



THE IMPORTANT OF COMMUNICATION IN FULFILLING MANAGERIAL TASK. A STUDY OF ORGANIZATIONS IN DOUALA CAMEROON

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Abstract

This study examines the influence of operational communication in an organization, and objectively shows the vitality of communication in managing an organization. The research challenges the arguments that communication is important in an organization and can have impact on the management, employers and employees, the products and services. It factually supports the argument that communication is important and can positively impact the various stakeholders¹ within and out of the organization. In determining this fact, a thorough review of the works of earlier writers in this domain was done, as well as related articles; reports and books were also consulted. Furthermore, data was also collected using depth interview from sampled organizations in Douala Cameroon and analysed which added more flesh to the fact that effective communication is a catalyst to productivity and growth. Besides, this research goes ahead to highlight the importance of employee's satisfaction, with respect to them communicating effectively. It is observed that there is a considerable level of effective communication in a majority of the sampled organizations, resulting from employees' satisfaction and moderate rate of motivation from the employers. Upon the interview's data collection results, it becomes clear that organizations in Douala Cameroon have developed their efficiency and progression through operational communication. Nevertheless, it appears that more efforts should be done towards employees by employers in organizations, so as to encourage, motivates and rewards employees, thus implementing beneficiary practices towards the organization for its growth. As conclusion, the research study agrees to the hypothesis that there is significant relationship between effective communication and organization's growth, managerial duties, work performance, productivity and workers commitments. The findings and conclusions of this research may suggest topics for future researches.

Keywords: Cameroon, Communication, Management, Managerial Communication, Organization, Productivity.

¹ Stakeholders: A person with an interest or concern in something, especially a business. This includes internal and external parties involved with an organization.



1. INTRODUCTION

The world is in progress, there has been a tremendous growth in realizing communication, quality of products and services may no longer be enough to keep a business growing and running, keeping up with progress, technology and awareness is the key. Consumers request the best and demand changes/ ameliorations day by day, they need new challenges; originality, varieties, sales promotions and marketing which also implies communication is becoming a vital method used by most factories and firms across industries in the world.

According to Asamu, 2014:80 communication is a means through which the task and the resources needed to carry out an assignment, the roles and duties and the expected results are made known to the subordinates which makes work easier for better performance. In other words this is the transfer of information from a person/ group of people to another with the aim of transmitting of information and realising a particular work. The parties involved should comprehend the information passed. Communication is of two (02) sorts internal and external. Internal is within the organization (the employers, heads of departments, employees, associates etc.) and external out of the organization (consumers, suppliers, collaborators, local authorities etc.).

Past findings shows that employees' communication increased is perceived externally as prestigious and help explain organizational identification (Smidts, Pruyn&Ceess, 2000:9-11; Pruynt 2001: 1054). The growth and productivity strategies cannot be successful if no effective communication is being done internally (the employers, employees, associate, etc.) and externally (consumers, suppliers collaborators, local authorities etc.) in an organization.

Communication is an essential aspect for effective growth in all institutions and must be taken very serious. Understanding this importance promotes the institution's growth. The importance of communication may appear intuitively obvious, but does research support this assumed importance; the answer is Yes. When employees' needs are met through satisfying communication, employees are more likely to build effective work relationship (Lali, 2016:15-34). The ways in which information flows in an organization is critical to the way an employee will understand his/her relationship with a superior or a manager within and out of the organization. In other words, (Chen, 2008:169-173) past studies seems to reveal that the relationship between communication within the organization's stakeholders are more significant than the assumptions stated about its obvious importance in past research.

Despite the numerous advantages of effective communication business all over the world today is very challenging. To stay profitable in the highly challenging and competitive global market economy, all factors of production, i.e. men, machine, method, market, money and materials, should be wisely managed. Among the factors of production, the human resource constitutes the biggest challenge because unlike other inputs, employee management demands skilful handling of thoughts, feelings and emotions to secure highest productivity. Organisational communication plays an important role in this challenge. Inability of a heads or Managers of any organization to coordinate a perfect and smooth flow of communication interaction among employee and outside business environment may likely create and facilitate low productivity with high degree of workers boring and disarray. However, people understand and interpret messages differently. In



communication, there are many unwanted interference that can distort a message and remain always a potential threat to effective communication, because it can interfere with the accuracy of a message being communicated (Koontz, 2001).

