

Dimensions of Communication in the 21st Century Organizations: A Conceptual Review

Moses Onyesom¹, Anthonia Ewere Onyesom²

Abstract

Generally, the purpose of communication is aimed at facilitating the achievement of organizational objectives. Therefore, the primary management functions of any organization are greatly dependant on the effective use of communication. In the 21st century organizations, communication is used as the major instrument to motivate and stimulate workforce's commitment towards the attainment of the organizational set goals. Managers must see communication beyond the mere traditional role of passing information or exchanging ideas. Rather, it should be seen as a management tool for knitting the organization together for the realization of the mission and vision of the organization. Based on this, the paper conceptually discussed the meaning of communication and organizational communication, purposes of communication in the organization, communication cycle in organizations, forms and flows of communication in organization and threats to effective communication. Also, the paper highlighted the modern communication technologies for organizational efficiency. The implications of these issues discussed for the modern organizational managers were also highlighted. Conclusion was reached in the paper based on the discussion.

Keywords: Communication, Feedback, Goals, Organization, Managers, Technology.

1. Introduction

The success of any organization depends on the effective and efficient use of communication by its workforce. With the level of competition in our contemporary business environment and the introduction of modern Information and Communication Technologies (ICTs), no organization can afford to be left behind. Thus, Nwakanobi (2010) noted that the standard of an organization's image and efficiency are directly related to the standards of communication system and its operation. It is not possible to have good human relations in an organization without communication. According to Spaho (2013) an effective communication is required not only for maintaining good human relations in the organization but also for achieving good business performance. Similarly, Conrad and Newberry (2012) submitted that effective business communication is the key to planning, leading, organizing and controlling the resources of the organizations to achieve objectives. The primary management functions of any organization are greatly dependent on effective communication for operation.

Although communication is not one of the characteristics outlined by biologists for living organisms, but indeed, it is. Let's consider this analogy made by the Nigerian Institute of Management (2010:7)

"A pregnant woman has a feeling when the baby reacts to external factors. For example, if the pregnant woman positions herself in a way to inconvenience the baby or if she wears tight dress, the baby would protest until the woman adjusts or removes the dress. This is to show that we start communication right from the womb and that all human actions take place in 'crossfire of information' known as communication."

People in organization typically spend a high percentage of their time in an interpersonal communication either giving or receiving information in some form or the other. We are either speaking,

¹Department of Office Technology and Management, Delta State Polytechnic, P.M. B. 1030, Ogwashi-Uku, Nigeria

²School of Business Education, Federal College of Education (Technical), P. M. B.1044, Asaba, Delta State, Nigeria

writing, listening, or reading materials, thus disseminating or absorbing information. Akporowho and Nwoko (2013) reported the research of Mintzberg who was the first to systematically explore the nature of managerial work, found that the managers in his observational study spent 6 percent of their working time with others over the phone; 10 percent in unscheduled meeting; and 59 percent in scheduled meetings. These certainly do not include time spent by them in written communication. Managers and other workforce in organization are almost all the time communicating with or listening to someone.

Through communication employee's behaviour is controlled, members' attitudes are changed and the staff is kept motivated. Although up to this time, management literature has not considered communication as a function but rather always listed as a skill, its importance and role are overriding and all-pervading in management practice. Indeed, all the functions of management (planning, organizing, commanding, coordinating, controlling, integrating, and measuring) cannot be performed without communication. This assertion is even more true today with the role Information and Communication Technology (ICT) plays in decision-making, transmission and implementation of the decision within the organization. Therefore, it is important to understand the basic concepts of communication, process of communication, forms and flow of communication in organization, the impact of modern communication technologies and possible barriers to effective communication as well as how to conquer the barriers for optimum performance in the organization. These are the basic issues discussed in this paper.

2. Conceptual Review

This paper is conceptualized around and/or under the following subheadings pertinent to the subject-matter.

- **Meaning of Communication and Organizational Communication**

Communication is a process of generating, transmitting, receiving and interpreting messages in interpersonal, group, public and mass audience contexts through written and verbal formats. According to Udeoba (2012), communication is more or less a process of information, ideas and opinions exchange within, between or among individuals, groups, organizations, nations, (usually made up of human being) in a social or societal context. Jayasree (2013) sees communication as the process of transmitting information and understanding which involves the transference of meaning between individuals and the means of reaching understanding and influencing others. To Spaho (2013) communication is the transfer of information from sender to receiver, implying that the receiver understands the message. Similarly, Carroll (2010) defines communication as a process which is both interactive and purposeful, a constant social interaction between an individual and the society for the mutual satisfaction of needs. From these definitions, it is seemingly noticeable that communication is a process, it involves two-way interaction and that the essence of it is to share and understand information. The ultimate objective of communication is to have the receiver understands the message as it was intended. It is what the receiver has understood and not what the sender has said. The social needs insist that we share our thoughts and emotions with others (Tatari & Delavar, 2013). Communication takes place only when the intended message is received, correctly interpreted and understood, accepted and appropriately acted upon by the receiver and confirmed by feedback (eliciting of specific response from a specific person). This scenario is called effective communication.

