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COMMUNICATION AS A VERITABLE TOOL FOR EFFECTIVE HUMAN RESOURCE MANAGEMENT IN ORGANISATION

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Abstract

The role of effective communication in organisations cannot be relegated to the background. Communication is life wire and engine room of every organisation because it ensures the sustainability and link by which management clearly expresses the mission, philosophy and goals of the organisation to its staff, and through it workers socialise and share ideas and information needed to achieve their clearly defined duties and responsibilities. It is in line with the above assertion that this paper examines the veritability of communication on human resource management in organisation. The research adopted the qualitative research, as it reviews the literature relating to organisational behaviour and human resource management. After critical x-ray of related write-ups on the topic under study, we found out that organisations encounter a lot of communication problems in managing human resources, of which the major one is the strict adherence to the chain/vertical channel of communication, where information flows only downwards- from top to bottom. The study recommended among others, that management and staff of organisations should adopt the multiple/all channel approach of communication because members can communicate freely, using all the resources of others to expedite tasks and also information flows in all directions (top-bottom, bottom-top and lateral) in the organisation

Keywords: Communication, Management, Human Resource, Performance, Organisation

Introduction

Communication, no matter the medium and classification has become the unifying force or glue that has brought countries of the world into a state proxy and global proximity. The role of communication in organisational effectiveness both in a developed and developing economy cannot be overemphasized. Communication serves as an important tool whereby the goals, policies, procedures and mission of any particular organisation can be expressed to the employees to ensure effectiveness and efficiency. It is through communication that workers in

the organisation socialise by sharing common ideas and feelings among themselves and also learn about the prevalent culture that shapes their behaviour and ideology in the organisation. Stressing the importance of communication in organisations, Onah (2003), argued that communication serves as a coordinating and controlling mechanism in the organisation through the effective and efficient combination of human and material resources. Obvious in Onah's assertion is that communication helps management to channel appropriately the use of its resources- material and non-material, in the best optimal manner to ensure efficiency and effectiveness.

Suffice to state categorically that without effective communication, managers cannot ensure the proper planning, organising, directing, supervising, controlling and appraisal of resources (human and material), in the organisation. In other words, effective communication serves as a core area of human resource management. Human resource management as a strategic and integrated approach is basically concerned with the management of organisational resources for the actualisation of a goal or set of goals. It is from this point of view that Armstrong (2012) defines human resource management as a strategic, integrated and coherent approach to the employment, development and well-being of the people working in an organisation. While Storey (2007), going beyond the human aspect to a wider view of capturing the structure as well as the cultural imperatives of an organisation, to define human resource management as a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of highly committed and capable workforce, using an integral array of cultural, structural and personnel techniques. From the definitions of human resource management, it is very illuminating that they all see and hold the human (people) in the organisation as very important and indispensable. They stressed and emphasised on the need for the human talents and skills to be properly organised and managed to achieve optimum result(s).

Permit to state that performance and productivity of workers in a developed country is more effective and efficient as compared to those workers in a developing country due to some apparent reasons. The most prevalent and frequently mentioned are the effective use of sophisticated systems of communication, acquisition of effective communication skills, adopting new methods of communication, to name but a few. Martin, Whiting and Jackson (2011) emphasizing on the effective of modern technology in communication argued that knowledge and information are the lifeblood of good decision-making for organisations. For individuals, access to accurate, factual and dependable information can be used for arguments and influence is a vital factor in their ability to achieve. In the past, financial information has been highly regarded and available to considerable levels of sophistication. Human resource information has been harder to obtain, but because computer software is highly developed in this area, such information is becoming much better and more readily available.

However, in the light of above conceptual expose of communication and human resource management, it is quite glaring that the latter cannot exist without the former when striving for optimum result in a complex and changing environment. Also managers who do not have the requisite skills and ability to communicate effectively, will find it very difficult to strategically harness, develop and utilise the skills of the workers in actualising organisational goals with lowest possible cost and highest possible efficiency. Hence this paper tries to find out if there exists any significant relation between communication and workers productivity in public organisation.

Research Methodology

This is an explanatory research based solely on insights drawn from the analysis of the existing literature of different studies, periodicals and books related to the topic of study in order to investigate the relationship between communication and human resource management. The research will serve as a means to help acquire useful information or knowledge about the subject area. By drawing on the existing literature, not only topic under consideration is theorized, but also formulates and discusses the proposition that will help illuminate and discuss some ways for organisations to understand the importance of communication to organisations in human resource management.

