

**EFFECTIVENESS OF COMMUNICATION METHODS
MANAGEMENT OF UNIVERSITIES CASE STUDY
OF WESTERNUNIVERSITY OF SCIENCE AND
TECHNOLOGY- KENYA**

BY

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**A RESEARCH REPORT SUBMITTED IN PARTIAL FULFILLMENT
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DECLARATION

1 **Ebu Silfano Ochal**, hereby declare that this is entirely my original work has submitted to any other university or institution of higher learning for any award

Student's signature.....*Ebu Silfano.*

Date.....*16/09/2009.*

DEDICATION

This is dedicated to my wife Joan and children for their continued perseverance during my absence while in the university. The same goes to my brother Joseph for the material and financial support whenever there was need.

Likewise to my supervisor the university approval

This dissertation resulting from researchers efforts in the area, effectiveness of communication methods in management of universities in western university of science and technology in Kenya

APPROVAL

This dissertation resulting from researcher's effort in the areas,
effectiveness of communication methods in management of
universities in western university of science and technology of Kenya

Supervisor...ochen Moses Patrick.

Signature.....

Date.....

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ABSTRACT

The purpose of this study is to examine communication methods and tools used in public universities and to gauge their effectiveness and efficiency in passing across messages from employee to employee and department to department

The study was carried out in western university college science and technology (WUCST). The participants in the study were teaching staff and non- teaching staff in various departments of the university. The relevant literature reviewed focused on communication channels/ medium; the functions and importance of communication, and factors to consider when choosing and methods of communication

Data was collected by the use of observation, questionnaires and interview. The collected data from the respondents was critically analyzed using quantitative techniques.

Descriptive statistics, illustration, table percentage and frequencies were used in presenting and describing the subject matter under investigation. The findings of the study revealed the type of tools and methods of communication used and their effectiveness in the production of work.

The study will be significant in improving communication within work places in this case public universities, with a focus on WUST

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the study

Communication is the process by which information is exchanged between individuals intentionally or unintentionally. Managers spend a lot of time exchanging information and ideas. Therefore communication is important in performing organizational tasks. Communication controls employee behavior, clarifies to employee what is to be done and how it to be done is provides release for emotional expression or feeling and also facilitates decision making. Communication often fails because the receiver prematurely evaluates and judges the senders characteristics and messages. A message can also be distorted because of sender's attitudes, credibility, personality and how the sender perceives, organizes and interprets the idea. How a message is received and interpreted can be influenced by the characteristics of the receiver e.g. knowledge, relation ship of the sender and personality.

Communication methods are changing drastically because of improved technology day to day. some methods used in the past seem obsolete currently.

Businesses want and need people with good communication. It should be noted that all organized effort including the work of business requires communication enables human beings to work together in businesses, organizations. Intuitions etc, it is the vehicle through which management performs its basic functions. Manager's direct, lead, staff plan, and control through communication. Western university college is not an exception. Western university college of

science and technology (WUCST) is situated in the east of kakamega town, along kakamega wubuye road. The college was established as western college of science and applied arts (WECO) in 1972, to provide technical vocational education under the management of board of trustee. in 2005 western university college of science and technology (WUCST) was established as a constitute college of Moi university by a legal notice No. 373 under Moi university act (cap 210a).WUCST being an organization has information- processing systems. A vivid metaphor sees organization as a brain. This imagery captures the idea of that organization receive and filter information, process it in light of what it has had already learnt, interpret it, change it, and finally act to it. The communication process in an organization contains element that are strongly organizational.

The very organizational structure is a sign that communications are supposed to follow a particular path. Power, leadership, and decision making rely upon the communication process, either explicitly or implicitly, as they are meaningless in the absence of information.

With these facts in minds, proper methods and tools of communication need to be chosen in order to affect an effective and efficient communication process in the public universities.

1.2 Statement of the problem

As earlier stated in the background, communication is vital tool in performing organizational tasks. The major process can be marred by distortions on the communication path, which include the receivers' attitude to words the sender and the message. The process

could altogether be lacking if managers is imagine that an idea, even or situation is obviously understood by the employees or students. Lack of communication for effective management in most organizations has led to the delay of communication flow in merging process. This has made the universities workforce fail to get the intended information in time as far as organizations operations are concerned. Besides that, it has resulted into both employees and students being dissatisfied is one way or another. The management has to provide information regularly to employees and students on matters such as performance of organization, management change; rules and regulations for students, and their performance. Loss of important work hours had also been attributed to lack of information flow because of lack of enough tools and effective methods of communication. These factors have been experienced at WUCST as reflected through two riots by students and disquietness among staff members on several occasions.