On the other hand, organizational communication is the sending and receiving of messages among interrelated individuals within a particular environment or setting to achieve individual and common goals (Hahn, Lippert & Paynton, 2011). According to Vardaman and Hallerman (2009), organizational communication is the flow of materials, information, perceptions and understandings among the various parts and members of an organization. Similarly, Nigerian Institute of Management (2010) defined organizational communication as an art or how employers, management and employees of an organization exchange messages, ideas, data and information in order to achieve the objectives of the organization. Ozaeta and An (2014) see organizational communication as internal communication which involves the transactions

between individuals and groups of various levels and in different areas of specialization and those transactions which are intended to design and redesign organizations and coordinate everyday activities.

Organizations cannot exist without communication, as it is one of the significant aspects allowing organizations to be what it is (Pradhan & Chopra, 2009). Organizational communication largely focuses on building relationships or repeated interpersonal interactions with internal organizational members and interested external publics. A successful organization is rooted from having an effective communication. Thus, Communication glues all management processes and functions together. Indeed, organizational communication is a tool that facilitates the achievement of organizational goals.

• **Purpose of Communication in Organization**

Communication is the means by which people are linked together in an organization to achieve a purpose. This assertion represents the overall purpose of communication in organization. Michael (2014) stated that in its broad sense, the purpose of communication in an enterprise is to effect change and influence action towards the welfare of the enterprise that facilitates the achievement of organizational goals. Specifically, Vladutescu (2013) submitted that communication is especially needed in enterprises to:

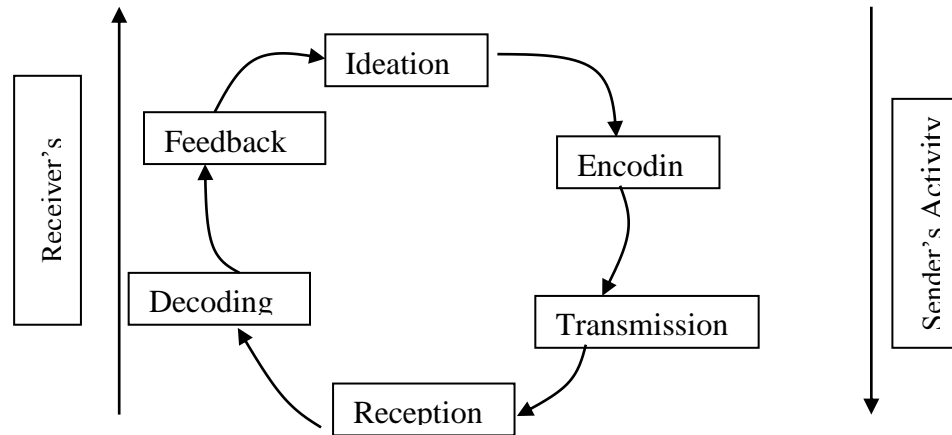
- establish and disseminate the goals of an enterprise
- develop plans for their achievement
- organize human and other resources in the most effective and efficient way
- select, develop and appraise members of the enterprise
- lead, direct, motivate and create a climate in which people want to contribute
- control performance
- inform management about regulatory activities of government
- be aware of the concerns of the immediate community
- reduce incidence of industrial unrest if properly managed

The entire life of organization depends on communication and its management. Every activity of the organization is performed and coordinated through the means of communication. Therefore, the importance and purpose of communication in the organization cannot be overemphasized as it is the pivot of every human organization.

• **Communication Cycle in Organization**

The process of communication is likened to an endless cycle. Nwakanobi (2010) posited that the process of communication can be easily appreciated when presented as a cyclical flow of information from the source to the receiver and back to the source. Communication cycle is the process in which an idea or information goes from its conceiver through appropriate medium to its receiver and action or feedback is engaged and then back to the sender. Agboola and Ademiluyi (2011) described communication process as a chain of events that lead to effective communication. The process implies a series of actions and components involving the source and recipient of the information to engender appropriate feedback. The cycle involves the following elements: ideation, encoding, transmission, reception, decoding, feedback (action). These elements are cyclically presented in the diagram below;

Fig. 1: Communication Cycle



Ideation: Every communication begins at this point. Communication generally originates from the sender who has information to pass on to the receiver. It is at this point that the idea or opinion is thought of, conceived and born. This stage is referred to as the root and mother of every communication exercise (Nigerian Institute of Management, 2010).