Similarly, organizations in Cameroon have been faced with an array of problems that seem to be an impediment to the growth of any organization such as, mismanagement of funds and resources, little level of leadership skills, poor internal communication and poor infrastructural facilities to mention but a few. It's in this context that this study examines the impact of communication on worker, their productivity and their general commitment to work, and performance and on the organization as a whole, using selected organization in Douala as an empirical study.

1.1 Research Questions

The broad objective of this study is to determine the influence of operational communication when realising managerial duties in an organization. The objectives of the research lead to specific research questions;

- i. Does effective communication influence the company's growth?
- ii. How is communication done in organizations in Douala, Cameroon?
- iii. How can manager's tasks be improved through effective communication in Douala, Cameroon?
- iv. How effective is internal and external communication in an organization?

1.2 Research Hypothesis

RH1: There is significant relationship between effective communication and organization's growth.

RH2: There is substantial relationship between operational communication and managerial tasks.

RH3: There is noteworthy relationship between operational communication, work performance, productivity and workers commitments.

2. LITERATURE REVIEW

Communication covers all activities that an individual does when he wants to make a transformation in someone else's mind. This is a meaning bridge between an individual or individuals and organization. Communication is a process that contains expressing, listening and understanding. In the case of managerial communication, is the communication made in and within an organization. It can be internal or external, depending on the specific purpose. In an organization communication is vital; let it be within the company; that is with workers, associates, managers etc. or outside of the company; that is the customers/clients, suppliers, local authority etc.

Managers have traditionally spent the majority of their time communicating in one form or another (face-to-face discussion, memos, notice boards, mass meeting, employees hand book, public lectures, etc). Today, however, more and more managers find out that an important aspect of their work is communication which is the mutual exchange of understanding, originating with the receiver that leads to effective and efficient work performance in an organization because it's



the essence of management. The basic functions of management (Planning, Organizing, Staffing, Directing and Controlling) cannot be performed well without effective communication.

Articles and researches such as (Juneja, 2016; Dhanunjayarao, 2015:2-8; Hitesh, 2015:4-48; &Clampitt&Girad, 1993:5-28), discussed the objectives of managerial communication. The main reasons why communication is being part of managerial tasks are as follows; To give and receive information, to convey the right message, to provide advice, to receive suggestions, to motivate individuals, to provide education, to issue orders and give instructions, to be informed about government rules and regulations, to raise morale.

From the researchers (Vlăduțescu, Budică, Dumitru&Stănescu, 2015:197), managerial communication flows in 3 different ways;

Downward communication (from top to base): Flow of information from managers to the employees.

Upward communication (from base to top): Flow of information from employees to managers.

Horizontal communication (same level): Between the employees that belong to departments, offices, on the same level of hierarchy.

According to (Jabeen, 2013:4; &Juneja, 2016), managerial communication usually occurs through communication with employees following a merger; There exist basically three (03) main methods of communication namely; oral, written and body language. (Burgoon, 1994:38-53; Christa & Nurkka 2010; Baker, 2002:3-13 & Sharpe, 1991);

Verbal: This involves activities like transmitting information to colleagues, managers or/and employees, doing presentation, seminar and group discussion on projects.

Written: Written communication is basically done through emails in an organization.

Body movement: Individual must be careful when using body movement for communication within the organization, to avoid misinterpretation of information passed. (Burgoon, 1994; Guerrero & Floyd, 2009; &Juneja, 2016).

Facial expressions: Avoid carrying frown faces; get used in carrying a smiling face most of the time. This eases comforts and this help people to easily interact with you (Juneja, 2016).

Gestures: Gestures also play an important role in effective managerial communication.

From past articles, the aims of managerial communication can be interpreted as follows;

- To give and receive information.
- To convey the right message.
- To provide advice.
- To receive suggestions.
- To motivate individuals.
- To provide education.
- To issue orders and give instructions.
- To be informed about government rules and regulations.
- To raise morale.

