

## Lack of Communication between Management and Employees

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### Abstract

Communication is fundamental and vital to all administrative functions and communication is a means of transmitting information and making oneself understood by another or others, Sanchez & Guo (2005). Good communication skills are very important to ones success as an administrator, Yate (2009). This paper discusses how the lack of communication can affect production within organizations and provides guidelines on how both management and employees can create effectiveness by improving their communication skills. Various methods including surveys, questionnaires and interviews will be used through a descriptive research to generate the information that will guide the research. Person's communication skills affect both personal and organisational effectiveness, Brun (2010); summers (2010). It seems reasonable to conclude that one of the most inhibiting forces to organisational effectiveness is a lack of effective communication, Lutgen-Sandvik (2010). The purpose of this study is to investigate the lack of communication between management and staff in different organizations. The objective is to identify the causes for miscommunication between management and staff, to investigate the kind of effects that the lack of communication would have on different organizations, to provide recommendations on improving the lack of communication, between management and staff throughout organizations.

### Keywords

communication; management;  
employees; effectiveness



## I. Introduction

Communication is something we do reflexively e.g. breathing. We talk to our spouses, kids and friends without giving much thought to how we are doing it. However, in the workplace communication is very important in order to have a conducive and friendly atmosphere around the workplace. Effective communication is essential in planning and controlling an organization's resources, to accomplish the company's objectives. It helps in the increase of productivity and output which leads to the success of the business or organization. Though effective communication can be described as meaningful and successful at creating good relations and productivity, there are things that hinder this effectiveness such as sarcasm, gossip, tantrums, poor working habits and a lot more. This lack of effectiveness in communication led us to investigate the level of communication between management and staff within different organizations. Communication creates balance within the workplace as it allows persons to share their different views and perspectives. There has been a drastic breakdown within the workplace due to lack of effective communication between management and employees which is resulting in a decrease in production. Based on such, it is highly affecting individuals, families and communities and it is unsatisfactory as the services offered are of poor quality. Marketing

communication is critical to a business establishment; therefore, it becomes a strategic alternative solution in promoting a business to consumers in winning a very tight competition (Gorlevskaya 2016).

This is strongly supported by the study “Marketing Communication Strategy to Improve Tourism Potential”, which was conducted by M. Ali Syamsuddin Amin, Peri Priansah Communication Studies Department, Majalengka, Indonesia. Additionally, Effective service reflects that the organization has reliable performance (Hadiyati 2014; Hsiao and Lin 2008; Ramseook-munhurrun, Lukea-bhiwajee, and Naidoo 2010). As the article “Relationship between Leadership, Motivation, and Public Services” states, to achieve this, leaderships having a high commitment in providing motivation to his subordinates to achieve expected work are needed. Another factor that should be addressed using effective communication to improve any establishment is time management.

Time is very important and should be carefully managed. Many persons find it difficult to manage their time well; whether they are trying to juggle work and academic responsibilities such as just getting to classes, trying to keep up with the continuous demands of each class like studying, or with trying to complete multiple assignments that have to be completed before the deadline or just trying to complete many tasks within their daily twenty-four hours (24 hrs). It can be onerous. Especially, in college, there are so many distractions: different clubs, sports, and other campus activities that you can participate in, while trying to acquire good grades.

Time management refers to the development of processes and tools that are required for efficiency and productivity. When we think of time management, we tend to think of personal time management, loosely defined as managing our time to waste less time on doing the things we have to do so we have more time to do the things that we want to do. Therefore, time management is often thought of or presented as a set of time. It is the control and focus of a person’s actions for the purpose of improving efficiency. Its techniques involve setting attainable and achievable goals, establishing priorities, skillfully utilizing the amount of time allotted to specific tasks, and planning and scheduling the steps needed to achieve goals. It is, therefore, recommended to plan one’s work and work one’s plan. When persons fail to plan, it may result in numerous fructuous meetings, poor communication and disorganized work. Time management is often thought of when we are describing task related to business management or executive positions and attending schools, and those who have to deal with meetings and appointments. However, time management is something everyone will have to deal with no matter the task, situation or job.