Encoding: At this point, the sender chooses the appropriate language and symbols to express his ideas. The language chosen may be oral or written, symbols or gestures. However, the language chosen must be familiar with the receiver.

Transmission: This is the medium or channel through which the message or idea is passed to the receiver. In live interactions, our senses (sight, sound, touch, smell and taste) become the channels (Richmond, McCroskey & McCroskey, 2009). Transmission could also take the form of mediated system such as television, radio, the internet, billboard, telephone, films, or letters, circulars, memos and others. However, Esene (2009) noted that the choice of medium is usually affected by a number of factors such as the nature of the message, potential effectiveness of the medium, speed of transmission, urgency of feedback, confidentiality of message and cost of the medium among others. Therefore, for effective communication to take place, the appropriate medium must be selected considering the circumstances of the receiver and the message.

Reception: At this point, the receiver listens attentively with his ears, eyes and mind. It is the framework that helps or enables the receiver to give meaning to the message or information. This stage precedes the decoding exercise.

Decoding: This is the point at which the receiver recognizes and transforms the sender's language and symbols into an understandable form. The receiver therefore interprets and attaches meaning to the message received. The opinion of the receiver about the message is formed here.

Feedback: This is the point that action or reaction is expected or taken from the message received. Feedback reflects the perceived meanings attached to a message by the receiver. Feedback provides a means of reassuring the sender that his message has been received, comprehended and correctly interpreted. According to Richmond, McCroskey and McCroskey (2009), feedback is extremely critical in all forms of communication between the manager and employees. When feedback is negative, new message can be constructed.

• Forms of Communication in Organization

Basically, there are two forms of communication in organization: verbal and non-verbal communication. Verbal communication involves the use of words and/or sounds in passing information to another party. The message can either be in written form or presented orally. Jayasree (2013) noted that

verbal communication contributes about 45% of our entire communication. Verbal communication is divided into oral and written communication.

Non-Verbal Communication: It involves the use of wordless or speechless messages in passing information to another person. According to Jayasree (2013), non-verbal communications are those which are not expressed orally or in writing and include human elements associated with communication. Non-verbal communication could be carried out through body movement (body language) such as touch, facial expression, gestures, postures, and charts, graphics among others. These form an important and inevitable aspect of the total communication process because they complement and substitute verbal communication as well as animate speech. A good communicator should have the right posture, facial expression and body language that are in tune with the words spoken. Lack of coordination between verbal and non-verbal contents of communication would only confuse the receiver. So while communicating, care should be taken to ensure a proper blend between words and actions. Non-verbal communications are mostly used to express emotions, greeting and to convey confidential message.

Oral Communication: This involves the passage or exchange of information by speaking either face-to-face with the recipient or through other mechanical or electronic means like the telephone, radio, television and others. Oral communication could be formal or informal. However, it is less formal except attempts are made to formalize it through written communication. Oral communication is usually dominant and prominent in conferences, interviews, meetings, ceremonies, seminars/workshops. Morreale, Backlund, Hay and Moore (2011) identified the following as advantages of oral communication over the other forms of communication:

- i. It allows instant interchange of opinions, views, and ideas,
- ii. It allows for immediate feedback
- iii. It is easier to convince or persuade people
- iv. It allows for contribution and participation from all present
- v. Both sight and sound of the sender and receiver are shared
- vi. It saves time and at times cost.

On the other hand, the disadvantages of oral communication include the following:

- i. Lack of time to think thoroughly before response or reaction
- ii. Quality of decision may be poor because of lack of time
- iii. Sometimes disputes may result over what was agreed as there is no proper written record or evidence.
- iv. Information on oral communication could be easily forgotten as there is reference material.

Written Communication: This is the translation of messages or information into alpha-numeric symbols recognizable by the receiver. It involves the transmission of information or ideas to another party in written forms. Written communication is the most essential formal means of communication in organization. Examples of written communication in organization are: letters, memos, reports, minutes, circulars, emails, proposals, and telex among others. Northup (2009) opined that written communication is more reliable in organizations because of the following strengths it has over the other forms of communication:

- i. It provides records for future references
- ii. It forms basis for contracts and agreements
- iii. It can be tendered for legal defenses
- iv. It provides basis analysis, evaluation and summary of information.

