculcates confidence in employees. It is imperative managers in organizations, both large and small; understand the significance of establishing meaningful relationships with their employees. Moreover, beneficial relationships can be established through achieving organizational goals, providing performance feedback, and engaging in formal and informal communication networks.

The top echelons of any organization should bestow confidence in their employees by clearly communicating the vision, core ideology, and giving them leeway to affect change. Information and communication are two distinct but interdependent entities. The selective and opposite flow of information is desirable for an effective communicate. The overflow of information results in an increased communication gap between the management and employees¹⁹. This in turn enhances the autistic hostility leading to the distortion of the communication. Managers can bridge the gap by polishing communication skills and adopting better techniques. There should be greater focus on the objectivity, content, and brevity of messages, which assists in the

¹⁸ R.L. Bell, J. Martin, *The Promise of Managerial Communication as a field of Research: International Journal of Business and Public Administration*, vol. 5, 125-142

¹⁹ D. Katz, R.L. Kahn, *The Social Psychology of Organizations*, New York: Valley & Sons Inc., (1996)

building of trust and respect between managers and their employees.

Communication is a powerful tool for building trust and confidence between managers and their employees. Managers can foster positive relationships with their employees by fostering a culture of open, fair, and informal communication networks. Beslin and Reddin conducted research on the best practices used by executives to build trust with employees and stakeholders. It should be noted that trust must be earned and maintained, as evidenced by the systems of developed and respected entrepreneurs. Mutual dialogues within an organization make things easier.

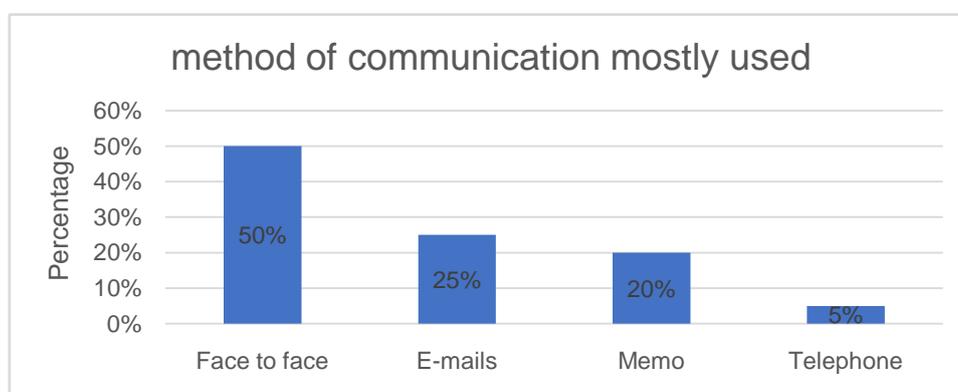
5. Data Analysis and Findings

Questionnaires were used to collect the data. Section A and Section B of the questionnaires were separated. Section A discusses the respondents' socio-demographic background, while Section B discusses communication as an effective tool in organizational growth. The respondents' socio-demographic background and points of view were later coded and analyzed using the Statistical Package for the Social Sciences (SPSS). To represent some of the findings, the raw data was condensed into the appropriate tables and graphs.

5.1 Staff Analysis

Method of Communication Used

When employees were asked about the method of communication that is commonly used at the organization, 50% of 20 respondents referred to face-face as the most commonly used while 25% referred to emails as the most commonly used.