1. Study 3 Purpose of The Study

To investigate the effectiveness of communication methods in management of universities of western university of science and technology in Kenya

1.4 Objectives of study

The general objective is to investigate the effectiveness of communication methods and tools used in workplaces and in specific WUCST> other specific objectives of the study include;

- a) To determine the most effective communication methods and tools.
- b) To ascertain the reasons why communication breaks down occurs.
- c) To find strategies to put curbing communication breakdown.

1.5 Research Questions

- a) What available communication methods and tools exist?
- b) What of the tools are effective?
- c) What are causes of communication breakdown?

- d) What methods and tools best curb communication breakdown?
- e) has the changing technology globally affected communication at WUCST?

1.6 Hypothesis

There is no significant relationship between the individual's position in the university and problems of communication.

There is no relationship between feedback and communication methods or tools.

There is no significant relationship between level of education of workers/ subjects and the problems affecting communication.

1.7 Significance of the study

The study is significant in that it will assess the methods and tools used for communication and the cause (s) of communication breakdown within WUCST and suggest most reliable communication methods and tools that will make communication effective as reflected in the required feedback. Further, it will reduce or move distortions that may occur in the communication process and ensure that information moves from the sender to the receiver fast enough to elicit quick response (feedback) in order to achieve the organizational goals.

1.8 Assumption of the study

- a) The correct feedback is a measure of an effective communication method/ tool.
- b) That the sender and respondents (receiver's) attitudes to words each other are good
- c) That the respondent will give accurate and reliable information about communication within WUCST

1.9 Limitations of the study

- a) Not all methods will be included in the study. Only few methods may be examined in detail.
- b) Communication methods and tools are only two ways that enhance communication thus the findings of the study will only be valid if feedback is looked at as a way of approving a method or tool.
- c) The scope of the study is limited to WUCST.
- d) the time was short thus research was restricted to only the administration line of communication.
- e) Co-operation from some people, especially managers was low as some claimed too busy for give any time for interviews.

1.10 Area of study

The location of western university of science and technology is between latitudes 045 North of Equator and longitudes 28° South and 26 East. The research covered only western university of science and technology in Kenya.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter examines the work done by different researchers. The literature review was handled under the following topics. Communication networks and technologies, communication channels/ medium types of communication, functions and importance's, factors to consider when choosing tools and methods of communication.

2.1 The Meaning Of Communication.

Communication is process by which information is exchanged between individuals. Raymond V. Lesikar 5th edition, states that" the main (formal) lines of low of communication are like the network of arteries and veins in the body. Just as the body has arteries, the business needs major well established channels of flow"

Schermerhorn Hunt Osborn (1997) states that "some work arrangements involve interacting groups whose members work closely together on tasks and in which close coordination of activities take place. This interaction pattern results in a decentralized communication network, one in which all group members communicate directly with one another. Other work arrangements involve co-acting groups whose members work tasks independently, while linked through some form of central co-ordination. The required work is divided up and then largely completed by individuals working alone. Each individual's activities

are coordinated and results pooled by a central control point. This creates a centralized communication network, with the central person serving as the “hub”, counteracting groups exist when subgroups disagree on some aspect of workplace operations. The subgroups may experience issue- specific disagreement such as a temporary debate over the best means to achieve a goal or the disagreements may be of longer term duration, such as labour management disputes. In either case the resulting interaction pattern involves restricted communication network in which polarized subgroups contest one another’s position and maintain sometimes antagonistic relation. As would be expected, communication between the groups is often limited and biased. Problems of destructive competitions in inter-group dynamics are likely under such circumstances. Having the right interaction pattern and communication network can be make a great different in the way groups function and the results they achieve. In general, members tend to be most satisfied when they involve in interacting groups using decentralized communication networks. The “all-channel” nature of communication gives every one opportunity to be involved. Information is well distributed among the members and with this comes the satisfaction of active participation. In coating groups using centralized communication networks. It is usually the central or hub person who experiences this satisfaction. After all he /she alone is most involved in all aspects of group information processing.