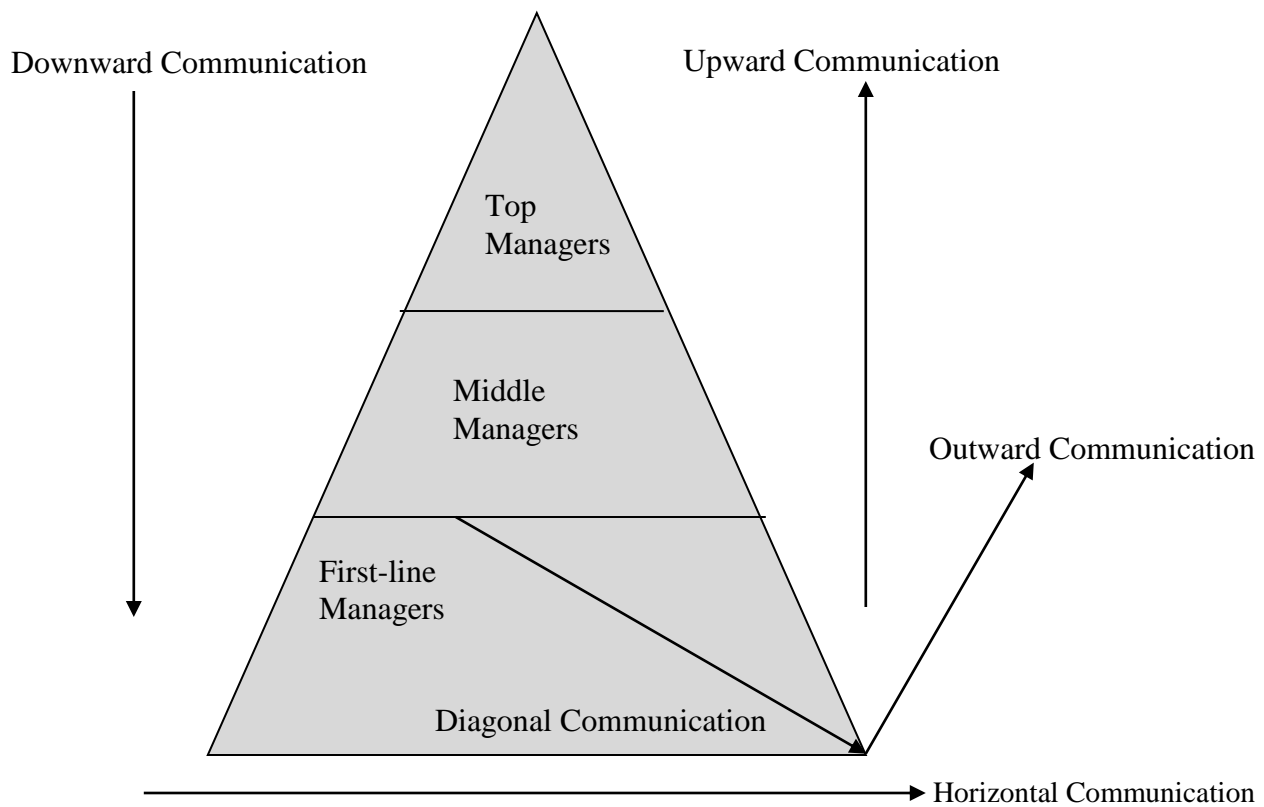
However, the following are the disadvantages or weaknesses of written communication:

- i. Instant feedback may not be possible
- ii. It is time-consuming and sometimes, cost expensive
- iii. Communication tends to be more formal and distant to both parties
- iv. Once dispatch, it may be difficult to modify the message
- v. It can be out rightly misinterpreted or misunderstood especially when there are issues of semantics.

• **Flows of Communication in Organization**

In every organization, communication assumes different dimensions or directions such as downward communication, upward communication, horizontal communication, diagonal communication and outward communication. The diagram below shows these dimensions of communication in organizations.

Fig. 2: Flows of Communication in Organization



Source: Spaho (2013) Organizational communication and conflict management.

Downward Communication: This is one of the vertical communications in organization. It flows from people at higher levels to those at lower levels in the organizational hierarchy. This dimension of communication is carried by Chief Executive Directors, Managers and other Officers at the upper echelon who have subordinates attached to them in the organization. This communication is targeted at the employees or subordinates. Akporowho and Nwoko (2013) maintained that this kind of communication exists especially in organizations with an authoritarian atmosphere. Also, Esene (2009) stated that in situations where downward communication is emphasized more at the expense of upward communication, the organization stands to suffer poor morale, low productivity and explosive frustration in employees. On the other hand, Adler and Elmhurst (2010) noted that a study at General Electrical (GE) revealed that a clear

communication between the superior and subordinate was the most important factor in job satisfaction for most people. It is therefore significant to maintain an active downward communication by superiors so that employees would feel valued and eventually satisfied. In organizations, downward communication could be through circulars, bulletin, memos, letters, queries, telephone, emails, face-to-face among others.

