EXPLORING BARRIERS TO EFFECTIVE COMMUNICATION IN PUBLIC INSTITUTIONS:
The Case of Dar es Salaam Institute of Technology- Dar es Salaam
EXPLORING BARRIERS TO EFFECTIVE COMMUNICATION
IN PUBLIC INSTITUTIONS:
The Case of Dar es Salaam Institute of Technology- Dar es Salaam

By
Joyce Bakari Mpunga

A Dissertation submitted to Mzumbe University Dar es Salaam Campus College as a Partial Fulfillment of the Requirements for the Award of Master of Science in Human Resources Management (MSc HRM) of Mzumbe University
2014
CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled **Exploring of Barrier to Effective Communication in Public Organizations: The Case Dar es Salaam Institute of Technology (DIT)** in (partial) fulfillment of the requirements for award of the degree of Master of Human Resources Management of Mzumbe University.

________________________
Major Supervisor

________________________
Internal Examiner

Accepted for the Board of ………………………

________________________
DEAN/DIRECTOR, FACULTY/DIRECTORATE/SCHOOL/BOARD
DECLARATION
AND
COPYRIGHT

I, Joyce Bakari Mpunga, hereby declare that this dissertation is my own original work and that the sources of information that have been utilised in this study were acknowledged. This dissertation has not been presented or submitted to any other university for a degree award.

Signature: _______________________________________

Date: ___________________________________________

© 2014

This dissertation is a copyright material protected under the Berne Convention, the Copyright Act, 1999 and other International and national enactments, in that behalf, on intellectual property. It may not be reproduced by any means in full or part, except for short extracts in fair dealings, for research or private study, critical scholarly review or discourse with an acknowledgment, without written permission of Mzumbe University, on my behalf.
ACKNOWLEDGEMENT

This dissertation would not have been successfully completed, had it not been for the great contributions of some important persons. In this regard, I would like to mainly appreciate, tireless support from Mr. Jones Mnzava (my research supervisor) for his kindness, understanding and professional guidance and encouragement.

I would also like to express my special thanks to my lovely Husband –Zakayo Nyange for supporting and allowing me to undertake my Master’s programme. Besides, I would like to extend my sincere gratitude to the Management of DIT for allowing me to conduct my study at DIT Institute and I also thank the respondents who supplied me with the data. Special thanks should go to Principal Prof. John W.Kondoro, Deputy Academic, Research and Consultancy - Prof Christian Nyahumwa and Human Resources and Administrative Manager Mr. Sabastian N.Inoshi and the human recources office for their support during my studies.

I am extremely thankful to all respondents who furnished me with the required data; and I also feel indebted to make a special mention of the name of Mr. James Isaack for assisting me to gather data from the respondents. Also thanks go to my fellow students at Mzumbe University. I am also deeply appreciate to my brother Mr. Maziku Mihayo for helping me to analyse data quantitatively by using the Statistical Package for Social Sciences (SPSS) software. I thank my co-workers and employer for their assistance.

Finally, I would like also to express my sincere thanks to my family, my lovely son Tumsifu Nyange and Baraka Nyange, my young sister and brother Sia Bariki and Walter Bariki and other important people that I might have forgotten to mention. Be blessed.
DEDICATION

This dissertation is dedicated to my lovely husband Zakayo E. Nyange for his prayers and support during my study, and to my lovely twins Tumsifu and Baraka Zakayo Nyange.
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>DIT</td>
<td>Dar es Salaam Institute of Technology</td>
</tr>
<tr>
<td>OPRAS</td>
<td>Open performance Appraisal System</td>
</tr>
<tr>
<td>SPSS</td>
<td>Statistical Package for Social Sciences</td>
</tr>
</tbody>
</table>
ABSTRACT

This study aimed to explore barriers that affect the effective communication in public institutions in Tanzania. The study was conducted at the Dar es Salaam Institute of Technology which was used as the case study. The study was guided by four specific objectives which are; to investigate barriers of communication at DIT; to identify methods of communication within DIT; to identify communication patterns at DIT and to assess the efforts made by DIT to overcome barriers to effective communication.

The researcher used case study design to accomplish the empirical study and both quantitative and qualitative methods were used to analyse data gathered through interviews, questionnaires, observation and documentary review.

This study found that at DIT the methods of communication which are used are meetings, telephone communication and memos and that those methods are effective. Also it was found that vertical and horizontal are the popular patterns in public institutions.

Moreover, the researcher found that there were barriers of communication such as different perceptions among staff, emotional barriers, information overload, feedback barriers, psychological barriers and institution set up whereby some offices were located outside the campus. These offices could not access information on time and sometimes information could not reach at all because of physical distance.

Public institutions should strive at making sure that they improve communication in their institutions. It was found that at DIT there is poor telephone connection between one room to another and one block to another. Therefore, to overcome this problem, the institute should introduce modern technology in order to avoid the miscommunication from one department to another.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Chapter/Iliustration</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certification</td>
<td>i</td>
</tr>
<tr>
<td>Declaration and Copyright</td>
<td>ii</td>
</tr>
<tr>
<td>Acknowledgement</td>
<td>iii</td>
</tr>
<tr>
<td>Dedication</td>
<td>iv</td>
</tr>
<tr>
<td>List of Abbreviations</td>
<td>v</td>
</tr>
<tr>
<td>Abstract</td>
<td>vi</td>
</tr>
<tr>
<td>Table of Contents</td>
<td>vii</td>
</tr>
<tr>
<td>List of Table</td>
<td>viii</td>
</tr>
<tr>
<td>List of Figures</td>
<td>ix</td>
</tr>
<tr>
<td>List of Appendices</td>
<td>x</td>
</tr>
</tbody>
</table>

## CHAPET ONE
### Introduction

1.1 Background Information .................................................. 1
1.2 Statement of the Problem ................................................. 2
1.3 Research Objectives ..................................................... 3
1.3.1 The General Objective .................................................. 3
1.4 Specific Objectives ...................................................... 3
1.5 Research Questions ...................................................... 3
1.6 Scope of the Study ........................................................ 4
1.7 Limitations of the Study .................................................. 4

## CHAPET TWO
### Literature Review

2.1 Introduction ............................................................................... 5
2.2 Definitions of Terms ............................................................. 5
2.2.1 Theoretical Literature Review ............................................. 6
2.2.2 Basic Communication Model ................................................ 6
2.2.3 The Communication Process ................................................ 7
2.2.4 Types of Communication .................................................... 8
2.2.5 Methods of Communication within an Organization ..................... 8
2.2.6 The Flow of Communication in the Organization .......................... 9
2.2.7 The Vital Four Steps in Effective Communication ........................ 9
2.2.8 Barriers to Effective Communication ..................................... 11
2.2.9 Measures for Overcoming Barriers ....................................... 13
2.2.10 Functions of Communication ............................................. 14
2.2.11 The Purpose of Communication ......................................... 15
2.2.12 The Importance Communication ......................................... 16
2.2.13 Communication Network ................................................... 17
2.3 Review of Empirical Studies .................................................. 18
2.3.1 Review of Studies ............................................................ 18
2.4 Conceptual Framework ......................................................... 27
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction ................................................................. 29
3.2 Type of the Study .......................................................... 29
3.3 Area of the Study ........................................................... 29
3.4 Population and Units of Inquiry ......................................... 29
3.5 Units of Inquiry/Analysis .................................................. 29
3.6 Sample Size ................................................................. 30
3.7 Sampling Techniques ....................................................... 30
3.8 Types and Sources of Data ................................................. 30
3.8.1 Sources of Data .......................................................... 30
3.8.2 Primary Data ............................................................. 31
3.8.3 Secondary Data .......................................................... 31
3.9 Data Collection Techniques .............................................. 31
3.9.1 Interview ................................................................. 31
3.9.2 Questionnaires .......................................................... 32
3.9.3 Observation ............................................................... 32
3.9.4 Documentation .......................................................... 33
3.10 Data Analysis Techniques .............................................. 33
3.11 Data Processing ............................................................ 33

CHAPTER FOUR

PRESENTATION, ANALYSIS AND DISCUSSION OF RESEARCH FINDINGS

4.1 Introduction ................................................................. 34
4.2 Demographic Characteristics of the Respondents ................. 34
4.3 Distribution of Respondents Gender ................................ 34
4.4 Distribution of Respondents by Age ................................ 35
4.5 Distribution of Respondents by Education Level ................. 36
4.6 Distribution of Respondents by Occupation ....................... 36
4.7 Methods of Communication at DIT ................................. 37
4.7.1 Findings from Questionnaire ....................................... 38
4.7.2 Findings from Interview ............................................. 39
4.7.3 Findings from Observation .......................................... 40
4.7.4 Findings from Documentary Review ............................ 40
4.8 The Effectiveness of the Methods of Communication ........... 41
4.9 How Subordinates Communicate among Themselves ............ 42
4.10 How sub-ordinates Communicate with the Top Management .. 44
4.11 The process of Getting Feedback .................................... 46
4.12 The Patterns of Communication at DIT ............................ 47
4.13 Barriers of Communication ............................................ 49
4.14 Efforts to Eliminate Communication Barriers .................... 54
# LIST OF TABLE

<table>
<thead>
<tr>
<th>Table</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>Distribution of Respondence Gender</td>
<td>34</td>
</tr>
<tr>
<td>4.2</td>
<td>Distribution Respondents by Age</td>
<td>35</td>
</tr>
<tr>
<td>4.4</td>
<td>Distribution of Respondents by Occupation</td>
<td>37</td>
</tr>
<tr>
<td>4.5</td>
<td>Methods Used to Communicate in the Department</td>
<td>38</td>
</tr>
<tr>
<td>4.6</td>
<td>Effectiveness of the Methods of Communication</td>
<td>38</td>
</tr>
<tr>
<td>4.7</td>
<td>How Subordinates Communicate among Themselves</td>
<td>43</td>
</tr>
<tr>
<td>4.8</td>
<td>How subordinates Communicates with the top Management</td>
<td>44</td>
</tr>
<tr>
<td>4.9</td>
<td>The process of Getting Feedback</td>
<td>46</td>
</tr>
<tr>
<td>4.10</td>
<td>Communication Patterns</td>
<td>48</td>
</tr>
<tr>
<td>4.11</td>
<td>Barriers that cause communication ineffective at DIT</td>
<td>50</td>
</tr>
</tbody>
</table>
# LIST OF FIGURES

| Figure 2.1: | One Way Communication Model | ................................................................. 7 |
| Figure 2.2: | Organization Behaviours, New York Mc.Graw Hill (1981-400): | ...... 15 |
| Figure 4.1: | The Methods are used to Communicate in Department | .................. 39 |
| Figure 4.2: | Effective Methods Used in Communication at DIT | .................. 42 |
| Figures 4.3: | How the Subordinates Communicates among Themselves | ............ 43 |
| Figure 4.4: | How Does the Subordinate Communicate with their Top Management | ................................................................. 45 |
| Figure 4.5: | The process of Getting Feedback | ................................................................. 47 |
| Figure 4.6: | Communication Patterns | ................................................................. 48 |
| Figure 4.7: | Barriers that Cause Communication Ineffective at DIT | ............ 50 |
## LIST OF APPENDICES

<table>
<thead>
<tr>
<th>Appendix</th>
<th>Title</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appendix 1</td>
<td>Questionnaires</td>
<td>64</td>
</tr>
<tr>
<td>Appendix 2</td>
<td>Questionnaires for top Management</td>
<td>68</td>
</tr>
</tbody>
</table>
CHAPTER ONE

BACKGROUND INFORMATION

1.1 INTRODUCTION

The issue of communication is fundamental for any institute. It is a much more discussed subject in the grounds of an organization and management. Communication refers to the practices of generating, conveying and interpreting dreams, specifics, outlooks and emotions (Gupta, 2006).