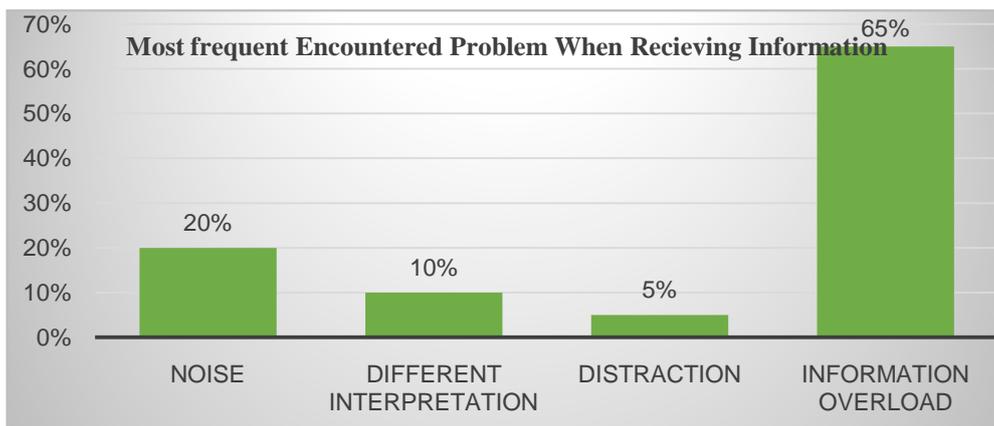


Source: Field data, 2020

Figure 5.1: Method of communication used

5.2 Problem Encountered when receiving Information

Out of the 20 employees, 65% were of the view that information overload was the most frequent problem encountered when receiving information, while 20% were of the view that noise is the most frequent problem encountered when receiving information

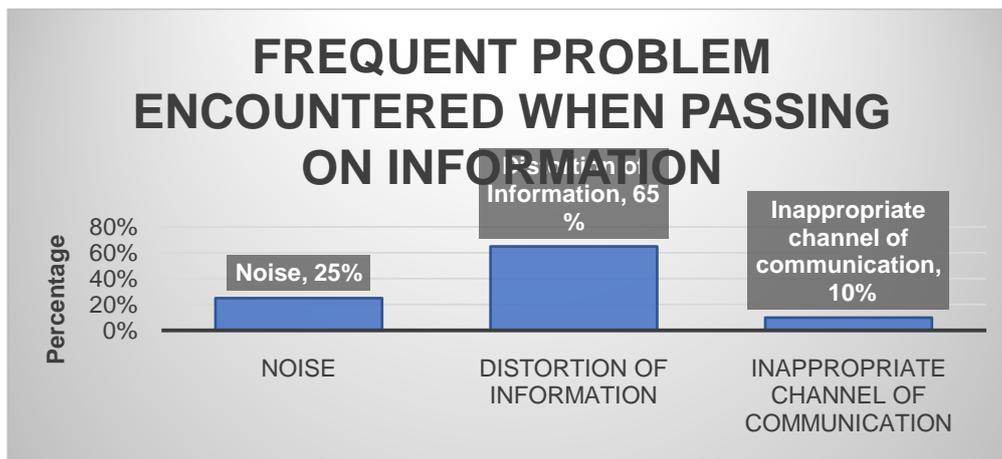


Source: Field data, 2020

Figure 5.2: Most frequent problem encountered when receiving information

5.3 Problem encountered when passing on information

When respondents were asked about the frequent problem they encounter when passing on information, 65% of the 20 respondents were of the view that distortion is the most frequent problem encountered, 25% were of the view that noise was, while 10% referred to inappropriate channel of communication as the most frequent problem encountered. This means that when information is being passed on from management to employee and vice versa different meanings are attached leading to misinformation.