Upward Communication: This communication flows from the lower level workers to superior officers (management) in organization. Organizations encouraging upward communication believes that everybody is capable of generating thoughts and ideas which the organization needs to progress. It helps in finding solutions to problems as information and ideas are coming from the subordinates who are actually on the job. Upward communication can take the form of situation reports, submission of completed assignments, suggestions, observations, appeals, complaints, enquiries, criticisms and even response to queries. According to Nwakanobi (2010), upward communication may increase motivation and make subordinates feel valued and thus enabling managers and superiors understand how employees are feeling. Upward communication is non-directive and is usually found in participative and democratic organizational environment. This environment makes subordinates to feel effectively free to communicate. The main task of upward communication as noted by Spaho (2013) is to inform top management of the situation on the lower levels and it is the best way for top management to analyze the efficiency of downward communication. In fact, the lack of effective upward communication in organization can be dangerous for the organization.

Horizontal Communication: This is that type of communication between persons of the same level or hierarchy in the organization's scale. It is also referred to as lateral communication. Horizontal communication occurs when there is message or information flow among members of an organization with equal power. Usually, it involves the exchange of information between co-workers with different areas of responsibility (Griffin & Moorhead, 2010). This dimension of communication according to Ozaeta and An (2014) is significant to coordinate tasks, solve problems, share information, resolve conflict and build rapport—all for the achievement of organizational goals. Good horizontal communication may result in increased cooperation among employees with different duties and greater understanding of the company's mission and vision. It increases the communication and socialization skills and often establishes long-lasting interpersonal relationship among equal colleagues in organization. Olannye (2014) puts it that a successful member of an organization will display a range of skills whenever he or she uses communication to maintain relationship, share tacit knowledge or exchange information about emotions, values and motivations. Thus, Esene (2009) observed that as good as the horizontal communication seems, it could be affected by rivalry, jealousy and geographical locations.

Diagonal Communication: This communication flows between people who are not on the same organizational level and are not in a direct relationship in the organizational hierarchy. This communication though seldomly provided for in the organizational structure of a business, it is real and facilitates business interactions. This dimension of communication is rarely used except in situations when it supplements other dimensions of communication. Diagonal communication include interactions as labour unions organize direct meetings between employees and top management, avoiding the first line and middle level managers, greetings or brief chat with any colleague on a journey through the business office (Spaho, 2013; Esene 2009).

Outward Communication: This is when organizations communicate to or interact with people who are not directly involved in the internal activities of the organization. The communication could be carried out through shareholders' meeting reports, advertising either on televisions, radio, posters or any other media. Most communications that take place within the organizations' website or social network media are examples of outward communication. Such communication helps in fostering good relationship between the organization and the customers, suppliers, distributors or the public at large.

The Grapevine: Although this is not provided for in the organization structure for communication but it cannot be ignored as its influence and impact in organizations are greatly noticed. It is an informal flow of information which does not follow the hierarchical paths or chains of communication in organization. The grapevine is in existence in every organization and it is the unofficial network which is used to spread

rumours and gossips. Information on the grapevine spreads quickly and it is highly distorted or diluted. In short, it circumvents the acknowledged conventional channel and travels through the cluster chain. Information that are often spread through the grapevine are issues that directly affect the employees welfare such as wages, layoff, disciplinary measures, promotions and labour management issues (Nwachukwu, 2009). Although, management resents the grapevine because of its negative impacts on the organization but they lack the absolute power to control it. The grapevine serves the interest of the people in it and it is perceived by employees to be more believable and reliable than the formal sources of communication. To avoid the disadvantages of grapevine communication, Nwachukwu (2009) submitted that management must however keep the channels of communication open, give timely information on issues that affect the welfare of employees, management must strive to build credibility and faith in the communication that originates from it, management must analyse rumours and replace them with facts and that employees who pedal rumours must be held accountable for their actions. Therefore, if there is fairness, openness and timely information at all issues in the organization, the incidence of grapevine will be reduced tremendously.

- **Threats to Effective Communication in Organization**

Effective communications in organization are being threatened by a number of factors. These factors are discussed below with probable solutions to each of the elements.

Semantic Distortions: This means the lack of clarity in an expression or information as result of wrong use of words. When wrong words are used in communication or the right words are wrongly used, it is sure to lead to a break in communication. Failure to use simple and straightforward language and clarify ambiguity will obstruct intended understanding and impinge effective communication (Udeoba, 2012). To remedy this problem, speakers or writers should endeavour to use the appropriate words, phrases and terms understandable by the listeners to communicate their information. Use of arcane and jargons (if not necessary) should avoided. The speakers or writers should ensure clarity of information and language in every message.