Managing institutions means that leaders need to acquire the right skills and techniques and develop and execute strategies within the organization so that it will help the employees to be focused and organized which will result in achieved goals and objectives, however, employers need to take into consideration, culture when utilizing those techniques. When these strategies are skillfully executed, the outcomes are usually overwhelming among staff. With poor management skills, both employers and employees will become frustrated and will tend to give up on their perceived goals. Also, with poor management, employees will be denied the right to learn develop and communicate effectively, and this can contribute to and delinquencies which will in turn affect our communities in various ways.

## II. Review of Literatures

In order to ensure effective communication in the workplace, there should be prearranged meetings between management and staff, there should be a clear code of communication. It must be clear to everyone involved what is expected of him/her. There should be regular meetings within the organization, supervisors and staff should have an open relationship, and persons should be able to separate their personal life from their professional life. Also, some of the ways that recommended to resolve or eliminate the problem and to ensure effective communication flow were:

### 1. Talking it out

Talking it out is usually one of the best ways of resolving an issue with a co-worker. By engaging in conversation and discussing issues, one should be able to conclude how the communication gap got created. Listening to what the other person has to say is critical to the communication process. That is why, conducting regular meetings is vital in order give each person an opportunity to share their ideas and thoughts.

### 2. A still tongue keeps a wise head

If you want to maintain and create relationships in the workplace, then, you have to listen to your co-workers. Two persons cannot speak at the same time. Apart from getting your message across, the person receiving your message should also be able to convey their thoughts and ideas in the same manner. One should pay attention to what other people are saying and respond to them in a respectful manner. This can make things a lot easier for everyone knowing that everyone has the opportunity to talk and be listened to. It is always vital for people that work together to learn how to listen.

### 3. A referee may be necessary

If you think that the problem can't be resolved by the people involved, it may be necessary to consider a go-between or in another word a mediator. If one person does not listen to the other and might even tell untruths that may worsen the situation, then someone can be called upon to help both parties understand the situation and resolve the dispute.

### 4. Do not make it too personal

When faced with a conflict in the workplace due to misunderstanding, it is not wise to treat it in a manner that you will ruin your work relationship. Look at it as a problem between the persons involved and the situation, not as a problem between you and the other person. Keep in mind that both parties have misunderstood each other. Situations should be settled amicably and should not be taken personally.

### 5. Try to remain open to another perspective

When an open-minded attitude is adopted, it is easier to look at things in a wider perspective. This makes things a lot easier. The means used to deal with an issue may not be the means used or known to others try to achieve the same goal. This way, you will realize that what is happening is not really a big problem. Communication problems can be solved by good communication. To ensure a good communication process is maintained, an open mind must be kept when listening to other people's thoughts and ideas.

6. Be clear about what is said

A good way to get rid of communication problems is by saying things in a clear and specific manner. When something is said, do not allow any misinterpretations by making it direct and understandable. Do not leave messages that have double meanings. Make sure that what is said is exactly what is meant. Do not be vague. Be specific about the message being conveyed. This can greatly contribute to easy communication.

7. Do not generalize.

When complaining or vocalizing thoughts, make sure that they are pointing towards a specific conflict. Also, do not involve other people to it and do not pinpoint other aspects of a person's character. Despite one misunderstanding, it is necessary to maintain a good relationship with co-workers.

8. Do not be involved in other's problems.

If co-workers are having problems, let them deal with it. Do not join them. If not directly involved to it, then keep quiet. Also, do not talk about it with other co-workers. Just leave them alone and let them settle the problem themselves.

9. Have proper place and time for confrontation.

If a discussion about a problem with your co-worker or management is necessary, set a time and place to do that. Do not confront that person while he or she is still working in the office. That would be inapt and unprofessional. Do not discuss in front of many people who are not part of the problem. This will only cause gossip in the office.

10. Communicate regularly.

Due to the advancement of technology, it leads to the fast processes of things. People become even busier with work because of this. But it doesn't mean that workers will stop communicating with each other in the workplace. Communication via email and other modern day electronic applications keep a company connected. This is very convenient because it save time and energy. One doesn't have to go to the other's working are just to speak with him. Regular meetings are also held so that each one is given the chance to share their ideas.