Conceptual Clarification

Communication as a concept has been defined by various authors based on their different ideological leanings and frame of analysis. That is to say that the word communication is abstract and, like all words, possesses multiple meanings. From a layman's angle communication is simply the transfer of a message from one person to another. In other words, communication must involve two persons viz- sender and the receiver. Picking from the sender-receiver angle, Rice-Johnson (2008), stressed that communication takes place when one individual, a sender, displays, transmits or otherwise directs a set of symbols to another individual, a receiver, with the aim of changing something, either something the receiver is doing (or not doing) or changing his or her view. Umoh (2008:216) defines communication as "the means by which people in an organisation exchange information and transmit meaning from a sender(encoder) to a receiver(decoder) regarding the operations of the organisation". Umoh sees communication mainly as a means by which workers in organisations exchange information and ideas from one person to another. Hornby(2010), sees communication as "the activity or process of expressing ideas and feelings or of giving people information". For Hornby communication is basically the transfer of ideas and feelings from one individual to another. The Wikipedia Free Encyclopedia(2015), communication is derived from the latin word *communicare*, "meaning to share" , seen as the purposeful activity of information exchange between two or more participants in order to convey or receive the intended meanings through a shared system of signs and semiotic rules. The basic steps which involves the formative of communicative intent, message composition, message encoding, transmission of signal, reception of signal, message decoding and finally interpretation of the message by the recipient.

According to the Business Dictionary (2015), human resource management can be seen as the the process of hiring and developing employees so that they become more valuable to organisation. It also includes conducting job analysis, planning personnel needs, recruiting the right people for the job, orienting and training, managing wages and salaries, providing benefits and incentives, evaluating performance, resolving disputes, and communicating with all employees at all levels. For Rouse (2015), human resource management is defined as the governance of an organisation's employees- the people who work for the organisation. Human resource management is actually an employee management with emphasis on those employees as assets of the business. In this context, employees are sometimes referred to as human capital. The Management Study Guide (2015), sees human resource management is the process of managing people in organisations in a structured and thorough manner. This covers the fields of staffing(hiring staff), retention of people, pay and perks setting and management, change management and taking care of exists of the company to round of the activities. Still on the

definition of human resource management, The National Institute of Personnel Management(NIPM) OF India cited in Chad (2105), views it as that part of management concerned with people at work and their relationship with an enterprise. Its aim is to bring together and develop into an effective organization of the men and women who make up an enterprise and having regard for the well-being of the individuals and of working groups, to enable them to make their best contribution to its success. For Chad(2015), human resource management can be defined as a process of procuring, developing and maintaining competent human resources in the organisation so that the goals of the organisation are achieved in an effective and efficient manner. In short, HRM is an art of managing people at work in such a manner that they give their best to the organisation for achieving its set goals.

There are as many definitions of management as there are books on the subject. An x-ray of a few of them will be of a fundamental importance to us. Hornby (2010), defines management as the act of running and controlling a business or small organisation. From Hornby's definition, management entails the responsibility or act of managing a business or an organisation. Reasoning from a broader perspective to encompass all managerial functions, Griffen (1997) defines management as a set of activities (including planning and decision making, organising, leading and controlling) directed at an organisation's resources(human, financial, physical, and information) with the aim of achieving organisational goals in an efficient and effective manner.

Communication Forms

The various forms of communication categorised by Lukmann (2011) are:

Language: The language, which is imperative for every community, from the oral to the global community, is the foundation of communication. Without language it would be impossible, to dissociate the three forms of improbability, understanding, achievement and success, as far as possible. In the comprehension of Luhmann, language is making sure that parties of two or several parties are understanding each other and is consequently responsible for constitutive communication.

Dispersal Media(font, printing, electronic media respectively radio communication): Lukmann defines dispersal media, which is imperative for every community, from the ancient civilisation to global community, as media, which is freezing/ conserving information in some manner. With the appearance of lettering it was possible to distribute informations and it became possible to communicate with community. But besides propagation of data and information for Lukmann, another aspect went into the middle of the attention, it was possible to store data and informations of any kind.