The performance results by the different communication networks can also vary with the nature of the group tasks. The best group makes use of both types of communication networks, but they use them in the right ways, at the right times and for the right tasks. In general, centralized communication networks seem to work better

on simple tasks. The set tasks require little creativity, information processing and problem solving and lend themselves to more centralized control. Thus, simple tasks tend to be performed faster and more accurately by co acting groups. The reverse is true for more complex tasks. Here, the tense interactions and communication processing required performing under such tasks conditions. Interacting groups tend to be top performers when tasks get complicated.

When communication within a group becomes restricted and subgroup form, tasks accomplishment typically suffers at least in short run. If the coating group is able to restore good groups' processes, it can benefit from the creativity and critical evaluation that typically accompanies conflict. Often, however, subgroups drift further and further part, until naïve inter-group dynamics set in emotions, antagonism and other biases may intervene to make it difficult to achieve desired group outcomes in this situation. This is sometimes found in labour management relations; where strikes and extend contract bargaining can disrupt normal work routines".

On communication technologies, Schermerhorn Hunt Osborn (1997) states that, "one of the greatest changes in organizations and in very day life in recent years has been the great explosion in new communication technologies. Today's workplace, we have moved from the world of telephone, mail photocopying and face meetings into one of the voice mail, e-mail facsimile transmission, computer-mediated conferencing and use of the internet and internets. The ability to participate effectively in the electronic office and communication environment is now well established as an essential career skill.

The principal advantages of the new communication technologies are that;

- ❖ They distribute information much faster than before.
- ❖ They make more information available than over before.
- ❖ They allow broader and more immediate access to this information.
- ❖ They encourage participation the sharing and use of information.

Along with these advantages, however, the potential disadvantages of electronics communication must also be recognized. To begin with, they are largely impersonal; people interact with machines, not with one another. Electronics also move nonverbal communications from the situations aspects that may otherwise add important context to a situation. The electronic medium can also influence the emotional aspects of communication. Some argue, for example, that it is far easier to be blunt, overly critical, and insensitive when conveying messages electronically rather than face- to -face. The term “flaming” is sometimes used to describe rudeness in electronic communication. In the sense, the use of computer mediation may make people less inhibited and more impatient in what they say.

Another risk of the new communication technologies is information overload. In some cases, too much information may find its way into the communication networks and e-mail systems and basically overload the systems and the useful from the trivial, and may become impatient while doing so. The development of information protocols is occurring in more organizations as information managers try to ensure that the new technologies are used best

advantage and that misuse is minimized. In all this, one point remains undeniable; new communication technologies will continue to keep changing the nature of work and the nature of work and the nature of work of office in particular. The once conventional office-with its telephones, mail rooms, clerical support and file space is giving way of new forms such as telecommunicating and use of the electronic networks. Works in the future will benefit as new technology allows them to spend more time out of the traditional office, more time working with customers, and more time working on terms that understanding of how to best integrate technology with human dimensions of the workplace”

Mc McCormick (1984) states that, “the bottom line was that business was handled differently and with different results, by someone who was listening and someone who was listening. The university made sure that there was both the informal and formal communication, written and or always of communication were adopted. Formal communication followed the laid down structure of the organization to bring down the information from the top administrations and also from down we expected feedback and reports”

Desmond (1986) stated” the way a person spoke was a highly personal matter people were left to sort out things for themselves for themselves”

Roethlisberger (1941) noted that the executive’s environment was largely verbal communication whereas Thayer (1961) on the same plank stipulated that “most administration in most business and industrial organizations, spend at least 75% of their time communicating to each other and being communicated to”

Baelas 1950; Leavit 1951 states that "the communication process can be studied in laboratory situations: among organizational characteristics, it is perhaps the most amenable to such experiment. There has been a long history of attempting to isolate the communication systems that is most efficient is reduced. The more complex the task, the more time is required for the communication network to become structured. The importance of these findings for our purposes is that whether the communications are vertical or horizontal, hierarchical, patterns emerge. In vertical situation the hierarchy is already there, although the formal hierarchy can be modified through power considerations of expertise or personal attraction. In the horizontal situation, a hierarchy will emerge. Communication takes place on the basis of organizational structure; it also contributes to the development of structuring.