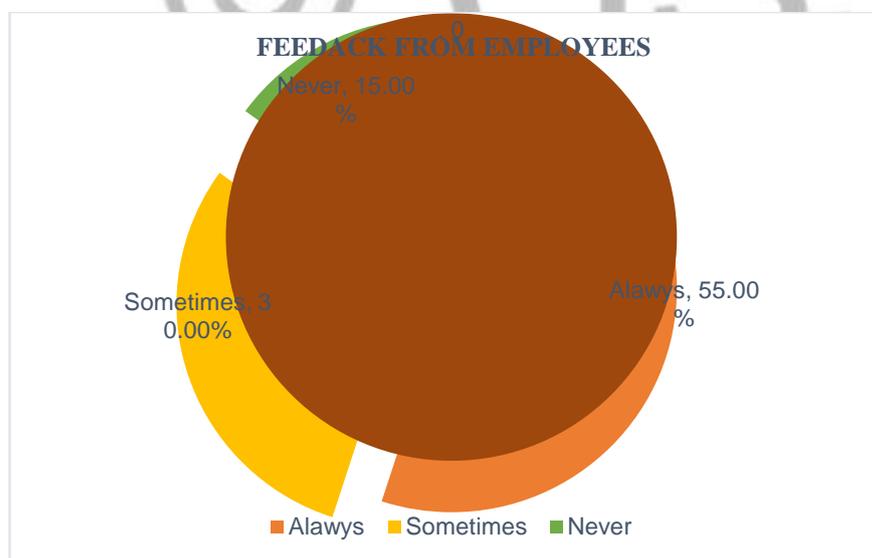


Source: Field data, 2020

Figure 5. 3: Most frequent problem encountered when passing information

5.4 Feedback from employees

When employees were asked about whether departmental heads allow feedback from them, 55.0% answered sometimes, 30% said always and 15% said never. The staff indicated that even though they had genuine concerns their feedback or response was ignored.



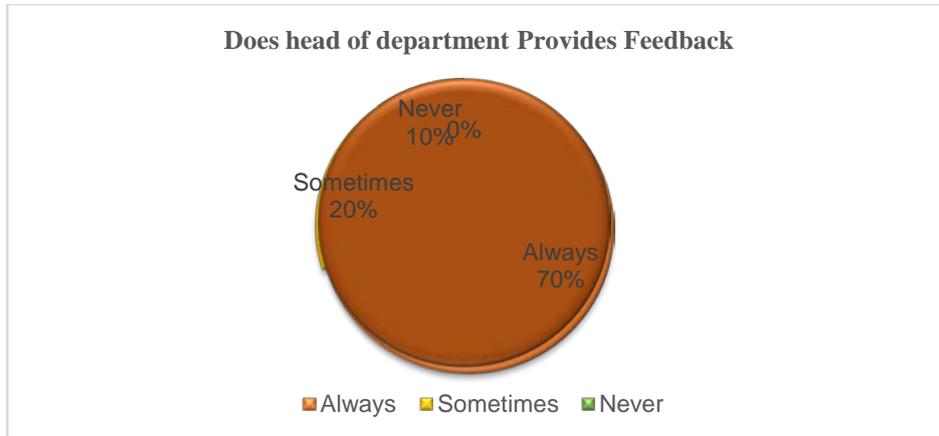
Source: Field data, 2020

Figure 5.4: feedbacks from employees

5.5 Provision of feedback to employees

As shown in the diagram below, 70.0% of the employees at Lency Communication

and Consults recognize that the manager always provides feedback, 20.0% said sometimes and 10.0% said never. This is a good revelation because managers will be able to advice employees on their performance and how to even improve upon it.



Source: Field data, 2020

Figure 5.5: Provision of feedback to employees

5.6 Information Flow

Respondents were asked whether departmental heads withhold information from them. From the table below 75.0% out of the 20 replied in the negative while 25.0% replied in the affirmative. The employees indicated that the departmental heads only give out the information that is relevant to their work

Table 5.6: information flow

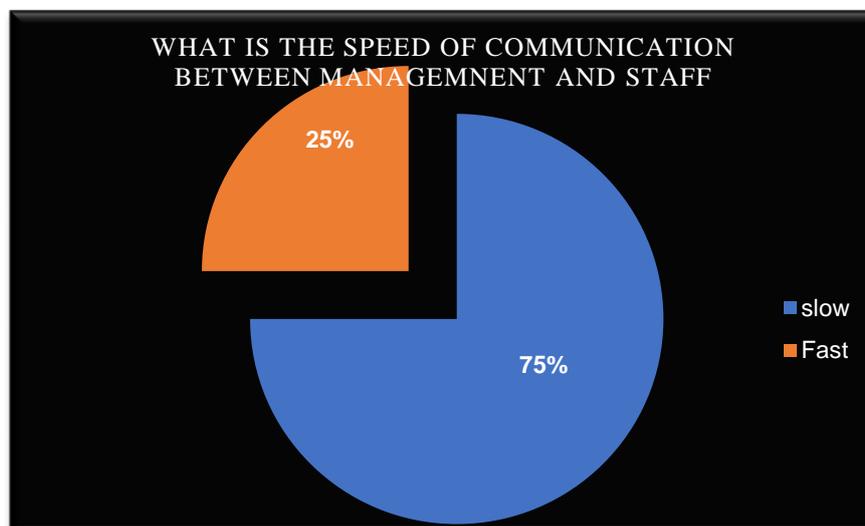
Response	No. of Respondents	Percentage %
Yes	5	25%
No	15	75%
Total	20	100%

