EXAMINING BARRIERS TO EFFECTIVE COMMUNICATION TOWARDS IMPROVING ORGANISATIONAL PERFORMANCE: A CASE OF HIGH COURT OF TANZANIA - MOSHI ZONE
EXAMINING BARRIERS TO EFFECTIVE COMMUNICATION
TOWARDS IMPROVING ORGANISATIONAL
PERFORMANCE: A CASE OF HIGH COURT OF TANZANIA -
MOSHI ZONE

By
Remida L.Ibrahim

A Research Dissertation Submitted in Partial Fulfillment of the Requirements
for the Award of the Degree of Master of Science in Human Resource
Management (MSc-HRM) of Mzumbe University.
2013
CERTIFICATION
I, the undersigned, certify that I have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled; Examining Barriers to Effective Communication towards Improving Organisational Performance: A Case of High Court of Tanzania - Moshi Zone, in partial fulfilment of the requirements for the award of the Degree of Masters of Science Human Resource in Management (MSc-HRM) of Mzumbe University.

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Internal Examiner

Accepted for the Board of

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I, Remida L. Ibrahim, declare that this thesis is my own original work and that it has not been presented and will not be presented to any other university for a similar or any other degree award whatsoever.

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A number of people deserve special thanks either for encouraging me and sharing their knowledge with me, or for supporting me materially and morally.

First, I would like to express my inner most thank to God who gave me strength and keep me healthy throughout my studies.

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Thirdly, special thanks to my parents, Mr&Mrs Ibrahim Lulambo as well my profound thanks should go to my lovely Husband JeshiLupembe and our lovely daughters Tum, Sarah and Linda for their material, moral support and their love.

I solely take full responsibility for any shortcomings that may be detected in this guide.

And to God be the Glory.
DEDICATION

This report is dedicated to my husband JeshiLupembe and our lovely daughters Tum, Sarah and our little daughter Linda for their unfailing support and sense of balance that helped me make time for writing and reminded me when it was time to stop and attend them.
ABSTRACT

Communication is the process of sending and receiving messages or information. Thus, it is very important aspect in every day human interactions. Similarly, communication has been divided into two that is oral communication and written communication. On the other hand effective communication is the most interested part which occurs when the information is understood to all part involved in the message, that is; sender and receiver. Thus, effective communication is very essential in making good human relation within the organization although there are some barriers and obstacles which act as a block to effective communication.

Therefore, the aim of this study was to examine the barriers to effective communication in improving organizational performance in public organization the case of High Court of Tanzania-Moshi zone.

Specifically, the objective of the study were to assess the existing barriers to effective communication in High court of Tanzania-Moshi Zone, to examine the impact of ineffective communication in improving organization performance, to examine the contribution of effective communication in improving Organization performance and to suggest appropriate ways or mechanisms on how to reduce or overcoming barriers in effective communication.

The study used observation method, interviews and questionnaires in the collection of data. Simple random sampling was used in the selection of sample. Conclusively, researcher has provided some solution and recommendation in improving effective communication. These are ensuring open door policy, provide feedback at a time, provide training to staff on communication skills, ensure availability of information, and accept individual differences, e. t. c.

Therefore, it is researcher’s hope that this study might serve as a guide, help and support necessary for building up effective communication in public organizations as a whole.
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CHAPTER ONE
INTRODUCTION AND BACKGROUND INFORMATION

1.1 Introduction
Communication is the most important component in human interactions. The ability to think and transmit ideas through the process of communication is the binding element of all social interactions. Hence, there is no doubt that communication skills are indispensable prerequisites for improved productivity and profitability through improved efficiency in running and controlling work flow.

Similarly, as you prepare to enter the work place and to engage in deeper relationships, communication skills will be paramount to that success in human relation. Likewise, even in getting a job, you must make a good impression in an interview. Moreover, in industrial relation Employer use communication in managing his Employees in the day to day functioning of an organization such as giving instructions, dictating correspondence, preparing reports, giving information about the organizational changes such as new policies, salary changes, security benefits etc.

Therefore, anybody who works for a living is involved in business communication. However, it is believed that business communication is unlike social communication, which is relaxed and informal, thus, business communication is carefully organized, formal and more concerned with getting things done than with exchanging pleasantries.

In general, all communication functions above can be achieved through different ways such as letters, annual reports, newsletters, advertisements, notices, fax, telephones, memos and face to face interaction.

However, Communication is effective only when the message is understood and when it stimulates action or encourages a receiver to think in a new ways and give the sender expected response. As such, effective communication involves several
elements which are clarity, adequacy, timing and integrity.; this means communicator should be clear about what he or she wants to communicate, she or he must provide feedback and co-operation needed to meet organization goals. Therefore, effective communication is the lifeblood of an organization where by without it the organization cannot exist (Prasad, 2005).

Moreover, in recent years, communication has greatly come as important aspect building the competitive organization because it plays a big role in coordination, problem solving, sharing information, conflict resolution and building good relationship between employee with employee or employee with employer or manager.

Thus, effective communication is the only one aspect which can facilitate the organization and individual to accomplish the above roles so as to reach the intended goals. As such, despite the importance and roles of communication as explained above, there are certain barrier or noise in the process of communication which interfere sound business solutions and operation, such as personal altitudes and values, fear, anger, mishandling such as ambiguity, personal emotion etc which result to feedback problem, and poor performance to workers. Therefore, the purpose of this study was to identify and assess the common barriers to effective communication in improving organization performance in public organization with the case study of High Court of Tanzania-Moshi Zone. Therefore, the findings helped a researcher to suggest various ways of overcoming those barriers. Secondly, the findings will help other researchers who would wish to venture in similar research area in future. Thirdly, findings of this study will serve as a learning guide for effective organizational communication strategies.

1.2 **Background Information**
The history of communication dates back to the first human interactions ranging from very subtle processes of transmitting ideas to full conversions and mass communication. Its development or revolution has been a key aspect in human development process. In general, Communication has gone through various
revolutionary forms ranging from the use of cave painting, pictograms, ideograms, writings, electronic and telecommunications. The imperfections of one way of communication which nonetheless allowed easier dissemination of ideas and stimulated inventions, eventually resulted in the creation of new forms of communications, improving both the range at which people could communicate and the longevity of information. All of these inventions were based on the key concept of the symbol that is the conventional representation of the concept. Caveman for example communicated with one another by caving messages into rocks and the use their body language. Today, communication involves using modern technologies apart from using verbal expressions (speaking), writing or body language (Kansas State University, 2002).

Furthermore, (Kontz, 1968) points out that communication has been an indispensable element in human survival and the ability to communicate has enabled people to build organization and societies for survival and better living. In organization, communication has increasingly become one of the most important aspects in management process because it plays a major role in coordination, direction, public relations and the like.

In short, the communication process is simple yet complex, easy to do and easy to blunder. Thus, we hear only half of that and remember half of it (Kansas State University, 2002).

1.3 Statement of the Problem
Communication is the most important component in human interaction. The success of any employer or manager largely depends on how clear he or she is in mind about his function and how effectively he or she can communicate with others.

Thus, all organizations regardless of their sizes, spend most of their time making communication, such as in discussing and solving problems, giving or receiving instruction, reading or dictating correspondence, making telephone calls, meeting, interviewing, studying and preparing reports, giving speeches and observing human
behavior. Despite the obvious importance and advantage of communication, still many organizations face a number of barriers to effective communication. In a way, these barriers act as a hindrances or obstacles to free flow of information from the sender to receiver and vice versa. These barriers take place in various situation such as in the organization where prevails a closed communication environment, environment where there are inadequate performance conversation, inadequate feedback and where individual differences prevails. Hence, these problems put the organization into the position where it can’t have information and details required to make a sound and rational decision. Also these barriers result into failure to coordinate work flow, failure in making decision at right time and eventually, they can result into conflict as well as poor relation within the organization, hence end on down turning organization performance.

It is not surprising that many organization managers often suggest “communication breakdown” as the cause of those problem (Shumbusho, 2004). Everybody talks about communication and about problem that arise from ineffective communication in organizations, this remains one of the least understood subjects in organizations, and it is the area that needs improvement by all parties involved in the organization development. Therefore, this study intended to examine those barriers to effective communication towards improvement of organizational performance, particularly in public organizations.

1.4 Objective of the Study

1.4.1 Main Objective

The main objective of this study was to examine barriers to effective communication in improving performance in public organization, with the case of the High Court of Tanzania-Moshi Zone.

1.4.2 Specific Objective of the Study

(i) To assess the existing barriers to effective communication in the High Court of Tanzania, Moshi Zone.

(ii) To examine the impact of ineffective communication to the
To examine the contribution of effective communication in improving organizational performance.

To suggest appropriate ways or mechanisms to reduce or overcome barriers to effective communication within the organization.

1.5 Research Questions

(i) What are the common barriers to effective communication in the High court of Tanzania-Moshi Zone?
(ii) What is the impact of ineffective communication to the Organizational performance?
(iii) How does effective communication improve Organizational Performance?
(iv) What are the mechanisms to reduce or overcome barriers to effective communication within organization?

1.6 Significance of the Study

It must be understood that communication is effective only when the message is understood and when it stimulates action and hence encourage feedback. Therefore, the significance of the study is as follows:

The study revealed the contribution of effective communication in improvement of performance in public Organization.

(i) The study identified the major obstacles towards implementation of effective communication.

(ii) The findings of the study will be used as a literature review to other researchers, academicians, policy maker etc.

(iii) The findings also will help to provide solution to overcome those communication barriers. However the study also will help the researcher fulfill the requirement by the Mzumbe University for the award of Masters of Science in Human Resource Management.
1.7 **Scope of the study**

The case study methods are widely used systematic field research in a social science research. Also is widely used in comparative studying of difference cultures. Similarly, Case study is used by Anthropologists, Historians, novelists and dramatists concerning searching problems pertaining to their areas of interest.

This study therefore covered area of High court of Tanzania-Moshi zone which covers six district court, one Resident Magistrate court, primary court and High court itself. Also the study used the sample population of Judges, Registrar, Senior Resident Magistrate, District Magistrate and other junior staff.

1.8 **Limitation of the study**

In conducting this study, the researcher encountered some limitation which in general affected the effort of getting data. These problem are as follows:-

(i) **Time constraint**

Time was not enough for the researcher to collect a required data due to the fact that, the researcher also is a public servant therefore she was busy with activities which was assigned by the supervisor, as well due to the fixed programmed set by Mzumbe University.

(ii) **Ethical consideration**

Due to values and ethical consideration concerning the cadre of lawyers, specifically Judges, there some findings which cannot be generalized to other organization.

(iii) **Difficulty of adequate and timely secretarial assistance including computer assistance.**

This is among of the problem encountered by researcher during research process which caused unnecessary delays in the completion of research studies.

(iv) **Inadequate books, reports and journals in many Libraries.**

Also the research encountered with the problems of getting required books and reports because most of our libraries which are situated outside Dar essalaam lack copies of important books and Government reports.
However, the researcher was sure that he would come out with satisfactory data which will justify the achievement of the objective of the study.