Communication is a crucial factor in human connections. People work together with one another in the course of communication. It is the capability to correspond efficiently that has facilitated individuals to construct societies for endurance and good life. Besides, communication is quite significant in administration as the victory of a project rely on usefulness of its staff to comprehend one another (Gupta, 2006).

Communication is a process of exchange information, feelings and meaning between two or more persons in the organization and generally thought in terms of using media of Communication such as memos and reports. The Skills of communication including giving instruction and interviewing in the organization or society. The organization of communication including the chain of communication and briefing, groups, committees etc, (Cole, 1986)

In addition, communication is the most critical component of total quality management in the organization. Communication can best be summarized as the transmission of a message from a sender to receiver in an understandable manner. The importance of effective communication is immeasurable in the world of business and in personal life.

The Dar es Salaam Institute of Technology (DIT) is a public technical training institution coupled with different professional departments. This includes computer studies, mechanical engineering, electrical engineering, civil engineering,
telecommunication and electronics engineering, general studies and administration department. The institution operates under two different categories of academic and administrative staff. Like any other organization, DIT would prefer to have effective communication in order to improve organization activities. However, for a long time, communication has been a big problem in government organizations (DIT prospectus, 2014).

1.2 Statement of the Problem
Communication is one of the important aspects that ensure better performance of management, and/or an organization in general. Through communication, managers and administrators assign responsibilities to their subordinates within the organization, and hence facilitate other decisions in the organization (Gupta, 2006).

On the other hand, the importance of effective communication is immeasurable in the world of business and in personal life; and thus through communication, the organization can be able to work out and solve its own problems Niyatimcms (2012).

Most organizations in Tanzania have been reported to have some internal and external conflicts with their employees probably due to improper communication channels, to an extent that leads to misunderstanding among employees and/or with the management. However, the communication processes can be ineffective due to a number of various factors that act as barriers such as semantic, status, and information overload barriers as well as lack of adequate communication facilities, which may cause poor performance in the organization.

DIT like other public technical training institutions has barriers of communication which may lead to ineffective performance. Usually DIT users vertical, horizontal and grape vine are the channel of communication, furthermore due to a aforementioned barriers this leads the said structures to be overloaded which results to poor communication. This research intends to explore out the barriers that affect the effective communication at DIT and finally recommend ways of overcoming barriers.
1.3 Research Objectives

1.3.1 The General Objective
Generally, the study intends to explore barriers to effective communication in public institutions; DIT as the case study.

1.3.2 Specific Objectives
(i) To investigate barriers of communication
(ii) To identify methods of communication at DIT
(iii) To identify communication patterns at DIT.
(iv) To assess the efforts made by DIT to overcome barriers to effective communication.

1.4 Research Questions
(i) What are the barriers of communication at DIT?
(ii) What methods are used to communicate at DIT?
(iii) What types of communication patterns are used to communicate at DIT?
(iv) What efforts have been made by DIT to overcome barriers to effective communication?

1.5 Significance of the Study
This study will be helpful in improving communication at DIT and other public organizations.

Also, this study will be helpful in public organizations as they will be able to overcome barriers to effective communication within the organization. All members within an organization will improve their communication skills if they follow the communication process and stay away from the different barriers. It has been proved that individuals who understand the communication process will blossom into more effective communicators and, effective communicators have a greater opportunity to be successful.
1.6 **Scope of the Study**

This study was conducted in Dar es Salaam particularly in Ilala Municipality at the Dar es Salaam Institute of Technology.

1.7 **Limitations of the Study**

At any success there must be some obstacles to overcome. During the execution of this study Financial and time constraint was a major problem faced the researcher because the whole study was privately conducted. However, fear of data delivery by respondents and bureaucracy in some offices due to their long process in providing data for the study were among the limitations. Also the researcher faced lack of accessibility to obtain information from some of academicians because they were busy, and also some questionnaires were not returned on right time from the respondents. Therefore since all the constraints are well known hence were under control of the researcher throughout the study to maintain clarity of the information.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction
This chapter provides a general overview of what has been written relating to the research problem. The focus of this study is to exploring barriers to effective communication in public institutions. The chapter highlights definitions of terms, conceptual meaning of communication, the model and process of communication, vital step for effective communication and barriers to effective communication, theoretical framework and review of empirical literatures relevant to the study in order to give a general comprehensive understanding of the problem under investigation.

2.2 Definitions of Terms
Communication
Is defined as an exchange of facts, ideas, opinions or emotions to create mutual understanding or is the process of sharing information and mutual understanding between two or more people about work related issues (Gupta, C.B, 2006)

Effectiveness
Refer to the producing the result that is wanted or intended; producing a successful result.

Organization Structure
Is primary formal relationships for organizing, as discussed earlier, are responsibility, authority, and accountability. They enable us to bring together functions, people, and other resources for the purpose of achieving objectives. The framework for organizing these formal relationships. It provides the means for clarifying and communicating the lines of responsibility, authority, and accountability (Mantana, P and Charnov, B, 1993).
Performance
Refer to what an employee does or does not do on the job or refer the continuous but also increase success of the person in reaching his or her goal. Agarwala, T (2007)

2.2 Theoretical Literature Review
2.2.1 The Concept of Communication
Communication refers to an interpersonal process of sending and receiving symbols with meaning attached to them. It is through communication that individuals exchange information; influence each other’s attitudes and behaviours.

Communication from one person to another is a way for reaching others with ideas, facts, thoughts and values. It is therefore a bridge of meaning among people so that they can share what they feel and know (Davis, 1981:399)

Communication may also be conceived as the dynamic process underlying the existence, growth, change and the behaviour of all living systems – individual or organization. It is indispensable function of people and organization through which the organization or the organism relates itself to its environment and relates its parts and internal process from one to the other (Chruden, 1972)

Don Hellriegel and Wslocum, Jr as quoted by Banarjee (1986) define communication as the process which information is exchanged by two or more people. Communication is also understood as the transfer of information from the sender to the receiver with the information being understood by the receiver (Koontz et al., 1984). It is the sum of the all the things one person does when he wants to create understanding in the mind or another person.

2.2.2 Basic Communication Model
According to Adler and Towne in Pfeiffer library (1998) that ever has been accomplished by humans and all that ever will be accomplished involves communication with others. Many social and organizational problems derive from unsatisfactory relationships brought about by inadequate communication between
people. Success on and off the job often stems from one’s ability to transfer information and express ideas to others. Effective communication frequently results in friendships that are more meaningful, smoother and more rewarding relationships with people on and off the job, and increased ability to meet personal needs. Psychologist Abraham Maslow (1970) suggests that the capability to satisfy personal needs arises mainly from the ability to communicate.

### 2.2.3 The Communication Process

According to Shannon and Weaver as cited in Shumbusho and Mwajande (2002) communication process begins with the sender, thus the encoder who sees a need to communicate-thoughts, feeling, anxiety, directives, orders and advice. On the other end of the communication channel there is a receiver that is the decoder who receives the messages. This is a simple one way communication model as originally devised.

**Figure 2.1: One Way Communication Model**

![One Way Communication Model](image)

**Source:** Shumbusho and Mwijande 2001 pg.3

Since communication involves feedback, the above model was later improved to include an aspect of feedback. A person who receives a message is expected to react to the message by sending back the feedback.

Adler and Towne as written by Pfeiffer Library (1998) describe communication as a process between at least two people that begins when one person wants to communicate with another. Communication originates as mental images within a person who desires to convey those images to another. Mental images can include ideas, thoughts, pictures, and emotions. The person who wants to communicate is called the sender. To transfer an image to another person, the sender first must transpose or translate the images into symbols that receivers can understand.
Symbols often are words but can be pictures, sounds, or sense information (for examples touch or smell). Only through symbols can the mental images of a sender have Meaning for others. The process of translating images into symbols is called encoding images into symbols is called encoding. Once a message has been encoded, the next level in the communication process is to transmit or communicate the message to a receiver. This can be done in many ways: during face-to-face verbal interaction, over the telephone, through printed materials (letters, newspapers, etc.), or through visual media (television, photographs). Verbal, written, and visual media are three examples of possible communication channels used to transmit messages between senders and receivers. Other transmission channels include touch, gestures, clothing, and physical distances between sender and receiver.

2.2.4 Types of Communication
We can categorize communication under three heads such are oral, non-verbal and written. Oral includes words articulation, while nonverbal includes body language, signs and symbols, territory/zone and object language and the last one is written which includes reports, illustrations, memos, telegrams, facsimiles (fax) e-mails, tender and others (Ashalkaul :2006)

2.2.5 Methods of Communication within an Organization
Association of Business Executives (ABE) said that, there are two main forms of medium for the transmission of information such are written and oral communication. Written communication are methods of communication using written document to communicate these includes informal note this would be sent to close working colleagues. Another one is a letter this would normally be used for external communication. Also notice is another method of written communication these are used to disseminate information to large numbers of people in the organization, this information are placed on the notice board for all employees to read. Also reports is another method of written communication these are more formal and set out to be a full accurate summary of a particularly topic of interest within the organization and the last is press release or Media News these aim to convey
information about the organization to the public via media such are News paper and radio.

Therefore oral communication is method of communication using talking to communicated to the people. These includes planned formal talk this a prepared talk on a given topic. Another one is unplanned informal talk this is oral communication given when we meet people in our regular activities within the organization. Furthermore interviews is another method of oral communication these may be arranged for many purposes for example promotion, appointment and counselling. Telephone calls a swift and simple way of passing information both within the organization and as an external form of communication and lastly is a meeting these are take several forms , for example groups or sections can hold meetings.

2.2.6 The Flow of Communication in the Organization
There are three kinds of formal channels used by managers, downward, upward, and horizontal.

Downward channels are used by management for sending orders, directives, goals, policies, memorandums, etc, to employees at lower levels in the organization.

