

**TECHNOLOGY AS A TOOL IN ENHANCING INTERNAL ORGANIZATIONAL  
COMMUNICATION TO ACHIEVE CORPORATE OBJECTIVES**

**By**

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ADMINISTRATION**

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## DECLARATION

I hereby declare that this submission is my own work towards the Commonwealth Executive Master in Business Administration (CEMBA) and that, to the best of my Knowledge, it contains no material previously published by another person nor material Which has been accepted for the award of any other degree of the University, except Where due acknowledgement has been made in the text.

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## **DEDICATION**

I dedicate this project to Bernard Batchar , Mrs. Linda Jasmine Adablah , Pious Batchar, Peter Batchar, Ishmael and Baah Batchar.

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## ABSTRACT

The study was carried out to investigate how Technology as a tool could enhance internal Organisational Communication to achieve Corporate Objective at Ghana Post Company Ltd, Head Quarters. The study aimed at providing information on technology as a tool in enhancing internal organisational Communication which can be used as a basis for formulating qualitative process indicators that could be utilized in evaluation. A Total of 100 people was used for the target population. A sample of 50 respondents comprising of people in management positions, supervisory positions and operations was chosen from Human Resource Management, Operations and Expedited Mail Services (EMS) departments using stratified sampling technique. The statistical method used for the study was the simple frequency count statistics and percentages to generate the data for analysis. It was discovered among other things that most of the employees were anxiously waiting for the platform that would bring about confidentiality in sending messages, messages reaching its intended recipient on time without delays. Most respondents were aware that in this age and time, the use of ICT as a means of communication is much preferred than the traditional methods of communicating. With the modal age range between 31-40 years, it is expected that this generation of persons will be most likely exposed TO ICT and be more interested in the introduction of modern technology to enhance internal Communication within the organisation. The adoption of web portals as the means of delivering detailed reference information to employees. Another recommendation is the use of a self-service Human Resource Management (HRM) application. Deploying a self-service solution, this will enable every member of staff access all their relevant information through a secure web interface.

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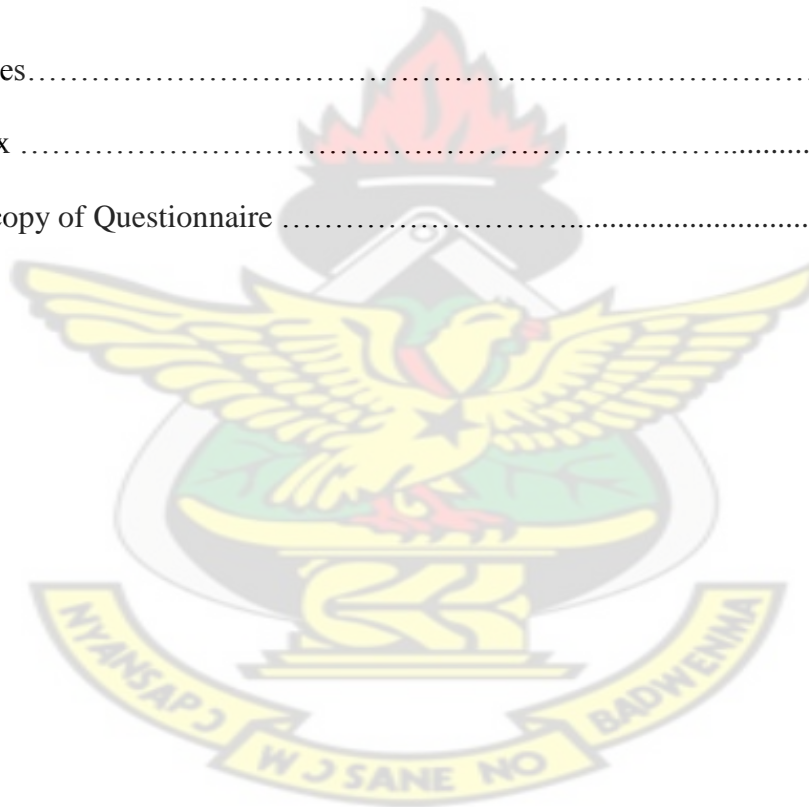
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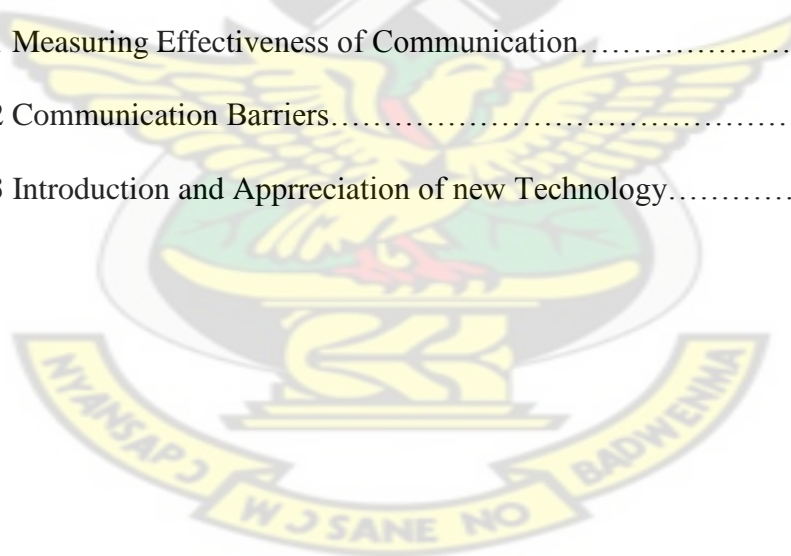
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# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 BACKGROUND TO THE STUDY**

The desire to provide better, more efficient and competitive services has driven enterprises to create branch offices closer to the customer. This has resulted in companies spreading themselves wide in different towns and cities, even across national borders. This practice has created significant positive effects on most organisations profits. However, it also presents challenges in efficient management and administration of the organisation. One such area is communicating with staff of the organisation.

The importance of effective information flow within an organization is becoming increasingly critical, employees rely on information to be able to deliver good services to their customers. Speed to market is very critical for any enterprise to be competitive, news on developments within the organisation is important to ensure employee loyalty and motivation.

It is for these reasons that every organization must do everything in its power to ensure that the most appropriate methods are put in place to enhance an effective communication within an organizational set up.

Good Communication that links with the employees of any organisation is important since an organisation can said to have attained its objectives only when it has also satisfied the needs of all those who have a stake in the organisation.

Technology improves the quality of communication ; voice mail enables both the caller and the recipient to leave more detailed and accurate messages. There is availability of convenience as to the variety of options to opt for communicating information to

Others, and such tasks communicated are performed quickly and efficiently. Modern Technology therefore makes it possible to send oral and written messages within an organisation with much ease and in a matter of seconds.

- Communication helps organizations to formulate policies, it directs, conducts and helps management to behave in a certain way and makes it possible for them to bring these policies to the attention of their employees.
- Communication enables management to obtain feedback information from employees on company issues and work done. Through communication, employees' feelings, problems and grievances can be made known to management.
- When communication is effective, it tends to encourage better performance and job satisfaction because people understand their jobs better and feel more involved in them.
- Communication aids in the appraisal of employees. Through effective communication, management is able to evaluate the work of subordinates, give feedback results on performance and jointly draw plans to eradicate any weakness as well as improve upon their strength.
- Communication makes it possible for management to give instructions to lower workers to work.
- Workers problems and grievance can be made known to management through communication.
- Communication helps workers to know all decisions taken by management that affect them and the firm as a whole.

## 1.2 STATEMENT OF THE PROBLEM

The primary means of sending out information adopted at Ghana Post Company Ltd are through memoranda, newsletters, staff durbars and notice boards. The only technological method of communicating with employees is the use of the intercom system. Communication through these channels have a lot of disadvantages associated with them, some of which may include delays, information not getting to its intended recipient at all, staff not reading any information on notice boards, in most cases, information pasted on notice boards are not monitored to know which ones are outdated that needs to be removed.

The performances of workers in an organisation are affected adversely when there is poor communication. Barrier of Communication occurs when workers do not receive the appropriate information, their duties and responsibilities may not be performed accordingly and properly. It appears clear that the performance of the organisation is nothing to write home about.

Ghana Post covers the whole country and during staff durbars at the regional head offices, employees from the districts are nominated to represent their various districts and to report back. The problem with the Company as far as communication is concerned is a major one. This is due to the fact that there is very high competition in the information market especially in the business area of courier services.

Can this be solved? With the provision of the appropriate technology ease the seemingly serious communication gap?

It is against this background that the research seeks to find out how technology can be used to improve internal communication of the Ghana Post Company Ltd .

### **1.3 OBJECTIVE OF THE STUDY**

#### **1.3.1 GENERAL OBJECTIVE**

The general objective of the study is to find out the Technology used in Ghana Post Company Ltd to enhance organisational internal communication.

#### **1.3.2 SPECIFIC OBJECTIVE**

1. To identify the means of internal communication in Ghana Post Company Ltd.
2. To find out operational strategies adopted by Ghana Post Company Ltd in the use of internal communication systems.
3. To find out the operational problems encountered in the use of these internal communication systems.

### **1.4 RESEARCH QUESTIONS**

1. What are the means of internal communication in Ghana Post Company Ltd?
2. What are the operational strategies adopted by Ghana Post Company Ltd in the use of internal communication systems?
3. What are the operational problems encountered in the use of these internal communication systems?



## **1.5 BRIEF METHODOLOGY**

A total of 100 people forms the target population. The researcher settled for stratified sampling method which grants equal chances to the entire population out of which a sample size of fifty (50) people who were directly employed by the company and stationed at the headquarters was selected to represent the target population. The method was meant to ensure that all shades of opinion across various organization structural ranks/designations are represented in the sample.

The data collection instrument used by the researcher was a questionnaire. The questions were administered on a sample of 50 of the population for the first time and the results noted.

The questionnaire was administered to the respondents at their places of work.

However, due to the busy nature of some of the respondents, especially, the top level managers who the researcher wanted to interview, they granted the interview only work when they would have ample time.

The study was carried out in the Headquarters of Ghana Post Company Ltd in Accra. The limitation of the study was focused on headquarters of Ghana Post Company Ltd. The population targeted comprises of people in management positions, supervisory positions, and operatives. This research was focused on Human Resource Management, Operations and Expedited Mail Services (EMS) departments.



## **1.6 SCOPE OF THE STUDY**

The study was carried out in the Headquarters of Ghana Post Company Ltd in Accra, this is due to the fact that Ghana Post covers the whole country and for that matter logistics, finances and other resources to travel all over Ghana would be a problem to the researchers hence, the decision to use the headquarters.