Symbolically generalised communication media or success media (truth, love, estate/money, force/authorisation, belief, art, core values): After the language alleviated the understanding of communication and dispersal media alleviated the achievement of getting them, there was one thing left, the demand of particular media which could make the success of communication probable. The third form of media could also be named as symbolically generalised media, because in it the goal of communication actually will be achieved. Those media are reflecting the different kinds of social scopes and because of the adoption of them the success of communication is achieved on different layers. It is more supposable to obey an

instruction by a supervisor as to obey an instruction from a subordinate. It is more supposable that you will hear the appeal by someone you love as someone you don't even know. However, the success of these media is strictly associated to the invention of a script which could be general. The economy, the policy and the religion are for example systems, which are built upon the symbolically generalised media and which of course couldn't arise in such a manner without the use of di-peral media.

Communication Types

The different types of communication that will be considered will be the types categorised by UK Essays (2015), which are : (i) formal, (ii) informal, (iii) interpersonal, and (iv) non-verbal communications.

Formal Communication: Formal communication is the official channel of communication. Such communication flows through established line of authority. The formal communication is controlled and regulated by the management of an organisation. The management decides which information to share, with whom, and when. Examples of formal communication include official letters, memos, notices, newsletter, reports, staff meetings, etc. The forms of formal communication are downward and upward exchange of information. Downward communication deals with instructions, plans, policies, procedures, etc. Upward communication deals with employee suggestions, grievance procedure, meeting or problem-solving groups (UK Essays, 2015).

Informal Communication: Informal communication is more unofficial. It occurs outside the formal channels. People gossip. Employees complain about their bosses. They whisper secrets about their workers. The information flowing through this channel is not officially approved and sanctioned. However, much of the communication in organisations takes place informally. Employees communicate with one another to maintain their social relationship and friendship. Informal communication combines the advantages of both personal and unofficial communications. It has the credibility of unofficial version information and are most likely to be relied upon for information of an evaluative nature. The most common forms of informal communication include: the grapevine, rumours, and non-verbal communication

Interpersonal Communication: Interpersonal communication is a two-way communication system. It is the primary means of managerial communication. Interpersonal communication is perhaps the most common type communication in organisations, because it includes all communications among employees, and between management and employees. For example: when a manager asks an employee, to prepare a report on the use of raw materials in his or her section, the request can be classified as an interpersonal communication. The most methods of interpersonal communication are: oral communication and written communication.

Non- Verbal Communication: Non-verbal communication is that communication that involves neither written nor spoken words. It occurs without the use of words. Body language, such as: eye contacts, gestures, postures, and proximity between individuals as they talk, is an important part of the complex process of communication. Interpreting the body language of those with whom the manager works can give him or her important clues as to what they are thinking.

The Place of Communication in Effective Human Resource Management

Having laid the above background of communication, another task we shall consider is the role of communication in effective human resource management. Communication plays a very important role in human resource management as observed by Stoner and Gilbert (2000), when they posited that organisations are necessary to help people communicate. The implication of the above assertion is that a major essence of organisations is communication. It facilitates decision making, unifies activities in the organisation and links employees together in order to achieve the goals and objectives of the organisation. The detailed discussion of the importance of communication will be discussed below:

Communication, especially the use of computers, empowers an organisation to achieve efficient human resources inventory, forecast, audit and planning. Thus, areas of human resource deficits and surpluses can be identified. Necessary changes in the form of transfers, redeployment and secondment can be effected, thus enabling an organisation to make efficient utilisation and allocation of its human resources. The place of communication in identifying vacancies, advertising those vacancies, interviewing, selecting the right candidates on the job and other external factors such as feedback from the labour market cannot be overemphasized. It is only through effective, adequately timed and focused communication that an organisation can achieve the foregoing HR management functions.

Performance appraisal, reward and motivation in organisations become unrealisable without appropriate standards and objectives. Standard and objectives must be well set and structured. This is a function of communication. It must specify output- reward correlation. It must be fair, just and competitive for employees to be adequately motivated. In circumstances where employees perform less than management's standard or expectation, the tone and content of communication should be fair, humane and simply corrective in order to create and retain a sense of self-worth and value in employees

Effective communication ensures that issues such as promotion, demotion, and other means of severance employed by managements on employees will be conveyed in a fair, open and transparent tone and nature.

Another relevance of effective communication is the increase of motivation among workers in an organisation. Wilson and Rosenfeld (1990) see motivation as a situation where an individual feels that work is sometimes good, fulfilling, satisfying and capable of development in all ways. The fulfilment, satisfaction and development which Wilson and Rosenfeld pointed out in their definition can only be achieved through effective communication. Good interpersonal communication among workers creates a sense of belonging among workers. When there is communication with a personal touch between senior and junior workers, between managers and subordinates, some barriers are broken up and this makes junior workers more interested in their jobs (Onah, 2003).