Upward channels is sending information from subordinates to superior in order to provide feedback for management, They are the major means that employees have for communicating to higher levels in the organization.

Horizontal channels flow a cross lines of communication. They might be classified as formal or informal depending on whether they follow the formal organization structure or not (Don Helliegel& John Wslocum, Jr) (1982).

2.2.7 The Vital Four Steps in Effective Communication
Azriel Winnett (2014) said that in order communication to be effective in the organization these vital step should be applied in the organization such vital steps
are Attention, apprehension, assimilation and assimilation and their clarification are mentioned below;

Firstly is Attention, Winning the attention of the person with whom we wish to communicate is an obvious first step. In order to achieve this goal, we must first try to eliminate – as far as is humanly possible – what experts in this field call “noise”. This includes everything that distracts, be it noise in the literal sense, physical or emotional discomfort, personal problem, negative attitudes, or distracting mannerism or dress. Respect for the other person is an important prerequisite for attention getting. The human greeting, or inquiry about the other person’s health or personal circumstance, is an effective catalyst in these proceeds. To be sure, if such introductions are false or stereotyped they might serve little purpose. Real empathy on the other hand all more so in downward communication from superior to subordinate, leads quickly to the second step in the process.

The secondly is apprehension, this word usually connotes “fear” and its primary meaning understands. The task of the communicator is to change the aspect of fear into that of understanding because they are two sides of the same coin. Achieving apprehension is a critical part of the communication process, but it is a very subtle one also. Managers, sometimes defend their inability to communicate by asking “Do you understand?” This is usually an unfair question and even the somewhat improved “What do you understand” is often perceived as a threat.

Also assimilation is another vital of communication as crucial as is the function of apprehension (in its positive sense as we defined it) it is not enough and often a person has understood a message perfectly. But he or she has not accepted it. Alternatively, it is accepted in a half-hearted manner, without any conviction. Communication is still incomplete if one has not assimilated the information into his own being.
The initiator achieves an ideal result if the recipient has assimilated the message to the extent that he/she becomes one with the sender. Assimilation in a long way is aimed at ensuring active participation and harmonious at the workplace.

Lastly is action, this is the final step in communication process. It is that ingredient which prospects abstract or theoretical knowledge into the world of reality. So often good ideas in business (no less than in other spheres) meet with facile acceptance or agreement but there are not translated into action.

If assimilation has indeed taken place, action on the part of the receiver should follow inevitably the two-sided nature of communication applies here as well. The originator of the message must play his part too, with abundant support and encouragement.

2.2.8 Barriers to Effective Communication

(Gupta, 2009) Despite the development of high-speed electronic devices, communications are not successful in many cases. This author explained barriers of effective communication in the organization these barriers are Organizational Barrier, Status Barrier, Semantic Barrier, Inattention Barrier, Perceptual Barriers Information Overload, Premature Evaluation Channel Distortions and their explanation as following:

Organizational Barrier is one of barriers to effective communication. The classical organization structure with a scalar chain of command restricts free and frequent communications. Too many levels intervene causing delay in transmission and distortion in the message. When the message has to pass through several hands, there is flittering.

Another one is Status Barrier, Every organization has some kind of status system. Some individuals have higher status than others. Persons of lower status do not feel free to talk to superiors. They pass on only what superiors would like to hear and
hold back unpleasant facts. When a subordinate does not have trust in his superior communications becomes less effective.

Furthermore Semantic Barrier is another barrier to effective communication in the organization. Words and symbols used to communicate facts and feelings may mean different to different persons. For example, profits may mean one thing to a manager and quite another to a worker. People interpret the same message in different ways depending upon their social and cultural background, education and experience. The language of the sender may be very technical or incomprehensible to the receiver.

Also Inattention Barrier is another barrier to effective communication. When the receiver does not pay complete attention to the message communication becomes effective. A person may be inattentive when he considers the message as superficial or uninteresting. He may be pre-occupied with other more important matters or the message may be contrary to his expectations. Extreme emotions e.g. depression or jubilation may also cause lack of attention

Perceptual Barriers this occurred when every individual has specific areas of interest. Therefore, he may hear, read or see only that part of the message, which is valuable to him. People see what they what to see and consider it reality. Some persons interpret the message in terms of their stereotypes, which is generally misleading, thus perception leads to filtering of the message unconsciously. There may also be deliberate filtering of the message by the sender.

Another barrier is Information Overload, this may be caused by the Managers when Managers are flooded with information from various sources. They may not always be able to regulate the flow of information. Effectiveness of communication is reduced when managers allow themselves to be inundated with information. They may ignore or misinterpret some of the message. Time pressure may also create communication problems. In the process of expecting matters, some people may not be informed or may be supplied with incomplete message.
Premature Evaluation is another barrier to effective communication; here Communication is hampered when the receiver evaluates the message before getting the complete information. In such a case he does not have an open mind. He may be irrespective to new ideas or may resist change. He jumps to conclusions without a logical deduction from the objective situation.

Channel Distortions is also a barriers to effective communication. Physical or mechanical barriers may also cause distortion of communication. Many people talking simultaneously, inaudible telephone lines electronic disturbances: wrong transcriptions in telex message, noise, etc are for examples of channels distortion.

Noise and gaps is another barriers of communication .This occurred when various things stop a message from getting through or being heard for example poor connection, background noise, distractions, too many people speaking .Too many intermediaries for example too many layers in hierarchy through which message has to be passed) might prevent or distort the message (Riley J, 2012).

2.2.9 Measures for Overcoming Barriers

Principles of Effective Communication

(Gupta, 2009) discussed six principles of effective communication in any organization and said that in order the organization to have effective communication must applied brevity, timeliness, completeness, feedback, Attention and compassion principles. The below are the explanation of those principles. These are used as measures for overcoming barriers in organization.

The first one is brevity. He said the message should be brief meaningless words and information overload spoil a message. Unnecessary repetitions and over-elaboration should be avoided. The flow of information is regulated to avoid information overload. The message should be concise and concrete.
Another principles is Timeliness, the message should reach the receiver at the right time. A message that falls to reach the receiver in proper time may turn out to be useless. The media used should be proper.

Also Completeness, the message must be comprehensive and adequate, incomplete message create misunderstanding and delays action. Every individual should, therefore be provided with the required information for proper discharge of his duties. Any assumptions behind the message should be clarified.

Furthermore feedback is another principle of communication, Communication is a two way process. There should be made to ensure feedback or return flow of communication. Feedback enables the communicator to know whether the receiver has properly understood the message. It helps counteract noise and distortion and On verbal dues are also helpful for obtaining feedback.

Also Gupta said that in order the communication to be effective Attention principles used, Careful listening is essential for effective communication. The communicator should try to secure the undivided attention of the communication. He should convey the message in such a way that the emotion and sentiments of the receiver are not hurt. Empathetic listening and open mind are necessary for his purpose.

Lastly Compassion. In order to communicate effectively, the communicator must understand the intelligence level and background of the receiver. He must know what information the receiver exactly needs and in what form matching of wavelengths is necessary for creating a meeting of minds.

2.2.10 Functions of Communication

While the function of interpersonal communication is to share meaning, effective organization communication can be providing substantial benefits to the organization members and these include the following:
Achieving co-ordinate Action
From top- management perspective, a primary function of organization communication is to achieve co-ordinate action. The collection of individuals that make – up an organization stays just unfocused collection until they are in effective communication to one another.

Developing information communication among the members within organization as well as between employee and customer, suppliers, distributors, alliance partners and host of outsiders provide the organization with vital information it needs establish working targets, assign individual roles, monitor its own progress and make decision.

Communication modified behaviours of individual or the behaviours of the groups in the organization

**Figure 2.2: Organization Behaviours, New York Mc.Graw Hill (1981-400):**

![Figure 2.2: Organization Behaviours, New York Mc.Graw Hill (1981-400):](image)


### 2.2.11 The Purpose of Communication
Koontz, (1980), Communication also relates the enterprise to its external environment. This is thought that any organization becomes an open system interacting with its environment.

He proceeded by said that, in its broadest sense, the purpose of communication in the organization is to effect change to influence action toward the welfare of the organization. Business for example, requires information about prices, competition,
technology and finance as well as information about the business cycle and government activity.

Communication is essential for internal functions of enterprise because it integrates the functions, specifically in the following;

Establishment and dissemination of goals in the organization, once the goals of the organization have been established communication process is there to disseminate the information concerning how the goals will be achieved.

Developing plans for goals achievement, the developed plans for goals achievements should be conveyed to the subordinate through effective communication.
Organizing human and other resources in the most effective and efficient way, this can only be done through effective communication. Vertical, Horizontal and grapevine communication should be used in the manner that human and non human resource be utilized fully.

Selecting, developing and appraising members of the organizations can be done through effective communication; this is by using proper channels of communication for the purpose of improving performance of individual and the organization at large.

Leading, directing, motivating and creating climate in which people want to contribute; all these should be done through effective communication.

Communication is inevitable in controlling performance, when a manager conduct performance appraisal through Open Performance Appraisal System (OPRAS). He or she needs to adhere to principal of effective communication.

2.2.12 The Importance Communication
Communication is essential in an organization. If there is a communication, employee cannot know what their associates are doing, and the management cannot
receive the necessary information pertaining to planning and executing of organization activities (Davis, 1981).

Co-ordination of work would be impossible and the organization would collapse for the lack of effective communication. In this case, therefore, every act of communication influences performance in the organization. From the management point all functions are only possible to be performed via communication:

Communication is very important in linking people together in order to achieve the common goal. It links minds of people as well as physical abilities. It affects co-ordination of individual effort who are strong and powerful gains to the organization and clients. It affects change of the individual or group task performance, habits and behaviour and gradual state of the organization as a whole. It influences action (affect change); the information received forces one to act as required.

2.2. 13 Communication Network
Ashalkaul (2006) An organization is a composite of many individuals working together, towards its growth. They are constantly interacting with each other and with people outside the company. The communication network in an organization is of two types such are internal and external. Internal communication is the interaction between members of the same organization and it involved both formal and informal communication. Large organizations with hundreds of people working find it very difficult to have direct interaction with each and every one. They adopt a number of strategies such are newsletters, annual reports to communicate the essential message. And external communication is on-going process and this does not only take place within the organization but with people outside the organization. External communication can take on a number of forms such as advertising, media interaction, and public relations, presentations, negotiations, mails, telegrams and letters. Also, external communication can be oral or written.
2.3 Review of Empirical Studies

2.3.1 Review of Studies

Ferreira (2006) explains the communication in the workplace and explains the impact of communication on the negotiation process. He said that workplaces issues can then be solved through communications and harmonious labour relations. The parties to the employment relationship should be encouraged to communicate and cooperate in resolving differences and in redressing workplace issues in a sound labour environment. Communication in an institution requires employees to take one another into account while pursuing a desired outcome. Effective communication is vital to sound labour relations and to the survival of the institution concerned, as well as of society in general. The effectiveness of the communication is determined by whether the message communicated is interpreted by the receiver as having the same content that the sender intended. It is therefore vital that the intended meaning is passed on.