1.9 Delimitation of the study
The study was conducted in an environment which is familiar to the researcher. In view of this the findings and recommendation will be of value to the organization under study.

1.10 The Organization of the Report
This report has five chapters, each chapter constitutes various parties as follows; chapter one is an introduction of this study, within this chapter the general overview of communication which includes the barriers to effective communication and its implementation towards effective communication are elaborated. The chapter is divided into eight different parts which are background to the study, statement of the problem, objectives of the study, research questions and significance of the study. Other parts include organization of the study, definition of key terms and the last part is conceptual framework.

In chapter two, various literatures related to this study are reviewed in order to incorporate other people’s ideas to this study and identify literature gap. Both theoretical and empirical literatures regarding the subject matter are reviewed.

In the part of theoretical literature review, main theories of barriers to implementation of effective communication are elaborated. In empirical literature review the current literatures related to this study are reviewed. As a whole this chapter lays the theoretical ground for the study.

Chapter three describes the research design and methodology that will be used to gather and analyze the data collected. Very specifically this part presents research design, area of the study, population of the study, sample and sapling procedure, data collection method and lastly data analysis.
Chapter four deals with data presentation, analysis and discussion where by data is presented in terms of figures, percentage etc. It is here that statistics are presented. The findings are then examined, interpreted and their significance established. Variables that could have also influenced the result are discussed.

While, chapter five is the last chapter, it provides conclusion and recommendation which gives a justification why certain variables or events occurred according to the findings as well it puts forward a future course of action concerning the issue under investigation.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction
The purpose of this chapter was to review books, articles, issues and researches done so as to equip the researcher with the necessary tools of conducting a scientific research. Thus, the knowledge developed can fill the gap identified in the statement of the problem. In this chapter, basically various literatures related to this study were reviewed in order to identify the knowledge gap. Both theoretical and empirical literatures regarding the subject matter reviewed. At the end of this chapter, a synthesis or literature gap was identified from both theoretical and empirical literature review. The chapter gives the theoretical ground of the study.

2.2 Definition of Key Terms
2.2.1 The concept of Communication
Communication has been defined different by different Authors. According to Cam and White, (1998: 2) Communication is the exchange of information.

Thill, (2005), states that Communication is the process of sending and receiving messages. Newstrom and Davis, (1997) define communication as the transfer of information from one person to another person. It is a way of reaching others by transmitting ideas, facts, thoughts, feeling and values.

According to Hardwood, (1953) Communication is the process of passing information and understanding from one person to another. Kocher and Sisco (1981) define communication as a complex interacting process involving shared assumptions and unspoken agreements, feedback and verification between the sender and receiver.

Newman, and Warren, defines communication as an exchange of facts, ideas opinion or emotions by two or more persons. In quoting Louis, A. Allen, communication is the sum of all the things one person does when he wants to create understanding in
the minds of others. It is a bridge of meaning. It involves a systematic and continuous process of telling, listening and understanding.

Communication is the process of passing the message from part “A” to part “B” and then achieve common understanding between the parts. As Timm et al (1986) put it, when one makes an idea he has in mind similar to the idea of another or others, the person has communicated.

Communication means the sum of all the things one does in order to create understanding in the mind of others. It is an intercourse by words, letters, symbols or messages and the way people or organization members share meaning and understanding with others.

In common, communication is viewed as the process of transferring ideas, opinion or commands explicitly or impliedly from one person to another to create common understanding.

In organisations communication is the means by which activities are unified, changes are effected, behaviours are modified and objectives are achieved. So, effective communication is required to achieve coordinated results, whether we are considering a family, an organisation, scout group, football team or a church. (Koontz, 1968)

### 2.2.2 Communication Barriers

According to Payne, (2001) Communication barriers are the hindrances or obstacles that interfere or block a free flow of information the sender to the receiver and vice versa. Barrier is also referred as a noise.

Communication barriers are one of the problems faced by many societies and organization today. They are considered as filters of communication that normally lead to loss of meanings while conveying messages from a sender to receiver. A barrier is referred to as a noise.
2.2.3 Effective Communication.
According to Adonijah, (2006) Communication is said to be effective if achieves the purpose for which it has been initiated, and if it does not, then, it is ineffective. However, communication is effective only when the message is understood and when it stimulates action or encourages a receiver to think in a new ways and give the sender expected response.

2.2.4 Organization.
The term organisation means different things to different people. Similarly, according to Gary, (1998) Organization is a social invention for accomplishing goals through group efforts. This definition, though simple, covers a wide variety of groups such as businesses, schools, hospitals, fraternal groups, religious bodies, government agencies and the like. From the definition above by social as a derivative of society, basically means gathering of people as against plant, machines, buildings, even though plants, machines and building are necessary contributors to the existence of the organisation. However, organization will cease to exist if there were no people to run these organisations even if other things remain.

According to Bernard, “an organisation comes into existence when there are a number of persons in communication and relationship to each other and willing to contribute towards a common endeavour”. Accordingly, it is the people that primarily make up organisation.

According to Strother, (1963) an organisation is a group of people consisting of two or more people involved in a cooperative relationship, which implies that they have collective goals. This definition seems to be inclusive and exhaustive. It implies that members of the organisation differ in terms of function, but they maintain a stable hierarchical structure.

In addition to that (Berelson and Steiner, 1964: p. 364) give four main characteristics of an organization that distinguish it from other social groupings as follows;
(i) **Formality**
The typical organization has a set of goals, policies, procedures, and regulations that give it form.

(ii) **Hierarchy**
Organization is typically expressed in terms of pyramidal structure.

(iii) **More impersonal**
Organization here is characterized by many people, ‘enough so that close personal relations among all are made impossible’.

(iv) **Long lasting**
Organizations usually last longer than a human.

2.2.5 **Organizational Performance**
Organization performance is often defined simply in output term, such as the achievement of quantified objectives. It is however not only the matter of what people achieve but how they achieve it. Therefore, Organization performance means both behavior and results. As such, behavior emanates from the performer and transforms performance from abstraction to action. Armstrong, (2006)

Generally, communication is the process of creating, transmitting and interpreting ideas, facts, opinions and feelings.

2.3 **An over view of organizational theories and Communication**
Below is an overview of on how three broad group of organizational theory stress on communication process.

**Classical Theory**
Classical Theory rests on assumptions that organizational members are instruments of management or, more broadly, of the bureaucracy.
Classical theories attempt to answer questions such as: how is the work divided? How is the labor force divided? How many levels of authority and control exist? How many people exist at each level? And what are the specific job functions of each person?

(i) **Weber’s Classical Bureaucratic Theory**

**An Overview**

Max Weber (1864 – 1930) was “one of the most prominent sociology and economics theorists of all time. In his lifetime, he produced a quantity of work on the nature of human institutions” (Littlejohn, 2008).

Weber’s form the heart of what is commonly known as structuralism”.

He defines organization as a system of continuous, purposive activity of a specified kind. He says, ‘A corporate organization is an associate social relationship characterized by an administrative staff devoted to such continuous purposive activity’’ (Weber, 1947).

Weber notion of bureaucracy rests on power, authority, and legitimacy. Whereby, Power is the ability of a person in any social relationship to influence others and to overcome resistance. Power in this sense is a fundamental to most social relationships, so when power is legitimate, compliance is effective and complete (Littlejohn, 1978).

Legitimate power is a central communication concern. Whether communications will be accepted in an organization hinges on the degree to which the superior has legitimate authority (Littlejohn, 1978).

Weber sees bureaucracy as the most efficient pattern for mass administration. Experience tends to show that the purely bureaucratic type of administrative organization – that is, the monocratic variety of bureaucracy is from a purely technical point of view, capable of attaining the highest degree of efficiency and is in this sense formally the most rational known means of carrying our imperative control.
over human beings. It is superior to any other form in precision, in stability, in the
stringency of its discipline, and in its reliability.

Bureaucracy is based on rules; such rules allow the solution of problems,
standardization, and equality in the organization.

Bureaucracies are based on the concept of sphere of competence. Thus there is a
systematic division of labor, each role having clearly defined rights and powers. The
essence of bureaucracy is hierarchy. A bureaucracy requires carefully maintained
records a communication issue.

Similarly, administrative acts decisions, and rules are formulated and recorded in
writing, even in cases where oral discussion is the rule or is even mandatory. This
applies to preliminary discussions and proposals, to final decisions, and to all sorts of
orders and rules. The combination of written documents and a continuous
organization of official functions constitute the “office” which is the central focus of
all types of modern corporate action” (Weber, 1947).

Weber’s theory can be criticized on the ground that communication and human
behavior are downplayed in the theory and only the thrust is structure and task
factors.

Also, the theory gives implicit ideas of what communication is like in organizations,
but communication is not treated as an explanatory variable, nor it is seen as the
essence of organizational life. This failure is significant and compels for further
studies.

(ii) Human Relations School
An Overview
It was developed partially as a reaction to the sterile classical theories and partially as
a reaction to the depression of the 1930s. Yet, by the mid 1940s it had become very
popular.
It began with the Hawthorne Studies which received considerable attention in the 1920s and 1930s,

Elton Mayo is considered the founder of the movement because of his impact on the beginnings of human relations.

The school mainly rests on propositions asserting that people’s attitudes, values, and personal needs are all important. Fundamental human relations questions include the following:

What roles do people assume in the organization? What status relationship as a result of various roles?

What is the morale and attitude of the people? What social and psychological needs exist for the people? And what informal groups exist within the organization? Leadership in organizations

On the other hand, this school emphasized leadership training and T-groups (training groups)

**Organizational Climate**

Again, productivity and worker welfare are stressed. Etzioni points out that “above all, the Human Relations School they emphasized the role of communication, participation, and leadership” (Etzioni, 1962).

(iii) **Social Systems School**

**An overview**

It assumes that organizations are based on decision making and problem solving. It tends to answer the following kinds of questions.
What are the key parts of the organization?, How do they relate interdependently to each other?
The theory tries to explain clear the function and responsibilities of each section and the way they depend to each other towards attainment of Organization goal.

What processes in the organization facilitate these interdependent relationships?, what are the main goals of the organization?
From this question, the theory describes the importance of recognition of each section as it contributes much to the improvement of performance.

What is the relationship between the organization and its environment?
The theory describes the relationship between the organization and environment, hence analyze the opportunity and threat coming from environment.

System theory and the nature of organization
The theory is significant in the communication field because:

(i) It uses communication as a basis for human organizing.
(ii) It provides a rationale for understanding how people organize.
(iii) It is one of the few truly organizational communication theories.

The theory envisions the following elements working together in a system, as such, each element relating to the others these are:- 1. Environment, 2 Equivocality, 3. Enactment, 4. Selection, 5 Retention, 6. Choices, 7. Assembly rules, 8. Behavior cycles, and 9. Equivocality removed.(Littlejohn, 2008).