Source: Field data, 2020

5.7 The speed of Communication

When respondents were asked how fast information flow between the management and employee 75.0% of the 20 respondents said it was slow and 25.0% said it was fast. This revealed that when the head of department passes on a message which is

intended for a particular employee it takes a lot of time before getting to him or her.



Source: Field data, 2020

Figure 5.7: Speed of communication between Management and employees

5.8 Effect of Information flow on employees’ output

Employees were asked if the flow of information helped them put up their best in the organization. Out of the 20 respondents 60.0% replied in the affirmative showing that they were in favor of the way information flows while 40.0% replied in the negative and also said that communication should be improved upon.

Table 5.8: Does information flow in the organization help you give out your best

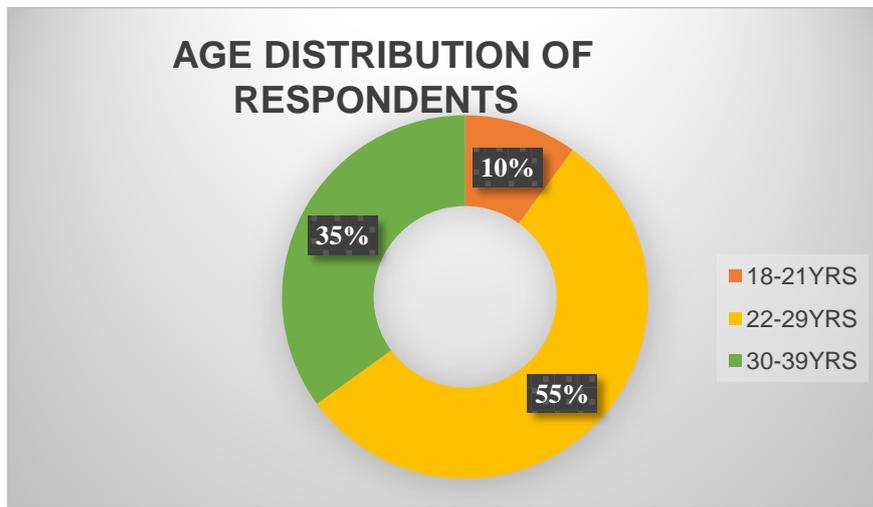
Response	No. of Respondents	Percentage %
Yes	12	60%
No	8	40%
Total	20	100%

Source: Field Data, 2020

5.9 Age Distribution of Respondents

As indicated in Figure 7, the research conducted shows that 10% of the respondents

were within the range of 18-21 years; 35% were between the ages of 30-39 years and 55% were within the ages of 22-29 years. From the data collected, it is evident that the organization are youthful because they are 39 and below.