## **1.7 SIGNIFICANCE OF THE STUDY**

The advantages of the findings of the study would be of significance in Three (3) areas:

1. Contribution to knowledge by creating awareness that would invariable assist management to adopt the best and efficient means of communicating with staff.
2. Contribution to education based on the need for staff training, provision of measures gadget etc to enhance communication in order to improve services etc.
3. Contribution to research, that is a spring board to further research.

## **1.8 LIMITATIONS OF THE STUDY**

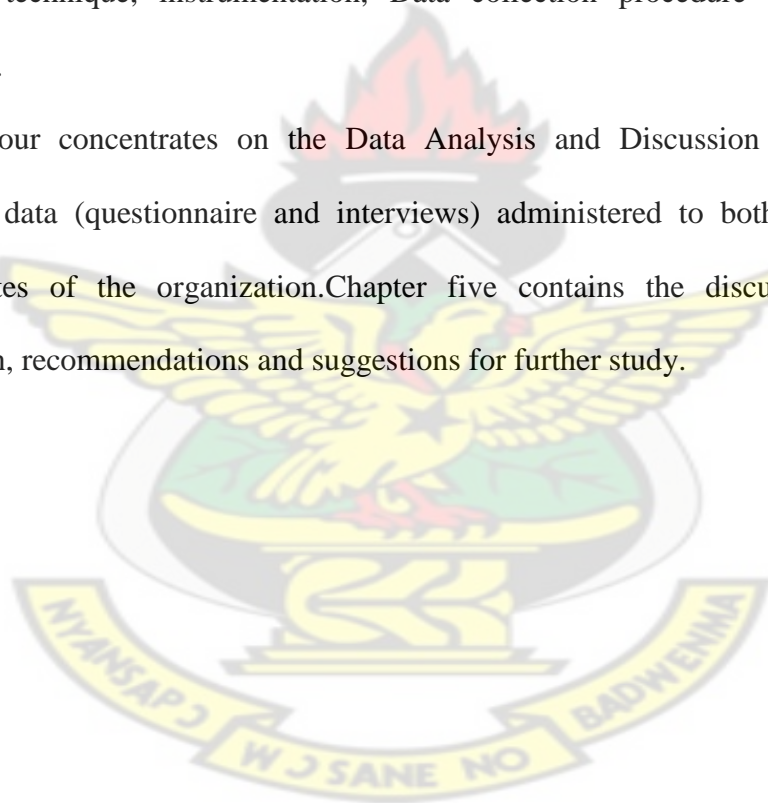
The limitation of the study was focused on headquarters of Ghana Post Company Ltd. The population targeted comprises of people in management positions, supervisory positions, and operatives. This research was focused on Human Resource Management, Operations and Expedited Mail Services (EMS) departments.

## **1.9 ORGANISATION OF THE STUDY**

The research work is divided into five (5) chapters.

Chapter one contains the background of the study, statement of the problem, research questions objectives of the study, the significance of the study, the scope and limitation, the methodology presentation of work, definition of key words and a profile of Ghana Post Company Limited. Chapter two reviews the theoretical, empirical and appraisal of the reviewed Literature. Chapter three is concerned with the Research Design, Sample and sampling technique, instrumentation, Data collection procedure and Data analysis procedure.

Chapter four concentrates on the Data Analysis and Discussion of Results of the empirical data (questionnaire and interviews) administered to both management and subordinates of the organization. Chapter five contains the discussion of findings, conclusion, recommendations and suggestions for further study.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 INTRODUCTION**

This chapter reviews the theoretical, empirical and appraisal of the reviewed Literature.

Any successful organization cannot do without good communication, Hargreaves (1977) stated that “Good communication that links with the employees of any organization is important since an organization can be said to have attained its objectives only when it has also satisfied the needs of all those who have a stake in the organization”. Internal communication is considered a vital tool for binding an organization, enhancing employee morale, promoting transparency and reducing attrition. Ironically, while everybody understands and talks about the significance of internal communication, very few are able to manage it efficiently. Both the long-term and short-term fallout of ineffective internal communication can be damaging for an organization. It can start from the spread of rumours to disillusionment among employees to a gradual destruction of the company’s brand image. Worse, it may also lead to the slow death of the organization.

Broadly speaking, organizations strive to achieve certain goals and objectives for their benefit. Today, the growth of new technology involvement niches new industries and competition through technology application which are inter-woven in almost all activities an organization undertakes in the course of work. The introduction of technology applications by the government of Ghana in 1981 gave rise to many different view points on what exactly technology really is. Technology continues to create new media for employers to use in managing resources and communicating messages to their employees.

## **2.1 THEORITICAL REVIEW**

### **2.1.1 THE CONCEPT OF COMMUNICATION**

Communication is not a language, but it involves trust, relationships, control and delegation. It also creates transparency within the organization. Many corporate organizations create their value statements by giving the right space for the communication to convey the right message to the people. Communication is the oil that lubricates the work environment. It is the orderly exchange of messages (a source of power in organizations.) In traditional hierarchical organizations, top managers zealously guard messages as their special preserve. But the messages age has focused many businesses to forge a new set of rules.

Today, organizations depend more and more on knowledge workers to produce their services and products. Knowledge workers transform messages into products or services and need large amounts of messages throughout the organization, to work efficiently and effectively. For workers, this is critical to providing high quality services and products. Messages dissemination involves making messages available to decision makers wherever they are located .They better informed employees by having access to abundant messages and are more likely to feel empowered and are better and able to participate in decision making.

Communication through messages dissemination also helps managers adopt more participative leadership style and work configurations leading to greater employee involvement and ultimately, better quality employee relations.

Clinton (1994), argue that communication is the social process by which people in a specific context construct meaning using symbolic behaviour and for that matter, no single theory, no single measure of competence or skill can encompass all its aspects. It is therefore done through art, music and many other means, but the primary channels are reading, writing, speaking and listening.

There is a considerable pressure on most organizations to make their operational, tactical, and strategic processes more efficient and effective, an increasingly attractive means of improving these processes lies in today's wide variety of information technology. Technology according to Clinton et al. has created and will continue to create new mediums for employers to use in managing resources and communicating information to their employees.

According to Rajan (1996), the IT sector faces unique issues peculiar to the nature of the industry. With employees of most companies spread across geographies onsite, offshore and onshore, internal communication is a challenge. However, because most employees are technology-savvy, the use of technology can largely address this issue. Intranets, e-mails, e-newsletters and video conferencing are some tools that can be used effectively to drive an internal communication programme.

### **2.1.2 WHAT IS COMMUNICATION?**

Communication is also defined as the process of sending and receiving symbols with attached meanings. By symbol, it can be a gesture, sound or a document, but each of these must have an attached meanings. It is very important that in communication, the intended meaning of the sender must be equal to the perceived meaning of the recipient. Sometimes

you can get the clear meaning if there is feedback. Lucas, (2001).

Again, communication can be said to be a process by which people seek to share meanings through the transmission of symbolic messages. So, people will share meaning through the transmission of symbolic messages and once meanings are shared, communication is then said to have taken place.

According to Pearson (1995), communication can mean both a product and a process. If a recently received letter is referred to as communication, then the word communication is used as a noun or as a thing. Communication also refers to the process by which that letter was written. For the purpose of this paper, the term “messages” is used when referring to the process or verb form of the word.

Atogiyire (2006) also argues that communication is the life blood of an organization and no business can survive without the flow of messages. He defines communication simply as the process by which individuals share messages, ideas and attitudes. It is as well the exchange of messages between and among individuals. He went further to say that communication is the transmission of messages so that persons affected receive and understand it and it involves the exchange of ideas, facts and emotions by two or more persons by the use of words, letters, telephones, symbols and gestures.

Internal communication according to Camp (1998) is the transmission of messages between and among persons within a business or organization. Within the company, internal communication is used to accomplish company goals and objectives. Managers



must let employees know when and why a specific job must be done. On the other hand, non-management personnel communicate to convince management that their knowledge and personal attributes qualify them for pay increases or promotions. Internal communication also enhances suggestions for improving products and services, and guidelines for completing a process. Internal communication may be carried out with people in the same department or other departments and at other company locations.

### **2.1.3 TYPES OF COMMUNICATION**

Communication is divided into three main categories: oral, written and nonverbal(Hargreavres(1977). Oral communication uses spoken words to exchange ideas and messages and it includes one-to-one conversation, meetings, voice-mail messages and teleconferencing. Spoken messages can be sent instantaneously and usually result in some immediate feedback. The disadvantage to oral communication is that there is often little opportunity to reflect on what is said.

Written communication comprises of letters, faxes, memorandums, electronic mails, reports, news releases, tables, diagrams, charts and graphs. It provides proof that the message was exchanged. The disadvantage of this type of communication is the fact that immediate feedback may not always be possible.

Nonverbal communication is communication without words, it is an important form of communication. Without saying a single word, one can express his or her feelings with body language i.e. gestures, facial expressions and body movements or positions. In most cases, the nonverbal message is stronger and therefore more believable than the verbal

message, the nonverbal message also may reinforce or contradict the verbal message. Clinton(1994). Good communication combines oral and nonverbal communication techniques to make it more effective. “The first step in planning any message is to determine the purpose of the communication. Every question that is asked, normally falls into at least one of the following main purposes of communication” i.e. to inquire, inform, persuade and to develop goodwill.

#### **2.1.4 COMPONENTS OF COMMUNICATION**

How can a speaker communicate if there is no one to listen? One must keep in mind that communication can take place only if there is a sender and a receiver. Each time there is a conversation between two or more people, or people exchange written messages, the components of communication must be considered. Figure 1.1 below illustrates the seven basic components of communication.