The culture of every organisation plays an important role in the successful achievement of the goals of that organisation. Culture serves as a unifying force which unites every member of an organisation in a profitable manner. For the culture of organisations to be well imbibed in the

workers, effective communication has to play a very predominant role. Stressing on the intricate relationship between culture and communication, Furman and Gunter (1993) opined that, culture represents the 'social glue' and generates a 'we feeling', thus counteracting process of differentiations which are unavoidable part of organisation life. Organisational culture offers a shared system of meanings which is the basis for communications and mutual understanding. If these functions are not fulfilled in a satisfactory way, culture may significantly reduce the efficiency of an organisation.

Training and development are pivotal to the realisation of the goals and objectives of any organisation. Training and development become easy through appropriate communication aids. Communication and training/development in organisations and anywhere for that matter are virtually intertwined. They are inseparable and mutually reinforcing. Effective communication is a vehicle to deliver qualitative training in an organisation. Lectures, seminars and symposium are made easy through well focused communication strategies and instruments.

Socialization, which entails learning the organisational culture, policies, responsibilities, expected behaviour and group relations needs communication to facilitate learning. It is therefore axiomatic that instructions, mission statements, goals and objectives must be clearly expressed and appropriate channels used in order to ensure that employees internalize organizational values.

Effective communication assists in reducing and removing tension in public organisations. In developing countries where rules are hardly observed and procedures are rarely respected, workers are usually tense. In that condition the effectiveness of the worker is in doubt. Only good communication can help in that situation. In the same way, destructive rumours are cleared and prevented if the right information is supplied at the right time by the right person.

From the above discussions, it is very illuminating that communication is the answer needed to the myriad issues and areas of organizational activity. It is therefore incumbent on HR managers in organisations to identify the indispensable role of communication and make use of it to avert or solve avoidable human problems that exist in an organisation

Types of Communication Problem.

According to Teter(2015), both employees and managers believe that communication is key to their company's success. Employees and managers have to be willing to investigate and solve such problems. Side effects of poor communication include low morale, poor productivity, interpersonal conflicts and high turnover. Let us consider some of the types of communication problems as discussed by Tetter below:

Lack of Personal Contact: With the use of cell phones, computers and telephones, personal contact is at all-time low. The same goes for managers with poor communication skills communicate through email and phone messages rather than by personal contacts. There are instances when email and phone calls are appropriate for business communication, however, managers need to always discuss personal matters face to face. Personal interaction is the only

way to determine the true meaning of an important matter as it is easy to misinterpret the tone of an email or phone messages.

Lack of Clarity: Managers must communicate information about matters to their employees clearly for employees to properly understand. This may require elaboration or clarification on these issues to ensure the employees interpret information in different ways. Unless employees receive clarification, they may perform in manner contradictory to how supervisory wants them to perform. Employees must ask the right questions, and employers must answer the questions clearly .

Lack of Feedback: Annual performance evaluations are a must in any organisation; however feedback on a more regular basis is also important. Many times, employers provide feedback only once a year because they simply won't take the time or don't want the personal contact. With more frequent evaluations come opportunities to improve employees' skills and provide constructive criticism.

Lack of Honesty: As most communication problems arise in organisations during difficult times, it is even more important to provide honest answers to employees' questions. Honesty is always important when employees sense a problem in their organisation, they expect their employee to lay out the facts and provide them with as much as reasonably possible. Lack of interest only turns employees away from their employer, sometimes leading them to another organisation they believe will be honest.

Stambaugh, Stilwell and Gill(2008), carried out a research on communications problems in organisations and in the course of the research asked 15 organisatin leaders about the communication challenges they face in their organisations. An analysis of their responses identified nine major categories.

- i. Not all employees are being kept informed.
- ii. Employees not receiving consistent messages from management.
- iii. The right information is not being sent to the right people.
- iv. Expectations are not clear.
- v. Employees not receiving timely messages.
- vi. Plans for the future is not known.
- vii. Fuctional areas not collaborating.
- viii. Employees not open with each other.
- ix. Communication hampered by distance between units.