The theory sees organizations not as structures or entities but as activities. “It is more proper to speak of organizing than of organizations, because organizations are something that people accomplish, via a process that must be constantly re-enacted. Thus when people do what they do in an organization, their activities create organization, so that organizing is continual (Littlejohn, 2008).
The word, organization, is a noun and it is also a myth. If one looks for an organization one will not find it. What will be found is that there are events, linked together, that transpire within concrete walls and these sequences, their pathways, their timing, are the forms we erroneously make into substances when we talk about an organization” (Carl Weick, 1974: 358). The essence of any organization is that people are acting in such a way that their behaviors are interlocked; one person’s behavior is contingent on another’s.

A fundamental quality of interlocking is that communication takes place among the people in the organization. Thus all organizing activities consist of ‘’double interactions.’’

An act is a statement of communicative behavior of one individual. An interact involves an act followed by a response.

A double interact consists of an act followed by a response and then an adjustment or follow – up act by the first person.

Consider an executive and a secretary as an example. The executive asks the secretary to undertake an activity (act) the secretary then asks for clarification (interact); and the executive explains (double interact). Or the executive asks the secretary a favor (act), and the secretary follows through (interact), after which the executive responds with a thank you (double interact)’’ (Littlejohn, 1978 pp. 303 - 20).

Organizing activities fulfils the function of reducing the equivocality of information received from the environment. In a sense, human beings organize to make sense out or their environment.
Equivocality is ambiguity or uncertainty.
All information from the environment, according to weick, is equivocal; organizing activities are instituted by the members of the organization to make the information unequivocal.

Of course equivocality is a matter of degree, and the organizing is done to reduce equivocality in the direction of unequivocality.

‘’Let’s return to the example of the executive again, suppose the executive receives a directive from the firm’s president to solve a problem of plant safety. What is the nature of this problem, and how should the executive go about solving it? The answers to these questions are not clear, in as much as the problem can be defined and solved in a number of ways. In other words the executive is faced with equivocal information (Littlejohn, 2008).

Note the similarity to entropy from information theory: ‘‘information is a measure of uncertainty in a stimulus situation and messages or communication reduces the uncertainty.’’

Organizing is accomplished through processes that are developed to deal with equivocal information.

2.4 Theories of Communication.
Communication theory has one universal law posited by S.F Scudder (1980), which states that, ‘’ All living entities, beings and creatures communicate. ‘’All of the living communicate through movements, sounds, reactions, physical changes, gestures, languages, breath etc. Communication is a means of survival. Examples – the cry of a child (communication that it is hungry, hurt, cold, etc) the browning of a leaf (communication that it is dehydrated, thirsty per se, dying); the cry of an animal (communicating that it is injured, hungry, angry, etc). Everything living communicates in its quest for survival.
For better understanding of communication process it is helpful to examine communication and communication theory through one of the following viewpoints.

(i) **Mechanistic**: this view considers communication as a perfect transaction of a message from the sender to the receiver. (as seen in the diagram above).

(ii) **Psychological**: this view considers communication as the act of sending a message to receiver, and the feelings and thoughts of the receiver upon interpreting the message.

(iii) **Social Constructionist (Symbolic Interactionist)**: This view considers communication to be the product of the interactants sharing and creating meaning. The constructionist view can also be defined as, how you say something determines what the message is. The constructionist view assumes that ‘truth’ and ‘ideas’ are constructed or invented through the social process of communication. Robert T. Craig, saw the Constructionist View or the constitutive view as it’s called in his article, as “… an ongoing process that symbolically forms and re-forms our personal identities.” The other view of communication, the Transmission Model, sees communication as robotic and computer – like. The Transmission Model sees communication as a way of sending or receiving messages and the perfection of that. But, the constructionist view sees communications as “…in human life, info does not behave as simply as bits in an electronic stream. In human life, information flow is far more like an electric current running from one landmine to another” (Lanham, 2003.p7). The Constructionist view is a more realistic view of communication because it involves the interacting of human beings and the free sharing of thoughts and ideas. Daniel Chandler (1994) looks to prove that the Transmission Model is a lesser way of communicating by saying ‘’ The transmission model is not merely a gross over- simplification but a dangerously misleading representation of the nature of human communication’’ Humans do not communicate of the nature of human communication’’ Humans do not communicate simply as computers or robots so that’s why it’s essential to truly understand the constructionist view of
Communication well. We do not simply send facts and data to one another, but we take facts and data and they acquire meaning through the process of communication, or though interaction with others.

(iv) **Systemic:** This view considers communication to be the new messages created via ‘‘through – put’’, or what happens as the message is being interpreted and re-interpreted as it travels through people.

(v) **Critical:** This view considers communication as a source of power and oppression of individuals and social groups.

### 2.5 The Purpose of Communication

Communication is needed in various situations. In general we use communication to make request, to inform or to give information, to ask question in order to get information (inquire), to stimulate or encourage an individual or organisation towards goal attainment (persuade) and also we use communication in developing a good will.

Communication also is used in organization in giving instructions to subordinates, giving warning, and teaching, giving advice, commanding and controlling the organisations.

Saleemi, (1997) divides the function of communication in organisation into four main areas, namely: informative, regulative, persuasive and integrative.

(i) **Informative**

There is no single organisation which can operate effectively and efficiently if there is no adequate flow of information among its employees. Managers, for instance, need accurate, timely and well organised information to make decisions or to resolve conflicts. And each employee, regardless of his/ her position in the organisational structure, needs adequate information on what he/ she is doing, and about his/ her performance.
Employees need to be informed about the organisation changes such as new policies, profits or losses of their organisation, security benefits, salary changes e. t. c

(ii) Regulative.
Employees need to know what is expected of them and what restriction are placed on their behaviour.

(iii) Persuasive
In regulating the organisation, managers quickly discover that power and authority will not always result in the desired output. Therefore the staff should be encouraged, persuaded and motivated to work as individuals, and as a part of team.

(iv) Integrative
Integrative communication is that operate to give the organisation unity and cohesion. The best integrated employees are those who are told what the organisational goals and objectives are; how their jobs fit into a total picture, and the progress they are making on the job.

All of the above purpose and function of communication can be achieved through different ways such as letters, annual reports, newsletters, advertisements, notices, bulletins, fax, telephone, memos and face to face interaction.

Generally we can say the only way that organisation can achieve its goals is through the process of communication. Organisation plans may be the best in the world but until they can be communicated they bring meaning.

2.6 Types of Communication
Communication may be classified on the following bases;
(i) On the basis of main two types that is :
(ii) Formal communication; which refers to the official communication which follows the chain of command. They are associated with the status or
position of the communicator and the receiver. It generally adopts three direction; downward, upward and horizontal.

The advantage of formal communication is, it ensures orderly flow of information, the source of formal communication is known, that means there is no fear of rumours that has no secure standard of evidence, also the responsibility for action can be fixed, and it provides support to the authority of superior over the subordinates.

While disadvantage or demerit of formal communication is, it is generally very slow as it follows the official chain of authority, and it is also conveyed in an impersonal manner.

**Informal communication;**

This refer the type of communication among people through informal contacts, it co-exists with the formal communication system in the organisation. Workers decide to use informal communication when there are barriers in the formal communication. Managers also use informal communication when they find it difficult to collect information from the workers.

Also, according to Chase P. (1998) communication can be undertaken through the following media;-

(i) Oral. When information is passed from the sender to the receiver through the spoken word, that media of communication is referred to as oral. These include face to face, phone calls, debates, speeches, voice mail messages, teleconferencing and interviews. Although it is a faster way of communication, it is not appropriate where record is needed for reference and in a situation where critical thinking is required before response is given.

(ii) Written communication. This media involves the written word; it requires literacy both on the side of the sender and receiver. Thus, in organisational communication, this medium is realised in various forms such as letters, faxes, memoranda, electronic mail, reports, and press releases, hence it is the most appropriate in cases where critical thinking before presentation is required because it normally provides proof that the information was
exchanged as well both writer and reader have opportunity to verify the information.

(iii) Non verbal. This medium of communication can take many forms such as gestures, facial expressions, and body movements or position. It can add emphasis and depth to spoken words, and can even tell you whether or not to believe a speaker although it not appropriate in critical thinking.

2.7 Process of Communication.
Since 1930’s, management and communication specialists have sought to explain the complex process of human communication with the help of models. A model is a way of reducing a complex object or process to simpler representation, which allows easier understanding. As such, two American researchers, (Shannon and Weaver, 1949), devised a model identifying the key processes of communication to explain their work in telephone and radio communication in the late 1930’s as illustrated in Figure 2.1 below

Figure 2.1: One Way Communication Model

Shannon and Weaver, (1949)

Shannon and Weaver Model illustrated a one way system, in which an electrical signal was transmitted along a wire as a radio wave, and what happened to it during transmission; they observed that during transmission, information could be distorted by interference caused by noise which could prevent clear reception. In this model, communication was seen as a one way process in which the sender played the role of conveying information, and the receiver on the other hand had just one role; to receive information.
As such, today’s communication is seen as two way process. It has been established that, the success of the communication process heavily depends upon the sender’s reception of the feedback from the receiver, as illustrated in figure 2.2 below:
The communication process as illustrated by the model above, involves the following components, according to Shannon and Weaver, (1949)

**Sender**
A sender is the communication initiator. He determines the purpose for communication and composes the intended message. The message composed should consider the audience and context in which the message is delivered.

(i) **Message**
This is the information sent to the receiver. It can be sent through written, oral and nonverbal forms. The sender’s tone, organization and knowledge of the subject will be reflected in the message.

(ii) **Channel**
Channel refers to the means or media by which the message is transmitted such as; oral (face to face, meetings, telephone, video conferencing, voice mail), written (letters, e-mails, memos, reports), nonverbal (gestures, body language, facial expressions). The effectiveness of communication can be influenced by the medium used.
(iii) **Receiver**
A receiver is the person who processes the message i.e the target of communication, also called the audience. The reception of the message is influenced by the receiver’s knowledge of the subject, interest and emotional state. To be a successful communicator, you should consider these factors before delivering the message.

(iv) **Feedback**
The receiver sends back the message to the sender in response to the message received and interpreted. Feedback may include a written response, verbal questions and non-verbal gestures such as body language and facial expressions. When a receiver responds to the message from the sender, he/ she assumes the role of a sender, and the response has to go through the aforesaid stages before interpretation takes place, hence forming a circle.

(v) **Context**
This refers to the surrounding environment or broader culture (corporate culture, international cultures etc) with which communication takes place.

(vi) **Noise**
Noise is anything that interferes with a person’s understanding. It can be physical, psychological or semantic in origin. For example, illegible writing is a physical noise and anxiety is a psychological noise. Excessive use of jargon is a semantic noise. There can be interference (noise) in any of the components discussed above.

2.8 **Characteristics of Effective Communication**
Communication is said to be effective if it achieves the purpose for which it has been initiated; and if it does not, then, it is ineffective. For example, if you write sales letters to your prospective buyers so as to persuade them to buy your products, after which there is an increase in sales, then your communication is effective. However, if after sending your sales letters to quite a number of your prospective buyers only a few turn up or none at all, then your communication is ineffective.
According to (Abayo, 2006) effective communication is characterized by:

(i) **Use of concrete language**
The language used should be concrete, thus, it should provide specific details which emphasize on facts rather than feelings or guesses, and the aim should be to give facts rather than impressions. For example, instead of saying the prices of commodities have gone so high to an extent that they are becoming unaffordable, you should say, for instance, the price of sugar has gone up to by 20% from last year’s, and that of rice has gone up by 25% from last year’s. Instead of using percentages, you can as well be more precise by saying, for instance, the price of sugar has increased from Tsh. 600/= to Tsh. 720/=, This is more concrete and removes personal feelings towards the increase in price.