Schwell, Burger, Fox & Muller as quoted by the Ferreira (Ibid). Communication is information in transit and employers and employees need to receive and transmit information to coordinate their activities and execute their tasks. Communication is the process through which the receiver's knowledge, attitude or behaviour are changed or confirmed in some predetermined manner.

Ferreira (Ibid) explains a number of factors that impact on the communication process and that can determine the effectiveness and the outcome of the communicated message; the factors of stereotyping, the halo effect, perceptual defences, selective perception, projection, attribution processes and semantics.

Therefore, Ferreira (Ibid) concluded that communication is one of the cornerstones of any effective and successful relationship is also part of the labour relationship. Communication is an essential aspect of survival and no institution can exist without it. The labour relationship and communication are complex and involve participants working together to create meaning through exchanging information in the work environment. The rules that an institution must comply with in the labour
relationship and communication in an institution are nationally determined through legislation and internationally through recommendations by institutions such as the International Labour Organization.

Also (Berhard H. Erven) of the department of Agricultural Environmental and development Environmental and development Economics of the Ohio State university stated that Communication plays a major role in employer-employee relationships on farms. It also affects the relationships among family members on the management team. Although effective communication does not guarantee success of a farm business, its absence usually assures problems. A communication problem may soon become a crisis or it may linger on for years.

More specifically, communication influences the effectiveness of the hiring and training of employees, motivation of employees, providing daily instructions, performance evaluations and the handling of discipline problems. These are the obvious roles of communication. Communication also affects the willingness of employees to provide useful suggestions. Employees feeling a part of the business requires communication. In fact, for employees to make the important evolution from "workers" to "working managers" requires effective communication between supervisors and employees.

Furthermore, Bernard L. Erven summarized that Communication is at the heart of many interpersonal problems faced by farm employers. Understanding the communication process and then working at improvement provide managers a recipe for becoming more effective communicators. Knowing the common barriers to communication is the first step to minimizing their impact. Managers can reflect on how they are doing and make use of the ideas presented in this paper. When taking stock of how well you are doing as a manager, first ask yourself and others how well you are doing as a communicator.

Moreover Chris Smith (2013) said that most people would agree that communication between two individuals should be simple. It’s important to
remember that there are differences between talking and communicating. When you communicate, you are successful in getting your point across to the person you're talking to. When we talk, we tend to erect barriers that hinder our ability to communicate.

Also Chris Smith came up with Seven types of barriers to effective communication such are Physical barriers, perceptual barriers, emotional barriers, also different cultures whether they be a societal culture of a race or simply the work culture of a company, can hinder developed communication if two different cultures clash. In these cases, it is important to find a common ground to work from. In work situations, identifying a problem and coming up with a highly efficient way to solve it can quickly topple any cultural or institutional barriers; other barriers are Language barriers, gender and interpersonal barriers.

Chris Smith summarized by said that, Communication is not a one-way street. To have others open up to you, you must be open yourself. By overcoming these barriers to communication, you can ensure that the statement you are making is not just heard, but also understood, by the person you are speaking with. In this way, you can be confident that your point has been expressed.

Behera, R.J and Tripathy, B.K (2009) Defined communication is a complex process where in information is shared between individuals through a common system of symbols, signs and behavior expressing feelings, ideas, views, opinions etc. People communicate to satisfy needs. The main purpose of communication is to help people feel good about themselves and about their friends, groups, and organizations. For the communication to succeed there must be a transmission is an essential component of organizational success whether it is at the interpersonal or intergroup or organizational or even external level. This said that, said that there are three barriers of communication such are physical, semantic and socio-psychological barrier and their proposed way to overcome those barriers.
Behera, R.J and Tripathy, B.K (2009) there are many feasible ways to overcome these barriers so as to make communication effective successful. The means to overcome physical barriers. They can be overcome by following some small yet effective step such as making appropriate seating arrangements in the classroom or the lecture hall. The seating arrangement has to be such that all the audience face the speaker in order to have eye contact. Secondly, the audibility and visibility in the hall should be ensured. Moreover, the visual and aural distractions should be minimized. It is also necessary that the environmental comfort is provided to achieve optimum effect. Also to overcome semantic barriers a simple language is a very useful method. Another means to overcome socio –psychological barrier are difficult to tame. Calling attention and motivating listeners, however go a long way. Feedback also helps overcome psychological barriers to a large extent. In conclusion language is a powerful vehicle of communication. In order to have effective communication the organization must have correct, clear, complete, concise, concrete, candid and courteous.

Welsh assembly and the nurse and midwifery council’s (2003) conducted research on the issue of exploring verbal and non –verbal communication and possible barriers nursing essay. They said that Effective communication need’s knowledge of good verbal and non-verbal communication techniques and the possible barriers that may affect good communication.

Continuous to said that Verbal communication comes in the form of spoken language; it can be formal or informal in its delivery. Verbal Language is one of the main ways in which we communicate and is a good way to gather information through a question (an integral part of communication) and answer process Berry Hawkins as quoted by Welsh Assembly and the nurse and midwifery Council (2003). Therefore verbal communication in nursing should be seen as a primary process and a powerful tool in the assessment of a patient.

For verbal communication to be effective, good listening skills are essential. Sharing information, concerns and feelings becomes difficult, if the person being spoken to
doesn’t look interested (Andrews 2013). Good active listening can lead to a better understanding of the patients most recent health issues (Sheldon 2005). Poor listening could be as a result of message overload, physical noise, poor effort and psychological noise. Therefore being prepared to listen and putting the effort and time are essential in a nurse’s role (Grover 2005).

This type of communication does not involve spoken language and can sometimes be more effective than words that are spoken. About 60 – 65 per cent of communication between people is through non-verbal behaviours and that these behaviours can give clues to feelings and emotions the patient may be experiencing (Foley 2010). Non-verbal communication adds depth to speech; to reaffirm verbal communication; to control the flow of communication; to convey emotions; to help define relationships and a way of giving feedback. The integration between verbal language and paralanguage (vocal), can affect communication received (Spouse 2008).

Berry (2007) highlights the depth of verbal language due to the use of paralinguistic language. The way we ask a question, the tone, and pitch, volume and speed all have an integral part to play in non-verbal communication. In his opinion, personality is shown in the way that paralanguage is used as well as adding depth of meaning in the presentation of the message been communicated.

Foley (2010) identifies studies where language has no real prevalence in getting across emotional feelings, in the majority of cases the person understands the emotion even if they don’t understand what is being said. Paralanguage therefore is an important tool in identifying the emotional state of a patient.

Non-verbal actions (kinesis) can communicate messages, such as body language, touch, gestures, facial expressions and eye contact. By using the universal facial expressions of emotion, our face can show many emotions without verbally saying how we feel (Foley 2010). For example, we raise our eye brows when surprised, or open our eyes wider when shocked.
First impressions are vital for effective interaction; by remembering to smile with your eyes as well as your mouth can communicate an approachable person who is open. This can help to reassure a patient who is showing signs of anxiety (Mason 2010).

The Welsh Assembly’s fundamentals of care (2003) showed that many of the problems associated with health and social care was due to failures in communication. These barriers may be the messenger portraying a judgmental or power attitude. Dickson (1999) suggested that social class can be a barrier to communication, feeling inferior to the nurse may distort the message being received, making communication difficult to maintain.

To concluding on this issue the Welsh assembly and the nurse and midwifery council’s (2003) proposed that is better for the nurse used verbal and non-verbal communication methods, to obtain information about the patient. Also suggested that the nurse should allow to nurse to look at the patient when asking the questions leading to a more therapeutic relationship, whilst still obtaining and recording a large amount of information.

Also according to the study conducted by the Andrew Triganza from Scott university said that Communication are divided into types such are ; Verbal and Non-Verbal communication.

Non Verbal Communication involved signs & symbols .This Non-verbal can go without verbal communication and Verbal can’t go without non-verbal communication.

Also Verbal Communication had two types of verbal communication such are Formal communication and informal Communication. He said that, Formal communication this type of communication used in the offices and social gathering. Formal communication is categorized in two types of formal communication such are downward and Upward Communication.
Downward communication is higher designation to lower designation, this types of communication involves Example. Boss ordered his worker. Here effect of this type of communication is very much than upward communication.

Upward communication is a Lower designation to higher designation, these types of communication involves Example Worker request to his boss. Here the effect of communication is less than downward communication

Informal communication is a type of communication which is used by the family or friends. There are three types of informal communication such are Lateral, Diagonal and grapevine communication.

Lateral communication found among members working at the same level this including Peer group. Lateral communication is information flow that occurs both within and between departments. Lateral communication is the most effective communication and Barrier of subordinates or boss is not present

Diagonal communication the path is mixture of vertical and horizontal movement. In large communications various departments need communication support from each other. Furthermore, grapevine communication called as “backbiting” or “backstabbing”. A backstabber is a colleague or an employee who acts like a friend in public but badmouth you in private

Niyatimcms (2012), discussed the elements of communication. Defined Communication is one of the most important factors for the existence of our society today. The importance of effective communication is immeasurable in the world of business and in personal life. In simple words Communication is giving, receiving or exchanging ideas, information, signals or messages through an appropriate media. It is a dynamic process involving a series of actions and reactions with a view to achieve a goal. The importance of effective communication is immeasurable in the world of business and in personal life. Communication is, therefore, a two way
process. Each element plays an important role in making the communication effective and can be classified as follows:

**Sender** is an individual, group, or organization who initiates the communication. This source is initially responsible for the success of the message. A process by which the sender formulates an idea to communicate is selected first. This process can be influenced by external factors, or it can come about internally by thinking about a particular subject. For Example, A politician giving a speech. A parent lecturing a child. Customer of a restaurant writing a complaint letter to the management of the restaurant. (Niyatimcms Ibid).

A **message** can be an idea, concept, emotion, feeling that a person wants to share with another person. A message can be verbal or non-verbal form of communication. For example Speech is a channel, signs, gestures, symbols are different ways in which a message can be transmitted. (Niyatimcms Ibid).

**Channel** It’s the medium through which communication is transmitted from one person to the reliever. Most channels are either oral or written. Common channels include the telephone and a variety of written forms such as memos, letters, and reports. The effectiveness of the various channels fluctuates depending on the characteristics of the communication. In case of immediate feedback Oral Communication is convenient. In a situation where the message must be delivered to more than a small group of people, written channels are often more effective. Although in many cases, both oral and written channels should be used because one supplements the other. For Example, a president delivering a Speech may speak face to face with an audience, via the broadcast media or via print. For Example, an audience receives the politician’s speech. The child who is the recipient of the parents lecture. (Niyatimcms Ibid).