Choosing an appropriate method of communication with a particular organization generally depends on the type of organization in question. The important point to note is that majority (especially modern and developed organization) use all the types and methods of communication



i.e. internal and external, also oral, written and body language are involved. The organization should pay attention to the best time and medium by which they should pass information, let it be to the managers, employees, clients, suppliers etc. Attention should be paid to the means by which the information should be transmitted to an individual and the exact period as well. Each individual especially the manager has the responsibility to carry out this task correctly. According to Sharpe, 1991; Quizlet, 2015; & Andromeda, 2017; the elements used in selecting the right methods of communication in an institute depends on the following; Personal preferences, Organization structure; tall/big (more formal and sophisticated) and growing/ small (more informal and direct), Security concerns and storage issues; (hard copies & Soft copies), Skills and training, Ease of use, Size of business, Localisation of sender and receiver, Urgency and Cost.

The lack of communication can affect the organization's communication on both the internal and external communication, this may affect the organization as a whole (Kinsey, 2018). The following listed below are some examples of what lack of communication can cause to an individual in an organization and the organization as a whole.

The internal environment communication as stated before includes employees, suppliers and associates. This can be discussed by (Sharif, 2016) on how the lack of communication can affect a worker. The lack of communication on these stakeholders can have the following impact:

- *Impact on the employees* (such as; loss of interest on their work, reduces productivity, loss of self-confident/ lack of motivation in their effectiveness, no environment of trust and happiness is being created).
- *Impact on the suppliers* (such as lack of loyalty, lack of respect, self-esteem and kindness, late delivering of goods and may not be done on time and of good quality, has no motivation in order to ameliorate himself).
- *Impact on the associates* (such as; lack of trust, reduces mutual respect, lack of understanding / misunderstanding, lack of development of ideas and ease of realization).

The external environment's communication as stated before includes customers/clients/consumers, collaborators, government and even competitors. The lack of communication on these groups can bring the following impact (Kokemuller, 2017 & Muema, 2012):

- *Impact on the sales* (such as; reduces loyalty of the consumer, reduces consumption numbers, lack of variety on the goods and services, difficulty to access products and services).
- *Impact on the customers/consumers* (such as; Productivity reduced due to low purchase, no views on new products and services, no or very little capital increased, no effective promotion, since they don't get to know about).
- *Impact on the collaborators* (Do not get in touch with the well-being of the collaboration, transmit a poor knowledge of the organization, no mutual respect, no development of ideas and ease of realization).
- *Impact on the Local authority* (such as; no job opportunity created, can't relate different industries, no comprehension that may cause late payment on taxes for example).



3. METHODOLOGY

3.1 Research Design

An interview will be made with representatives of the sampled organizations. Interviewing is one of the most common formats of data collection in qualitative research; this research will be based on qualitative research method though will have some quantitative analysis. The interview will be made either face-to-face, by phone calls or email. Interview is the verbal or written conversation between two people with the objective of collecting relevant information for the purpose of a research. A semi-structured interview specifically will be done and information possibly recorded.

The research study will be done through past literature review and then interviews based on a series of questions made up thirty (30) questions. From the literature review of the research and from the information gathered with interview representatives of the sampled organizations, it will be understood that communication can affect a company’s growth and development, and if not effective may have a negative impact on the organization.

3.2 The Study Area

The study area is in Douala, Cameroon. It is an economic capital of Cameroon, located in the Littoral part of the country. Douala is the most economically active city of the country; it is the nation’s largest urban area with vast number of organizations, which makes it a relevant study area for this research work. The study was conducted with (10) sampled organizations.

Table 1: First TEN (10) Organizations in Douala Cameroon.