(ii) **Provision of practical information**
If the aim is instruct someone into getting a task done, then you must provide practical information i.e information that one use to accomplish a given goal. For example, if you want to import a car, you do not just indicate that you want a car, but you have to go further by providing the details of the car such as: the make, year of manufacture, capacity of the engine, color, sitting capacity etc, all this information will enable the other party to send you the exact car that you are looking for, otherwise, he may communicate back seeking for further details from you, this may lead to delay in delivering the car.

(iii) **Combination of verbal and non verbal expressions**
Effective communication is more than words. We communicate in several ways all at once. When we speak, for instance, we combine words and their various meanings with the elements of non verbal communication such as tone of voice, facial expressions and gestures, grooming and all human behavior. These should be used appropriately for clarifications.

When we write, the non verbal role is taken over, in part, by the appearance of what we write i.e the paper we use and layout; therefore, these should not be taken for
granted, and this is because at times readers tend to judge a text by its appearance. For example in letter writing, a letter’s work as your ambassador begins the moment the reader takes it from its envelop and therefore, a badly presented letter will create a negative attitude to the reader towards you, it may create an unprofessional image in a situation where professionalism is an added advantage.

(iv) **A two-way process**
Effective communication should be a two-way process. It should involve feedback where the receiver’s response to the message is conveyed to the sender. The feedback may be in the form of action by the receiver and hence be observable or may be expressed in body language and be barely discernible.

(v) **Control**
Communication should be controlled. In the business context, the sender should have more control over the content of a message than in other areas of human communication such as personal relationships and emotional situations. So in business, training and practice in the skills of communication will enhance the sender’s effectiveness.

(vi) **Dynamism**
Communication should be a dynamic or a transactional process. Effective communication should change one’s experience and the change we experience as we communicate should shape our sense of identity.

(vii) **Relevance**
There are some key elements that a communicator should keep in mind while communicating, these are: time, topic and place. These must be relevant to his objective(s). This means that, the information presented will only be seen as important if it about an issue of interest to the receiver, presented at a time when its reception could assist in decision making, and delivered at the right place. For example if in a shareholder’s meeting, it is stated that the company’s profits are
decreasing and that if nothing is changed; it is likely to run at a loss in one year’s time.
This kind of information will be regarded as relevant to the shareholders and since the information is disclosed in a formal meeting, the shareholders will regard it as the truth and may therefore decide to sell their shares to the public before the company runs bankrupt.

2.9 Importance of Communication
Every manager or superior requires the communication skill to help subordinates to understand him/her. It should be noted that majority of the organizational problems which a superior or manager faces every day are people centered, that is due to lack of understanding causing negative or even hostile altitudes among the subordinates. Such situation can, however, be avoided through effective communication.

Likewise, effective communication is the only way that a manager can motivate his subordinates to commend their performance and increase the employees’ morale.

Also, effective communication involves a two way traffic which facilitates coordination of activities at different levels of the organization. Top management can communicate its policies, objectives, programs, plans to the lower level and in turn receive reactions, suggestions and reports from the lower levels. This will help the management in keeping in touch with the performance of various units of the organization and to take necessary action to ensure that work is being done in the direction of accomplishment of the objectives of the organization.

Moreover effective communication ensures the organization to make adequate planning so that able to facilitate control, minimizes uncertainty, improve coordination and emphasize on objectives.

According to Taylor, (2005:67) Effective communication enhance stronger decision making and problem solving, upturn in production, convincing and compelling
corporate materials, more streamlined workflow, enhanced professional image and sound organization relationship.

From the above discussion, we can say that communication is an indispensable process for effective management. The role of communication is summarized in the following points. According to Davis,

(i) **Better decision**: – the success of organization can be measured in better decision. When the information, data and other fact are not effectively communicated, it hampers the decision making. So, when the facts are communicates to concerned department, organization and person. It is easy to make decisions promptly.

(ii) **Effective leadership**: – effective leadership depends upon effective communication. Two-way communication helps in effective communication. Managerial leader must handle the subordinates. For ordering qualitative leadership is essential. And that can be obtained from proper system of communication.

(iii) **Enhance morale and relations**: – Effective communication emphasizes the employee’s participation in management. It helps to build the employees morale and cordial industrial relations between management and employees

(iv) **Staffing**: – when the information are correctly communicates in time, it helps in the function of selection, placement, socialization, promotion and transfer,

### 2.10 The Concept of Effective Communication

Communication is said to be effective only when the message is understood and when it stimulates action or encourages a receiver to think in a new ways and give the sender expected response.

Communication is said to be effective if achieves the purpose for which it has been initiated, and if it does not, then, it is ineffective. Adonijah, (2006)

According to Prasad, (2005;365) in order to ensure effective communication, one must maximize good listening, provide feedback and ensure the principal of clarity.
Effective communication is the way whereby organization can increase productivity, both of individual and organization level. Only through effective communication you can anticipate problem and enhance quicker problem solving, make a stronger decision making, coordinate work flow, supervise others, develop relationships, and promote products and services, improve stakeholders response.

Therefore, effective communication is the lifeblood of an organization where by without it the organization cannot exist (Prasad, 2005)

Effective communication therefore is a pre-requisite of any organization, without which organization would be unable to function effectively and efficiently. (Hodgetts and Luthans, 2000).

2.11 Benefits of Effective Communication.

According to Satterwhite, (1998) when communication is effective it increases productivity, both for employees and organizations.

Similarly, effective communication enable group cohesiveness in the organisation setting, hence employee get to know each other, work well together, exchange opinion, ideas and altitudes, every employee become involved in common task towards achievement of common goal as well as improvement of organization performance in general.

Also, only through effective communication organization can anticipate problem, facilitate planning and decision making, coordinate work flow, enable training and development, develop relationships, facilitate motivation and morale, and also promote products and services.

Furthermore, effective communication helps in shaping the individual impression and the organization make colleague’s employees, supervisors, investors and customers, and it helps you perceive and respond to the needs of these stake holders.
2.12 The Concept of Ineffective Communication.

Communication is said to be ineffective if it does not achieve the purpose for which it has been initiated. It is when there is no understanding between sender and receiver of the messages resulting to no feedback and misunderstanding within organization.

2.13 The Concept of Barriers to Effective Communication.

Payne, (2001) defines communication barriers as hindrance or obstacles that interfere or block a free flow of information from the sender to the receiver and vice versa. It is also referred to as noise.

According to Sigband, and Bateman, (1981: 10-12) communication barriers can take place in any of the communication components, namely: sender, message, medium, receiver, feedback or context. This means that if there is no free flow of information, it is because there is a barrier in any of the components.

On the other hand Sharma, and Mohan, (2002) View communication barrier into:-

(i) **Wrong choice of medium** that means in a given situation, one of the media could be more appropriate than the other, for example, if the information requires urgency and instant response, oral medium could be more appropriate over the written medium, which could take a longer time to respond to. A written medium, on the other hand, could be more appropriate where critical thinking and precision is required and, particularly more so, where record for future reference is necessary.

(ii) **Physical barrier**, the author state that distraction could also be caused by a speaker i.e distance.

Davis, (1972) provide three broad view of barriers in communication:

(i) **Physical barrier**; this involves environmental factors which prevents/ reduce sending and receiving communication for example distance, noises, any similar interference.

(ii) **Personal barriers**; these arise from personal judgment, emotion, social values of people, altitudes as Schwartz, (1970) says we communicate our interpretation of reality instead of reality itself.
(iii) **Semantic barriers**: these arise from the limitation of the symbolic system itself. Symbols usually a variety of meaning, and we have to choose one meaning from among many. As well words may mean different things to different people. Thus it results to affect the effectiveness in communication.

Prasad, (2005) analyzed the issue of personal barriers deeply due to its relevant concerning with downward and upward communication in reaching stage of understanding within the organization.

As we have seen above that personal barriers arise due from emotion, judgment, social values and norms of people as a result they cause a psychological distance between people similar to the physical distance as seen above.

Psychological distance therefore may entirely prevent communication, filter part of it out, or simply cause misinterpretation.

According to Davis,(1972), our emotion, for example act as filters in nearly all our communications. This means that we see and hear what we are emotionally “tuned” to see and hear, thus communication cannot be separated from our personality.

**Selfishness**: some people prefer not to listen but to take control of conversations. It does not matter what the subject is, the selfish listener also believes knows more than the speaker. And they set about to prove it by relating their own experience and their own problems and belittling the speakers comments. These are termed as personal barriers to effective communication.

**Lack of feedback**: one of the barriers to effective communication is the lack of feedback. Thus, although feedback is one of the best tools to improve communication; yet, it is one of the most underused and misused communication skills.

However, giving and receiving feedback require a skill, and you must learn how to properly deliver it, otherwise you may do more harm than good.
Closed communication environment: Also, this is another barrier to effective communication, thus, be it small team or an entire company prevails a closed communication environment, you have a barrier right there. Therefore, to improve organization performance one should accept open communication environment so as to facilitate the exchange of information, ideas, opinion and altitude.

Lack of everyday performance conversations: According to the author this is another barrier of communication. If you have employees reporting directly to you, it is very likely that you hold day-to-day performance conversations with them. However, if you don’t have a process to guide these daily conversations with them, you are probably missing on the power, ease, and effectiveness of a performance conversation process, in which case, you might unconsciously be creating barriers to effective communication.

Rather than looking around for a pre-made/off-the-shelf process, we strongly suggest you design one yourself, according to your specific circumstances and needs. Look at the nature, characteristics, and patterns of your daily performance conversations, and with feedback from your direct reports, design a process that meets your needs.

Thus, it doesn’t have to be anything elaborated; it can be a three or a five-step process. What is important however, it is that this process allows you to have clear rules of dialogue: Listening, Feedback, Check for understanding and etc.

Pre judgment: this act as personal barrier to effective communication in the fact that most people function in life through some basic principles and assumption, so some listeners jump to conclusions or close their mind to new information on anything that does not agree with their beliefs. “It is important to remember that in new situation and new fact, our fundamental assumption may be challenged and listeners should try to keep an open mind. Taylor, (2005)

Individual difference: consequence of individual differences in human has resulted into many difficulties for communication within organization settings from the fact
that no two people are alike. As we know, people differ in altitudes, perception, originality, early life experiences, culture and beliefs, tribes, education, sex, emotion, norms and values e. t. c all these differences act as personal barriers to effective communication result in poor understanding and poor performance of the organization.

**Preconditioning factor:** other study reveals that, the activity of human transmitter and receiver is influenced by such powerfully forces as cultural heritage, social environment and previous experience.

Pigors, (1973:56) argues that, when a member of a middle management receives a directives which is to be “recoded” for transmission to other organization members what he makes of it, both in decoding and recording, depend in part on preconditioning factors in him.