### **III. Methodology**

To gather information that would be relevant to this study, a descriptive research methodology was used. Surveys and questionnaires were the methods used. Both the surveys and the questionnaires were administered to selected employees within different organizations to understand how effective communication is between management and staff. They were distributed by each researcher after which further research was done. Interviews were conducted and public servants were targeted so that they can share their perspectives about the level of communication within their organizations. The interviews and questionnaires distributed were conducted at each researcher's place of work. The limitations that were encountered in executing this research were that 2% of the questionnaires were answered inappropriately.

## IV. Results and Discussion

There is a communication problem in the workplace that occurs between managers and employees. Some of the factors that contribute to the breakdown in communication between managers and staff include a general lack of interdependence; some managers feel that they can do it all on their own. Other managers lack effective communication skills, and as a result are unable to pass on communication or to receive communication from their subordinates. Still, other managers operate on the laissez faire system and they leave the chips to fall where they may, and to lie where they fall. Finally, some staff members have a negative attitude toward everything, and is neither willing to talk or to listen. In an attempt to eliminate this from happening, a respondent thought that there should be prearranged meetings between management and staff, in which it is clearly pointed out what the code of communication will be and how it will be operated. It must be clear to everyone involved what is expected of him/her.

Neither management nor staff can operate in a vacuum, industrial or other activities must be technology cantered and information driven. One respondent stated that ineffective communication will spell the disaster of the company. Another respondent said that in the workplace there should be an employee assisted program that helps employees with their private social and emotional issues. He further goes on to say that from time to time courses must be held at the workplace to teach employees how to distinguish between and treat with private and professional issues. Also, activities must be planned in which workers are placed in practical scenarios in which they can resolve conflicts and interpersonal issues. Situations may arise where workers may become demoralized. A demoralized worker whether manager or staff sees and feels himself/herself as nothing. Consequently, he/she has no intention or will of communicating with anyone. For some workplaces there are no follow-up meetings.

However, the issue of follow-up and implementation is critical to success. No regular and/or follow-up meetings means no transmissions of communication on decisions that were taken for implementation. In short, if there is no need for a meeting, then there is just nothing to talk about. This can make workers feel unimportant and demoralized, and that particular feeling should never be allowed to be demonstrated. Every worker must feel that he/she is equal to every other worker, and has equal rights to speak. Therefore, every worker should be encouraged to and given unlimited opportunity to express his/her ideas, thoughts and issues. Absence of meetings can also mean the absent of management experience. In the absence of management experience there is no communication code, or plan, or format; no opportunities are going to be created for regular meetings neither will there be conferences, workshops, etc; which create the environment and avenues for communication. Consequently, communication is not effected, plans are neither made nor implemented, no-one knows what is happening and operations will eventually shut down.

## Presentation and Interpretation of findings

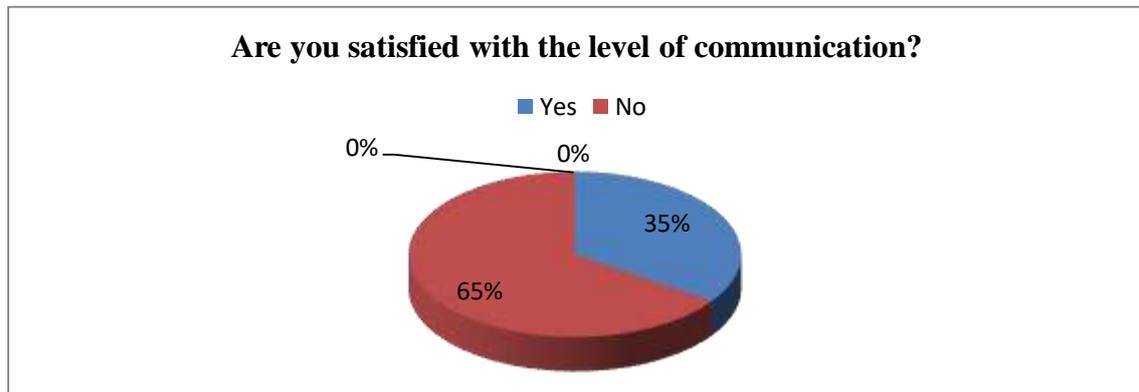


Figure 1

Figure 1 above shows the reaction of employees who are dissatisfied with the level of communication among management and staff within their organization. Sixty-five percent (65%) said yes and their responses to why, relates to how management looks down on their staff while thirty-five percent (35%) are pleased.