2.2 Communication Channels/ Medium And Types Of communication:

Nzuve (1999) states that " the most common type of medium is faces-to -face conversations, telephone conversation, group conference, written reports, chats and internal memos. The objectives of communication determines the type of medium to be used"

In K.L.E secondary business education, pupils book 2, it is stated that "verbal communication may be less concise for it may not be prepared as carefully as written communication. The common channels used for verbal communication are face to face, conversation, telephone, radio calls and paging. It also states that written communication is suitable for sending information and messages which requires evidence, future reference, confidentially or long and detailed explanations. Some of the means commonly used

such as letters and reports, memos, notice are not generally suitable for sending very urgent messages. The following are some of the common means of written communication; letters telegrams, telex, facsimiles, memorandums (memos) notices and reports”

Scermerhorn Hunt Osborn (1997) states that messages can be transmitted through various possible channels or delivery mediums. The possible channels include face-to -face meetings, electronic mail, written letters or memorandums, among others. Importantly, the choice of channel can be have an important impact on the communication process. Some people are better at using certain channels over others, and some messages are better handled to convey information effectively, lends insight into how various channels alternatives may be used depending on the type of message to be conveyed. In general, the richest channels are face to face. Next are telephones, e-mail, written memos and letters. The leanest channels are posted notices and bulletins. When messages get more complex and open ended, richer channels are necessary to achieve effective communication; learner channels work well for more routine and straight forward messages, such as announcing the location of a previously scheduled meeting. Another issue relates to the use of informal versus informal channels of communication. Formal channels fellow the chain of command established by an organization hierarchy of authority for example; an organization chart indicates the proper routing for official message passing from on level of part of the hierarchy to another. Because formal channels are recognized as authoritative, it is typical for communication of policies. Procedures and other official announcements to be adhere to them. Although necessary and important, the use of informal channels constitutes only one part of a person’s communication responsibilities in the workplace. He further states that one familiar

informal channel is the grape vine- the work of friends and acquaintances through which rumors and other unofficial information are passed from person to person. Grape veins have the advantage of being able to transmit information quickly and efficiently. Every experienced worker realizes that a message well placed in grape vein can often travel faster and with greater impact than can the some message pass through formal channels. Grape veins also help fulfill the needs people involved in them. Being part of a grape vein can provide a sense of security from “being in the know “when important things are going on. It also provides social satisfaction as information is exchanged interpersonally. The primary disadvantages of grapevines occur when they transit incorrect or untimely information. Rumors can be very dysfunctional, both to people and to organizations. Asute managers get to know the grapevines operating in their work settings and try to use them to good advantage. After all, one of the best ways to avoid incorrect rumors is to make sure that key persons in grapevines get the right information to begin with”

According to secondary business education, pupils book for form2 “, there are three main forms / types of communication entails passing of information and message through taking, it is commonly used where a person intends to convene another, that the message is urgent, informal confidential or requires immediate feedback.

However, verbal communication is not recorded and therefore there is no evidence for future reference. Secondary it can be costly if the sender is far away from the receiver. Thirdly, it is time consuming and lastly it may be less concise for it may not be prepared a carefully as written communication. Communication involves passing of information and messages which require evidence future

reference, confidentially or long detailed explanations. Written messages however, are limited only to those who can write and are generally not suitable for urgent message”

Stephen Nzuve, (Elements of organization behaviours (1999) states that “there are five types of communication in organizations. He states that the organizations, manager engage in various interpersonal relationships which can be reflected in interpersonal communications. These communication relationships can be classified as downward communication, which is flow of information from superiors to the subordinates, upward communication, which is the flow of information from subordinates to superiors, lateral communication, which takes place among and members of other work groups, and external communication which occurs between a manager and members of other groups and external communication which occurs between managers and people outside the organization”.

2.3 Function And Importance Of Communication

Stephen N.M Nzuve (1999) states that communication serves four major functions within any organizations. Control, motivation, Emotional expression and information. Communication controls employees behaviours. Organizations have hierarchies of authority and formal guidelines that employees are required to follow, such as following their job descriptions and complying with company policies.

Communication fosters motivation by clarifying to employees what is to be done how is to be done, and what can be done to improve performance. Communication that takes place within a working group is fundamental mechanism by which members express their feelings. In this way communication provides a release for the

emotional expression and fulfillment of social goals communication also facilitates decision making by gathering and providing the information that individual and groups need to make decisions.

Raymond V. Lesikar states that “communication enables human beings to work together in business as it the vehicle through which management performs its basic functions. A manager’s direct, staff plan and control through communication. Hefurther states that business today wants people with good communication skills. All organized effort including the work of business requires communication”

Bernard (1938) states that” in an exhaustive theory of organization communication would occupy a central place, because the structure, extensiveness, and scope of the organization are almost entirely determined by communication techniques”

Kant (1977) communications is crucial for organizational managers’ and their work. Managers spend an overwhelming proportion of their time in communications.