For example; cultural heritage can affect communication in the sense that, taking the tribe which women is regarded as inferior, no power and say over men, and if become employed in a company where a boss or a manager is a woman, it will arise inferiority complex from that woman manager in giving direction to her subordinates who is a man. Also a subordinate cannot believe on the superior’s instructions. He cannot take recommendation for action on problem arising in the organization.

Barriers in superior; the role of superiors in communication is very vital. Because of their hierarchical relationships with subordinates, they act as barriers in a number of ways discussed below:-

Prasad, (2005) provide arguments on barriers of communication as follows;

(i) **Attitude of superiors:** in his book he provides view that superiors attitude in general affect the flow of messages in different directions. This means if his or her attitudes are unfavorable there is a greater possibility that messages would not flow adequately from and or to superior.

(ii) **Fear of challenge to authority:** here he argues that a person always tries to get a higher position and prestige to satisfy his needs. As such, managers in
general try to with hold the information coming downward the line or going up as frequent passing of information may disclose their weakness.

(iii) **Lack of confidence in subordinates:** he views that superior generally perceive, correct or otherwise, that their subordinate are less competent and capable, they are not able to advise superiors or they may not have some information coming down wards, this act as barriers to effective communication.

(iv) **Lack of time:** in this point he revealed that some superiors feel, whether correct or otherwise, that they are overburdened with the work and they have little to talk to their subordinates. This hinders understanding to subordinates when they need advice, counseling, motivation, training, problem solving and many other activities.

**Barriers in subordinates:** Vertical communication in any direction can take place only when subordinate also actively participate in the process involved. There are two actors identified as barriers which block communication in upward direction

(a) **Unwillingness to communicate:** some subordinate do not communicate just because they are not willing to do so. Subordinate feels that he is likely to be adversely affected by a particular piece of information to his superiors he would not be willing to supply it.

(b) **Lack of proper incentives:** lack of motivation to communication also refrain subordinates to communicate upward, this result to ineffectiveness of organization performance. Others are like lack of attention or poor listening, delayed feedback, misinterpretation, holding back information, distortions and misuse of grapevine (Informal communication).

Moreover, according to (saleemi, 1997) in his book categorizes the social psychological barriers into the following:-
(i) **Attitudes and opinions**
That is, if the information is not in favor of our attitudes and opinions we view it as unfavorable, hence unfavorable reaction. For example, if we believe in having a big number of children as a source of security in old age, any information about family planning is likely to be unwelcome.

(ii) **Emotions**
Saleemi points out that ‘if the sender is perplexed, worried, excited, afraid, nervous etc, his thinking will be blurred, and he will not be able to organize his message properly; the state of his mind will be reflected in his message’. Therefore, the sender should not communicate while excited, nor should the listener react while perturbed.

(iii) **Closed mind**
If one has a know-it-all attitude, and has deeply ingrained prejudices he/she is not likely to be prepared to re-consider his/her position in favor of the other, and this could be a barrier.

(iv) **Status-consciousness**
Saleemi observes that;— subordinates are usually afraid of communicating upward any unpleasant information; they are either too conscious of their inferior status, or afraid of being snubbed. The status conscious superior may think that consulting their juniors would be compromising their dignity.

(v) **Mistrust**
Also, Saleemi observes that, if the receiver has some suspicion or prejudice against the source or sender, he is likely to mistrust the information, hence creating barrier.

2.14 **Principals of Effective Communication (Measures for Overcoming Barriers)**
(i) **Clarity of message**—here a communicator should ensure the message is well clarified to make well understood. The message must be as clear as possible. No ambiguity should creep into it. The message can be conveyed properly
only if it is clearly formulated in the mind of the communicator. The message should be encoded in direct and simple language so that the receiver is able to understand it without much difficulty.

(ii) **Completeness of message** - the communicator should ensure the message conveyed is adequate and complete; otherwise it will be misunderstood by receiver. Inadequate communication delays actions, spoils good relations and affects the efficiency of the parties to communication.

(iii) **Brevity** - the message should be short and clear to make it well understood.

(iv) **Timeliness** - a communicator should ensure he/she send message or provide feedback in a right time. The communicator must take care of this factor if he/she wants to create the desired response in the mind of the receivers. A delayed communication will certainly prove to be waste.

(v) **Integrity** – here the communicator should ensure he/she observes the ethical principles, sincerity and fair treatment. Try to be courteous as this creates friendliness, and can be achieved through a prompt feedback and omitting irritating expression such as ‘you forgot...’, ‘you failed....’,etc. Apologize sincerely for an omission, and thank generously for a favor.

(vi) A communicator should ensure the strategic use of grapevine (to complement formal communication).

(vii) **Feedback.** Feedback provision in the communication process calls for making it a two-way process. The sender must try to ascertain through some signals whether or not he is properly understood. He should also try to know the reaction of the receiver of the message. In case of face to face communication, it is easier to get feedback information by seeing the emotion, and expression on the face of the listener. But in case of other types
of communication, the communicator will have to do a lot to get clues of the reaction of the receiver of his message.

2.15 Conceptual Framework
Conceptual framework is related to or based on ideas rather than experiments or experiences. According to Ndunguru, (2007), conceptual framework refers to an assembled set of research concepts cum variables together with their logical relationships often presented in form of diagrams, charts, graphs, pictographs, flow charts, organ gram or mathematical equations.

Figure 2.3: Conceptual Framework of Successful Communication Process

<table>
<thead>
<tr>
<th>Independent Variable</th>
<th>Dependent Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effective Communication</td>
<td>Organizational Performance</td>
</tr>
<tr>
<td>- Ensure adequate, accurate and timely flow of information.</td>
<td></td>
</tr>
<tr>
<td>- Facilitate coordination.</td>
<td></td>
</tr>
<tr>
<td>- Enhance stronger decision making.</td>
<td></td>
</tr>
<tr>
<td>- Enhance quicker problem solving.</td>
<td></td>
</tr>
<tr>
<td>- Facilitate planning and control.</td>
<td></td>
</tr>
<tr>
<td>- Fosters human relationship.</td>
<td></td>
</tr>
<tr>
<td>- Effective and efficiently service delivery.</td>
<td></td>
</tr>
<tr>
<td>- Decrease in number of pending cases.</td>
<td></td>
</tr>
<tr>
<td>- Improved industrial relation</td>
<td></td>
</tr>
<tr>
<td>- Employee are satisfied and retained to deliver</td>
<td></td>
</tr>
<tr>
<td>- Improved internal and external customer care</td>
<td></td>
</tr>
<tr>
<td>- Equal and Timely justice for all is obtained</td>
<td></td>
</tr>
<tr>
<td>- Feedback is provided and analyzed for further action</td>
<td></td>
</tr>
</tbody>
</table>
From the above ideas, the variable to primary interest to this research is the dependent variable of organizational performance. The six independent variables are used in an attempt to explain the variance of organization performance. In addition the concept means, the greater accurate and timely flow of information and feedback provision the higher the organization performance.

2.16 Summary
The above discussion has mainly concentrated on how various authors have viewed communication process, particularly in public organization. The researcher has gone through the meaning, purpose of communication, effective communication, important of communication, characteristics, ineffective communication, and barriers to effective communication.

Almost, all authors have revealed that effective communication is the core aspect in creating mutual understanding between the sender and the receiver of the message. It revealed that effective communication is very important in all levels such as individual level, organization level, community level and Government level. As, it is the one which can increase productivity, maximize profit, anticipate problem and make decision.

Also the study has identified a number of barriers to effective communication including Personal barriers of communication, semantic/language barriers, physical barriers, selfishness barrier, individual differences, superior and subordinate altitude barriers, preconditioning factor such as culture and early experiences and others. Finally, the researcher compared barriers which were identified through literature with those identified in the field of study, which is High Court Moshi–Zone.

In addition to that, the study identified that, the improvement of performance is a fundamental part of the continuous process of performance management. The aim should be the positive one of maximizing high performance, although this involves taking steps to deal with underperformance. Poor performance may be a result of inadequate leadership, bad management or defective system of work. It is not
necessarily the fault of employees; the failure can be at the top of the organization because well defined and unequivocal expectations for superior performance have not been established.

Therefore effective communication is a best way of ensuring effective process of performance management which can provide a valuable means of communicating this expectation. (Armstrong. 2007)
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction
This chapter covers the methodology of the study in terms of the research design, population of the study, data collection techniques/methods and data analysis techniques which the researcher used in conducting the research.

3.2 The research design
There are different types of research design such as experimental design, exploratory and descriptive design, sample survey design, field study, case study design etc. However, for the purpose of this study the researcher used case study design. The researcher decided to use this design as it focused on single unit and hence making it easier to analyze that particular unit (organization) in detail with its unique findings and reliable data was found. Also case study has triangulation advantage in which several data collection methods like interview, questionnaire, observation and documentation which allowed a researcher to confirm data. Furthermore, the researcher used case study design due to limited resources such as time and money, thus, the researcher was able to concentrate on the single unity with few respondents. Moreover, case study is intense in nature, therefore, the researcher was able to probe the given situation in depth and detail, thus seeking and gathering a wealth of descriptive and explanatory information. Also the design made easily for a researcher to add a new angle to an existing situation, and it helped a researcher to uncover new information that was not known before. Generally, since the case study method is effective research technique for the analysis of organizational behavior, and highly adaptable to many situations generally existing in organizations.

3.3 Area of the Study
This study was carried out at High Court of Tanzania-Moshi zone, which is under the Judiciary within the Ministry of Justice and Constitutional Affairs. The researcher selected the said organisation as she was able to get the required data on time with less cost due to the fact that, she is familiar with organization as she has
been working within the organization for about ten years. Apart from that, the geographical area of the selected organization is well known and is located in town where there is good infrastructure and available social services as well as sufficient enough to represent public organization.

3.4 Population of the Study
According to Kothari, (2005) population is a number of people in a certain area. The target population of this study comprised of the Judges, Registrar, Resident Magistrate, District Magistrate, senior and junior officers and the rest of staff.

3.5 The Sample and Sampling Procedures
For this study the researcher applied both probability and non-probability sampling procedure. Under probability sampling the researcher used simple random sampling, and under non-probability sampling the researcher used judgmental or purposive sampling.

The researcher selected simple random sampling because of its relative advantage that are; each object or element in the population provided equal chance of being selected, and it made easy for a researcher to apply. The researcher selected judgmental or purposive sampling because unit of enquiry was selected judgmentally because of their unique position from others. These included the top management such as the Judges, senior officers, Middle and Lower class cadre of the organization.

Table 3.1: Distributions of Respondents

<table>
<thead>
<tr>
<th>Level</th>
<th>Number</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Judges</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>Registrar and Resident Magistrate (senior level)</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>District Magistrate, Accounts and Clerks (Middle level)</td>
<td>6</td>
<td>30</td>
</tr>
<tr>
<td>Security Guards and Office Assistant (lower cadre)</td>
<td>10</td>
<td>50</td>
</tr>
<tr>
<td>TOTAL</td>
<td>20</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field Research, 2013
3.6 Data Collection Methods

In this study the researcher used both primary and secondary data sources. Questionnaires, interview and direct observation were used to obtain primary data.