**Receiver** is the individual or individuals to whom the message is directed to. The extent to which a receiver comprehends the message will depend on a number of factors, which include the following: knowledge of the individual regarding the
message, their receptivity to the message. All interpretations by the receiver are
influenced by their experiences, attitudes, knowledge, skills, perceptions, and culture. Ex. An audience receives the politician’s speech and Student receiving a lecture from
the teacher in a classroom. (Niyatimcms (Ibid).

Another is decoding is the process where the message is interpreted by the receiver. The receiver begins to interpret the message through words, signs, symbols sent by
the sender translating the message to its set of experiences in order to make the
message meaningful. Successful communication takes place when the receiver
correctly interprets the sender’s message. for example A student searches the
definition of a word unknown to her in the dictionary, interprets the meaning and
fails information. (Niyatimcms (Ibid).

Also Feedback is an integral part of communication process that allows the speaker
to monitor the process and to evaluate the success of the message
communicated. This step conveys to the sender that the message is understood by the
receiver. After receiving a message, the receiver responds through a channel and
signals that response to the sender. For Ex: The signal may take the form of a spoken
comment, a written message, a smile, rolling of eyes, a sigh or some other action. No
response is also a form of feedback. Without feedback, the sender cannot confirm
that the receiver has interpreted the message correctly. For example Employee
surveys, company newsletters, e-mails. (Niyatimcms (Ibid).

Noise - There are certain barriers present in the communication process. These
factors may have an impact on the communication process. Noise is one of the most
common barriers, that influence the feedback in this process. Noise essentially is
anything that distorts a message by interfering with the communication process.
Noise can take many forms it can be external or internal factors. Noise as a barrier
may originate from the source or the receiver, from the channel used in sending the
message, or outside the source and receiver’s control. (Niyatimcms (Ibid).
In conclusion said that the Successful and effective communication for an individual, group or an organization starts with the right implementation of the communication process. Effective communication leads to understanding. Through this process that the sharing of a common meaning between the sender and the receiver takes place. Communication is important for us. For effective communication we need to understand how various elements work.

2.4 Conceptual Framework

In the conceptual framework the two variables are interrelated and there is no way they can be separated. Dependent variables are variables that researchers measure in order to establish the change or effect created on them. A dependent variable waits for the effect of an independent variable. Also defined independent variables as the variable that you can handle or manipulate in order to ascertain whether or not the result you obtain is due to it (Adam & Kamuzora, 2008).

In this study effective communication is dependent variable which is affected by the number of independent variables termed as barriers of communication which can be organization structure, information overload, channel distortion, status and semantic. Also Methods used in communication is another independent variable in the organization such methods are telephone, meeting etc. The telephone distortion may lead to poor communication in the organization, this situation could create information overloading because of information failing to reach the proper person at the right time. Furthermore communication pattern such as upwards and horizontal communication usually cause effective and ineffective communication in the organization.

The proper flow of communication through using methods and patterns may create effective or ineffective communication because of many levels in the organization structure which intervenes and cause delay in transmission and distortion of the message. This may be caused by physical barriers which pertain to the physical distance between people communicating. Perceptual barrier is how individual
perceive the information, since he or she needs to send the information direct to receiver but status barrier restrain to report.

**Figure 2.3: Conceptual Framework**

Source: researcher 2014
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction
This chapter presents and describes research design, sampling procedures, data collection methods, and data analysis techniques which were used by the researcher to collect relevant information on the research topic.

3.2 Type of the Study
The study employed a case study design since the researcher wanted to concentrate on studying a social unity in detail and in totality. Also, this type of study saves time and financial resources because a study concentrates only on a single social unity.

3.3 Area of the Study
The study was conducted in Dares Salaam, at the Dar es Salaam Institute of Technology which is located at Ilala Municipality within the Dar es Salaam City.

3.4 Population and Units of Inquiry
Cohen (2000) observed that population in research denotes an aggregate of people, things or elements from which a researcher aspires to gather information related to the study and draw conclusions. The population can be every large or small depending upon the size of group of persons or objects from which the research plans to make inference. The study population in this research involved all employees of the Dar es Salaam Institute of Technology.

3.5 Units of Inquiry/Analysis
Leedy (2001) defines unit of inquiry/analysis as individuals about which information is required in the research project. Under this study, research data was drawn among employees of all categories such as academics and administrative staff. Academic
staff includes senior lecturers, lecturers, assistant lecturer and instructors cadres. Administrative staff includes accountants officers and other staff in the DIT.

3.6 Sample Size
Sample is exact number of items selected from a population (Adam & Kamuzora, 2008). Best and Kahn (2006) argue that a sample is a small proportion of a population selected for observation and analysis, the characteristics of which can enable the researcher to make certain inferences about the population from which sample was drawn. They maintain that there is no sample size that is best; any sample can be acceptable depending on the nature of the study. However, a good sample should be that which reflects an actual profile of population’s from which it is drawn. The whole process of sample selection must be aimed at minimizing bias in the sample. Therefore, in this study a sample of 100 respondents out of 320 employees was selected. This is because it was difficult to get all employees because some of them were on study leave while others were on vacation.

3.7 Sampling Techniques
The researcher used purposive sampling which is a Non–Probability Sampling. This sampling helped the researcher to obtain information from the key people who were the only source of such kind of information, for example principal and his deputy principals, heads of the department of administration and personnel, policy and planning, civil engineering department, electrical engineering department, electronics and telecommunication engineering department, computer engineering department, general studies department, mechanical engineering department, science and laboratory technology department, estate section. The justification for using this kind of sampling techniques is having unique information or data which will not be provided by the employee in the lower level.

3.8 Types and Sources of Data
3.8.1 Sources of Data
The researcher used a combination of methods to collect data so as to ensure validity of data collection. The use of multiple methods was important because each method
has its own limitation. Also, it helps to complement weakness of other data collection methods and to eliminate subjectivity. Data was collected through questionnaire which is structured self–administered questionnaires. The questionnaire was given to respondents. In order to attain confidentiality, respondents were not asked to write their names. Also interview and observation were employed in data collection. Two types of sources of data were applied to collect data, namely primary data and secondary data as follows.

3.8.2 Primary Data
These are data that collected afresh and for the first time and thus happen to be original in character. Primary data was collected through a survey using a structured standardized questionnaire, face to face interviews, documentary review and personal observations.

3.8.3 Secondary Data
These are data that have already been passed through the statistical process. Secondary data for this study was collected through library research. Various documents, books journal, articles and reports, published and unpublished were reviewed.

3.9 Data Collection Techniques
The most important tools which will be used in data collection are interviews, questionnaire, observation and documentary review.

3.9.1 Interview
Interview was conducted by the researcher to DIT top management; heads of department, DIT selected staff to understand factors which lead to barrier to effective communication at DIT. Interviews can be categorized into structured interviews, semi-structured interviews and unstructured interviews (Saunders et al., 2003). According to Kothari (2004), interview is a method of collecting data which involves presentation of oral-verbal stimuli and reply in terms of oral-verbal responses. This
method can be used through personal interviews and, if possible, through telephone interviews.

The advantage of this method includes the greater flexibility of the researcher to restructure questions, especially in case of unstructured interviews and also the interviewers can usually control which person(s) will answer the questions.

### 3.9.2 Questionnaires

Questionnaire is a method of data collection with a number of questions printed or typed, in a definite order in a form or set of forms distributed to people who meet the characteristics of the study (Kothari, 1985). In line with Kothari (Ibid) three advantages of using questionnaire convinced the researcher to use this method in this study.

First, it enabled the researcher to collect information that was free of bias because respondents were given the questionnaires to read at their own time and then write their answers reflecting their experiences and understanding. Also, the respondents had adequate time to give well thought out answers based on the study.

Therefore, in this study self-administered structured questionnaire was used, questions included both open and closed questionnaires to enable the research to capture all the desirable information. The copy of sample questionnaire is given in Appendix A.

### 3.9.3 Observation

Participant observation is a method of data collection whereby the investigator becomes totally involved in the situation being researched. (Adam & Kamuzora, 2008). The researcher used participatory observation as another tool of data collection. Thus, the researcher was able to observe the real situation during the interview and was able to relate such observation to the real situation of communication system in the organization.
3.9.4 Documentation
The researcher also reviewed various documents to in order to acquire some information concerning barriers to effective communication from different sources such as research reports, and other readily available documents (compendia) including office reports, policies, guidelines and documents. The secondary data supplemented the primary data.

3.10 Data Analysis Techniques
Dawson (2002) states that, data analysis includes stating the elating and proof reading of research tools such as questionnaire, coding instructions and pointing out the specific statistical techniques. The researcher used both qualitative and quantitative techniques to analyse the data collected.

3.11 Data Processing
The qualitative research is especially important in the behavioural sciences where the aim is to discover the underlying motives of human behaviour (Kothari, 2004). The Quantitative data were analysed by the Statistical Package for Social Sciences (SPSS) software version 20 using descriptive statistics like charts, graphs and tables.
CHAPTER FOUR

PRESENTATION, ANALYSIS AND DISCUSSION OF RESEARCH FINDINGS

4.1 Introduction
This Chapter makes presentation, analysis and discussion of research findings. The Chapter is guided by four research objectives; these include to investigate barriers of communication at DIT; to identify methods of communication at the DIT, the identify patterns of communication and to assess the efforts made by DIT to eliminate barriers to effective communication. The Chapter is divided into four main sections: introduction, demographic characteristics of respondents, presentation, analysis and discussion of research findings and conclusion.

4.2 Demographic Characteristics of the Respondents
This section shows demographic characteristics of the respondents who were involved in this study. 60 respondents were involved in the study based on four aspects: age, sex (gender), education level and occupation. Their descriptions are therefore presented here under:

4.3 Distribution of Respondents Gender
According to sex (Gender) 48 respondents (80%) are male and 12 respondents (19.4%) are female. This is summarized in table 4.1 below.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Frequency (F)</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>48</td>
<td>80%</td>
</tr>
<tr>
<td>Male</td>
<td>12</td>
<td>20%</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Field Data, 2014
The results in table 4.1 show that in total there were 60 respondents where as 48(77.4 %) were male and 12(19.4 %) were female. This reveals that the majority were male due to the nature of the organization in consideration. DIT is a Science and Engineering training Institution whereby female are few because majority of them lack Engineering qualification to be recruited from the labour market. This is implied that their frequency to respond is low because their number is small. Though, it does not mean that they (Female) cannot contribute their view or opinions on the barriers affecting effective communication in a organization like DIT.