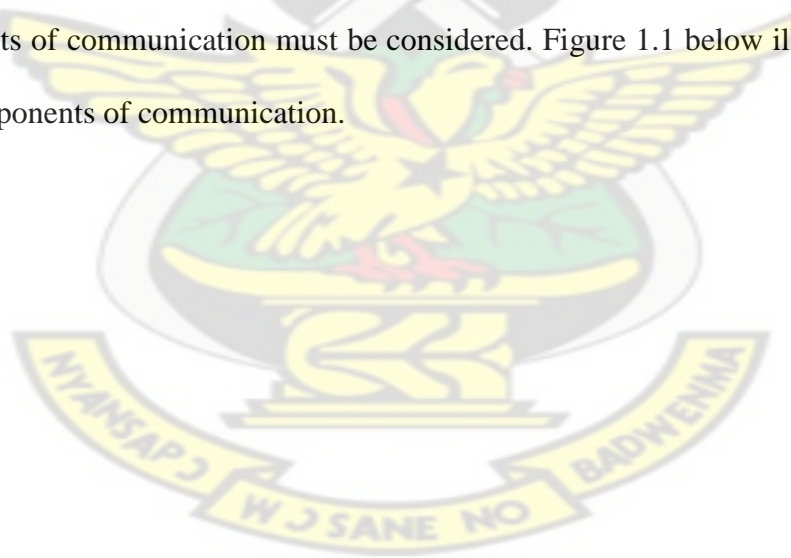
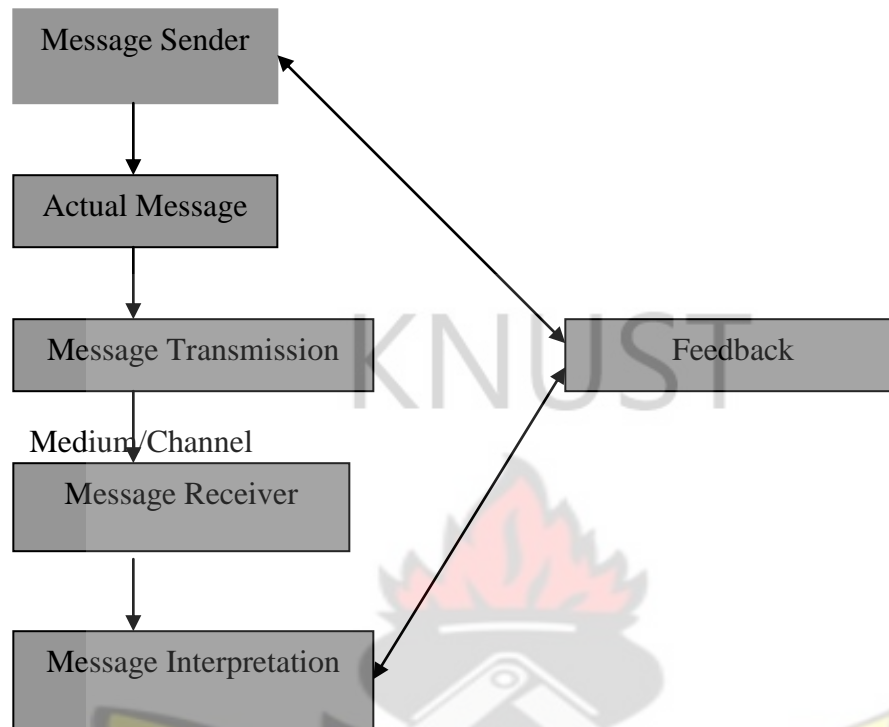




Figure 1.1: Components of Communication Cycle



**Clinton, B.L.(1994)**

Figure 1.1 indicates every exchange of messages, whether oral, written or nonverbal involves these seven basic components. The message sender composes the intended message and this could be a writer, a speaker or a person who sends a nonverbal message through gestures and body language.

The actual message may be written, oral or nonverbal or it may combine two or more types of communication. it may or may not be the message the sender intended.

Transmission of the message can be sent or delivered in a variety of ways, written messages can be sent in the form of letters, memorandums and reports. Written messages

could also be sent electronically using fax machines or electronic mail. In the case of oral messages, delivery can be done through face-to-face conversation, meetings, presentations and through telephone conversations and voice mail. Non-verbal messages are transmitted through gestures, body language and facial expressions.(Lucas,(2001)

The receiver takes in or receives the message. The receiver's knowledge, interest and emotional state affect how the message is received. The receiver interprets the message and this may be different from the intended message or the actual message. At the end of the day, the sender and the receiver respond to each other in writing, orally, nonverbally or in combination of these ways. Feedback may include a written response, verbal questions and nonverbal gestures such as body language and facial expressions.

### **2.1.5 CHANNELS OF COMMUNICATION**

The channel is the means by which a message is communicated, when one picks a telephone to make a call, the telephone becomes the channel. Public speakers may use one or several channels each of which will affect the message received by the audience. A speaker's speech could be carried out to his audience nationwide through the channels of radio or television. For the radio audience, the message is conveyed entirely by the speaker's voice. He can be heard but cannot be seen, but for the television audience, the message is conveyed by both the speaker's voice and the television image. In effect, communication channels can be verbal and non Verbal, formal and informal, im-personal, inter-personal. (Camp Sue c, Satterwhite, 1998).

### **2.1.6 IMPORTANCE OF GOOD COMMUNICATION**

No matter what one's job is, the working day is basically a constant flow of information. Employees communicate with customers or clients, co-workers and managers in a variety of settings. Communication is not only by giving information but also by listening to or reading information provided by others. This keeps one informed and enables one to tap into an endless supply of ideas and solutions.

However, it is often said that without effective communication, an organization cannot operate effectively. According to Hargreaves (1977).

- Communication helps organizations to formulate policies, it directs, conducts and helps management to behave in a certain way and makes it possible for them to bring these policies to the attention of their employees.
- Communication enables management to obtain feedback information from employees on company issues and work done. Through communication, employees' feelings, problems and grievances can be made known to management.
- When communication is effective, it tends to encourage better performance and job satisfaction because people understand their jobs better and feel more involved in them.
- Communication aids in the appraisal of employees. Through effective communication, management is able to evaluate the work of subordinates, give feedback results on performance and jointly draw plans to eradicate any weakness as well as improve upon their strength.

- Communication makes it possible for management to give instructions to lower workers to work.
- Workers problems and grievance can be made known to management through communication.
- Communication helps workers to know all decisions taken by management that affect them and the firm as a whole.

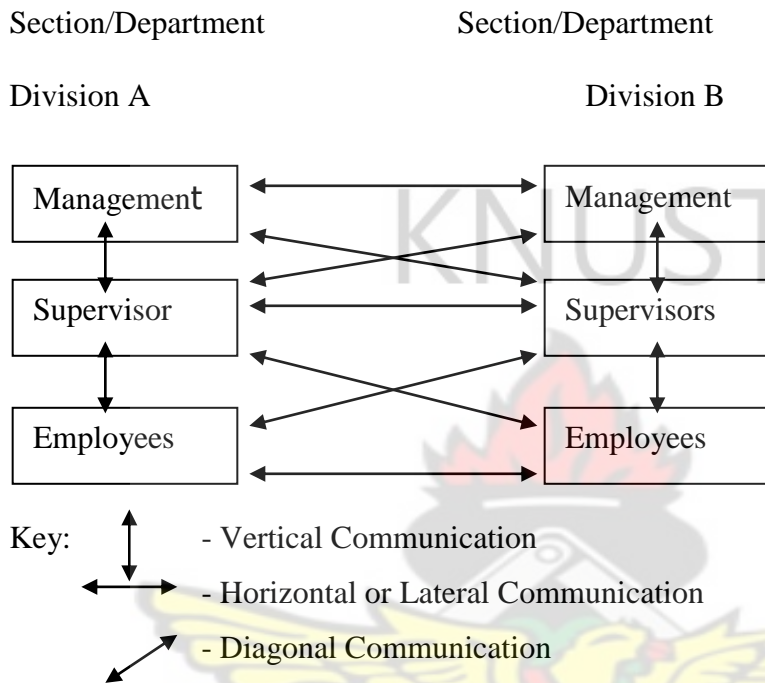
### **2.1.7 FLOW OF COMMUNICATION**

Communication not only link members of a certain department but also serves as a vital link between people in different departments. In a company each department functions as a spoke in a wheel, all the spokes are needed for the wheel to function properly.

Upward communication is the means of communicating with people who rank above you. Lateral or horizontal communication is communicating with people who are at the same rank. Downward communication is communicating with people who rank below you, the direction of the flow of communication will influence how one communicates, the choice of words and the method to choose. (Pearson, West and Turner Lynn (1995).

Not only does good communication make a company operate efficiently, it creates a sense of unity, a team spirit and a striving for common goals among employees.

Figure 1.2 below illustrates the flow of communication within an organization and it shows the directions in which communication can travel. The arrows at both ends of a line show that communication flow both ways.



Communication within the formal organizational structure may be:

#### 2.1.7.1 Vertical

- Downward (from superior to subordinate)
- Upward (from subordinate to superior)

The greatest tendency in most organizations is for communication to be thought of in terms of vertical interactions. Particularly, management communicate policies, plans, disseminate information and instructions on their policies etc downward and employees send their ideas, suggestions, comments and complaints upward to their superiors. The downward communication is achieved by means of management chain, while work-group meetings achieve the upward communication, by joint consultation machinery and by

grievance procedures. Vertical communication in most Ghanaian organizations tends to be dominated by flow in the downward direction. This is because managers usually do not encourage communication in the upward direction. Employees on the other hand tend to avoid it totally or modify it to suit their superiors if they communicate at all. (Pearson, and Turner (1995).

#### **2.1.7.2 Horizontal or Lateral**

This form of communication is usually between people of the same rank, in the same section or department or in different sections or departments. The flow of information across the organization is rarely comparable with the vertical flow. However, every organization has to make some arrangements for coordinating the efforts of more than one department or section, and this may be done by means of interdepartmental meetings or committees. This is a rational controlled approach to the problem of integration. It presents about the least organizations can do to set up lateral line of communication.

#### **2.1.7.3 Diagonal**

This is interdepartmental communication by people of different ranks. Departments in the techno structure, which serve the organization in general, such as personnel or information systems, have no clear line of authority linking them to managers in other departments who need their involvement.



### **2.1.8 BARRIERS TO EFFECTIVE COMMUNICATION**

According to Camp et al (1998), barriers are factors that interfere with communication and might negatively affect the intended message. Barriers may include physical distractions, emotional distractions, semantic problems, cultural and language differences. These distractions interfere with and draw the receiver's attention away from the message and create barriers to effective communication. Sometimes the resulting lack of concentration can lead to incomplete communication by message senders and erroneous conclusions by message receivers.

Physical distractions according to Camp et al (1998) are usually easier to prevent in a speaking or listening situation because the surroundings can often be controlled or changed. In a writing or reading situation, however, the writer has little influence over the reader's surroundings. Emotional distractions on the part of the receiver can prevent him or her from concentrating on and giving full attention to the communication. Emotional distractions such as anger can influence how one interprets a message.