Solution to the Problems of Communication in Organisations

The essence of communication in an organisation is for the management to get a feedback or response from the subordinate mostly a positive and innovative one. In the process of getting the feedback, the result sometimes may come out negative which is as a result of some barriers such as noise, lack of precision, lack of clarity to name but a few. Some solutions to this barriers by Onah(2005), would not be a bad idea to consider below. They are:

- **Listening:** Listening habits are very important for all members of the organisation and not just the management alone. Every employee should learn the techniques of better listening to maintain good relationships with those who deal with their organisations. Time spent on

listening can be as valuable as an investment in effective equipment and can also save time, which is often a scarce resource.

- **Use of feedback:** Feedback is the process of obtaining information on what has been happening in order to take action where this is necessary. In communications, feedback means ensuring that communicators get a message back from the receiver who tells them how much has been understood. This is why face-to-face communication is so much effective than the written word or e-mail, for as long as communication is a two-way process. In other words, the receivers are given adequate opportunity to respond and react.
- **Using direct simple language:** One of the ways of ensuring effective communication is to make sure that each time managers are communicating to their subordinates, words used should be very simple and direct. The use of jargons or an excessive number of adjectives, clauses or adverbs should be avoided.
- **Reinforcing words with actions:** Managers should always stand by what ever directive, order or promises they make to their employees. As a matter of fact such words should be confirmed by action so that next time then they(managers) speak it is more likely to be believed.
- **Reinforcement:** Reinforcement as a terminology in communication means the process of repeating a particular message in a number of different ways to make sure it is well understood. In giving complicated directions, it is wise that managers repeat the messages in different ways, to guarantee successful transmission.
- **Applying face-to-face communication:** One of the ways of ensuring effective communication is through the use of oral face-to-face. This is because managers can receive feedback immediately and discover if he or she has been understood. Apart from the above reason, face-to-face communication gives the rank and file the opportunity to express themselves more clearly and directly when they use spoken rather than written one. Finally a spoken message can be delivered in a much more human and understanding way, because it helps to reduce prejudice against the speaker and also helps to express criticism in a more constructive manner.
- **Empathy:** Empathy means the ability of a person to put oneself in another person's role to assume the viewpoints and emotions of that person. Through empathy, the manager or superior in organisations will be able to develop the ability to understand the feelings and emotions of the subordinate. This will enable him clearly understand and interpret the response of the subordinate regarding a particular piece of information sent across.
- **Multiple channels of communication:** For a message to get across to the receiver for response to be evoked, the message must be properly understood by the receiver. For the manager to get the necessary response, it is of utmost importance that multiple channels of conveying the message be employed.

Discussion of Findings

Communication is an indispensable instrument especially in managing human and material resources towards meeting a goal or set of goals in private as well as public organisations. It is through communication that the managerial function of planning, organising, directing, staffing, organising, coordinating, motivation and budgeting can be successfully achieved with highest efficiency and effectiveness. Besides, through communication, management and employees come together to share and learn about the goals, culture, vision, philosophy and mission

statement of the organisation. However despite the gains of communication to organisations, the following discussed below were our findings.

The first and most importantly, is the strict adherence of the management in public organisations to the *chainchannel of communication*. This explains a situation where communication only flows downwards or vertically from the management or key figure through the issuance of commands, directives, orders and instructions to the subordinates in the organisation. This channel of communication is well manifested in the public organisations where decision making, as well as other important issues affecting the management and the employees is decided only by the management and imposed or transferred to the employees in form of instruction or commands to be executed and implemented by the subordinates. The implication of applying this channel of communication is that it demoralises and puts workers of public organisations in the dark, because they are not consulted when matters concerning their interest are discussed by the management. More so, when workers see themselves as not being part of the organisation consequent upon the fact that their opinion and constructive suggestions cannot be communicated, they will be totally discouraged to put in their best effort, skills and capability towards achieving the organisational objective(s).

Another challenge of communication in public organisation is the total disregard for informal communication. Informal communication also referred to as grapevine or eve-droppings is a means of communication that is generated outside the formal structure of the organisation, basically orally between or among workers in organisations. Informal communication serves a means of generating vital information that will help the organisation to know most especially the places where employers are encountering difficult in the process of discharging their duties and responsibilities, and also to help management improve in areas they have setbacks. With the above benefits of informal communication under consideration, public organisations in Nigeria still pay a nonchalant attitude to it and as a result, the management find it very difficult to identify the areas its workers are facing challenges when carrying out the clearly defined goals and responsible. More so, vital information needed by the management to conduct a thorough staff evaluation exercise to improve the performance of workers and that of the management becomes nearly if not impossible to generate.