ORGANIZATIONS	INDUSTRY INVOLVED
TOTAL CAMEROON SA	OIL and Gas wholesale and retail of goods and services.
SOCIETE ANONYME DES BRASSERIES DU CAMEROUN (SABC)	Private Brewing Company
CAMEROON OIL TRANSPORTATION COMPANY (COTCO)	Transportation of Oil and maintenance of Pipeline between Cameroon and Chad. Warehouse.
MOBILE TELEPHONE NETWORK LTD (MTN) ENEO	Posts and Telecommunication
TRADEX	Production and Distribution of electricity and Gas.
ORANGE CAMEROON	OIL and Gas wholesale and retail of goods and services.
RAZEL FAYAT CAMEROON	Posts and Telecommunication
CAM WATER	Construction of roads and bridges
NESTLE CAMEROON	Water distribution in Cameroon
	Milk and other products production and distribution in Cameroon

Source: National Institute of Statistics of Cameroon (N.I.S.), 2010.



The qualitative research method is the understanding of non-numerical information like interview results, videos and other visual data that contains digital material. Qualitative research is an inductive and interpretative research approach (Boyle, 2018:2). It's understood that the use of qualitative research methods helps in finding answers on social settings research. Qualitative researchers are interested in the sense of human settings (Berg, 2001:1-2)

The research method qualitative research has characteristics like an experimental setting, during the research, the researcher acts like a tool itself, data and sources will be used more often and data is said to be inductive ² (Boyle, 2018:15). Furthermore the characteristics of qualitative research could be described as follows; it's subjective from nature, it's about the experiences of humans and languages, the researcher does intensive research and he/she is close to the participants (Chaput, 2017:1-2).

According to (Boyce & Neale, 2006), interviewing is the qualitative research technique which involves, conducting intensive individual interviews with a small number of respondents to explore their perspectives on a particular idea, program or situation. That is, the value of interviewing is not only because it builds a holistic snapshot, analyses words, reports detailed views of informants; but also because it enables interviewees to speak out their own opinion and express their own thoughts and approaches (Berg, 2007: 96). There are three different formats of interviews namely; structured, unstructured and semi-structured. (Boyce & Neale, 2006; Kothari, 2009: 97),

Structured interviews are the interviews which consist of series of predetermined questions that interviewees answer in the same order. This format is usually, straight forward in data collection since the answers are also straight forwarded to the asked questions and are easily compared at the end of the research study.

Unstructured interviews are the interviews the less reliable for research purpose, because no question is prepared prior to the interview date and time and also, data collection is done in an improper manner. This format can be difficult to interpret the data collected; comparing the answers given by different interviewees tends to be difficult due to difference in formulation of questions.

Semi-structured interviews are the interviews made up of both structured and unstructured interviews. In semi-structured interviews, interviewers prepare a set of same questions to be answered by interviewees, at the same time additional questions might be asked during interviews to clarify and/or further expand certain points. This is also known as the depth interview where; it's non-directive in nature and the respondent is given freedom to answer within the boundaries of the topic of interest (Kumar, 2014:16). Berg (2007:45) argues that a particular strength of this type of interviewing is that participants may develop thoughts collectively, bringing forward their personal priorities and perspectives, to generate theory grounded in the actual experience.

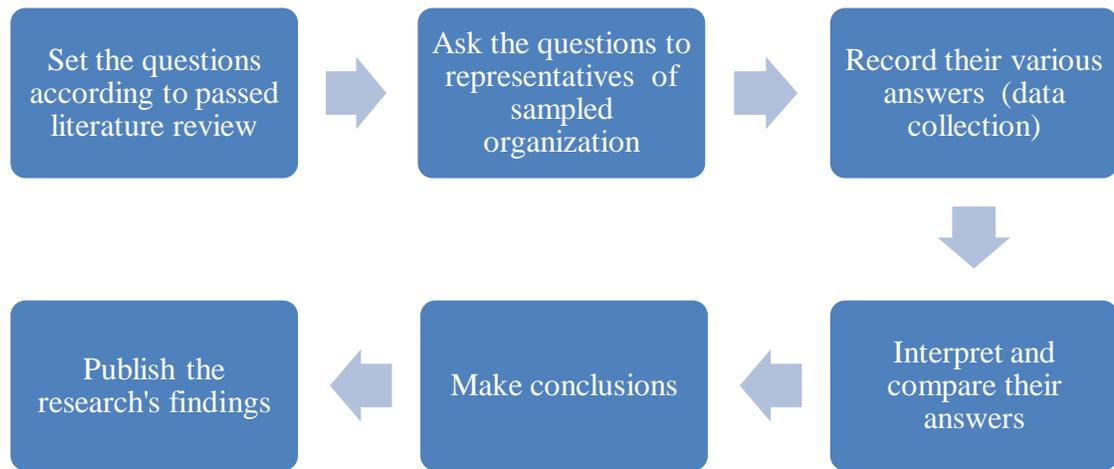
² Inductive: An *inductive* approach is concerned with the generation of new theory emerging from the *data*.