### **2.1.9 IMPROVING COMMUNICATION**

Every business person is involved in some form of communication and must be able to use language effectively to send and receive messages and words are the major tools of language. Words must therefore be chosen carefully to express the intended meaning. How well the sender of the message uses these tools and how well the receiver interprets their use are major factors in the effectiveness of the message. It is therefore prudent to tailor the message to suit the receiver.

In today's intercultural society, it is important to be sensitive to cultural diversity when using any form of communication, selecting the correct words to use is particularly important in cases in which there might be language barriers.

In every communication, feedback must be provided to ensure that the message has been well understood and should be given in the spirit of trust. Miscommunication and communication breakdowns can often be avoided by using the feedback technique. It involves getting an oral, written or nonverbal response from the receiver. The absence of feedback can be frustrating especially with regards to performance and discipline. Feedback should be given when the receiver is ready to accept it.

To improve communication, it is also important to send clear messages and this can be achieved by ensuring that messages sent are concise with as little influence from filters (barriers) as possible. Repetition is an important element in ensuring accuracy in communication, sending memorandum and adding a telephone call to confirm the written content ensures accuracy in details sent.

## **2.2 EMPIRICAL RESEARCH**

Employees are flooded with messages everyday and for that matter an appropriate time to communicate is essential in order to achieve the intended result. Developing listening skills is another important aspect of improving communication. Everyone is born with the ability to hear but need to learn how to listen. Much misunderstanding in life is due to poor listening. It is indispensable to blend the message with critical thinking and human understanding. Lyn(2001)



### **2.2.1 INTERNAL COMMUNICATION**

Internal Communication is the transmission of information between and among persons within a business or an organization. Within the company, internal communication is used to accomplish company goals and objectives. Management must let employees know when and why a specific job must be done. On the other hand, non management personnel use to communicate to convince management that their knowledge and personal attributes qualify them for pay increases or promotions.

Internal communication may be carried out with people in the same department, in other departments and at other company locations. Also, employees may communicate individually or as members of a team. Internal communication may include face-to-face conversation, telephone calls, electronic mail messages, and videoconferencing. Today, in addition to traditional methods of communication such as letters and telephone conversations, communicating by electronic media is becoming increasingly common. Electronic media such as voice mail, intranet, pagers and videoconferencing allow people in different locations to exchange messages quickly and conveniently. This increased use of electronic media is changing communication practices, especially with regard to ethics and confidentiality.

### **2.2.2 OVERVIEW OF INFORMATION TECHNOLOGY**

The presence of information technology (IT) within the global environment has been extensively studied, but its structure and impact has not been rigorously explained. In many ways, failure to explain IT stems from a basic lack of understanding of technology

itself, both in terms of its historic development and its basic production patterns. Such an explanation is important because, its absence limits the analysis of global processes generally, and the discussion of “information societies and economies” in particular. If information technologies are central to structuring new global trends, then it is an empirical necessity to detail the social and economic impacts derived of such technologies. Such impacts cannot be understood, or at best only partially, if the basic conceptualizations and processes underlying IT are not defined.

### **2.2.3 THEORIES OF INFORMATION TECHNOLOGY**

Information Technology (IT), as defined by the Information Technology Association of America (ITAA) is: “The study, design, development, implementation, support or management of computer-base information systems, particularly software applications and computer hardware”. In short, IT deals with the use of electronic computers and computer software to convert, store, protect, process, transmit and retrieve information. Drucker 1988 said IT is viewed in a broad sense as it refers to any artifact of computer or communications hardware and software.

Information technology is an assumed, but frequently poorly or unexplained force within analysis of the global environment. Much of this failure stems from a lack of clarification and definition of what exactly is meant by IT. On a general level, analysis often fails to clarify what are the informational and technological aspects of IT, and what overriding trends or structures link them together. In other words, there is a failure to establish what the basic processes and technologies are that define IT as a distinct and defined force in the global environment. This is visible in the confusion in terminology between “high

technology” and information technology. Most literature seems to assume that these are equivalent terms, rather than pausing to consider that they actual might define separate processes, products or industries. This leads to a more specific failure to distinguish between sectors within IT, such as hardware and software. If they are both IT industries, similar policies, industry patterns, firm organizational structures, and production processes should characterize them both. However, without a clear definition of what IT is in general, it becomes extremely difficult to determine what connects and separates various IT sectors. (Agre, Phillip and Douglas Schuler (1997).

Yet, if information technologies are a central factor within the global environment, such definitions are essential to elaborating on various divergent global social and economic trends. As Rosenberg(1995) states, “this is because the specific characteristics of certain technologies have ramifications for economic phenomena that cannot be understood without a close examination of these characteristics. However, it is exactly these characteristics that are missing in much of the analysis of information technologies. Moving inside the “black box” of IT, it is possible to consider the “micro foundations of economic dynamics (Dosi 1984: 1)” that link technological processes with the macroeconomic and social forces that define a globalize environment. Such an approach offers a more robust and detailed analysis of well considered aspects of the global economy including innovation and networks. Drucker(1988)

Current theorizations, failing to begin from this micro-foundational level, tend to analyze IT broadly and from either industry, product or process perspectives. General theorizations of globalization recognize the importance of technology, but tend to approach it through a consideration of specific industry globalization patterns (Held 1999,

Dicken 1998). These tend to focus on industries like finance, integrated circuits (Dicken 1998, Henderson 1989), software (Mowery 1996) or electronics (Ernst 1997). This analysis tends to use the globalization of IT industries as a proxy for the impact of information technology in the global environment.

The final entry point to defining IT comes from process perspectives. Simply, the process analysis considers the informational aspect of IT and focuses on defining how societies and economies are transformed by the application of information technologies. Within this, there are two broad categories: macro analysis of how IT establishes a new conception of social and economic reality, and more detailed level considerations of how development processes are structured geographically and organizational.

Overall, each of these entry points into the analysis of IT fails to be informed by the others. A more accurate understanding of IT in the global environment requires a combination of industry, product and process approaches. In other words, approaching IT from process, product and industry viewpoints creates a much richer methodology for understanding the impact of IT on economic and social processes. Arguably, it is also the only way to capture both the technical and social aspects of IT simultaneously (Agre 1995b).

#### **2.2.4 HISTORY OF INFORMATION TECHNOLOGY**

The simplest definition of IT is one word: algorithm. Simply defined, an algorithm is a procedural description of how something should be accomplished. Algorithms arose from the study of logic tracing back to Aristotle. The word itself is derived from the surname of Ja'far Mohammad Ben Musa al-Khowarazmi, the ninth century Muslim mathematician who wrote "The Science of Restoration and Reduction" that transformed algebra and

brought Arabic numerals to Europe (Leonard 2000). Algorithmic logic was revived as a defined and respectable field of knowledge by Leibniz, the co-creator of the calculus, at the end of the 17<sup>th</sup> century. Leibniz offered a very simply but powerful idea, the entire universe can be described as comprised of god and nothingness (Berlinski, 2000). In other words, all of life follows a discrete binary system that can be modeled, or coded, within a logical algebraic framework. As such, real-world processes could be mapped using mathematical symbols, if the underlying algorithms could be identified. This opened the theoretical possibility of modeling both the social processes of bureaucracies and the basic sequence of DNA, among others, as mathematical abstractions.

Leibniz (1993) insight into algorithmic logic and binary systems are at the heart of IT as we have come to conceive it (Berlinski 2000). IT is essentially defining a logical algebraic function that produces consistent outcomes for specific processes then codifying them in either software or hardware formats (Mitchell 1998). However, the actual application of this conceptualization into practical working systems took almost three hundred.

The first commercial computer was the UNIVAC I. it was designed by J. Presper Eckert and John Mauchly for the U.S. Census Bureau. The late 70s saw the rise of microcomputers, followed closely by IBM's personal computer in 1981, since then, four generations of computers have evolved. Each generation represented a step that was characterized by hardware of decreased size and increased capabilities. The first generation used vacuum tubes, the second used transistors, and the third used circuits. The fourth (and current) generation uses more complex systems such as Very-Large-scale integrated or system-on-a-chip.



### **2.2.5 EMERGING TECHNOLOGIES**

For any organization seeking to achieve high performance, the role of information technology has never been more vital. The extraordinary abundance and easy accessibility of information mean that its very nature is changing. The tools and technologies used today to gather and share information are contributing to an ever-expanding list of new uses for information, in both business and government. Meanwhile, increasingly advanced, cheaper computing power and data storage have simplified the management of this avalanche of words, numbers and images. These forces have combined to give companies an unprecedented opportunity to use IT to create business value, the ultimate standard for measuring high performance.

### **2.2.6 ELECTRONIC COMMUNICATION**

*“Now that computing is astoundingly inexpensive and computers inhabit every part of our lives, we stand at the brink of another revolution”. – Bill Gates, Chief executive officer of Microsoft Corporation.*

In the above quotation, Bill Gates, head of one of the largest computer software companies in the world, is referring to a revolution in communication. Someday soon all computers will be connected in a global communication network. It will be possible to communicate with others worldwide. Being linked in a computer network will allow accessibility to information from a multitude of sources, the Internet, a worldwide computer network, is only the start of this communication. In addition to the internet, other forms of electronic communication, including pagers, electronic mail, offer expanded possibilities for communicating with others. An increasingly important aspect

of communicating on the job involves using technology to communicate with coworkers, customers, and suppliers.

Technology will probably be used to communicate with business people in domestic and even international locations.

Whatever job one holds, one needs to know how to use technology to be an effective communicator

### **2.2.7 THE IMPACT OF TECHNOLOGY**

According to Camp et al (1998), technology has definitely had an impact on business communication, twenty years ago, the standard equipment used to transact business was the typewriter, the telephone, the copying machine and the calculator. Now, companies and organizations are equipped with computerized information processing systems, including personal computers, computer network, and electronic-mail systems. Employees working away from their offices use laptop computers, digital pagers, and facsimile machines. These devices help business people receive and transmit information faster and more efficiently.

Technology has influenced the way organizations communicate, especially with regards to Achievement of organizational goals and objectives.

Technology improves the quality of communication, voice mail enables both the caller and the recipient to leave more detailed and accurate messages. There is availability of convenience as to the variety of options to opt for in communicating information to others, and such tasks communicated are performed quickly and efficiently. Modern

technology therefore makes it possible to send oral and written messages within an organization with much ease and in a matter of seconds.

The potential contribution of information and communication technology (ICT) to increase the productivity of state owned enterprises (SOEs) in developing countries has long been recognized. However, the realization of this potential has been problematic and over recent years there have been a number of initiatives supported by government, non government and foreign agencies which have endeavored to aid and encourage the uptake of ICT to enable access to such promised benefits.