## How often does your immediate supervisor communicate with you?

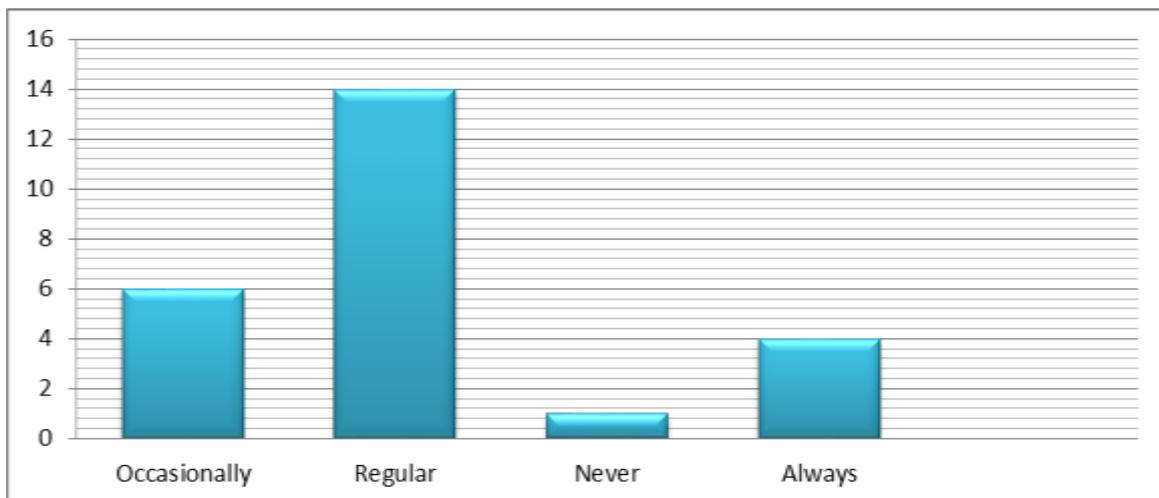


Figure 2

The chart above shows how often supervisors communicate with their employees. Six (6) persons reacted occasionally when the questionnaire was handed out. Fourteen (14) persons said regular, one (1) person said never and four (4) persons said always.