Distrust, Threat and Fear: These can undermine effective communication. In a climate containing these forces, any message will be viewed with skepticism. Lack of trust, threat and fear of being punished for reporting information correctly can adversely affect flow of communication in organization. According to Akporowho and Nwoko (2013), distrusts, threat and fear may arise from inconsistent behaviour by the superior, or can be due to past experiences in which subordinates was punished for honestly reporting unfavourable but true information to the boss. To abate the negative effects of distrust, threats and fear in organizations, Superiors should be fair and unbiased to their subordinates. They should always create situations and scenarios that will enable their subordinates to built confidence and trust in them. Superiors should use appropriate tone and establish rapport communicating with subordinates.

Noise: This is a potential threat to effective communication especially oral communication. If noise level is not properly controlled, it leads to distortion of the intended message. In the presence of uncontrolled noise, the listener hardly hears the speaker and this amounts to waste of time and defeat of effective communication. Noise therefore in any interaction or communication system should be kept to the barest minimum as a solution to this problem. This may explain the reason for the huge investment in sound proof office equipment and partitioning. However speakers should use moderated gestures and movements when talking as well as maintaining a good eye-contact to gain the focus of the listeners.

Emotional Condition: When a person is engrossed in emotional problems such as anger, resentment, depression, suspicion, hostility or excitement or happiness, he may not be able to listen effectively or understand the message conveyed to him. Any message transmitted during any of these and other emotional forces tends to be distorted because rationality and stability may be completely lost at those situations. Information passed during these situations may be ignored by the receiver. Therefore, people in the organization should strive to control and contain their extreme emotional forces in order to maintain stability and rationality of the mind all the time. Once this is done, information and ideas in organization could be shared mutually without restrictions and distortions.

Lack of Empathy: This is when a sender of the message lacks the ability to assess and understand the receiver's situation. It involves being unable to understand and appreciate the feelings, thoughts and viewpoints of other person with whom one is communicating. The absence of empathy on the part of the speaker will make him not know whether the receiver of the information is in a good or better situation to understand and comprehend the intended message as passed. To arrest this problem, a good speaker from time to time should empathize with his listener for effective message delivery and comprehension. The sender should consider the emotional and motivational conditions of the receiver and make the best out of them.

Poor Listening Skills: Listening skills are best acquired by the discipline of the mind but often than not, most communicators lack this all important skill. There are many talkers but few listeners. Listening demands full attention and self-discipline. It means among others thing, the avoidance of premature assumption and evaluation of what the other person has to say (Esene, 2009). Poor listening skill is often associated with the quick desire to judge, approve or disapprove what is being said rather than try to understand the speakers frame of mind or reference. To salvage this flaw of communication, when one is speaking, the other should listens carefully and attentively with his mind to enable him form an understanding of the intended message. There can never be effective communication or shared understanding when everybody is talking at the same time. Effective communication demands that when one is speaking, the other should listens.

Assumptions: One of the factors that undermine effective communication in organization is assumption. This could also be called "premature judgment". Sometimes, people assume what a person is about to say and rush into conclusion without understanding what the speaker is about to communicate. When an individual perceives that someone is out "to get him" in an organization, he suspects every word that the person says and reads more meaning in his statements than was intended (Ahmad, 2014). Thus, the assumption the receiver has about the sender influences comprehension. On the other hand, if the receiver believes that the sender is a man of unquestionable character, this will also have a positive influence on their interaction and exchange of idea as well as comprehension. Based on their perception of their superiors, subordinates determine how much information they will share with them, or the degree to which they will take them into confidence. Thus, preconceived ideas or assumptions about people, situations, or events may influence the receiver or sender to make premature judgments. However, assumptions and premature judgments in organizations should be buried in the sea of patience. People should be patient with one another and give attention to whoever is speaking in order to have an understanding and make informed judgment or decision rather than jumping into hasty conclusion.

Lack of planning to communicate: Good communication does not just happen by chance. Most communication process experiences a break and becomes ineffective, simply because parties to the communication process deliberately or inadvertently refuse to plan their communication. Situation where people engage in communication without prior thinking of the goals and objectives, no plans or clear cut purpose of the message will definitely lead to breakdown in communication. According to Okwananso and Agbamu (2010), planning is a requisite skill needed to have effective communication. A planned communication would give reasons for a directive, select the most appropriate medium, the right time and greatly improve mutual understanding and reduces resistance to change in the organization. Therefore, as a way out of this hiccup to effective communication, initiators of communication process should strive to make adequate and appropriate planning of the communication before the actual expression to ensure effectiveness of the process. Every element of the communication should be defined beforehand. Once this is done, every other thing about the communication will fall in the appropriate place and the purpose of the communication would be achieved.