The rapid adoption of computer networks, such as the Internet and the World Wide Web within various segments of society has spurred an increased interest in using such technologies to enhance the performance of organizations in both the public and private sectors. While private sector organizations now commonly employ electronic commerce, or e-commerce, strategies to either augment existing business activities or cultivate new groups of customers, organizations at all levels of government have also begun to pay renewed attention to the prospects of using new forms of information and communication technology (ICT) in order to improve the production and delivery of services. As with many technologies, the increased use of ICT by government was in response not only to the increased use of ICT by government stakeholders, such as citizens or businesses, but also in response to a growing call for governmental reform during the 1990s.



As public organizations at the federal, state, and even local level began to initiate organizational reforms that sought to bring private sector norms to government, they often sought to employ ICT as means to increase efficiencies and organizational coordination (Gore, 1998; Osborne & Gaebler, 1993). Such attempts to reform the operations of public organizations were a key factor in promoting an increased interest in use of new forms of ICT (Fountain, 2001). This growing focus on the broader use of ICT by public organizations came to be known as digital government.

The term, digital government, grew to mean the development, adoption, and use of ICT within a public organizations internal information system, as well as the use of ICT to enhance an organizations interaction with external stakeholders such as private-sector vendors, interest groups, or individual citizens. Some scholars more specifically characterize this broader use of ICT by public organizations according to its intended purpose. Electronic government, or e-government, has often been used to describe the use of ICT by public organizations to provide programmatic information or services to citizens and other stakeholders (Watson & Mundy, 2001). For example, providing an online method through which citizens could conduct financial transactions, such as tax or license payments, would be a typical e-government activity. Other uses of ICT include the promotion of various types of political activity and are often described as electronic politics, or e-politics. These types of ICT-based activities are often characterized as those that may influence citizen's knowledge of, or participation in, the political processes. For instance, the ability of an elected body of government, such as a state legislature, to put information about proposed legislation online for public comment or to actually allow citizens to contact members of the legislature directly would be a simple example of e-

politics. However, ICT is not a panacea for every organizational challenge.

ICT can introduce additional challenges to the organization. For example, the increased attention on employing ICT to achieve agency goals has also brought to the forefront the potential difficulty in successfully developing large-scale ICT systems within U.S. government agencies. For example, the Federal Bureau of Investigations (FBI) recent announced that it may have to scrap its project to develop a Virtual Case File system that was estimated to cost \$170 million (Freiden, 2005). The adoption of new ICT is often marked by setbacks or failures to meet expected project goals, and this characteristic is certainly not limited to public organizations. However, adherence to public sector norms of openness and transparency often means that when significant problems do occur, they happen within view of the public. More significantly, such examples highlight the difficulty of managing the development and adoption of large-scale ICT systems within the public sector. However conceptualized or defined, the development, adoption, and use of ICT by public organizations is a phenomena oriented around the use of technology with the intended purpose of initiating change in an organization's technical and social structure.

Since the development and adoption of new ICT, or new ways of employing existing ICT, are necessarily concerned with employing new technologies or social practices to accomplish an organizational goal, they meet the basic definition of technological innovations (Rogers, 1995; Tornatsky & Fleischer, 1990). If public organizations are to improve their ability to adopt and implement new ICT, they should better understand the lessons and issues highlighted by a broader literature concerning technological innovation.

New Information and Communication Technologies (ICTs) are tools that have the potential to contribute to the realization of democracy, prosperity and human potential in the Americas. To this aim, governments in the region need to promote a socially responsible use of ICTs for development.

### **2.2.8 BEYOND CONNECTIVITY**

The digital divide is an expression of social and economic inequities. ICTs are not positive or negative in themselves, but they are not neutral. If left alone, they will reproduce and increase the social and economic inequities that exist in our societies. There is a growing consensus around the importance of connectivity for social development. There is also increasing awareness that providing access alone is not a sufficient condition for lasting development. Socially responsible connectivity strategies look beyond providing equitable access to supporting meaningful uses and fostering the appropriation of ICTs.

Equitable Access to the technology, especially in remote areas and marginalized communities (e.g., public access facilities in schools, libraries and community centres, both rural and urban, providing connectivity to the Internet with navigation at reasonable speeds and costs);

Meaningful Use of the technology according to local users' own needs and preferences, including acquiring, exchanging, producing and disseminating information and content (e.g., having the criteria to choose among a menu of communication tools, from email to electronic lists or web, depending on organizational goals);

Appropriation of the ICT tools in which people absorb, systematize and turn information and new relations into new knowledge that can be communicated to others and applied to solve their concrete needs (e.g., improving the quality of education and health, producing and marketing goods and services, improving governance and public accountability, designing and implementing agendas for social change).

An investment in access to technology may be easy to implement, easy to measure, and easy to showcase, BUT the same investment in equitable access, meaningful use and appropriation will produce larger and more sustainable returns. Socially responsible connectivity will allow people to use ICTs as development tools that strengthen their ability to work, help them solve their most critical needs, enable the realization of their full human potential, and lay a solid foundation for the consolidation of democracy and prosperity.

### **2.3 APPRAISAL OF REVIEWED LITERATURE**

From the above reviewed related literature, It was observed that researchers wrote on case study and technical communication similar to the project the present study is based on.

However the difference between the reviewed literature and the present study is that the present one is based on internal organisational communication to achieve cooperate objective.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

The chapter is concerned with the Research Design, Sample and sampling technique, instrumentation, Validity and Reliability of the Instrument, Data collection procedure/Administration of Instrument and Statistical Analysis, Data analysis methods, Organisational Profile of Ghana Post Company Limited. Mission Statement of Ghana Post, Vision of Ghana Post and Services Rendered by Ghana Post.

#### **3.1 RESEARCH DESIGN**

The research design used in the study was survey. The type of research design involved the collection of data from a fraction of a whole population, based on individual opinion that helped the researcher to answer questions formed on the basis of the problem under investigation. The researcher then sought for the views of the sampled population on the problem under investigation through the use of a questionnaire.

#### **3.2 SAMPLE SIZE AND SAMPLING TECHNIQUES**

A total of 100 people forms the target population. The researcher settled for stratified sampling method which grants equal chances to the entire population out of which a sample size of fifty (50) people who were directly employed by the company and stationed at the headquarters was selected to represent the target population. The method was meant to ensure that all shades of opinion across various organization structural ranks/designations are represented in the sample. In order to get clear insight into the



extent to which technology has been adopted to enhance communication within the organization, the researcher focused on Human Resource Management, Operations and Expedited Mail Services (EMS) Departments with a population of about One Hundred.

### **3.3 INSTRUMENTATION**

The data collection instrument used by the researcher was a questionnaire. In designing the questionnaire to generate data for the research, the questions were constructed with the help of my supervisor. In addition, the researcher chose words which did not show bias and which were easy for respondents to understand.

### **3.4 VALIDITY AND RELIABILITY OF THE INSTRUMENT**

The question was administered on a handful of sample of the population for the first time and the results noted. After Two (2) weeks the same instrument was administered on the same set of people under the same conditions at the same time and result was also noted. The first sets of results where therefore correlated using the Pearson r statistics.

The Co-efficient of correlation of the second sets of the results obtained was 0.78, this co-efficient proved that the instrument was reliable. The closer is it to one (1), the more reliable the instrument.

### **3.5 VALIDITY**

The instrument was validated by the help of my supervisor who is an expert of business communication to the extent that the questions where suggested by the expert and the language of the instrument was also modified in terms of the structure to avoid complexity in understanding the questions to facilitate the understanding of the questions.



### **3.6 DATA COLLECTION PROCEDURE**

The questionnaire was administered to the respondents at their places of work.

However, due to the busy nature of some of the respondents, especially, the top level managers who the researcher wanted to interview, they granted the interview only work when they would have ample time. The researcher, without the employment of any research assistant, administered the questionnaire.

Not much problems were encountered in the collection of copies of the questionnaire sent out but some of the respondents could finish answering the questions on time and had to reschedule the date for collection.

### **3.7 DATA ANALYSIS METHODS**

The data analysis methods were presented and analyzed under six main headings namely:

- Background of respondents;
- Exposure of respondents to types and forms of communication;
- Perception of respondents on effective communication;
- Level of communication between management and employees;
- Identification of barriers to communication; and
- Identification and use of new technology for communication.

### **3.8.1 ORGANISATIONAL PROFILE OF GHANA POST COMPANY LIMITED**

Development of the postal service in Ghana took off in 1854 as part of the colonial administration. On November 1, 1974 the Post and Telecommunication Department became a corporation with the promulgation of NRC Decree 311 of January 1974 and its amendments. The structure drawn for the corporation under this decree provided for a Director-General the responsibilities for postal and telecommunications services respectively. In 1993, the Telecommunication Division of the corporation was separated and established as a Telecommunication entity. The Postal Services Division was also later established as the Ghana Postal Services Corporation (GPSC) under Act 505 of 1995.

Reasons for separation of the Post and Telecom services in Ghana were twofold. Firstly, the two industries have different capital requirements. While the postal industry is labour intensive, the telecom industry is capital intensive and thus requires huge domestic and foreign capital for its maintenance and expansion. Secondly, it was to provide management of the two sectors the necessary autonomy to enable them make relevant decisions to make them reliable, responsive to market needs and profitable. It is against this background that the World Bank's Private Sector Department (PSD) started promoting worldwide postal reform concepts, especially in developing countries. The prerequisite for this concept rests on the separation of the postal section from the telecom sector in countries where they are a single entity.

The government accepted as part of the Second Telecommunications Project (STP) to separate the Post from the Telecom and to restructure both entities with the view to stimulating foreign investment in both expanding and improving their managerial

capacities to ensure effective and efficient operations as well as maintaining their facilities and services.

Ghana Post was later incorporated as a limited liability company under the Companies' Code {Act 179} as a result of a statutory enactment of the Statutory Corporations Act, 1993 which require some State Owned Enterprises (SOEs) to become incorporated as limited liability companies. The company has since been known and called Ghana Post Company Limited. Ghana Post has 10 regional offices in the country, one in each region, 27 District offices, 315 Post Offices and 370 active Postal Agencies across the country.

### **3.8.2 MISSION STATEMENT OF GHANA POST**

To provide prompt, efficient, reliable and secured communication, financial services and products to domestic and foreign customers for profit. Ghana Post, in its endeavour to fulfil its mission emphasis as the following:

Prompt Counter Service to reduce customer waiting time with the introduction of multiple queuing system; checking of equipment and facilities consistently; operating reasonable shift hours; training staff regularly to put the customer first; sanctioning those who provide poor services, etc.