3.6.1 Questionnaire

This method was used because it is time saving, less costing and easily self monitored.

The researcher distributed both closed and open ended questionnaires to respondents who were selected through simple random sampling and purposive sampling. Closed ended questionnaires were used because they provide direct answers from the respondents and consume less time in responding.

Open-ended questionnaires were distributed to enable the employees to clarify the answers chosen in closed ended questionnaires. English language was used in designing questionnaire for the upper level employees and Swahili language also was used to design questionnaire for lower level employees.

3.6.2 Interviews

The researcher interviewed directors, heads of departments and other senior officers. The researcher approached the interviewees face to face and ask them same questions in order to get information on employees’ on how effective they communicate within the organisation. This enabled the researcher to obtain the information that she/he could not obtain in other method like questionnaire.

3.6.3 Documentation

The researcher studied the organization’s laid down documents, such as annual reports, scheme of services, strategic plan, job evaluation reports, staff regulation, employees’ files and past papers, to identify if there are existing barriers to effective communication as an hindrance to the improvement of organization performance.
3.7 Data Analysis and Presentation
In general, data analysis, involves uncovering underlying structures; extracting important variables, detecting any anomalies, and testing any underlying assumptions. It refers to the process of examining the data collected from the field to determine the relationship that exist among the data groups through the use of numerical measures like percentages, frequencies, and correlation coefficients. Likewise, data collected were analyzed using table, numbers and explanation.

The researcher therefore started by editing so as to ensure that the data are accurate, consistent with other facts gathered, uniformly entered and well arranged to facilitate coding and tabulation.

Finally, data were collected through different data collection methods and edited, coded and analyzed for interpretation. The study used triangulation method which allowed a researcher to apply both quantitative and qualitative technique to analyze collected information and data. Under qualitative analysis clear descriptions of the information were employed to show the relationship between objective and actual findings. Likewise quantitative data analysis technique was used to provide much understanding of findings in terms of percentages, tables and proportions.

3.8 Reliability and Validity
Data collected by researcher was reliable and validly because researcher herself went to the field and meets with respondent through observation, face to face and interviews. Similarly, data collected was reliable because it was obtained from the primary source (at the original source). In additional to that, data were recorded systematic and safely. Also the selection of sample group was done systematically to represent the whole population.

3.9 Ethical consideration
Ethical consideration was assured by a Researcher during the study. Values and ethical rules were observed according to code of conduct and sensitivity of judicial staff.
CHAPTER FOUR
PRESENTATION OF FINDINGS AND DISCUSSION

4.1 Introduction
The main objective of this study was to examine barriers to effective communication in improving performance in public organization. Specifically, the study aimed at assessing the existing barriers to effective communication in High Court of Tanzania-Moshi zone as a case study. Also, it aimed at examining the impact of ineffective communication in improving organization performance. Moreover, the study aimed at examining the contribution of effective communication in improving organization performance. Finally, the study aimed to suggest appropriate ways or mechanisms on how to reduce or overcoming barriers in effective communication.

Therefore, this chapter deals with data presentation, analysis and discussion of findings obtained by the researcher from the area of study. The discussion is based on findings obtained through observation, interview and self administered questionnaires. Apart from that, the discussion is based on four specific objectives and research question as it has been shown in chapter three as presented below.

4.2 Existing Barriers to Effective Communication in the Unit of Study
Through observation the research findings show that, the relationship and interrelation between people within the organization involve communication. This means communication is the life blood of the organization as it has been suggested by respondents through questionnaires and interview that effective communication is the core aspect of the organization.

From the researcher’s observation, barriers to effective communication include physical barriers and individual differences. Either, through questionnaires, respondents suggested common barriers in High court of Tanzania-Moshi as personal barriers, language/semantic barriers, individual differences, selfishness, lack of confidence in subordinates, lack of time to superiors, unwillingness to communicate, holding back facts or fear of challenge to Authority, lack or delay of feedback, lack
of information, closed communication environment and lack of every day conversation.

(i) **Physical barriers:** According to the observation of researcher, workers in High Court Moshi were faced with the problem of physical barriers coming from environmental factors such as distance, noises and similar interference which hinder the process of sending and receiving information or which hinder the process of communication. Examples, distance between human resources department which is used to oversee performance for promotion and disciplinary action is only found in head office in Dar es Salaam. On the other hand, in High Court Moshi zone researcher found physical barriers that are caused by noise, smell, appearance such as bad wearing condition and also, even the presence of other individual who may cause problems when discussing an important issue with another person. As such, if a receiver of a communication works in an area with bright lights, glare on computer screens, loud noises, excessively hot or cold work spaces, or physical ailments, that receiver will probably experience communication breakdowns on a regular basis.

(ii) **Individual differences:** Researcher observed that workers in High Court of Tanzania-Moshi are faced with the problem of individual differences which affect organization performance negatively because they failed to accept each other as she or he is. Examples of differences are altitudes, perception, originality, early life experiences, culture and beliefs, level of education, values and norms. This was seen especially in terms of culture and beliefs, values and norms in Moshi region where women are vulnerable group where society sees they are inferior and they can’t lead men, therefore if the receiver has some suspicion or mistrust against the source or sender, he is likely to mistrust the information, hence creating a barrier.

(iii) **Personal barriers:** The study found that to some extent the organization do face personal barriers. These arise from personal judgment such as emotion, social values of people, altitudes hence they affect the workers interaction
and interpretation of reality. For example from my findings when employee receives a message that he or she is not due for promotion then the messages will dominate his/her mind, hence creating obstacles to a natural flow of initial presentation of ideas, as such his or her anger will be reflected. As such, researcher found that, if the sender is worried, excited, afraid, nervous etc. his/her thinking will be confused and he/she will not be able to organize his message properly, that the state of his mind will be reflected in his message. Thus, this found when a Magistrate making judgment and proof that someone girt, upon a reception of the said information he/she decide to react immediately, his/her anger and disappointment are likely to be reflected in his/her tone.

(iv) **Barriers in language or meaning:** The study revealed that in the organization workers face barriers in language/meaning, this normally occurs when a certain word could be interpreted different by different people. Also the use of jargon or difficult vocabularies are yet other features of language which could cause some confusion, hence barriers to understanding. For example, when a lawyer tells his client that the client’s case is a prima facie, the client may fail to understand that there is enough evidence in favor of the client to prove the case, therefore vocabulary should be reduced.

The findings of the study indicate that, about 45% of all 50 respondents who had the idea while the rest were against. Also findings indicate that the main causes of this are different in level of education.

(v) **Selfishness:** the study also reveals that to some extent there are problems of selfishness in this organization under study where by some workers prefer not to listen but to control conversations, likewise, he/she is not likely to be prepared to re-consider his/her position in favor of the other where about 48 staff out of 50 argued. This hinders effective communication because no effective listening to others as well leads to wrong decision making.
(vi) **Inadequate confidence in subordinates:** this normally arise in the organization due to the fact that superiors generally perceive, correct or otherwise that their subordinates are less capable, they are not able to advise superiors. This situation affects the interaction within organization as it was observed by researcher in the study.

(vii) **Inadequate information:** through researcher’s observation, interview and questionnaires the study also revealed the existence of the problem of lack of information at High Court of Tanzania-Moshi. This problem was swan in the area of job descriptions where by most employees were not well informed on their responsibilities in their respective areas. Therefore this barrier blocks information especially when someone is accountable for a particular task; she/ he did not know that. Also, superior use to hold some information for fear of being challenged hence creating obstacles to performance of the organization. This was argued by about 47 out of 50 respondent.

(viii) **Fear or unwillingness to communicate** the researcher’s findings also revealed that, in the organization there are problem of fear or unwillingness to communicate among workers. These arise from subordinates as they feel that he is likely to be adversely affected by particular piece of information to his superior, thus he would not be willing to supply it, hence hinder upward communication, almost all staff argued through interview and questionnaires.

(ix) **Inadequate or delay of feedback:** one of the barriers to effective communication revealed by researcher is the lack of feedback. Thus, although feedback is one of the best tools to improve communication; yet, it is one of the most underused and misused communication skills in High court of Tanzania-Moshi zone, as it was complainedby respondent for their boss not reply their request in many cases when they ask for their rights, example request for salary areas claim, promotion, permission, training e.t.c hence, they become dissatisfied with jobs resulting into poor performance.
(x) **Closed communication environment:** Also, this is another barrier to effective communication identified by researcher in the particular study; that employees are not given room to provide views and opinions, thus, a closed communication environment have created a barrier in overall performance of organization. Therefore, to improve organization performance one should accept open communication environment so as to facilitate the exchange of information, ideas, opinion and altitude.

(xi) **Lack of everyday performance conversations:** According to the researcher this is another barrier of communication under the unity of study. The researcher found no performance feedback dialogue which allows management and staff to share opinions and advise where necessary. This means, if you have employees reporting directly to you, it is very likely that you hold day-to-day performance conversations with them. However, if you don’t have a process to guide these daily conversations with them, you are probably missing on the power, ease, and effectiveness of a performance conversation process, in which case, you might unconsciously be creating barriers to effective communication.

(xii) **Information Overload,** researcher realized that, If you receive a message with too much information, you may tend to put up a barrier because the amount of information is coming so fast that you may have difficulty comfortably interpreting that information. If you are discussing important issues with your employees, pick two or three important opinion to emphasize instead of overwhelming your receiver with an information avalanche.

4.3 **Impact of Ineffective Communication in Improving Organization Performance.**

In work places poor communication is a serious problem and can be costly to an organization. The impact can be devastating to the parties involved. Some of the
results include: Loss of business, customers, products, goods, services, employee turnover, and loss of productivity, absenteeism, sabotage, injury and accidents, sick leave and lack of morale to work.

Similarly, disagreements and difference opinion can escalate to serious conflict in the workplace. Many times this occurs when communication is avoided with the hope that it will just go away. Avoidance only makes matter worse. Thus, some people feel as though they are always walking on egg shells and others build resentment against those whom they consider the cause of the conflict. Therefore, workplace conflict is a leading symptom of a declining practice; hence Communication allows misunderstandings to be worked out and problem to be solved

From the study, the researcher discovered that, infective communication has brought a number of negative impacts in the improvement of organization performance. These problem are like making employees defensive, not understandable to each other, communication which is inaccurate, delay in transmission of information which result in delay of feedback, provide information that is not practical towards accomplishment of intended goal, interference or presence of other individuals who may cause problems when one individual are discussing an issue with another person concerning task. Thus, resulting to loss of productivity, employee absenteeism and also turnover.

Also, the study found out that there is a consistent use of jargons, difficult vocabularies and improper pronunciation which cause some confusion in the improvement of organizational performance. For example, when a Magistrate tells his client that the client’s case is a prima facie; the client may fail to understand that there is enough evidence in favor of the client to prove the case. This is because prima facie is a legal jargon reserved for lawyers.