This research data collection will be done through semi-structured interviews (either face-to-face, phone calls or emails). The steps in which the interview will be done will be as such (Kothari, 2009: 97);

Berg (2007: 210) suggests that it is important for interviewers to maintain their interviewee's motivation by keeping boredom at bay. This can be done in various ways, for example by keeping to a minimum demographic (e.g. age) and personal (e.g. income) questions.

Figure 1: Steps in Data Collection for Interview Research Methods.



Source: Kothari, 2009:97.

Data collection for this method of research which is the interview method can record their various answers (answers of the respondents/ interviewees). Depending on the type of interview that will be done; either face to face, phone calls, emails or even skype, the interviewer has to select the most appropriate method to collect data from the interviewees. In general recording is the best way to save information long after the interview is done, using a tape or any other means considering that trying to take note during the interview may seem long and difficult. Trying to keep the information in the brain can be difficult as well because after sometimes the brain may forget some details but the recording must always be done with the respondent's permission. The whole process of gathering essential data according to the research objective and preparing them for analysis is called data collection process; where varieties of approaches exist to collect the essential data (Saunders, Rafat&Agarwal, 2012:32-35).

3.3 Decision Making in Communication

Decision making may be done by a single leader, a committee or a large group of people depending on the structure of the organization. When communication is clear and accurate, information tends to be more clear and effective.

Making decisions in a company can be stressing especially if you are a manager. Every decision being made will affect the company either positively or negatively. As a manager or employee,



making decisions on communication technics/methods or information transmitted from one person to the other within or out of the company is important.

In Cameroon in general and Douala in particular, some companies have a communication manager, but in the absence of this manager, the general manager can assign his secretary (general secretary), the marketing manager or human resources manager to be in charge of communication within the organization. Unfortunately in some of the companies in Douala, not all the decisions making are been respected hierarchically. Most of the manager prefers to give the responsibility to his direct hierarchy subordinate and this usually causes confusion in the flow chart of the information received from manager to employee. The best way of decision making in communication remains organizing meetings where every manager of every department (accounting, marketing, technical, human resource, administrative etc.) of the organization gives weekly or monthly report of the activities in their various departments, and from then, decisions are be taken.

3.4 Importance of Communication in the Management of its Human Resources Department (employees)

Internal management does not only involve managers to workers, but also managers to managers, managers to suppliers, managers to associates etc. Same with internal communication; is the communication not only done from managers to workers or a worker to managers though generally is like that. Apart from managers and workers internal communication also involves supplies and associates. (Samuel & Aiken, 1977:365) explains that Communication is essential for an organization but unfortunately many companies in Douala Cameroun are not focused on the internal aspect of communication. They are mostly focused on the external aspect of the communication basically through marketing as a majority plan aspect of the communication done in the organization.

The employee being at the centre of an organization is the most valuable resource that has been experienced in organizations as they grow. Therefore it should come as no surprise that research as attributed a lot of importance to employees' satisfaction in an organization. Satisfied employees are more energetic, this energy brings positive morals in the work place thus making it a good environment for work. Employees' satisfaction also helps the organization in saving a lot of money in recruitment and training cost in the sense that fewer employees will be willing to leave the organization if they are satisfied. From the research (Lali, 2016:38), it was understood that satisfied employees will likely have team work spirit and the willingness to work as a unit. This is good for the organization as it promotes feeling of being together to achieve a mutual goal in an organization.