These communications usually involve face-to –face interactions with sub-ordinates, superiors, peers, and customers. there are also meetings of one kind or another. Mail and phone messages have to be answered. In short, the business of the managers is communication. It is estimated that 80% of managers’ time is spent of interpersonal communications (Klauss and Bass, 1982)”

Richard H.Hall (2002) states that “communication is not important in organizations and organizational segments that must deal with uncertainty, that are complex and that have a technology that does

not permit easy reutilization. Both external and internal characteristics affect the centrality of communication. The more an organization is people oriented, the more important communication becomes. Even in highly mechanized system, of course, communications underlie the development and use of machines. Workers are instructed on usage, orders are delivered and so on. At the same time, routines of such operations lead to a lack of variability in the communication process. Once procedures are set, a few additional communications are required. Although communications occurs almost continuously in such settings, their organizational importance is more limited unless they lead to severe distortion in the operations”.

Schermehorn Hunt Osborn (1997) states that, “effective communication occurs when the intended meaning of the source and the perceived meaning of the receiver are virtually the same. Although this should be the goal in any communication, it is not always achieved. He further states that, efficient communication occurs at minimum cost in terms of resources is expanded. Time for example is an important resource to all of us and it often plays a role in how we communicate with others”

2.4 Factors To Consider When Choosing Tools And Methods Of communication

In K.L.E secondary business education, pupils book 2, stated “the following are factors to consider when choosing means of communication; urgency, cost, confidentiality, distance, evidence, reliability, accuracy and the desired impression”

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter describes the methodology which was used in the study including the research design, population, sampling procedures, data collection and data analysis

3.1 Research Design

In this study, a descriptive research was used which was most appropriate as it involved description, analysis and interpretation of circumstances at the study time. Churchill (1991) noted that the exploratory research can be used when the objectives of the research are to gain insight and ideas as well as for classifying the concepts.

3.2 Organization Of The Survey

3.1.1 Survey area

Data was obtained from secondary and primary sources. The primary source was interviewing the selected groups of administrators, non teaching staff, and subordinate staff while secondary sources included textbooks, journals, newsletters and university new letter.

The area studied was western university college of science and technology constitutes college of Moi university located in kaka mega district. Kamega district is one of the 7 districts in western province.

I choose this area, so that my final findings, recommendations, data analysis could be used by the future researchers and university administrators to ensure effective communication.

3.1.2 Types of data gathered

the researcher went to the field individually to collect data.

The questionnaires were distributed randomly by the researcher with the assistance of some lecturers and guide officials

Finally the findings were coded than tabulated and statistically arranged by the use of micro soft excel. Editing was done by the researchers and the supervisor.

3.3 Data

3.3.1 Instrumentations.

the researcher constructed questionnaires, documentation, questionnaires. Questionnaires were used because they offered as opportunity to respondents to give out facts views and opinions freely.

Documentation, it is secondary methods of collecting data where by documents of written information are used for example news papers and text books were studied to link the information obtained to that of the questionnaires and observations.

3.3.2 Procedure

The researchers drafted questionnaires carefully and tested it's reliability and the items found not suitable were either dropped or modified.

3.4 Sample And Sampling Techniques

3.4.1 Target population

the population targeted was that of the university students in western university of science in kakamega district in Kenya.

3.5 Data analysis

Data collected from the questionnaires for students in effective communication was analyzed according to the instruments used.

imitations to the study

some students feared to fill the questionnaires, they brought the researches might report them to the administration university administration was not willing to allow individual researches.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS FINDINGS AND DISCUSSIONS

4.0 Introduction

the purpose of this study was to establish effectiveness of communication in western university of science

data will be presented using tables for frequencies, percentages and other statistical calculations to give the analysis of the dominance of the variable. The interpretation of the findings will be recorded as arising findings and conclusions.

Every research question or hypothesis will be tested independently and its results recorded.

The following objectives guided the research.

- (i) The establish whether ineffective communication distorts communication
- (ii) To determines whether voice projection disrupts communication
- (iii) To assess where unnecessary movements disorganizes communication.