Prompt Delivery by improving the sorting process, adhering to mail dispatch schedules, servicing broken down vans promptly, outsourcing mail carriage where appropriate and increasing coverage of door-to-door delivery.

Competitive Rates by ensuring minimum operational cost.

Security of Mails by installing and maintaining security equipment, proper supervision of mails, recruitment of qualified mail office security staff and

bonding them; ensuring stringent penalties to deter prospective offenders; and motivating employees.

### **3.8.3 VISION OF GHANA POST**

To be one of the best postal organisations in Africa, relying on a well motivated workforce, using appropriate technology with the view to providing maximum satisfaction to the customer. The vision for the company has the following implications:

The company must consistently increase its profitability.

The staff must be motivated to ensure loyalty to the organization.

Quality of service i.e. mail transmission and delivery, customer waiting time and counter services must conform to international standards.

Appropriate and the latest technology in the industry must be used to enhance operations, counter service and mail delivery.

### **3.8.4 SERVICES RENDERED BY GHANA POST**

The main Postal business involves collection and delivery of postal items. Services rendered include the following: Stamp Sales, Postal Orders, Money Order, Direct Mail Services, Philately Services, Expedited Mail Services (EMS), Instant Money Transfer (IMT), Registration of Newspapers, Post Shops, Private Letter Box Rental, Poste Restante/Enquiries, Bulk Postage, Door to Door Services and Inland Parcel Services (Swift Post)

### **AGENCY SERVICES**

Agency services includes Western Union Money Transfer, RPA Services (Pay Point), Sale of Phone Cards (Ghana Telecom), Drivers Vehicle License Authority (DVLA) and Sale of

Passport Forms

### **FUTURE SERVICES**

Future Services includes Post Office Savings Bank, Sale of Forms of Tertiary Institutions

Payment of Pensions, Sale of WAEC Exams Forms and Collection of GT bills.

**Source: Ghana Post Newsletter**



## **CHAPTER FOUR**

### **DATA ANALYSIS AND PRESENTATION OF RESULTS**

#### **4.0 Introduction**

The chapter concentrates on the analysis of the empirical data generated from the responses to the instruments administered to both management and subordinates of the organization. The questionnaires were designed to extract the views and direction of employees at Ghana Post Company Limited on ICT in organizational communication. Unstructured and semi-structured interviews were also conducted for the General Managers of three selected departments to find out what they are doing to make communication more effective using modern technology.

The results were presented and analyzed under six main headings namely:

- Background of respondents;
- Exposure of respondents to types and forms of communication;
- Perception of respondents on effective communication;
- Level of communication between management and employees;
- Identification of barriers to communication; and
- Identification and use of new technology for communication.



#### **4.1 BACKGROUND OF RESPONDENTS**

The respondents were profiled based on the following information solicited through interviews and questionnaires.

#### **4.2 AGE OF RESPONDENTS**

Table 4.1 below shows that most of the respondents are in the highly productive ages between 31 and 40 years. To a large extent, the sample size represents the various age groupings at Ghana Post . Fourteen (28%) of the respondents are within the range of 20-30 years, Seventeen(34%) within the range of 31-40 years making this range the most dominant. Further, Thirteen (26%) respondents fall within the range of 41-50 years. The remaining respondents falling within the range of 51 years and above forming a representation of Six (12%).

With the modal age range between 31-40 years, it is expected that this generation of persons will be most likely exposed to ICT and would be more interested in the introduction of modern technology to enhance internal communication within the organization. This is however, not necessarily the case in all situations as found out by the researcher.

**Table 4.1      AGE OF RESPONDENTS**

<b>Age Range</b>	<b>Frequency</b>	<b>Percentages (%)</b>
20-30	14	28
31-40	17	34
41-50	13	26
51 and above	6	12
<b>TOTAL</b>	<b>50</b>	<b>100</b>

**Source: Field Data(2010)**

#### **4.3 GENDER OF RESPONDENTS**

The information on gender distribution of respondents, and to some extent the situation within the Ghana Post Company Ltd. The results suggest a gender bias in favour of women who formed about 54% of the respondents. The interest of females in ICT nowadays is overwhelming, implying that they will be interested in the introduction of modern technology as a means of improving communication.

**Table 4.2 GENDER OF RESPONDENTS**

Gender	Frequency	Percentage (%)
Female	27	54
Male	23	46
<b>Total</b>	<b>50</b>	<b>100</b>

**Source: Field Data(2010)**

#### **4.4 QUALIFICATION OF RESPONDENTS**

Table 4.3 below shows that, the largest number (13 out of 50) of respondents have a first degree education and this creates the impression that they would at least have a fair knowledge of ICT. Management decision to introduce ICT would be well accepted by this class of employees who can be a source of motivation for those with no knowledge on ICT. HND holders follow before respondents with A-Level. The number of respondents with a second degree is same as those with O-Level (i.e. 7). None of the respondents has DBS, JSS and MSLC education. Two of the respondents have other professional qualifications apart from the ones stated.

**Table 1.3      EDUCATIONAL BACKGROUND**

Qualification	Frequency	Percentage (%)
Second Degree	7	14
First Degree	13	26
HND	8	16
A-Level	6	12
O-Level	7	14
DBS	5	10
SSSCE	2	4
JSS	0	0
MSLC	0	0
Any other	2	4
<b>Total</b>	<b>50</b>	<b>100</b>

#### **4.5 LENGTH OF SERVICE OF RESPONDENTS**

The ICT boom in Ghana may be about 10 or so years old and it is expected that persons who may have been employed within this period will have some good idea about technology applications and advancement at the work place. The bar chart shows that only about 9 respondents were employed within this period and these would therefore be somewhat exposed to technology. Respondents who have been in employment for more than 15 years are less likely to be receptive to the application of new technology. However, those who have been working for the past 20 years and over could easily describe what technological changes if any, have happened with time at Ghana Post and therefore how the organization has progressed in the ICT world.

**Table 4.4    RESPONDENTS LENGTH of SERVICE AT THE WORK PLACE**

Length of Service, yrs	Frequency	Percentage (%)
1-5yrs	4	8
6-10yrs	9	18
11-15yrs	11	22
16-20yrs	12	24
21 and above	4	28
<b>Total</b>	<b>50</b>	<b>100</b>

Source: Field Data (2010)

#### **4.6 POSITIONS OF RESPONDENTS**

Three (3) of the respondents representing 6% are General Managers and therefore together with the seven other Senior Management staff may be classified as belonging to top management. The middle level managerial staff may include respondents from Senior Managers rank to Deputy Managers comprising 50% of the total respondents. The operative include mostly officers and assistant officers and are also made up of 14 respondents. The survey adequately covered the views of all levels of management personnel who were the main targets of the study to the exclusion of junior staff.

**Table 4.5 POSITION OF RESPONDENTS**

Position	Frequency	Percentage (%)
General Managers	3	6
Senior Managers	7	14
Managers	8	16
Deputy Managers	10	20
Principal Officers	8	16
Officers	6	12
Assistant Officers	8	16
<b>Total</b>	<b>50</b>	<b>100</b>

**Source: Field Data (2010)**

#### **4.7 EXPOSURE OF RESPONDENTS TO TYPES AND FORMS OF COMMUNICATION**

The types included informal methods described as ‘open door’ and telephone, and also more formal means such as use of memoranda, and finally more technologically advanced means such as electronic mail.

The forms of communication investigated include verbal, written and downward & upward interactions among staff members which is mostly oral and therefore informal.



#### 4.8 FORMS OF COMMUNICATION USED AT GHANA POST

The forms of communication investigated include verbal, written, and downward & upward interactions among staff members which is mostly oral and therefore informal. From the table below, it can be seen that all forms of communication are used but the predominant form is the written form. Thus communication is exercised mostly through memos, newsletters, and notices.

**Table 4.6 FORMS OF COMMUNICATION**

Forms of Communication	Frequency	Percentage (%)
Verbal	13	26
Written	22	44
Downward & Upward	15	30
Total	50	100

**Source: Field Data (2010)**

From Table 4.6 above, respondents constituting Thirteen (26%) were of the view that the forms of communication adopted by the Ghana Post is verbal. It is interesting to note that respondents constituting Twenty Two (44%) were of the view that the forms of communication adopted by Ghana Post is Written .

Fifteen (30%) were of the view that the forms of communication adopted by Ghana Post is Downward or upward.

#### **4.9 TYPES OF COMMUNICATION ADOPTED BY GHANA POST**

This question sought to elicit information from respondents on the types of communication they are exposed to at Ghana Post. The types include informal methods described as 'open door' and telephone, and also more formal means such as use of memoranda, and finally more technologically advanced means such as electronic mail. The latter is obviously the way forward since it is also environmentally friendly as less paper is used and our forest trees are therefore conserved. Unfortunately, the use of electronic mail is non-existent at Ghana Post and the written form presented in memos is the dominant means of communication. The informal open door policy is also hardly used and this literally means that every manager's door is open to every employee. The purpose of an open door policy is to encourage open communication, feedback, and discussion about any matter of importance to an employee. Most companies adopt open door policies to develop employee trust and to make certain that important information and feedback reach managers, who can utilize the information to make changes in the workplace. The current environment at Ghana Post favours the use of more formal procedures for communication.

**Table 4.7 TYPES OF COMMUNICATION**

Type of Communication	Frequency	Percentage (%)
Electronic Mail	0	0
Memo	26	52
Telephone	10	20
Open Door Policy	14	28
Total	50	100

Source: Field Data (2010)

From table 4.7 above, respondents constituting 0(0%) are of the view that the type of communication adopted by the company is the use of Electronic Mail. Twenty Six(52%) of the respondents were of the view that the type of communication adopted by the company is the use of memoranda. Ten(20%) of the respondents were of the view that the type of communication adopted by the company is the use of Telephone.

Finally, Fourteen (28%) of the respondents were of the view that the type of Communication adopted by the company is the use of open door Policy.

#### **4.10 PERCEPTION OF RESPONDENTS ON EFFECTIVENESS OF COMMUNICATION**

From the Table 4.8 below respondents constituting 54% are of the view that the type of communication adopted by the company is effective. This means about a quarter of the persons pooled are happy with the use of written communication, and more especially memos to gather or disseminate information. It is interesting to note that more than half of the respondents did not seem to have any opinion on this issue. This probably suggests that they may have had minimum exposure to sophisticated means of communication like electronic mails, and therefore cannot actually make any useful comparison. This provides some assurance that there is room to improve the communication situation at Ghana Post.