Figure 2: The Importance of Employees' Satisfaction to an Organization



Source: Saunders, Rafat & Agarwal, 2012:35

3.5 Importance of Communication in the Commercialization of its Products and Services

Considering communication in the commercialization of its products and services, this implies the selling of goods and services of an organization through communication, in other words this is marketing. According to (Philip Kotler, 1994:6); marketing is the social process by which individuals and groups obtain what they need and want through creating and exchanging products and values with others. Marketing is the management process through which goods and services move from concept to the customer.

Well this is the best method of communication for commercialization of goods and services being used in some companies in Douala. It is believed that, if the marketing of your organization is been handled properly then your organization will be successful even if the internal communication is poor. When managing this aspect of communication, many organizations can either hire a marketing manager/marketer for the small companies or creating a marketing department with at its head the marketing manager for bigger companies. Many responsibilities lies on the marketers, or/and the marketing manager of the marketing department since they are responsible of the company's image from the external viewers like the public,



potential customers, investors and even government representative / local authority (Eribo&Tanjong, 2002:168).

Presenting the image of the organization through marketing can be done in very different ways. Some of the ways can be through the following; newspapers, flyers, radios, televisions, sign boards, showrooms, magazines etc. Depending on the company, the products produced or the services provided, the managers have to identify and decide which one is most effective for the company. Communicating with the public can be very sensible, if the right information is not communicated, the public may reject the goods and/or the services. These shows how important communication can be when trying to sell the goods and/or services that the organization offers. In Cameroon in general and in Douala in particular, many companies work hard on the marketing of the commercialization of their goods and services through operational communication.

3.6 Importance of Communication in the Management of its Environments

Environmental communication involves the internal environment and also the external environment, the management of these two (02) environments is relatively different when it comes to how managers should react or conduct themselves towards both. In previous work, communication has being related to management so as to figure out its importance related to the management and the productivity of the organization (Downs, 1991).

The Internal environment in communication management is referred to as the environment where the managers, the employees, the suppliers as well as associates are main subjects of communication; they have to communicate with each other through this environment. Effective internal environment is related to communication. To encourage employees to share their ideas in an internal environment, it might be useful to assign clear contact in persons to each department, because employees may be unwilling to approach colleagues directly with internal environment-related suggestions (Christa & Nurkka, 2010).

The External environment in communication management is referred to as the environment where the relationship exists between managers, clients, collaborators, and even the local authority. They are the main subject of this communication environment.

3.6.1 Importance of communication on internal environment

Importance on employees; the employees are being influenced by energy surrounding them; let it be positive or negative. Employees are being influenced through effective communication, and its importance can impact employees through the few following ways: motivates in their effectiveness, improve self and social development, creates environment of trust and happiness, gives freedom of speech, and creates feeling of belonging.

Importance on suppliers; this can be internal environment as well as external environment. Suppliers can be considered as internal environment since it can immediately affect the productivity of an organization. If treated with respect and kindness, the joy to always supply the goods on time and in good condition will always be priority to them. So their attitude towards the manager can be affected by the effective communication done with them some few impacts are



as follows; creates respect, self-esteem and kindness, delivers goods on time and of good quality, motivates in order to ameliorate themselves, can help in counselling on particular goods.

Importance on associates; Associates that come together to build something beneficial for themselves usually finds it easier to communicate and understand themselves since they have a close or same vision of the organization's future. While associates coming together, after individually establishing and creating a partnership finds it difficult to understand themselves, especially if they are of different characters and even from different industries of productions or services rendered, they might have various ways of understanding or interpreting (Hemanta, 2009). So each word must be used with precaution. Communication can then impact on the relationship within associates in an organization. Such as creates mutual respect, provides better understanding, development of ideas and ease of realization, diversity seen differently.

3.6.2 Importance of communication on External Environment

Importance on Sales; Sales represent the productivity of an organization, it shows how well or bad the organization is growing throughout a certain periods like the months or even the years. Effective communication can impact sales by some of the following ways: productivity increase, view on new product and services, capital increase, better quality provided, provides jobs, effective promotions of products, shows importance to the organization, openly make suggestions in order to improve on the sales and quality of services and products.