4.1 Effective communication

Table 4.1.1 Showing communication methods and tools that exist

Methods/ tools	Frequency	%
letters	III -HH	33.30
Memos	HH	16.7
Telephone	HH -HH	33.30
Verbal	HH	16.7
Total	60	100

Table 4.1.2 showing effective tools of communications

Title	Frequency	%
Letters	30	50
Memos	3	16.7
Telephone	27	33.3
Verbal	0	0
Total	60	100

Table 4.1.3 Causes of communication break down

Title	Frequency	%
Delay in increase	30	50
Channel used	3	16.7
Mode of communication	27	33.3
None of above	0	0
Total	60	100

Table 4.1.4 Methods and tools curb communication break down.

Title	frequency	%
Letters	30	50
Audio visual	0	0
Telephone	27	33.3
Memos	3	16.7
Total	60	100

Table 4.1.5 Effects of technology change in communication

Title	Frequency	%
None	0	0
Slight change	III	16.7
Much change	IIII III III III III	83.3
Total	60	100

Review

From research it can be noted that there are a number of issues to be addressed order for an effective communication to be achieved. There also seems to improper victimization of junior officers by seniors even when the mistake is theirs. The next chapter therefore discusses the finding, draws conclusions and makes recommendation from the study.

CHAPTER FIVE

5.0 Introduction

The proceeding chapter as examined the effectiveness of communication methods in management of western university of science and technology in Kenya.

The study was carried out in following objectives;

1. To establish the most effective communication and tools
2. To find out to reasons why communication breakdown occurs
3. To find strategies to put in place curbing communication breakdown.

5.1 Conclusions

For communication to serve its purpose well, the recipient should communicate to in time so that response is not delayed.

Managers and other bosses should use a method of communication that each memo is acquitted with.

The staff should be updated in the major changes that occur in communication globally.

5.2 Recommendations

1. There should be good communication networking in any organization. Before one is axed for not having responded to an issue in time, he should be given room to defend himself.

Communication needs to be regularly done.

2. The administrators should always provide feedback to university students in order for communication to be effective.
3. The university administrators should put notice boards allover the university for communication to be effective.
4. Employing of competent administrators, experienced staff who would handle students in effective way.

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APPENDEX 1

Research questionnaire

a) This questionnaire is designed to collect information about the tools and methods used in the university for effective communication and problems encountered in communication process. Please give your honest opinion.

- a) Put a tick in the blankets to the right side of the option that best suits you
- b) Give a brief explanation where required. the information will be treated as confidential.

This section asks you about your personal details (tick options provided that apply to you.

1. How old are you between 20-30 ☐ 31-35 ☐ 36-40 ☐ 41-50 ☐
other? ☐

2. state the year you joined WUCST.....

3. gender male ☐ female ☐

4. state your level of education

- I. Class 8 ()
- II. From 4 ()
- III. Diploma ()
- IV. Degree ()
- V. Post graduate ()

5. When did you start working in WUCST?.....

6. Indicate your department.....

7. Which type of communication is commonly used in your department?

Verbal ☐

Written ☐

Audio visual ☐

Other ☐

Specify.....

8. How do you rate it?

Very effective ☐

Effective ☐

Not effective ☐

Non functional ☐

No idea ☐

9. Please indicate your current position in the firm. (please tick only one option

() HOD

() member of department

() other (specify)

10. what is the common communication tool in your department?

a. ()

b. () memos

c. () telephone

d. () verbal

e. () other specify)

11. Do you have occasion when information is delayed?

YES ☐

NO ☐

how often?

a. () daily

c. () monthly

b. () weekly

d. () annually

12. Some of the following could characterize your department
(please tick that applies to your department)

		Strongly agree	agree	disagree	Strongly disagree	Not sure
I	Communication is made regularly					
Ii	Relevant methods and tools are used in communication					
Iii	There is enough allowance for dialogue					
Iv	There is an elaborate and well known procedure in communication					
V	Communication is often made when required					
Vi	There is prompt response to communication when needed					
vii	There is good					

	working relationship among staff in the department					
viii	There is good working relationship between the managers and other staff.					
ix	There is lack of communication in many cases					
X	There is proper communication in many cases					
xi	I receive so much information through the grapevines					
xii	Information received through the grapes is always reliable					

Any other

.....

13. in your opinion, what are the consequences of poor communication?

.....

.....
.....
14. in your opinion is there a good communication network, this is from
the time a message is send do you think the sender gets feed back? If No
state why.

Yes ☐

No ☐