Poor communication skill among management and employees is yet another barrier to communication in public organisations. Public organisations are created ab-initio with the fundamental objective of helping the government provide the necessary services to better the lives of its citizenry. It is the responsibility of the management to always share and imbibe the mission, vision, philosophy and objectives of the organisation to the employees for them carry out their task in line with the organisation's vision and objectives. For the fact that the management in public organisations lack the necessary skill to educate and inculcate the mission of the organisation in the minds of the subordinate, the resultant observable action on the part of subordinate will be misplacement of priorities, inability of employees to work properly in line with the vision and objective of the organisation, failure of the employees to properly express their challenges to the management and knowledge retardation on the side of the employees because of their inability to contribute to the organisational decision making.

Yet another serious challenge of communication in public organisations is the poor work habit displayed by the some employees. Some people do not plan to get work done, how to manage their schedule and promises, or how to communicate appropriately with managers, staff and others.

Employees are undisciplined about timelines and this is a serious problem to communication in the organisation. Some workers do not grasp the importance of timing, such as when we want things to happen, when their due dates are, and when to communicate with other people.

We shall be looking into another factor that hinders communication, and that is illiteracy among workers in the lower cadre (junior staff) of the organisational hierarchy. Those that make up the junior staff are the cleaners, messengers, security men, drivers to name a few, who are as vital as those in the middle and top hierarchy in terms of ensuring the sustainability and success of the establishment. In as much as their (junior staff) place is very vital in the organisation, their greatest challenge is illiteracy as it affects the way they interpret and carry out information and responsibility respectively.

Finally, the management and staff of public organisations lack the skills to operate modern communication systems such as the internet and intranet. The internet and intranet are modern electronic means of communication that help workers to transfer information as fast as possible without face to face contact within and outside the organisation. Permit to say that because workers in public organisations lack the requisite skills and ability to operate these modern systems of communication (internet and intranet), work performance will be very slow and frustrating because vital information needed when there is a breakdown in work process may prove very difficult to access at times of urgency.

Recommendations

From the above exposition of communication and its importance to organisations, there however exist a number of challenges that hinder the effective flow of communication between workers and management, and among workers in public organisations. In order to overcome these obstacles that serve as a stumbling block to the use of communication in enhancing the performance of workers in public organisation, the following recommendations if well implemented will be of immense benefit.

- Management of public organisations should adopt the *multiple/all channel* of communication so that information needed for proper functioning of the organisation can flow vertically, horizontally and laterally across the organisation.
- Informal communication which serves as one major source of generating vital information needed by the organisation should be regarded as very important and not relegated to the background.
- Training on communication skills for both management and staff of public organisations so as to ensure that information and challenges are well understood and clearly expressed by management and staff respectively.
- Regular training of the management and staff of public organisations to expose them on the use and importance of modern communication system so as to enhance and improve their performance.
- Management should try as much as possible to avoid the use of high sounding words when passing information to the illiterate junior staff in lower cadre of the organisational hierarchy so as to avoid wrong interpretation of information.
- The workers of public organisations should be encouraged to imbibe the spirit of reading books, newsletters, memos, notice boards and other medium of communication in the organisation.

- Management of public organisations should create cross-functional meetings and discussion groups to improve communication between and among workers, and between workers and management.
- Finally, staff of public organisations should develop a good work habit and exhibit high rate of discipline to timelines. This will enable them plan to get work done, when their due dates are, know the importance of timing, know when things are wanted to happen and above all, know how to communicate appropriately with managers, staff and others.

Conclusion

Haven critically looked at the relevance of communication to organisation, it is very obvious that communication serves as the life wire and social glue of every organisation. Through communication management of organisations are able to impact and imbibe in the hearts of the workers the mission, philosophy and objectives of the organisation, also employees are able to clearly express areas where they are facing challenges to the management in the course of discharging their responsibilities. In as much as there abound numerous benefits of communication to organisations, there arise challenges of communication that poses a severe obstacle to effective communication. Among these numerous problems are; the use of the chain/vertical channel of communication, disregard for the informal means of communication, poor communication skills among employees, wide spread illiteracy among junior level workers, inability to operate modern communication system, to mention but a few.

Notwithstanding, in spite of the numerous problems of communication in public organisations, the following recommendations were submitted which are; management should adopt the all or multiple channel of communication, staff of public organisation should be regularly trained to acquire the necessary skills of communication, management should acquire and train their workers on the need and use of modern communication system to enhance productivity, staff of public organisations should discipline themselves to timelines and good work habit, to name but a few.

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