4.4 Distribution of Respondents by Age

Age was also given a consideration in this study because it was thought that respondents’ responses may be influenced by age. Therefore age of respondents is summarized in table 4.2 below.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Frequency</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-24</td>
<td>2</td>
<td>3.3</td>
</tr>
<tr>
<td>25-34</td>
<td>16</td>
<td>26.7</td>
</tr>
<tr>
<td>35-50</td>
<td>26</td>
<td>43.3</td>
</tr>
<tr>
<td>50-60</td>
<td>15</td>
<td>25</td>
</tr>
<tr>
<td>Above 60</td>
<td>1</td>
<td>1.7</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Data, 2014

The results on the Tables 4.2 show that huge number of respondents is between 35 - 50 equivalent to 43.3 % followed by 25 -34 years of 26.7 % together with respondents aged 50 -60 equivalent 25 %.This justified that the respondents were mature enough to give valid information about the barriers to effective communication .The group of respondents 18 – 24 years old are less experienced with few information to provide and therefore this group can not affect statistics of this research.
4.5 Distribution of Respondents by Education Level

Education level was also considered as one of the variables in this study as it was also thought education would in one way or another would influence research findings. Distribution of respondents by education level is shown in table 4.3 below.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Frequency (F) N=60</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diploma/Certificate</td>
<td>18</td>
<td>30</td>
</tr>
<tr>
<td>Degree</td>
<td>14</td>
<td>23.4</td>
</tr>
<tr>
<td>Masters</td>
<td>22</td>
<td>36.6</td>
</tr>
<tr>
<td>PhD</td>
<td>6</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Data, 2014

The results on tables 4.3 shows that most respondents were between certificates and Masters. The results shows that 30% (18) are with certificates and diploma, 23 .4 % (14) are first degree holders and 36.6 % (22) hold Master degrees .This implies that the group of Masters holders has many employees especially in the academic categories with experience to give clear information on barriers to effective communication. The group of PhD seem to be no time to provide information.

4.6 Distribution of Respondents by Occupation

The occupation of respondents was also considered in this study. This is presented in table 4.4 below.
Table 4.3: Distribution of Respondents by Occupation

<table>
<thead>
<tr>
<th>Variables</th>
<th>Frequency (F)</th>
<th>Percent %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deputy Principal</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Senior Lecturer</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>Lecturer</td>
<td>6</td>
<td>10</td>
</tr>
<tr>
<td>Assistant lecturer</td>
<td>12</td>
<td>20</td>
</tr>
<tr>
<td>Tutorial Assistant</td>
<td>10</td>
<td>17</td>
</tr>
<tr>
<td>HR Officer</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Examination</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Chief Internal Auditor</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Planning Officer</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Chief Planning Officer</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Internal Auditor</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Secretary</td>
<td>4</td>
<td>7</td>
</tr>
<tr>
<td>Office Attendances</td>
<td>4</td>
<td>7</td>
</tr>
<tr>
<td>Records Assistant</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Accountant</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Field Data, 2014

Tables 4.4 show that there was a good distribution of respondents in the organization as the researcher tickled all categories of staff at the organization. This is implied that the results obtained are good enough to validate the information on barriers to effective communication is true.

4.7 Methods of Communication at DIT

The researcher wanted to know methods of communication which are used to communicate at DIT. The aim of this was to determine whether there are proper channel which employees and employers use to communicate among themselves. The researcher administered questionnaire as an instrument of data collection. Alongside this instrument, interviews, observation and documentary review were also used. This means that primary data was collected from these instruments. Secondary data were collected from documentary review whereby various documents were reviewed.
4.7.1 Findings from Questionnaire

The researcher administered questionnaire to 60 respondents in order to know the methods of communication which are used at DIT. The researcher asked about the methods which are used to communicate in the respondents’ department and whether or not those methods were effective. Among 60 respondents who were involved in the study, 35 (66.7%) reported that they use meetings as the main method of communication. However, 5 respondents (8%) reported that they use oral to oral while 7 respondents out of 60 (12%) reported to have used memos and formal report respectively. These findings suggest that the DIT family utilizes various methods of communication. Meetings have taken a big share because as a matter of fact departmental meetings are common in organisations as the means of communication. Based on the findings, telephones are also taking a chance and this could be due to the development of information technology. Table 4.5 Presents findings from the study.

Table 4.4: Methods Used to Communicate in the Department

<table>
<thead>
<tr>
<th>Variables</th>
<th>Frequency (F) N=60</th>
<th>Percent %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oral to oral</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>Telephone</td>
<td>13</td>
<td>22</td>
</tr>
<tr>
<td>Meetings</td>
<td>35</td>
<td>58</td>
</tr>
<tr>
<td>Memos</td>
<td>4</td>
<td>7</td>
</tr>
<tr>
<td>Formal report</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field Data, 2014

The findings about the methods of communication which are mostly used to communicate at DIT are presented in Figure 4.1. Just as one can observe figure 1.1 represents that meeting is the most used method followed by telephone conversation as shown in the graph below. Other methods follow as represented in the figure below.
4.7.2 Findings from Interview

Researcher interviewed some respondents in order to know the methods of communication which are used at DIT. The type of interview questions which were used is the structured. When asked about the methods of communication which are used at DIT one respondent had the following to say:

“Kwa kauaida mawasiliano huwayanafanyika kwa njia ya simu na wakati mwingine huwa tuna fanya vikao vya idara na mkuu wetu wa idara ili kujadili masuala mbalimbali”

Translation

“Normally, communication is done through telephone/mobile phone and some times which hold departmental meetings to discuss various issues.”

On the same issue when another respondent was approached he had the following to say:

“Zipo njia nyingi zinazotumika katika mawasiliano lakini idara kwetu mawasiliano rasmi hufanyika kwa njia ya memo, mikutano na wakati
“There are many ways of communication but in our department official communication is made through memos, meetings and sometimes the head of department may aptly send a text message or make a phone call directly.”

From the responses of the interviewees above, it seems that meetings and telephone conversations and communication are mostly used at the institute. However, these findings cannot underestimate the fact that other methods are also used.

4.7.3 Findings from Observation
The researcher also made observation at the institute in order to determine the methods of communication which are used at the institute. The researcher acted as the participant observer and observation various methods of communication which are used at the institute and came up with the following: memos, telephone conversation and communication, meetings and face-to-face communication were used. However, the main ones were meetings, telephone communication and memos.

4.7.4 Findings from Documentary Review
The researcher made a review of various official documents in order to investigate the methods of communication which are used at the institute. The documents reviewed were those concerning the methods of communication. From the documentary review the method of communications which were found include memos, letters and meetings and telephone communication.

The findings from the Table 4.5 and figure 4.1 show that the mostly used communication method at DIT is Meeting and followed by telephone methods closely This implied that employees at DIT prefer meeting as suitable model of communication to convey message from one point to another. It also implies that
employees can use meeting to provide information freely but this does not happen when it comes oral to oral methods of communication as it shown in the figure 1.1 above.

4.8 The Effectiveness of the Methods of Communication

The researcher wanted to know if methods of communication which are used are effective. The following were the findings. 25 respondents out of 60 which are 42% reported that the methods which are used to communicate are effective while 15 respondents 25% reported that the methods were very effective. At the same time 15 respondents out of 60 (25%) reported that the methods were fairly effective. 5 respondents out of 60 (8%) reported that the methods were less effective. Generally from the findings, we can say that those who said that the methods of communication are very effective, effective and fairly effective make up 92% when combined together. This is presented in table 4.6.

Table 4.6: Effectiveness of the Methods of Communication

<table>
<thead>
<tr>
<th>Variables</th>
<th>Frequency (F) N=60</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very effective</td>
<td>15</td>
<td>25</td>
</tr>
<tr>
<td>Effective</td>
<td>25</td>
<td>42</td>
</tr>
<tr>
<td>Fairly effective</td>
<td>15</td>
<td>25</td>
</tr>
<tr>
<td>Less effective</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field Data, 2014
The results from table 4.6 and figure 4.2 above are showing that methods of communication at DIT are effective. Most of respondents said that communication is effective while few respondents revealed that communication is very effective, fairly effective and less effective at DIT. Hence, feedback is conveyed to particular employees in time and this implies that channels of communication are working properly at DIT.

4.9 How Subordinates Communicate among Themselves
The researcher wanted to know how subordinates communicate among themselves. Findings indicate that 40 respondents (67 %) out of 60 reported that, they communicate through meetings while 10 respondents (17%) out of 60 reported that communication among subordinate is done through telephones. This suggests that the main means of communications among subordinates are the meetings and telephone conversation and/or communication.
Table 4.7: How Subordinates Communicate among Themselves

<table>
<thead>
<tr>
<th>Variables</th>
<th>Frequency (F) N=60</th>
<th>Percent %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oral to oral</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>Telephone</td>
<td>10</td>
<td>17</td>
</tr>
<tr>
<td>Meetings</td>
<td>40</td>
<td>67</td>
</tr>
<tr>
<td>Memos</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Formal Reports</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field Data, 2014

These findings are also presented by using chart below which shows the main means of communications among subordinates in public institutions. Figure 4.4.3 summarizes the findings of the study regarding how subordinates communicate among themselves.

Figures 4.3: How the Subordinates Communicates among Themselves

Source: Field Data, 2014
According to the Table 4.7 and figure 4.3 above, meetings and telephone communication are the main means of communication among employees in public institutions in Tanzania. The findings suggest that meetings and telephone communication are mainly used possibly because of their convenience since in the meeting you can easily communicate with many people at the same time rather than meeting each person individually. Also, telephones offer a lot of flexibility because it is the matter of picking a phone and make a call.

The implication of this is that even subordinates use meeting as their usual way of communication. This is the same as what was observed for employees that the common way of communication at DIT is Meeting.

### 4.10 How subordinates Communicate with the Top Management

The researcher also wanted to know how subordinates communicate with the top management. Findings indicate that 35 respondents (58 %) out of 60 reported that, they communicate through meetings while 10 respondents (17%) out of 60 reported that communication among subordinate with the top management is done through telephones and 5 respondents 8 % out of 60 reported that This suggests that the main means of communications among subordinates are the meetings and telephone conversation and/or communication .Table 4.4.7 below summarises the major findings from the study.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Frequency (F) N= 60</th>
<th>Percent %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oral to oral</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>Telephone</td>
<td>10</td>
<td>17</td>
</tr>
<tr>
<td>Meetings</td>
<td>35</td>
<td>58</td>
</tr>
<tr>
<td>Memos</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>Formal Reports</td>
<td>7</td>
<td>12</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Source:** Field Data, 2014
These findings are also presented by using the chart below which shows the main means of communications among subordinates with their top management in public institutions. Figure 4.4 summarizes the findings of the study regarding how subordinates communicate with their top management.

Figure 4.4: How Does the Subordinate Communicate with their Top Management

Source: Field Data, 2014

Based on the findings above, it seems that subordinates communicate with their superiors based on Meeting and telephone. Therefore Meeting and telephone is the crucial means of communication in the organisation.