**Table 4.8 EFFECTIVENESS OF COMMUNICATION**

Is means of Communication Effective	Frequency	Percentage (%)
Content	27	54
Quality	13	26
Timeliness	10	20
Total	<b>50</b>	<b>100</b>

**Source: Field Data (2010)**

From Table 4.8 above respondents constituting twenty Seven (54%) were of the view that the content as a means of communication is effective.

It is interesting to note that respondents constituting Thirteen (26%) were of the view

That the Quality of Communication is effective.

Ten(20%) were of the view that the Timeliness of Communication is effective.

#### **4.11 USE OF APPROPRIATE TECHNOLOGY TO COMMUNICATE**

Table 9 confirms that majority of the respondents believe there is a need to improve the communication channels at Ghana Post. Almost three quarters of those pooled were of the opinion that the Company could do a lot better to improve communication methods at Ghana Post by introducing better technology. In this context, this probably means the use of electronic mail.

**Table 4.9      APPROPRIATENESS OF TECHNOLOGY**

Appropriateness of Best Technology	Frequency	Percentage (%)
Yes	19	38
No	31	62
<b>Total</b>	<b>50</b>	<b>100</b>

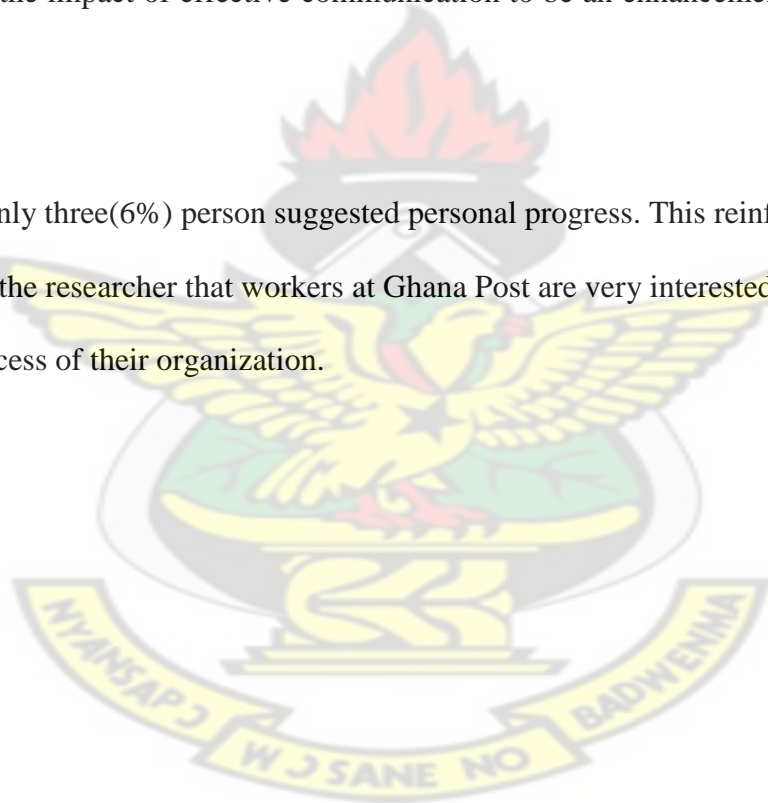
**Source: Field Data (2010)**

#### **4.12 IMPACT OF EFFECTIVE INTERNAL COMMUNICATION**

Table 4.10 below showed that an overwhelming majority of respondents representing thirty (60%) confirmed that by improving communication within the organization, their personal as well as organizational progress will be assured. The right work environment will be created and will provide the motivation for them to perform very well at their

jobs. It is interesting to note that about seven(14%) of the respondents specifically identified the impact of effective communication to be an enhancement of organizational growth

whereas only three(6%) person suggested personal progress. This reinforces the feeling of the researcher that workers at Ghana Post are very interested in the future success of their organization.





**Table 4.10      IMPACT OF EFFECTIVE INTERNAL COMMUNICATION**

Impact of Effective Communication	Frequency	Percentage (%)
Will improve one's skills on the job	5	10
Will enhance organizational growth	7	14
Employees will feel happy with their work and will do their best in achieving set goals	3	6
Will show cooperation and unity among workers	5	10
All of the above	30	60
<b>Total</b>	<b>50</b>	<b>100</b>

**Source: Field Data (2010)**

#### **4.13 LEVEL OF COMMUNICATION BETWEEN MANAGEMENT AND EMPLOYEES**

Only Nine of the respondents or 18% seem to think that the current communication means at Ghana Post are not effective, and therefore would probably require some serious attention. This also means that the use of memoranda and letters to send and/ or store information within the organization is working quite well.. In large organizations, it is common to have situations where memoranda and letters are 'hijacked' either intentionally or by accident, on peoples' desks and in drawers for several months to the disadvantage of the progress of the organisation.

**Table 4.11 MEASURING EFFECTIVENESS OF COMMUNICATION**

Management and Employee communication	Frequency	Percentage (%)
Very Effective	8	16
Fairly Effective	20	40
Somehow Effective	13	26
Not effective at all	9	18
<b>Total</b>	<b>50</b>	<b>100</b>

**Source: Field Data (2010)**

#### **4.14 EFFORTS OF IMPROVED COMMUNICATION BETWEEN MANAGEMENT AND EMPLOYEES**

From the interview conducted for the three (3) sampled General Managers as to what plans they have put or are putting in place to improve good communication with employees, their responses tow the same line which indicates management realization that communication between them and employees are not good enough. Plans are therefore underway to computerize the functions of the whole organization very soon but they were quick to add that, the major constraint was funding though that is not to say the project will not see the light of day.

#### **4.15 BARRIERS TO EFFECTIVE COMMUNICATION**

Almost half of the respondents on Table 4.12 below suggest that the main barrier to effective communication within Ghana Post is the use of inappropriate technology. This means that majority realizes the disadvantages associated with the use of written

communication, in the form of memoranda and letters which are the dominant forms of information dissemination in the organisation.

Communication in Ghana Post can be improved by the use of electronic mail but it is also surprising to find out that quite a large proportion of the respondents also think communication is not effective because people do not pay attention to messages being relayed to them. In other words, people do not read or appreciate written communication. In this case, no amount of improved technology could be of assistance to them. Cultural differences do not greatly impede communication at Ghana Post.

**Table 4.12      COMMUNICATION BARRIERS**

Barriers	Frequency	Percentage (%)
Not paying attention to messages being delivered	16	32
Not using the appropriate technology	19	38
Semantic problems	7	14
Cultural differences	8	16
Noise	0	0
<b>Total</b>	<b>50</b>	<b>100</b>

**Source: Field Data (2010)**

#### **4.16 IDENTIFICATION AND USE OF NEW TECHNOLOGY FOR COMMUNICATION**

Table 4.13 below clearly shows that majority of the respondents representing 64% are ready and willing to accept the introduction of new technology as means of communication because they believe if properly implemented with well planned

employee training programmes will increase productivity and ensure organizational growth.

The remaining 36% of the respondents are not willing to accept any modern means of communication and for which they cited a variety of reasons such as (1) 'fear' of technology, (2) loss of jobs because they may not be able to adapt, (3) management could take advantage of the system and probably misuse funds or other properties of the organization, and (4) lack of organizational capacity to implement any new technologies.

**Table 4.13 INTRODUCTION AND APPRECIATION OF NEW TECHNOLOGY**

Will Respondents appreciate the introduction of new technology for communication	Frequency	Percentage (%)
Yes	32	64
No	18	36
<b>Total</b>	<b>50</b>	<b>100</b>

**Source: Field Data (2010)**

## **CHARTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS, RECOMMENDATIONS AND SUGGESTIONS FOR FURTHER STUDY.**

#### **SUMMARY OF FINDINGS**

Fourteen (28%) of the respondents are within the range of 20-30 years, Seventeen (34%) within the range of 31-40 years making this range the most dominant. Further, Thirteen (26%) respondents fall within the range of 41-50 years, 51 years and above forming a representation of Six(12%).

With the modal age range between 31-40 years, it is expected that this generation of persons will be most likely exposed to ICT and would be more interested in the introduction of modern technology to enhance internal communication within the organization. This is however, not necessarily the case in all situations as found out by the researcher.

The largest number (13 out of 50) of respondents have a first degree education and this creates the impression that they would at least have a fair knowledge of ICT. Management decision to introduce ICT would be well accepted by this class of employees who can be a source of motivation for those with no knowledge on ICT. HND holders follow before respondents with A-Level. The number of respondents with a second degree is same as those with O-Level (i.e. 7). None of the respondents has DBS, JSS and MSLC education. Two of the respondents have other professional qualifications

apart from the ones stated.

Three (3) of the respondents representing 6% are General Managers and therefore together with the seven other Senior Management staff may be classified as belonging to top management. The middle level managerial staff may include respondents from Senior Managers rank to Deputy Managers comprising 50% of the total respondents. The operative include mostly officers and assistant officers and are also made up of 14 respondents. The survey adequately covered the views of all levels of management personnel who were the main targets of the study to the exclusion of junior staff.

Respondents constituting 0(0%) are of the view that the type of communication adopted by the company is the use of Electronic Mail.

Twenty six (52%) of the respondents were of the view that the type of communication adopted by the company is the use of memoranda.

Ten (20%) of the respondents were of the view that the type of communication adopted by the company is the use of Telephone.

Finally, Fourteen (28%) of the respondents were of the view that the type of communication adopted by the company is the use of open door Policy.

An overwhelming majority of respondents representing 30(60%) confirmed that by improving communication within the organization, their personal as well as organizational progress will be assured. The right work environment will be created and will provide the motivation for them to perform very well at their jobs. It is interesting to note that about 7(14%) of the respondents specifically identified the impact of effective communication to be an enhancement of organizational growth whereas only 5(10%) person suggested personal progress. This reinforces the feeling of the researcher that



workers at Ghana Post are very interested in the future success of their organization.

Majority of the respondents representing 32(64%) are ready and willing to accept the introduction of new technology as means of communication because they believe if properly implemented with well planned employee training programmes will increase productivity and ensure organizational growth. The remaining 18(36%) of the respondents are not willing to accept any modern means of communication and for which they cited a variety of reasons such as (1) 'fear' of technology, (2) loss of jobs because they may not be able to adapt, (3) management could take advantage of the system and probably misuse funds or other properties of the organization, and (4) lack of organizational capacity to implement any new technologies.