Thus, the use of jargon or Conflicting Messages has negative results that, Messages that because a conflict in perception for the receiver may result in incomplete communication. For example, if a Magistrate constantly uses jargon or slang to
communicate in court room with someone from another country who has never heard such expressions, mixed messages are sure to result. Another example of conflicting messages might be if a supervisor requests a report immediately without giving the report writer enough time to gather the proper information. Does the report writer emphasize speed in writing the report, or accuracy in gathering the data?

Thus, a lot of respondent urges the existence of this problem of ineffective communication which results to failure in execution of plan and decision making hence, the organization fails to meet its objectives. For example, some employees through questionnaires said there are problems which arise due to the provision of information that is not practical, i.e. they have been told by employer whose office is in Dar es Salaam to send their personal information without explaining exactly the needed information like date of birth, date of employment, file number, check number, course attended, date of last promotion etc, all this information will enable employees to sent exact data that employer need, hence, employer decide to communicate back seeking for further details, this leads to delay in employee promotion and or increase in salary resulting employee dissatisfaction and conflict in organization.

Sometimes, poor decision making is a result of not having all the details needed to make a sound and rational decision. The decision making process requires a clear vision of the organization, mission, goals and values in order to accurately identify the problem, need for improvement, possible solution, alternatives and consequences as well strengths and weakness. Thus, managers can often rely on communication from staff in order to make effective decisions. It encourages staff to speak up about concern by providing feedback in a positive and productive way. Hence, result in the improvement of the organization performance.

Moreover, the study reveals the existence of ineffective communication in High court Moshi due to cultural and norms of the society as a precondition factors. Thus, the activity of human transmission and receiving information is influenced by such powerful forces as cultural and traditional heritage, social environment and previous
experience. For example, in Moshi societies, women are regarded to be inferior, with no power and say over men hence, women employees fill they are not respected by men hence they fail to give directives to her client or subordinates who is a man. Therefore their performance was affected negatively due inferiority complex over men.

Similarly, due to that situation, the organization fails to improve performance resulting from poor human relation.

Furthermore, the study reveals that there are barriers of communication in the organization which arise from superior’s behavior. For example, some subordinate respondent urges that their superior’s always tries to get higher position and prestige to satisfy their needs, therefore, due to fear of challenge from authority, Registrar and Magistrates in charge try to withhold the information coming downward the line or going up as frequent passing information may disclose their weakness.

As such, lack of confidence in subordinates also affect free flow of information, as well affect organization performance. The researcher revealed that some superior within the organization generally perceive correct or otherwise, that their subordinate are less competent and capable, that their not able to advise superior or they have no information coming downward. Therefore, the study shows that, some employees has been demoralized from this situation hence, lack of morale, work dissatisfaction, decreased human relation, lack of creativity and team building. Thus, the organization fails to improve its performance.

Likewise, barrier’s in subordinates is also another element of ineffective communication which researcher identified as barrier that block communication in upward direction. The study shows that, in High Court Moshi about 40% of subordinates do not communicate because they are just because they are not willing to do so. Subordinates feels that he/she is likely to be adversely affected by a particular piece of information to his superior he would not be willing to supply it.
Thus, it affects employees’ participation in organization towards improvement of performance and development.

Also, personal attitudes and opinions can act as a barrier which result in ineffective communication in various situations such as if the information is not in favor of our attitudes and opinions, we view it as unfavorable, hence unfavorable reaction. For example, if an employee believes that motivation comes from promotion and increase of salary, any information about getting work done, good working environment and working tools is likely to be unwelcome.

As well as emotional interference has shown negative impact in the process of communication, thus, an emotional individual may not be able to communicate well. If someone is angry, hostile, resentful, joyful, or fearful, that person may be too preoccupied with emotions to receive the intended message. If you don’t like someone, for example, you may have trouble “hearing” them.

Emotional distractions also, if interfere with the creation and transmission of a message, they can also disrupt reception. If you receive a report from your supervisor regarding proposed changes in work procedures and you do not particularly like your supervisor, you may have trouble even reading the report objectively. You may read, not between the lines. Consequently, you are likely to misunderstand part or all of the report.

According to (Zemke and Kramlinger, 1982:29) personal behavior also can contribute negatively in communication process because people differ in nature.

For example, if a person lacks confidence in communicating, they may not be heard and, if they are too confident, the audience may ignore them because they are dominant. Thus, effective communication ensures expectation are communicated clearly; all people in the organization should share with all concerned both orally and in writing, the nature of goal, the allocation of responsibility for achieving it, hence, time table and the constraints. Therefore, effective communication is a best way of
ensuring effective process of performance management which can provide a valuable means of communicating these expectations.

Similarly, stress is a normal response to daily events in the work place. However, lack of communication can increase stress due to unnecessary worry and concern over work place issues real or perceived. Thus, increased stress may come in the inability to anticipate outcomes due to poor communication. Also poor coordination, unsure expectations, and lack of direction are unnecessary causes for stress in the work place.

Furthermore, physical barriers refer to distractions that are caused by noise, appearance, smell, and even the presence of other individual who may cause problems when we are discussing an important issue with another person leads to ineffective communication as well resulting to poor organization performance.

Lack of feedback also leads to ineffective communication which result to poor organization performance in a sense that without receivers response to the message it means the message is not conveyed to the sender, therefore, effective communication should be a two way process.

Since communication is a two-way process, the sender must search for a means of getting a response from the receiver. If a team leader does not permit any interruptions nor questions while discussing projects, he may find that team members may not completely understand what they are to do. Face-to-face oral communication is considered the best type of communication since feedback can be both verbal and nonverbal. When two communicators are separated, care must be taken to ask for meaningful feedback.

Also inadequate Feedback is a factor affecting communication process in such a way that, delayed or judgmental feedback can interfere with good communication. If your supervisor gives you instructions in long, compound-complex sentences without giving you a chance to speak, you may pretend to understand the instructions just so
you can leave the stress of the conversation. Because you may have not fully understood the intended instructions, your performance may suffer.

4.4 Contribution of Effective Communication in Improving Organization Performance

Communication is not just important to an organization, but is an important component in every day human life. As other studies discovered that communication is the core of our humanness and that how we communicate with each other shapes our lives and our world. Thus, communicative skills help human to reach out to one another or to confront events that challenge our flexibility, integrity, expressiveness and critical thinking skills.

Therefore, Communication is said to be effective if it achieves the purpose for which it has been initiated, and if it does not, then, it is ineffective. The researcher’s findings show that effective communication is the core aspect in improving organization performance. This fact was obtained thorough evaluation of several independent and dependent variables where the effective communication is independent variables while organization performance stand as a dependent variables, therefore, improved organization performance depend on the effectiveness in communication based on two way traffic where the receiver’s response to the message is conveyed to the sender.

Thus, the researcher found the contribution of effective communication in improvement of organization performance in the number of ways as discussed bellow;

Effective communication ensures adequate, accurate and timely flow of information which facilitates effective and efficiently operation.

Similarly, effective communication facilitate coordination and as well foster human relation, therefore it increases organization unity and cohesion among employees as top management allows two process of communication and involve lower staff in
planning, policies formulation as well employees ideas and opinions is considered. Top management must therefore articulate and communicate the organization mission, objectives and core values. In addition top management should define and develops the context for high performance, for example by actively pursuing policies for continuous performance improvement.

Management should define what it requires in the shape of performance improvement, sets goals for success and monitors performance to ensure goals are achieved.

Likewise, effective communication enhance stronger decision making and quicker problem solving that facilitate the improvement in terms of production and profitability as well organization image is improved and accepted by internal and external customer.

Effective communication also ensures day to day conversation and meeting where purposive discussion occurs among two or more people who exchange information on a common topic or problem. Hence, this dialogue can be an efficient way to pool individual’s expertise, experience, knowledge and ideas which can give solution to problems that individuals could not find alone. Conversation or meeting may promote a sense of group identity and of belonging to the organization. It can be management’s most efficient and effective communication and planning vehicle but only if organizers plan carefully and pay attention to details before, during after the event. To sum up effective communication is important in organization as shown below:-

One, For Managerial efficiency: – Communication helps in smooth operation of management. Managerial task can only be performed when communication system is effective. Second, It enhance morale and relations: – Effective communication emphasizes the employee’s participation in management. It helps to build the employees morale and cordial industrial relations between management and employees
Third, For effective leadership: – effective leadership depends upon effective communication. Two-way communication helps in effective communication. Managerial leader must handle the subordinates. For ordering qualitative leadership is essential. And that can be obtained from proper system of communication.

Fourth, For mutual trust and confidence: – mutual trust and confidence between labor and management is necessary for effective movement of organization. When there is effective communication, it helps to reduce misunderstanding and develop mutual trust.

Fifth, For better decision: – the success of organization can be measured in better decision. When the information, data and other fact are not effectively communicated, it hampers the decision making. So, when the facts are communicates to concerned department, organization and person. It is easy to make decisions promptly.

Sixth, For staffing: – when the information are correctly communicates in time, it helps in the function of selection, placement, socialization, promotion and transfer,

Seventh, for better managerial concern: – all managerial functions such as planning, organizing, directing, controlling etc can’t be conducted without communication.

From the above discussion, there is no doubt that effective communication skills are indispensable prerequisites for improved productivity and profitability through improved efficiency in running and controlling duties and activities in any organization settings.

4.5 Appropriate Ways or Mechanisms on How to Reduce or Overcoming Barriers in Effective Communication

In reducing barriers to effective communication, the researcher suggests various appropriate ways and or mechanisms as discussed below to be applied in the organization.
Physical Barriers for example, Research shows that one of the key factors in building strong and integrated teams is proximity. Most offices have closed doors and cabins for those at higher levels of the organizational ladder while the large working areas are physically placed far apart. This kind of barrier forbids team members from effective interaction with each another. The only way one can improve effective organizational communication is by changing one’s thoughts and feelings with one’s colleague. In this way, we don’t just break down communication barriers, but also build relationships that work successfully for long. If every individual in an organization takes personal responsibility to make sure he works in complete effectiveness with his or her co-worker, no matter how many barriers come in the way, a responsible employee will always know how to overcome them. In general researcher suggests as follows in overcoming physical barriers

(i) Time – adopt appropriate fast channels of communication
(ii) Space – maintain the distance in the communication exercise as determined by the situation.
(iii) Place – Avoid overcrowded incommodious and ill-lit, ill- ventilated places to achieve effective communication.
(iv) Medium – Choose the appropriate medium oral / written (sign (audio/visual) medium.

Also, the researcher suggested the use of clear language by avoiding the use of jargons, ambiguities, inadequate vocabularies as well as long and winding expressions. They should be kept in mind that, words have different meanings to different people, and that denotations are different from connotations then communication will be easier and more effective. Choose the correct and precise word depending on context and the receiver’s felicity in the use of language.

Similarly, creation of meaning is a way of ensuring effective communication; this is because people need to ensure that others understand what they are saying. Words do not have meaning in themselves, people give meaning to words. The same words may therefore have different meaning for different people as we have discussed above. Effective communication therefore demands that people work together to
ensure that the meaning created is the same for all. Thus, there must be a sharing of meaning.

Moreover, the researcher suggested the attention to feedback. Thus, the communicator should constantly tune in on feedback to determine how effectively the message has been or being received and interpreted to determine the understanding among sender and receiver.