This implies that when the employees need to get feedback from management meeting and telephones methods have to be used. In this situation employees are have mush freedom to give their view and opinions rather than using other methods of communication.
4.11 The process of Getting Feedback

The researcher wanted to know the feedback process which is used in public institutions particularly at DIT. Findings show that 25 respondents (42 %) out of 60 reported that the process that is used to give feedback is feedback time while 24 respondents (40%) reported that immediate feedback is the process of communication which is used in public institutions and at the same time 11 respondents (18%) reported that feedback is late. The findings are summarised in table 4.9 below.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency (f) N=60</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feedback time</td>
<td>25</td>
<td>42</td>
</tr>
<tr>
<td>Whether late</td>
<td>11</td>
<td>18</td>
</tr>
<tr>
<td>Immediate</td>
<td>24</td>
<td>40</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>

**Source:** Field Data, 2014

The above findings suggest in public institution there is feedback time and sometimes feedback is immediate. This is because majority of respondents (82 %) mentioned feedback time and immediate feedback.

These findings are also presented by using the chart below which shows the process of communication Figure 4.5 summarizes the findings of the study regarding how feedback process take place in DIT.
4.12 The Patterns of Communication at DIT

The researcher had also an interest to investigate the communication patterns which are used in public institutions. Findings indicate that 25 respondents (42%) out of 60 mentioned vertical patterns while 20 (33.%) respondents out of 60 mentioned horizontal pattern and at the same time 10 respondents (17%) mentioned diagonal as the pattern that is used in communication. At the same time 5 respondents (8.%) mentioned grape vine as the communication pattern which is used. The findings are summarized in table 4.6 below.
Table 4.10: Communication Patterns

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency (F) N=60</th>
<th>Percent %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vertical communication</td>
<td>25</td>
<td>42</td>
</tr>
<tr>
<td>Horizontal communication</td>
<td>20</td>
<td>33</td>
</tr>
<tr>
<td>Diagonal communication</td>
<td>10</td>
<td>17</td>
</tr>
<tr>
<td>Grape vine communication</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field Data, 2014

From the above findings, indicates that it seems that vertical and horizontal are the popular patterns in public institutions because majority of respondents (75%) mentioned them.

Figure 4.6: Communication Patterns

Source: Field Data, 2014
These findings are also presented by using the chart above which shows the communication pattern in the organization. Figure 4.6 summarizes the findings of the study regarding how feedback process take place in DIT.

This implied that there is horizontal and vertical channel of communication a common used at DIT compare to diagonal and grapevine communication channel. Horizontal channel of communication, this is an interdepartmental flow of communication whereby employees of the same status communicate, it seems most of the subordinate from different department or units are communicate by using this channel. Also Welsh Assembly and Nurse and Midwifery Council (2003) said that horizontal communication is the most effective communication and Barrier of subordinates or boss is not present in the organization. Also the researcher found that vertical channel of communication is used in DIT. Vertical communication means upward and down communication. (Gupta, 2006) said that downward communication refer to the flow of information from superior (high level). This is used to issue orders and instruction to employees, this is important channel of communication because its help to provide the information about the policies and objectives of the organization. While upward communication refers to the flow of communication from lower levels (subordinates) to higher level (Superior) of authority. Such communication enables the management to know what is happening throughout the organization.

4.13 Barriers of Communication

The researcher had also an interest to investigate the barriers of communication which are used in public institutions. Findings indicate 33 respondents 55% out of 60 said that poor use of communication channels is a major barrier affect communication, also 22 respondents 37% out of 60 said that there is individual bias and selectivity, 10 respondents 17% out of 60 physical barriers, 6 respondents 10% out of 60 said that information overloaded, 5 respondents 8% out of 60 language difference, 8 respondents 13% lack of trust, 7 respondents 12% differences in perception and viewpoint and 2 respondents 3% out of 60 emotional barriers and taboos. The findings are summarized in table 4.7 below.
Table 4.11: Barriers that cause communication ineffective at DIT

<table>
<thead>
<tr>
<th>Variables</th>
<th>Frequency (F) N=60</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual bias and selectivity</td>
<td>22</td>
<td>37</td>
</tr>
<tr>
<td>Status difference</td>
<td>14</td>
<td>23</td>
</tr>
<tr>
<td>Lack of Trust</td>
<td>8</td>
<td>13</td>
</tr>
<tr>
<td>Information overload</td>
<td>6</td>
<td>10</td>
</tr>
<tr>
<td>Poor use of communication channels</td>
<td>33</td>
<td>55</td>
</tr>
<tr>
<td>Emotional barriers and taboos</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Language difference</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>Physical barriers</td>
<td>10</td>
<td>17</td>
</tr>
<tr>
<td>Differences in perception and viewpoint</td>
<td>7</td>
<td>12</td>
</tr>
</tbody>
</table>

Source: Field Data, 2014

These findings are also presented by using the chart below which shows the communication barriers in the organization. Figure 4.7 summarizes the findings of the study regarding barriers affecting communication system at DIT.

Figure 4.7: Barriers that Cause Communication Ineffective at DIT

Source: Field Data, 2014
From the findings above, the response by respondents suggest that there are barriers of communication. The researcher decided to make an observation in order to investigate the barriers of communication. And because the researcher is part of staff also she decided to be the participant observer and she came up with the following causes of communication barriers: different perceptions among staff, emotional barriers, information overload, feedback barriers, psychological barriers and institution set up whereby some offices were located outside the campus. These offices could not access information on time and sometimes information could reach at all because of physical distance.

Despite various aspects of communication which the researcher investigated, they also wanted to know if there are obstacles of communication and what causes such obstacles. The researcher interviewed two respondents at the institute and they had the following to say.

Respondent A

“Vikwazo vya mawasialiano vipo maana hakuna mawasiliano ya siyo kuwa na vikwazo”

Translation

“Obstacles of communication are there since there is no communication without obstacles.”

“Katika jamii yoyote huwezi kukosa vikwazo vya mawasiano maana ni sehemu ya maisha.”

Translation

“In any social setting you cannot miss obstacles of communication because they are part of life.”
These findings are also presented by using the chart above which shows the communication pattern in the organization. Figure 4.9 summarizes the findings of the study regarding how feedback process take place in DIT.

This finding implied that the major barriers of communication at DIT are poor use of communication channel which is 55%, individual bias and selectivity 37% and physical barriers and information overload. It seems that communication channel system are not well used. DIT employees like to go direct to principal rather than follow the chain of communication. This situation lead to miscommunication of information because the employees should addressed his problem to his/her head of the department and head of the department is the one who responsible to forward the information to the principal.

Also the researcher note that in the DIT there is lack adequate of communication facilities this leading to physical barrier 17% for example if employees want to communicate with other department or units must to move to that department, so that most of the worker used much time to move from their offices. This situation lead to delay and difficult flow of information within and outside the organization.

(Lunenburg, F.C, 2010) There are many barriers to communication and these may occur at any stage in the communication process. Barriers may lead to your message becoming distorted and you therefore risk wasting both time and/or money by causing confusion and misunderstanding. Effective communication involves overcoming these barriers and conveying a clear and concise message. An example of a physical barrier to communication is geographic distance between the sender and receiver(s). Communication is generally easier over shorter distances as more communication channels are available and less technology is required. Although modern technology often serves to reduce the impact of physical barriers, the advantages and disadvantages of each communication channel should be understood so that an appropriate channel can be used to overcome the physical barriers.
Lunenburg, F, C (ibid) every step in the communication process is necessary for effective and good communication. He said that blocked of one steps become barrier and come up with language, psychological, physiological, systematic and attitudinal barriers and its clarification is following; Clearly, language and linguistic ability may act as a barrier to communication. However, even when communicating in the same language, the terminology used in a message may act as a barrier if it is not fully understood by the receiver(s). For example, a message that includes a lot of specialist jargon and abbreviations will not be understood by a receiver who is not familiar with the terminology used.

Also said that psychological barrier occurred when the receiver will influence how the message is received. For example, if someone has personal worries and is stressed, they may be preoccupied by personal concerns and not as receptive to the message as if they were not stressed. Stress management is an important personal skill that affects our interpersonal relationships.

Anger is another example of a psychological barrier to communication, when we are angry it is easy to say things that we may later regret and also to misinterpret what others are saying.

Physiological barriers may result from the receiver’s physical state: for example, a receiver with reduced hearing may not grasp to entirety of a spoken conversation especially if there is significant background noise.

Another one is Systematic barriers to communication may exist in structures and organizations where there are inefficient or inappropriate information systems and communication channels, or where there is a lack of understanding of the roles and responsibilities for communication. In such organizations, individuals may be unclear of their role in the communication process and therefore not know what is expected of them.

And lastly is attitudinal barriers are behaviours or perceptions that prevent people from communicating effectively. Attitudinal barriers to communication may result from personality conflicts, poor management, and resistance to change or a lack of
motivation. Effective receivers of messages should attempt to overcome their own attitudinal barriers to facilitate effective communication.

4.14 Efforts to Eliminate Communication Barriers

The researcher wanted to know if there are efforts which are made by the institute to eliminate communication barriers. Findings indicate 50 respondents (90%) reported that there are efforts which are made to eliminate communication barriers while 10 respondents reported that they do not know.

When asked about what has been done to eliminate communication barriers respondents reported that internet access at the institute is among the efforts which have been made to improve communication barriers. Other respondents mentioned about airtime which is given to heads of department in order to improve communication with their subordinates. Also other respondents proposed that is better to have training programmes to improve employees’ skill on their careers. The management must establish the training programmes about the importance of communication system in the organization.

Generally, respondents reported that there are efforts made by the management to improve communication at the institute.

Also Lunenburg, F, C (ibid) come up of the ways to improve communication to be effective in the organization, said that administrators need to examine the true purpose of each communication before administrators communicate, also administrators must ask themselves what they want real want to accomplish. Furthermore administrators need to consider the total physical and human setting meaning that and intent are conveyed by more than administrators need to be sure that their actions support their communication.
CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
This Chapter presents the summary, conclusion and recommendations of the study. The Chapter is divided into four sections; the first section gives the introduction of the chapter while the second section presents the summary of the research findings, the third section presents the conclusion while the last section gives the recommendations of the study.

5.2 Summary
This study explores the barriers of communication in public institutions in Tanzania. The instruments of data collection that were used in this study include questionnaire, interviews, observation and documentary review. The study was guided by three specific objectives which are; to investigate barriers of communication at DIT; to identify methods of communication within DIT and to assess the efforts made by DIT to overcome barriers to effective communication.

First, the researcher wanted to know methods of communication which are used to communicate at DIT. The aim of this was to determine whether there are proper channel which employees and employers use to communicate among themselves. The researcher administered questionnaire as an instrument of data collection. Alongside this instrument, interviews, observation and documentary review were also used. This means that primary data was collected from these instruments. Secondary data were collected from documentary review whereby various documents were reviewed.