Equipment and System Breakdown: This problem is associated especially with communication through the mediated system such as the teleconferencing, videoconferencing, telex, email, television, radio, websites, social network media, computer and others (Maiers, Reynolds & Haselkorn, 2005). The problem could be in form of network or internet failure, system crash and erratic power supply. These failures tend to threaten effective communication especially in modern organizations in developing countries. Once there is a

failure of any of the communication technologies, transactions and interactions are incidentally put on hold until the system is fixed. This is the experience of most (if not all) organizations in Nigeria because of the fragile and unstable technology and network system in the country. However, to overcome this challenge, concerted and consistent efforts should be made by organizations and government to concretize and strengthen the technological systems in the country for effective performance.

3. Dimensions of Modern Communication for Organizations

Communication in an organization is used to establish and disseminate the goals of the enterprise, to develop plan for their achievement, to lead, direct and motivate those working in it, to resolve conflicts, difficulties and to control performance. For all these to be achieved, there is need for efficient use of modern communication technologies and devices in the organisations. These technologies and devices are discussed as follows:

Computer: The electronic computer is pivotal to many of the advances in communication technology. The computer is one of the most visible and usable of all the new technologies. It is an electronic machine that has semiconductor chip called a microprocessor and it is capable of sending, receiving, manipulating, storing, and retrieving data speedily and efficiently (Onyesom, 2014). The computer is usually needed for the operation and functioning of many other communication technological devices if not all. Computer application in organization has increased the effectiveness of the business between trading partners. For example e-commerce, e-enterprise, e-economy, e-banking to mention but few. It is very useful in organizations as it enhances productivity, keeps records, stores and retrieves information. It performs jobs much faster and accurately. Computer is an all-rounder. The computer no doubt has enhanced effective communication in organisation by breaking the barriers of inaccuracy, delay and burden of paper work that hitherto dominated the traditional method of communication.

The Internet: The internet is the basic thrust of the modern-day communication. It is a worldwide network that connects hundreds of thousands of smaller networks linking computers at academic, scientific and commercial institutions. With it, millions of people around the world can share all types of information and services. According to Udeoba (2012), the most wonderful thing about the internet is that there is no single person or group in charge. Anyone who wishes to connect to the internet simply agrees to pay for a communication link via internet service provider. The person or company is given a base address that allows other computers to identify users on the new computer. With the internet, organizations share information faster than before, the role of information transfer is not centred in one location anymore but spread throughout the network, information are made available to everyone despite where one may come from, multimedia services are provided and access and assess reports in an organization's computers has become possible and easy (Saidu, Ukwumonu, Soba & Akeem, 2014). The internet has made communication and transaction possible without face-to-face contact. Onyesom (2014) submitted that with the internet a number of communication services such as the virtual classroom, virtual library, videoconferencing and teleconferencing, social network media like the Facebook, Chatroom, Twitter, YouTube, Blog, Eskimi, Google+, Instagram and many others are accessed and used. The internet enables individuals, companies and other organizations to share information across the world. It has enhanced communication in many ways and these include the use of websites, e-mails, social network media, teleconferencing, videoconferencing and others.

World Wide Website (WWW): The world wide web which is abbreviated as www is a system of interlinked hypertext documents contained on the internet. It is an interconnected system of computers all over the world that store information in a multi-media form. Organizations use the web to provide information in more than one way. The web uses hypertext transfer protocol to transport files from one place to another. The web is very unique because it presents colours, images, texts, sounds and video to your computer and it is easy to use. Documents on the worldwide websites can be viewed by logging into the internet through a web browser like the Internet Explorer, Mozilla Fire Fox, Google Chrome or any other browser. Organisation usually designs a website with a unique address to suit their type of business and

people access the website via the unique address. Information about the organisation are posted on the website and members of the public consult it from time to time for utilisation. It is the most appropriate platform for organisations to share information with the members of the public. Advertisements and promotions are usually displayed on the website and are opened to everybody irrespective of location or affiliations.

Cell Phone: This is an advanced mobile phone service. It operates by using a series of radio transmitters with unlimited coverage. It is one of the fastest growing types of wireless data use and it has become inevitable equipment as well as a necessity in the hands of most people. Cellular phones are not only used in very large organisations or by well-paid employees, but by all and sundry. Organization uses it to keep in touch, transmit information, report events immediately and it has become a life-line with which to do business. It is cheap, so convenient to use and carry about. Businesses both micro and macro have taken advantage of the cellular phone as communication piece. The customers' service of organisations has greatly improved by breaking the space and time barriers through the cellular phone. With it, they have active call centres that respond to customers' complaints, requests and others swiftly.