Technologically, e-mail is the advance means of communicating since it is also environmentally friendly as less paper is used and our forest trees are therefore conserved. Unfortunately, the use of electronic mail is non-existent at Ghana Post and the written form presented in memos is the dominant means of communication. This they believe is a major barrier affecting the flow of information because memoranda for instance, can stay on a person's table for as long as three to four days before dispatch to the intended recipient. For this problem, majority of the respondents believe there is need to improve upon the communication channels at Ghana Post. Almost three quarters of those pooled were of the opinion that the company could do a lot better to improve upon its communication methods by introducing better the use of electronic mail.

The research confirmed that by improving communication within the organization, employees as well as organizational progress will be assured, also, the right work environment will be created and will provide the motivation for them to perform very

well at their jobs. With this in their minds as to what technology can bring about in an organization, about 64% of the respondents are ready and willing to accept the introduction of new technology as means of communication because they believe if properly implemented well planned employee training programmes, will increase productivity and ensure organizational growth.

## CONCLUSION

Most respondents are aware that in this age and time, the use of ICT as a means of communication is much preferred than the traditional methods of communicating. Thus, much premium is be placed respondents on how messages are received from management to subordinate or vice versa.

The use of intranet within organizations is the newest dimension in communication technology which opens up to the business communicator avenues never before explored with such expanded access to information, however, the communicator of the future must develop keen skills of analysis and organization to sort through the resources being made available by technology and this will better prepare an employer, employee, management and subordinate to deal with the communication technology of today and tomorrow.

As has been stated in chapter two, effective communications between management and the staff is a critical success factor in the pursuit of the organizations business objectives. Ghana Post is no less so. Large organizations that cover a wide geographic area are even more susceptible to this challenge. The advent of information and communication technologies has presented the avenue to bridge and reduce the adverse effects of ineffective communications. Technology is not an end in itself, but a means to an end, it

is a facilitator and an enabler. Technology solutions can bring about change that is not possible with any other facilitator.

Email is the most used aspect of the internet. Billions of emails are sent everyday around the world. An email address has become a near defacto means of contacting anyone, so much so that not having an email address is a clear indication that you are not of this world.

## **RECOMMENDATIONS**

It is often said that the ability to recognize a problem means the problem is already half way solved. Therefore, these recommendations which are based on the findings of the study may be very useful to the authorities of Ghana Post Company Limited in their effort to ensure that the appropriate and modern technology is used as a tool to enhance internal communication. Most employees are anxiously waiting for such an opportunity and this will bring about confidentiality in sending messages, message reaching its intended recipient on time without delays. It is therefore hoped that the company will consider the following recommendations seriously.

The adoption of web portals as the means of delivering detailed reference information to employees. In order to optimize their work delivery, employees require comprehensive, up to date information. An organization like Ghana Post has the potential of suffering financial losses through wrong pricing and out-dated information. Implementing a web portal will enable Ghana Post deliver business information to customer-facing staff. It will also enable staff members to become more knowledgeable when dealing with customers, which will have an overall positive effect on the company as a whole.

Another recommendation is the use of a self-service Human Resource Management (HRM) application. One of the main sources of employee agitation is sometime around details and misconception or misinformation concerning a member of staff's employment status. Deploying a self-service solution, this will enable every member of staff access all their relevant information through a secure web interface. They will be able to view their own details as the company holds it. Details on their education, training requirements, leave, health, dependants, overtime, pay grade and slips which will enable the employee be satisfied and check all the information pertaining to their condition of service. This will also release the HR department to deal with more difficult, human contact requiring problems.

With the adaptation of the self service, managers can reduce administrative chores and are free to manage efficiently, they can now set up projects, assign new tasks, process time sheet, approve requests and conduct appraisals of subordinates.

The human resource department can announce vacancies, communicate with applicants and managers and manage the recruitment cycle, they can set up induction and training courses, set up new appraisal forms and approve training nominations. Payroll personnel can easily set up rules for taxes, deductions allowances and loans, and modify benefits entitlements of employees and ex-staff where applicable, all these can be done according to predefined permission rights.

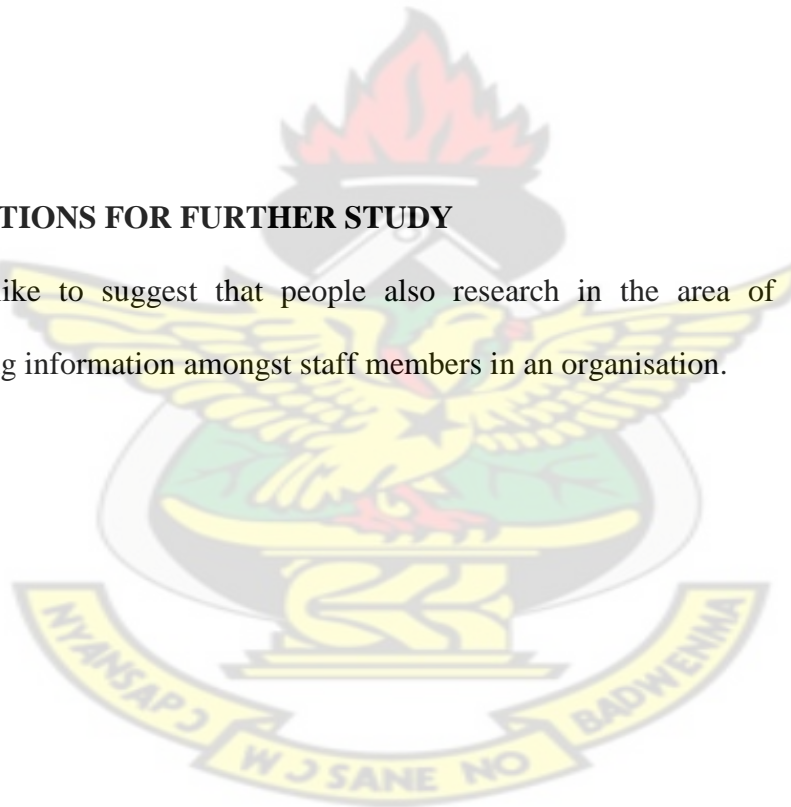
The self service will allow ex-staff to catch up with Alumni information and advice e on any changes to their addresses and other relevant details. They monitor their outstanding

loan balances where applicable, view old pay slips while retirees with on-going pension can view current pay slips.

Top management with the use of the self service will also be feed from value-adding shuffling to face strategic issues, they become more abreast with what goes on in every department and units within the organization, this is regardless of where they are on the globe as long as they have internet access. They cab respond to request, send notices from any location within o outside the office environment

### **SUGGESTIONS FOR FURTHER STUDY**

I would like to suggest that people also research in the area of effective way of channelling information amongst staff members in an organisation.



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**APPENDIX II HIERARCHY OF GRADES OF GHANA POST COMPANY LTD.**

<b>JOB LEVELS</b>	<b>GRADES</b>	<b>STATUS</b>
1	Managing Director	Management
2	Deputy Managing Director	“
3	General Manager	“
4	Chief Manager	“
5	Deputy Chief Manager	Supervisory
6	Senior Manager	“
7	Manager	“
8	Deputy Manager	“
9	Principal Officer	“
10	Officer	Operatives
11	Assistant Officer	“
12	Office Assistant	“

## **SAMPLE COPY OF QUESTIONNAIRE**

**BATCHAR, RICHMOND KOFI**

**COMMONWEALTH EXECUTIVE MASTERS IN BUSINESS  
ADMINISTRATION, KNUST**

DEAR SIR/ MADAM,

### **QUESTIONNAIRE ON TECHNOLOGY AS A TOOL IN ENHANCING INTERNAL ORGANIZATIONAL COMMUNICATION TO ACHIEVE CORPORATE OBJECTIVES**

This questionnaire is drafted to provide data for using technology as a  
Tool in enhancing internal organisational communication to achieve corporate objectives.  
This will assist the researcher to submit a project report to Kwame Nkrumah University  
Of Science and Technology in partial fulfilment of the award of Commonwealth Masters  
in Business Administration.

**Information provided will be treated confidential and wholly utilized for academic  
pursuit.**

**Please tick ( ✓ ) in the boxes provided where necessary.**

1. Gender

- ☐ Male
- ☐ Female

2. Age (Years)

- ☐ 20 – 30
- ☐ 31 – 40
- ☐ 41 - 50
- ☐ 51 and above

3. What position do you hold in your organization?

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4. Education / Professional level attained

- ☐ Second Degree
- ☐ First Degree
- ☐ HND
- ☐ A-Level
- ☐ O-Level
- ☐ DBS
- ☐ SSSCE
- ☐ JSS
- ☐ MSLC
- ☐ Any other

5.How long have you worked with Ghana Post Company Limited?

- ☐ 1-5years
- ☐ 6-10years
- ☐ 11-15years
- ☐ 16-20years
- ☐ 21years and above

6.Please indicate the nature of your main function in the organization.

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7.What are the forms of communication mostly used in the organization?

- ☐ Verbal-briefing Face to Face
- ☐ Written
- ☐ Downward and upward
- ☐ All of the above

8.What type of communication is used within the organization?

- ☐ Electronic Mail (Intra-net)
- ☐ Memo
- ☐ Telephone
- ☐ Open door policy

9.Would you consider the means of communication as effective?

- ☐ Yes
- ☐ No
- ☐ To some extent

10. In your view, would you say your organization is using the best technology to communicate to employees?

☐ Yes

☐ No

Why?: -----

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11. In your opinion, what are the major barriers to communication within the organization?

☐ Not paying attention to messages being delivered

☐ Not using the appropriate technology

☐ Semantic problems

☐ Cultural differences

☐ Noise

12. Do you think the introduction of new technology as a means of communication would be appreciated by employees?

☐ Yes

☐ No

Why:-----

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13. How do you think effective internal communication can help in achieving organizational goals?

☐ It will improve one's skills on the job.

☐ It will enhance organizational growth.



- ☐ The employees will feel happy with their work and will do their best in achieving set goals.
- ☐ Will show cooperation and unity among workers.
- ☐ All of the above.

14. How would you describe the communication between management and employees?

- ☐ Very Effective
- ☐ Fairly Effective
- ☐ Somehow Effective
- ☐ Not Effective at all

1. If it is not the best, what is management doing to improve good communication between management and employees?

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2. In your view, what role does technology play in communication within the organization?.

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**THANK YOU FOR YOUR TIME AND CO-OPERATION.**