The researcher administered questionnaire to 60 respondents in order to know the methods of communication which are used at DIT. The researcher asked about the methods which are used to communicate in the respondents’ department and whether
or not those methods were effective. Among 60 respondents who were involved in the study, 40 (67 %) reported that they use meetings as the main method of communication. However, 10 respondents (17 %) reported that they use oral to oral while 5 respondents out of 60 (8 %) reported to have used memos and formal report respectively. These findings suggest that the DIT family utilizes various methods of communication. Meetings have taken a big share because as a matter of fact departmental meetings are common in organisations as the means of communication.

The researcher made a review of various official documents in order to investigate the methods of communication which are used at the institute. The documents reviewed were those concerning the methods of communication. From the documentary review the method of communications which were found include memos, internet, letters and meetings and telephone communication.

Second, the researcher wanted to know if methods of communication which are used are effective. The following were the findings. 25 respondents out of 60 which are 42.% reported that the methods which are used to communicate are effective while 15 respondents 25% reported that the methods were very effective. At the same time 15 respondents out of 60 (25%) reported that the methods were fairly effective. 5 respondents out of 60 (8.%) reported that the methods were less effective. Generally from the findings, we can say that those who said that the methods of communication are very effective, effective and fairly effective make up 92.% when combined together.

Third, the researcher wanted to know if there are efforts which are made by the institute to eliminate communication barriers. Findings indicate 50 respondents (90%) reported that there are efforts which are made to eliminate communication barriers while 10 respondents reported that they do not know. When asked about what has been done to eliminate communication barriers respondents reported that internet access at the institute is among the efforts which have been made to improve communication barriers. Other respondents mentioned about airtime which is given to head heads of department in order to improve communication with their sub ordinates.
5.3 Conclusion

This study intended to explore obstacles/barriers of communication in Tanzanian public institutions. The study’s main specific objectives were to investigate barriers of communication at DIT; to identify methods of communication at DIT and to assess the efforts made by public institutions particularly to mitigate or overcome barriers to effective communication.

In order to get the needed information, the researcher administered questionnaire as an instrument of data collection. Alongside this instrument, interviews, observation and documentary review were also used. This means that primary data was collected from these instruments. Secondary data were collected from documentary review whereby various documents were reviewed.

Findings of the study indicate among 60 respondents who were involved in the study, 40 (67 %) reported that they use meetings as the main method of communication. However, 10 respondents (17 %) reported that they use oral to oral while 5 respondents out of 60 (8 %) reported to have used memos and formal report respectively. These findings suggest that the DIT family utilizes various methods of communication. Meetings have taken a big share because as a matter of fact departmental meetings are common in organizations as the means of communication.

Also, the researcher interviewed respondents at the institute and came up with the same findings. The observation which was made by the researcher at the institute also, revealed the same as it is presented in chapter four of this study.

Moreover, the researcher made a review of various official documents in order to investigate the methods of communication which are used at the institute. The documents reviewed were those concerning the methods of communication. From the documentary review the method of communications which were found include memos, letters and meetings and telephone communication.

About whether the methods of communication are effective or not, the following were the findings: 25 respondents out of 60 (42.%) reported that the methods which
are used to communicate are effective while 15 respondents 25% reported that the methods were very effective. At the same time 15 respondents out of 60 (25%) reported that the methods were fairly effective. 5 respondents out of 60 (8.%) reported that the methods were less effective.

On whether or not there are some efforts to mitigate or eliminate barriers of effective communication, the following were the findings: 50 respondents (90%) reported that there are efforts which are made to eliminate communication barriers while 10 respondents reported that they do not know.

5.4 Recommendations and Areas for Further Studies

5.4.1 Recommendations

Based on the above findings we recommend the following:

First, public institutions should strive at making sure that they improve communication in their institutions. It was found that at DIT there is lack of telephone connection between one rooms to another, one block to another so to overcome that problem, the DIT should introduce modern technology in order to avoid the miscommunication from one department to another.

Second, a mechanism should be devised in order to ensure that obstacles or barriers of communications are overcome.

Third, the methods of communication should be emphasized by employers so as to make sure that the information in organisations flows smoothly.

Fourth, the DIT Management should encourage upward communication in order to help their subordinates to provide their opinions and suggestions which could lead improvement of the DIT performance.

5.4.3 Areas for Further Studies

Since this study explored barriers of communication in one institution only, we recommend the following:
First, studies should be conducted in other public institutions in order to establish if or not institutions experience the same thing.

Second, this study was conducted in Dar es Salaam city; studies should also be conducted in other areas in order to compare the findings.

Third, this study was conducted in urban areas; studies should also be conducted in rural areas in order to see if we can come up with similar findings.
Fourth, this study based on barriers of communication only, other studies should be conducted in order to explore other avenues of communication.
REFERENCES


Andrew Triganza Scott, (2013) Types of communication, MBA (Maast.), M.Ed (Leadership), BPsy (Hons), PGCE.


Behera, R.J and Byay Tripathy, B.K (2009) Barriers to effective Communication and how to overcome them, Sri Sathya Sai University – Brindavan Campus, Kadugodi

Berhard H. Erven) of the department of Agricultural Environmental and development Environmental and development Economics of the Ohio State university stated. visited 12, June, 2014.


Company ,inc.

Foley, GN. 2010. Non-verbal communication in psychotherapy. Psychiatry (Edgemont) 7(6).


Riley, J. 2012) Aiming to achieve effective communication, cited www.tutor2u.net/business/people/.


The Pfeiffer Library Volume 25 2nd Edition copyright @ 1998 Jossey Bass/Preiffer

APPENDICES

Appendix 1: Questionnaires

DEPARTMENT/SECTION/UNITS

I am a student from Mzumbe University, Dar es Salaam Campus; I am conducting a research on Exploring of barrier to effective communication in Public organization Case study- DIT. This is partial fulfillment for the award of Master of Science in Human Resource management. Your answer will remain for the use of the researcher only. Your Cooperation will be highly appreciated.

Position of Respondent

Age

Sex

Name of the department

Level of Education

1. What methods are being used to communicate in your department? Tick one or more

(i) Oral to oral

(ii) Telephone

(iii) Meetings

(iv) Memorandums

(v) Formal Report
2. Are the methods used to communicate in your department effective? Tick one or more
   (i) Very Effective
   (ii) Effective
   (iii) Average Effective
   (iv) Less Effective
   (v) None of Above

3. Mention the methods you think are more effective to be used in your department to communicate with other department? Tick one or more
   (i) Oral to oral
   (ii) Telephone
   (iii) Meetings
   (iv) Memorandums
   (v) Internet

4. How does subordinate communicate with their Top Management? Tick one or more
   (i) Oral to oral
   (ii) Telephone
   (iii) Meetings
   (iv) Memorandums
   (v) Internet

5. What are barriers that cause ineffective communication in your department or organization in general? Tick what you think are barriers
   (i) Individual bias and selectivity
   (ii) Status difference
   (iii) Lack of trust
   (iv) Information overload
   (v) Poor use of communication channels
6. Tell the process of getting feedback. Tick among of this.
   (i) Feedback Time
   (ii) Whether Late
   (iii) Immediate
   (iv) Too late
   (v) None of Above

7. How does your department communicate with other department in the DIT? Tick one or more?
   (i) Oral to oral
   (ii) Telephone
   (iii) Meetings
   (iv) Memorandums
   (v) Internet

8. What types of communication pattern used to communicate in the DIT? Tick among of this.
   (i) Vertical Communicational
   (ii) Horizontal Communicational
   (iii) Diagonal Communicational
   (iv) Grapevine Communicational
   (v) None of Above

9. What are authority efforts done by the DIT to eliminate barriers to effective communication in DIT?

........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
10. What suggestions would you like to give in order to improve effective communication in your department or organization in general?

..................................................................................................................................
..................................................................................................................................
..................................................................................................................................

Thank you for your cooperation
Appendix 2: Questionnaires for top Management

I am a student from Mzumbe University, Dar es Salaam Campus, I am conducting a research on Exploring of Barrier to Effective Communication in Public Organization Case study: Dar es Salaam Institute of Technology (DIT).

This is partial fulfilment for the award of Master of Science in Human Resource management. Your answer will remain for the use of the researcher only. Your Cooperation will be highly appreciated.

Position of Respondent…………………………………………………………………………………
Age………………………………………………………………………………………………………
Sex………………………………………………………………………………………………………
Level of Education…………………………………………………………………………………………
Name of the department…………………………………………………………………………………………

1. What methods are being used to communicate in your department? Tick one or more
   (i) Oral to oral (  )
   (ii) Telephone (  )
   (iii) Meetings (  )
   (iv) Memorandums (  )
   (v) Formal Report (  )

2. Are the methods used to communicate in your department effective? Tick one or more
   (i) Very Effective (  )
   (ii) Effective (  )
   (iii) Average Effective (  )
   (iv) Less Effective (  )
   (v) None of Above (  )
3. Mention the methods you think are more effective to be used in your department to communicate with your subordinates? Tick one or more.
   (i) Oral to oral (   )
   (ii) Telephone (   )
   (iii) Meetings (   )
   (iv) Memorandums (   )
   (v) Internet (   )

4. What are barriers that cause ineffective communication in your department or organization in general? Tick what you think are barriers.
   (i) Individual bias and selectivity (   )
   (ii) Status difference (   )
   (iii) Lack of trust (   )
   (iv) Information overload (   )
   (v) Poor use of communication channels (   )

5. What are the causes of the communication barriers in your Institute? Select among the following cause of communication barriers in Institute. Tick among of this.
   (i) Emotional barriers and taboos (   )
   (ii) Lack of attention, interest, distractions (   )
   (iii) Differences in perception and viewpoint (   )
   (iv) Physical barriers (   )
   (v) Language differences (   )

6. Tell the process of getting feedback. Tick among of this.
   (i) Feedback Time (   )
   (ii) Whether Late (   )
   (iii) Immediate (   )
   (iv) Too late (   )
   (v) None of Above (   )
7. What types of communication pattern used to communicate in the DIT? Tick among of this.
   (i) Vertical Communicational (    )
   (ii) Horizontal Communicational (    )
   (iii) Diagonal Communicational (    )
   (iv) Grapevine Communicational (    )
   (v) None of Above (    )

8. What are authority efforts done by the DIT to eliminate barriers to effective communication in DIT?
   …………………………………………………………………………………………………
   …………………………………………………………………………………………………
   …………………………………………………………………………………………………

9. What suggestions would you like to give in order to improve effective communication in your department or organization in general?
   …………………………………………………………………………………………………
   …………………………………………………………………………………………………
   …………………………………………………………………………………………………

Thank you for your cooperation