Email (electronic mail): This provides a fast, economical and convenient way to receive or send message to colleagues, friends, families or organizations through electronic means. The e-mail does not only send or receive personal message but anything that can be stored in a text file such as picture, computer games, announcement, documents, and many more. It is an application available to business organizations today for internal as well as external communication services such as customers account statement delivery, alerts among others. Banking industry makes use of the e-mail very well especially for delivery of statement of account and other personalised information (Nwakanobi,2010). The e-mail offers a considerable saves of time and provides security of documents or information on it. Users of e-mail have valid e-mail addresses through which they send and receive mails or information.

The Social Network Media: Social network media are fast becoming communication and transactions platforms now. They include chatting applications such as the Facebook, Twitter, YouTube, Blog, Eskimi, Google+, Instagram, Whatsapp and many others. Hitherto, they were regarded as teenage issues but presently business organizations have taken advantage of their unique features and functions. According to Onyesom (2014), most social network media are interactive and it is the interactivity that distinguishes them from other static websites. Social network media provide commentary or news on a particular subject or topic and the ability of readers to leave or follow comments in an interactive format is an important part of many social networks. Most social network media combine text, images, audios, videos and links to other web pages, sites and media related to the subject or news. Many organizations have subscribed to most (if not all) of the social network media and are being followed by the teeming population of the active youths. Both formal and informal communications are held on these networks. Today, information on social networks spread very fast but are often times blown out of proportion (Mozayyeni & Aqili, 2014). Organizations and people are doing high scale marketing on these social network systems and it is yielding a good result for them.

Teleconferencing: Teleconferencing refers to telephone calls where more than two people can discuss at the same time. The use of teleconferencing becomes reasonable when the communicator and communicants are widely dispersed and separated by time and space. Where this is properly used and efficient, it may substitute or supplement the face-to-face communication approach. It has been noted that teleconferencing is more efficient in task achievement; it is more task-centered and impersonal than face-to-face approach. In organizations, meetings can be held through the teleconferencing system. Teleconferencing can be an effective tool for communication in organizations where there are space and time barriers.

Videoconferencing: This is a set of interactive telecommunication technology which allows two or more locations to interact via two-way video and audio transmissions simultaneously. Anissimov (2011) defined videoconferencing as a communication technology that integrates video and voice to connect remote users with each other as if they were in the same room. It is also the use of television, video and sound technology as well as computers to enable people in different locations to see, hear and talk with one another. Each user needs a computer, webcam, microphone and broadband internet connection for participation in

videoconferencing. Users see and hear each other in real-time, allowing natural conversations not possible with teleconferencing. Videoconferencing differs from videophones calls, because, it is designed to serve a conference (many people) rather than individuals. Videoconferencing can be considered when a live conversation is needed, when visual information is an important component of the conversation and when parties cannot physically come to the same location. Videoconferencing is very common in developed nations especially during seminars, conferences and meetings.

It is an effective and powerful communication tool that provides today's business with the advantage of face to face communication. People in the organization may go to conference rooms or booths with specially equipped television cameras and capture the person speaking. It helps to improve productivity and reduce the expense to travel.

In choosing any of the technologies discussed above for communication in an organisation, the sender has to consider the one that could best be suitable for the purpose of the communication. However, the following factors should be considered before choosing any technology for communication so that the aim of the communication could be achieved: urgency of the message, speed and accuracy of the technology, safety and secrecy of the technology, cost of (usage) the technology, ability of the technology to keep records and the convenience of the technology to the target recipients, amongst others.

4. Conclusion

Communication has been regarded as the life wire of organisations. The success of any organisation depends greatly on the effectiveness of communication employed in that organisation. Communication is meant to achieve a definite purpose and it is used to secure results. For this to be achieved, communication must be effective. Effective communication is a two-way activity in which both the sender and the receiver must know what is required of them, what each message is meant and how the information is used. As it is with all human activities, organization cannot thrive well without effective communication. For any organization to realise its set objective there must be clear and free flow of communication.

However, all the primary functions of management cannot be performed without effective communication. For this reason therefore, managers should develop and employ the appropriate communication skills that will knit all the organizational activities and functional units together for optimum performance. These communication skills must be demonstrated all the time to have a firm grip of the organization. Managers must take advantage of the advancement in communication technology to reposition the organization for better service. Technological changes and trends must be adapted to within the organization to facilitate performance.

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