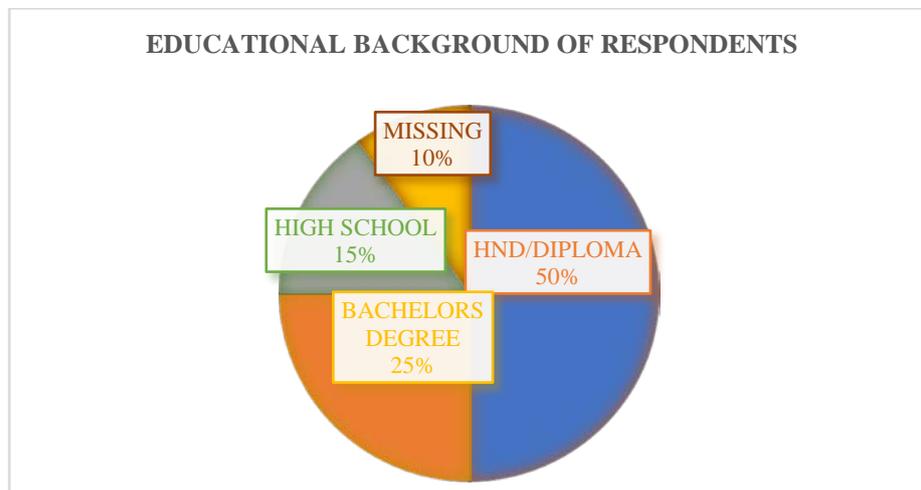


Source: Field data, 2020

Figure 5.9: Age Distribution

5.10 Educational Background of Respondents

The educational backgrounds of the respondents are represented in figure 8. Fifteen percent (15%) have had high school education; 25 % have had their tertiary education; 50% have had their professional or diploma education and 10% did not indicate their educational level. This meant that majority of the respondents were professionally qualified.

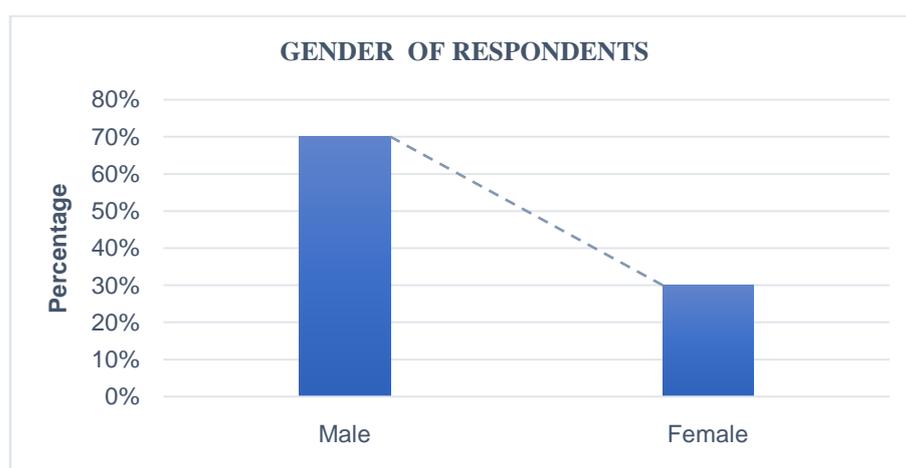


Source: Field data, 2020

Figure 5.10: Distribution- Educational level

5.11 Gender Distribution of Respondents

From the research conducted, as shown by figure 9, seventy five percent (70%) of the respondents were male and thirty (30%) were female. This shows that a greater number of respondents were male.



Source: Field data, 2020

Figure 5.11: Gender Distribution

From table 3, it shows that 5 respondents or 25% of them are from management staff, 5 respondents or 25% are from senior staff, while 10 respondents or 50% are from junior staff.

Table 5.3: Staff Categories in Lency Communication and Consults.

Responses	No. of Respondents	Percentage (%)
Management staff	5	25%
Senior staff	5	25%
Junior staff	10	50%
Total	20	100%

(Source: Field Survey, 2020)

5.12 Interview with Head of Department

A sample of questions and responses from a chat with a department head is provided below.

How do you communicate with your employees? Why?

Normally, when communicating with Lency Communication and Consults, the sender calls the receiver immediately after sending an email or fax to confirm whether the letter received the information. Horizontal communication is frequently permitted in organizations because it allows employees at the same level of the hierarchy to share information, coordinate tasks, solve problems, and manage conflicts. Face-to-face meetings are also used when very important information needs to be communicated.

Do you think the communication method you are using appropriately meets the needs of the organization?