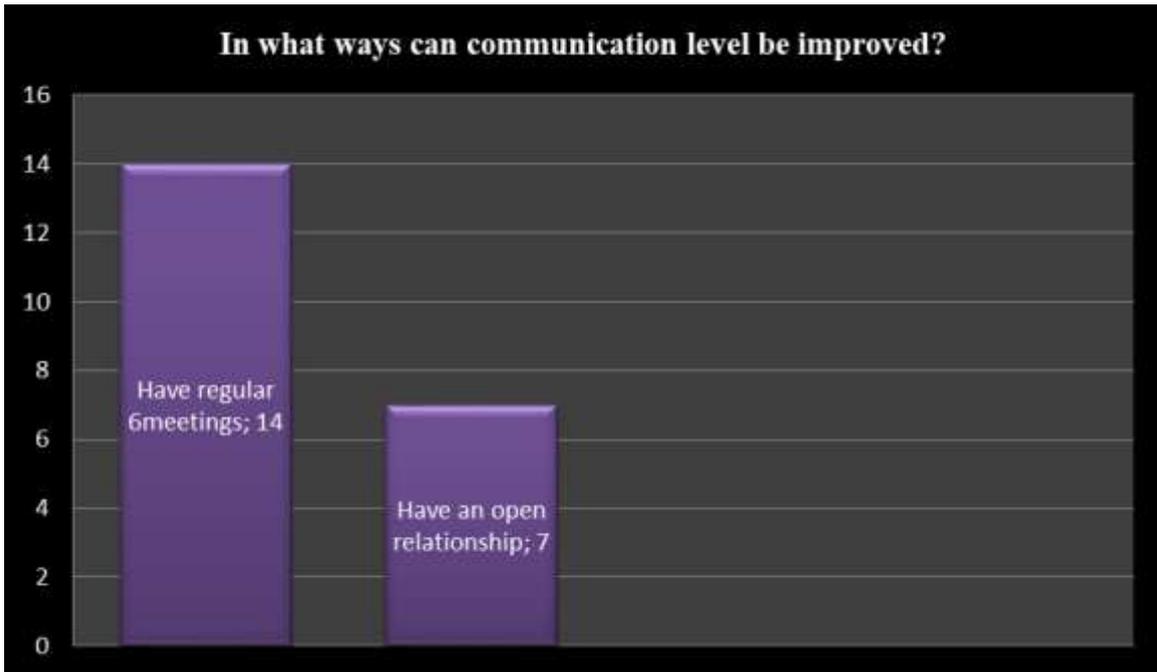


Figure 3

Figure 3 above demonstrates ways in which communication can be improved. Fourteen (14) persons agreed to have regular meetings within their organization while seven (7) persons agreed that supervisors and staff should have an open relationship. A suggestion was made by one person to stop make work their personal business or personal life while the remaining individuals did not respond.

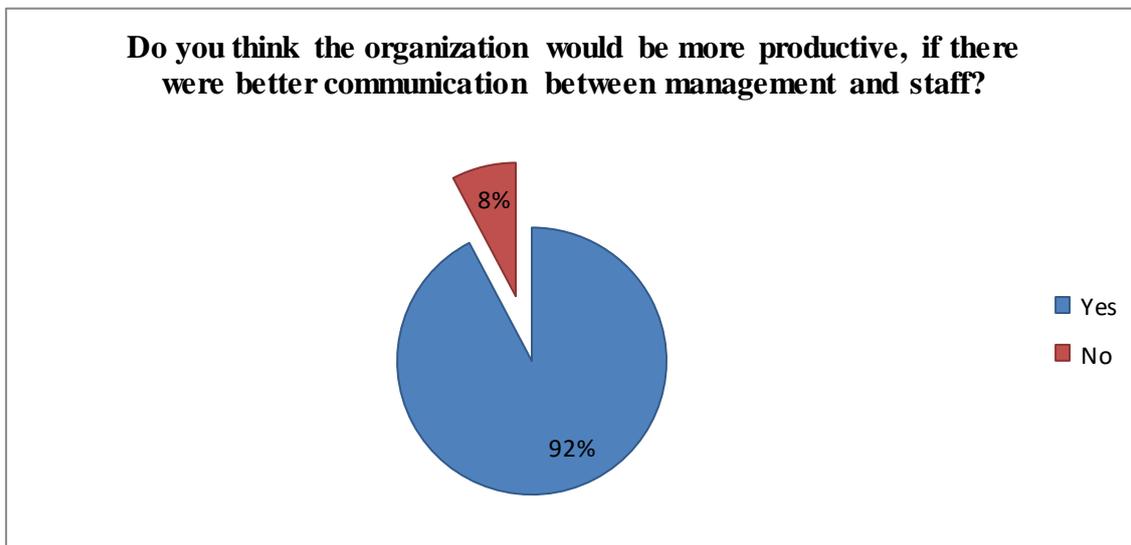


Figure 4

Figure 4 above, mainly shows that the ninety-two percent (92%) of employees believe that the organization would improve if the communication between management and staff was better. Suggestion of such improvement were made such as: having a more effective work environment, bridge the gap between supervisors and staff and give the staff motivation to work in order for productivity to take place. On the other hand only eight percent (8%) said that no.

## V. Conclusion

There is definitely a communication problem between management and staff in the workplace throughout various organizations. However, such problem can be rectified or avoided by implementing and executing specific plans. Communication is essential for effective functioning in every part of an organization. Effective communication begins with mastering basic skills like listening, speaking, asking questions and providing feedback, and this should be regular between management and staff. Without effective communication, workers will become demoralized and will lose interest in the job. This is so important for organizational success that not only managers, but also their employees must be effective communicators. Consequently, if there is effective communication between management and staff, more work will be accomplished, workers will feel important and appreciated and therefore, display a higher level of professionalism. Communications issues in the workplace can be resolved quite easily if both parties are willing to fix it. If employees feel their opinions are respected and their ideas are being honestly considered, they can prove to be an invaluable resource for innovation and new opportunity. It is, therefore, a manager's responsibility to understand the perspectives and interests of his or her underlings while passing that information onto upper management. Better communication happens when managers actually do listen to subordinate employees.

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