As such, in recent years, workers are no longer prepared to accept orders without query. Thus, they are demanding a say in running the organization. Managers have to move away from an altitude of I’m a boss ‘you do as I say’. They have to move towards a style of communication that regards it as a transaction or a creation of meaning. Therefore communication has to become two ways rather than one way.

Furthermore, to reduce barriers in communication, the communicator should avoid physical distraction such as distance, noise by moving to a more quite place, turning off the radio or TV set, closing the door.

Also the researcher suggested that, as far as individual differences and personalities are inevitable in any organization, the communicator should reduce barriers by accepting these differences in perception, therefore one agrees with another to achieve good communication. As such, if each will understand why the other party sees what he or she sees, each will accept the other person’s right to see things differently, and then communication may improve. They therefore have to be sensitive to this perception to ensure effective communication take place.

As such, sender and receivers have different needs and goals; therefore, if they understand this, they will become the more sensitive towards one another. For example, one may have a strong need for recognition, where other is may have a need to get the job done as quickly as possible. Their goals would therefore differ and communication might therefore be difficult. Therefore both parties should be sensitive to one another.
Similar, the researcher suggested that, communicator should learn to recognize her or his own as well as the other person’s distracting emotion and attitudes, and take steps to eliminate, or at least understand them.

Researcher also suggested that, barrier in superior’s such as negative attitudes towards subordinates ideas should be avoided, that means superior should accept their ideas and opinion as a challenges towards improvement of organization performance and to increase human relation.

Thus, the researcher suggested the needsuperiors to have everyday performance conversations with subordinate so as give instruction, to advise them, training, counseling and motivating towards accomplishment of organization goals.

According to researcher, barriers in subordinate also should be avoided to make effectiveness in communication. Subordinate should also actively participate in communication willingly and they should be motivated to supply piece of information so as to avoid misinterpretation and distortion. Hence, superior should make sure they listen but take control of conversation.

Electronic communication has had dramatic effects on the way people communicate within and outside the organizations. Although there are some negative impacts of the communication technology such as unemployment, isolation sitting alone at work station, illegal access of information etc, it has brought many advantages in the success of this field of communication as follows:

First of all, computers have made it possible for people to transmit information rapidly within an organization via the intranet and outside the organization via the internet.

It now possible for one to communicate both orally through the telephone and in a written form through the fax or e-mail all at the same time i.e to make a telephone call and soon send a written document if required and all can be delivered in a span of seconds. Also, this has made it possible for one to work from any part of the world
and communicate with the office or family as long as there are telephone and internet connections. Whereas face to face communication is hard to monitor, and messages written on paper can be destroyed, information sent electronically can be accessed, monitored and stored.

Therefore, if the organization applies safely the use of electronic communication, it could ensure effective communication and make possible for employees to perform their tasks with ease and greater accuracy while cutting down costs.

Finally, co-operation and cordial relationships among employees should be encouraged as this will reduce communication barriers due to poor relationships. Top management must communicate to employees regularly to inform them of result, to publicize success stories and to recognize the importance of the contribution made by people at all levels.
CHAPTER FIVE
SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction
This study basically focused on examining barriers to effective communication in improving performance in public organization, with case study of the High Court of Tanzania-Moshi Zone which is located in Kilimanjaro Region.

The study was based on the following Specific objective:-

(i) To assess the existing barriers to effective communication in High court of Tanzania-Moshi Zone.
(ii) To examine the impact of ineffective communication in improving organization performance.
(iii) To examine the contribution of effective communication in improving Organization performance.
(iv) To suggest appropriate ways or mechanisms on how to reduce or overcoming barriers in effective communication.

Also, the researcher in his study was guided by the following Research questions:-

(i) What are the common barriers to effective communication in the organisation under study?
(ii) What is the impact of ineffective communication towards improving Organization performance?
(iii) How does effective communication improve Organization Performance?
(iv) What are the mechanisms to reduce or overcome barriers to effective communication?

5.2 Summary
This study aimed at examining barriers to effective communication with the case of High Court -Moshi Zone. From the study findings, it shows that; communication is a process which has several important components. Thus, when we talk and consider those components, we can improve our own communication, and better understand the communication of others. Therefore, all those people who would like to succeed
in professional and social situations must learn to apply the concepts of communication and manage the principles of effective communication. Generally, researcher emphasize the need to master communication skills despite the rapid changes in electronic communication, thus, although technology continues to develop, the basic principles of communication have remained unchanged. Hence, the need for knowing what to say and how to say it should remain the fundamental aim so that you become a master rather than a servant of the technological devices.

5.3 Conclusion
The study through observation method realized that in High Court of Tanzania – Moshi there are common problems of physical barriers such as noise, distance, as well as individual differences. The study also, through questionnaires’ responses from 10 employees out of 30 argued that semantic barriers, delay or lack of feedback, lack of information to mostly those lower levels are common problem within the organization.

Furthermore, the study through questionnaires’ responses from 5 middle staffs out of 6 revealed the existence of subordinates and superior barriers of communication where by subordinates are usually afraid of communicating upward any unpleasant information, subordinates are too conscious of their inferior status and also afraid of being snubbed. On the other hand, findings also show that, status-conscious superior think that consulting their juniors would be compromising their dignity. Hence, this lead to self judgment as being inferior or superior and further lead to feeling of incompetence for the inferior or a felling of pride for the superior, hence creating poor communication.

Also, the findings from 2 senior staffs out of 2 show that there are barriers arising from wrong choice of medium of communication where by the use of written communication in the nature of judicial organization structure has been not more appropriate due to its distance between accounting officer/employer in Dar es Salaam who manage all High Courts in Tanzania, thus some information which requires urgency and instant response where need oral medium become difficult.
5.4 Recommendations

By referring on researchers observation and employees views and comment expressed through questionnaires and interviews, the study revealed the existence of a number of barriers to effective communication in High Court of Tanzania –Moshi Zone that to a large extent hinder the efforts of improving organizational efficiency and effectiveness.

Therefore, based on the findings researcher suggests and provides recommendation as follows:

Firstly, the researcher suggests that, in order to reduce barriers in communication, one should communicate positively. Thus, breaking down barriers is one of the first steps towards good communication, maintaining eye contact, listening to what the other person is saying, and using body language all help you to communicate successfully.

Secondly, the superior should ensure open door policy in the organization by avoiding withholding information coming down the line or going up, they should give chance subordinates to provide information about the organization so as to ensure two-way-traffic communication as well as providing adequate and smooth flow of communication in all directions.

Also, the researcher found that, there is grapevine communication coming from gossips and rumorswhich basically takes place at lunch breaks, tea breaks or in office characterized by idleness. Research shows that grapevine normally flourishes in a climate of fear, distrust and ignorance, and the source of rumors might include confidential letters left unattended to a desks, careless remarks, loud voices coming from closed doors, and sudden changes in established routines and practices. Thus, according to researcher this channel is prevalent where other channels are either closed or inadequate. Hence, it may be a good source of information for managers but at the same time, may bring the organization to a halt because negative distortions could have adverse effects on the morale of staff. It is therefore important
for organizations to have open, formal communications networks to offset the rumors.

Thirdly, the Ministry of Justice and government in general should put the National Information and communication technology policy of 2003 in operation, thus, the policy will ensure the use of ICT in public organization.

Fourthly, the Ministry of Justice and government in general must establish a proper incentive and motivation mechanisms to encourage subordinate to communicate upward. This will encourage employees who fear to communicate to convey it.

Also, researcher suggests the need for training staff about basic communication skills, effective use of communication, listening skills, speaking skills and writing skills.

Similarly, ensure Open and timely information, because knowledge is power and we should support our Team Members' right to access information that impacts their jobs. Our books are open to our Team Members, including our annual individual compensation report. We also recognize everyone's right to be listened to and heard regardless of their point of view.

On the other hand, although written communication is important in transacting business, oral communication is used more often, and by more people. Hence, some business positions require the use of oral communication almost exclusively, and the people who fill these jobs are hired on the strength of their ability to speak well for example the administrators make extensive use of oral communication in carrying out their jobs responsibilities. Therefore, researcher recommends on the application of effective speaking principles where once you present should consider appearances such as dress and grooming, meaning while talking about proper dressing, you should always realise that it is the occasion that determines how to dress, so be presentable for that and never assume that your audience will only concentrate on what you say and not how you appear. Effective speaking by using gestures, facial
expression like the use of eye contact and voice if used properly, can reinforce the intended message. Thus, facial expression for example could be used to express something humorous or sad.

Therefore researcher suggests that, human relations should be improved. Thus, co-operation and relationship among employees should be encouraged as this will reduce communication barriers.
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APPENDICES
Appendix 1: Questionnaire

Dear respondent, my name is Remida Ibrahim, a student at Mzumbe University in Dar es Salaam Campus, pursuing Master of Human Resource (MSC-HRM). I am currently conducting a research as part of requirement to complete my second degree studies, my research is basing on examine barriers to effective communication in improving performance in public organization, therefore I acknowledge you are presence as the main stakeholder in this aspect. I wish to assure you that all information provided in this questionnaire will be treated as confidential and will be used for academic purposes only. I highly appreciate your cooperation as well as your contributions.

PART A: GENERAL INFORMATION

REQUIRED: Tick The Most Correct Answer.

1. What is your Sex?
   (i) Male ( )
   (ii) Female ( )

2. What is your age category?
   (i) Below 25 years old ( )
   (ii) Between 25 and 35 years old ( )
   (iii) Between 35 and 55 years old ( )
   (iv) Above 55 years ( )
3. What is your highest education level?
   (i) Above form four (   )
   (ii) Degree Holder (   )
   (iii) Below form Six (   )
   (iv) Above Degree (   )

4. What is your working experience in the Organization?
   (i) More than ten years (   )
   (ii) Between three and ten years (   )
   (iii) Below one year (   )
   (iv) Above five years (   )

**PART B; Effective communication and its barriers, put “YES” or “NO” where appropriate.**

1. When you communicate effectively you improve organisation performance

2. Delay in transmission, holding back fact, misinterpretation is among the common barriers to effective communication in your organization

3. Ineffective communication is an obstacle towards organisation performance

4. Do you think there are barriers to effective communication in your organisation?

5. There are mechanisms established by the organisation to reduce barriers of effective communication in your organization?
PART C: Roles / significant of effective Communication

1. Explain in short the roles of effective communication towards improvement of organization performance

2. In what ways did ineffective communication has negative impact towards organization performance?

3. Mention three existing barriers to effective communication in your organization if any

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4. One of the characteristics of Ineffective communication is Clarity
   (i) Yes (   )
   (ii) No (   )

PART D: GENERAL KNOWLEDGE

1. Mention any three strategies set by your Ministry to ensure effective communication.
   (i) .................................................................
   (ii) .................................................................
   (iii) .................................................................

PART E: Provide a suggestion on how to improve effective communication in your organization.

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Observationnaire for barriers to effective communication:
Name of Organisation.........................................................
Department........................................................................
Date...................................................................................
Signature of Observer...........................................................