Yes, I believe it is ideal for our operations, particularly when I need to communicate on critical issues on a daily basis as well as give directives. As a result, email and face-to-face communication are the most effective modes of communication.

How well do you respond to your employees?

We usually respond to any questions or requests from employees. However, what information is provided to the employee is limited, and not all information or requests are granted.

What is your view on communication and the growth of the organization?

Communication, as I understand it, is the process by which two or more parties exchange information and share meaning. People communicate to meet needs in both their professional and personal lives. People in organizations want to be heard, appreciated, and wanted, and they also want to complete tasks and achieve goals, which can be accomplished through communication. Communication can also be viewed as a performance tool because employees will be well informed to carry out their duties only if information is disseminated to all levels of the organization. With the ever-changing and competitive environment that we face, communication has become an essential component of the organization, and it has become imperative to communicate faster and more accurately.

What major problem do you encounter when receiving information from your

employee?

My employees usually filter information to hide the negative aspects of the information being communicated.

What are your views on the informal channels of communication within your organization?

This is one of the major challenges confronting Lency Communication and Consults. Some employees have so much free time that they engage in gossip, causing unnecessary tension within the organization and among the employees, affecting the organization's ability to function effectively.

6. Conclusion

According to the data collected and analyzed, “face-to-face” communication is the most widely used method of communication in the organization. According to the data, 65 percent of respondents said information overload was the most common problem they encountered when receiving information, while 65 percent said distortion was the most common problem they encountered when passing on information.

The findings also revealed that employee feedback was not always taken into account, with 55 percent of respondents indicating that there is little upward communication in the organization.

Furthermore, 70% of respondents stated that communication between management and employees is slow. This is due to the tall organizational structure, which requires information to pass through several people before reaching the manager.

Filtering is encouraged in this situation because people tend to change the message being passed on to their liking, making it difficult for the actual recipient to understand.

Finally, 60% of respondents agreed that information flow within the organization helps them perform their duties to the best of their abilities.

In conclusion, communication is critical to the growth of any organization, and involving employees in decision-making and communicating with them effectively will have a positive impact on the organization.

7. Limitation of Study

Because this researcher is not an employee of Lency Communication and Consults, she may be denied access to confidential information that is not appropriate for those outside the company. The fact that the researcher is not an employee becomes a major limitation if such knowledge is useful for this investigation. Despite this, it is still possible to obtain sufficient data to aid in the achievement of the study's aims.

8. Recommendations

Following are some suggestions based on the findings;

1. In order to solve the problem of information overload, both managers and employees should make sure that the content of their email is brief and relevant. This will increase the probability of the email being read by the intended recipient and important information not being overlooked.
2. Face-to-face meetings should be reduced rather reports that engulf every issue that has been discussed in meetings should be sent to individual employees. This will cater for those who could not assimilate the information and could be kept as a record for future reference.
3. Management should encourage and consider feedback from employees. This will give them a sense of belonging to the organization as they will be involved in decision that leads to the growth of the organization. It can be further strengthened through an open-door policy. This would mean that Top-Level managers would want anyone to be able to knock on their partially or completely opened door and ask for a minute of their time. Being open to an employee is a non-verbal way to "open door" to communication.
4. Set expectations. Setting expectations regarding communication will help employees understand how they are to respond when an issue arises. If you expect an employee to speak with their head of department as soon as possible or fill out an accident report immediately following an incident or make a concerted effort to talk to a co – worker when a conflict arises, they strive to follow your guidance.
5. Training. Employee's minds must be kept sharp in the area of communication

by providing quarterly training. It is best if it is mixed up by bringing a communication speaker who takes an interactive and humorous approach to the workshop. It should be enjoyable but informative.

6. Share the organizational policy and vision with employees. Posters should be created instead of sending only emails. This will make employees' truly catch on and most importantly believe that their church is serious about success.

7. Management and employees should celebrate progress. They should celebrate as targets are achieved to enable employees let go off the old and accept the new. They should also create a culture where effective communication becomes part of the learning process and is positive.

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