Importance on Consumers/ Clients; if sales are being impacted on, this means consumers/customers are being influenced as well. If effective communication is done, there can be an increase in the number of clients consuming the goods and services which are an impact of the effective communication realised. Some of the other impacts on consumers are: creates loyalty of the consumer, increase consumption quantity, demand for variety, ease to access products and services, mouth to mouth advertisement, creates trust on the organization, promotions on sales.

Importance on Suppliers; This can be internal environment as well as external environment. Suppliers can also be considered as external environment since it can immediately affect the consumption of the products from an organization. If treated with respect and kindness, the joy to always supply your goods on time and in good condition will always be priority to them. The suppliers' attitude can be affected by the effective communication done with them; some few impacts on the external environment are as follows: can advertise on the goods and services to direct consumers by making some good remarks on the goods and services, motivates in order to ameliorate themselves, can help in counselling on particular goods directly to customers, motivated to work harder, provides better understanding of expectations towards them, creates loyalty.

Importance on Local authority/ Government. Same as associate, they are mostly regarded as collaborators since they can be part of the organization without being present all the time (Hemanta, 2009). They can be impacted through effective communication in these ways: getting in touch with the well-being of the collaboration, transmitting a better knowledge of the



organization, mutual respect, provides better understanding, development of ideas and ease of realization.

The local authority plays an important role in the story of each organization. If they receive good reports through effective communication, they can help you achieve some organization's goals. Some government officials can be more interested than others. Showing examples of a good organization responsible of its surrounding to other organization even by helping in reducing pollution, the government may implement and officialise these methods if effective. Some of the impacts effective communication have on government are: helps in relating different industries, can create jobs, sometimes can make advertisement (mouth to mouth) from one local authority to the other, awareness on new regulations/ rules to organizations.

4. DATA ANALYSIS AND INTERPRETATION

It should be noted that during this research, some representative were interviewed instead of managers because they were not available to answer the questions so assigned the interview to another representative. Furthermore, some of the sampled organizations' representatives refused to be recorded during the interview or did not provide all the answers to the questions asked directly.

During the research, it was discovered that from a past researchers' work on employee's participation in organization development through effective communication (Asamu, 2014:75-80), explained how descriptive statistics can be used to understand the impact of employees on communication. Frequency and percentage table were used for the descriptive statistics. Also explained in an article published by the (World Bank Group, 2015: 13-38), Cameroon has a vast variety of working characteristics according to age, educative level, sex, and age.

4.1 Analysis and Interpretation

Data analysis procedure is considered the most important and difficult part of quantitative research and it is required to be carried out with high accuracy. It may sometimes include testing, classifying, rearranging and sometimes comparing and combining the gathered data to get new outcome (Yin, 2009). The analysis at the end of this research is to compare and interpret the sampled organizations to the literature review for the research. To know if they were faithful or not to the literature review concerning communication in organizations. Ten (10) organizations participated in this research interview.

Considering the fact that they all are from different industries for example posts and telecommunication, brewing industry, production and distribution of water, electricity and gas, transport and storage etc. Majority of these companies actually followed the literature review or with time have learned to do the right interpretation of the literature review because they observed from past experience that communication is essential in achieving organizational goals. It was understood that few organizations have problems in hierarchy communication, this eventually affects their internal communication, and they are currently searching for the



appropriate way to improve that. The companies that understood this concept always make sure the communication aspect within and out of the organization are being taken serious.

Questions of research's interview as seen in Appendix A, will be answered according to the questions asked (thematic questions), it should be recalled that the questions were answered in French and translated to English for this research; some organization's representative decided to keep their identities anonymous. The questions were being classified according to categories so as to ease the transition between questions i.e. from one question to another. Grouping the questions for fluency during interviewing, this grouping can be placed in the following categories for example; priority, importance, logical, and technical.

The social characteristics of organizations selected for the research in Douala Cameroon can be represented in the following table;

Table 2: Social Working Characteristics of Organizations in Cameroon.

Age	Frequency	Percentage
21-29	42	42.0
30-39	28	28.0
40-49	25	25.0
50-59	5	5.0
Total	100	100%
Sex		
Male	74	74.0
Female	26	26.0
Total	100	100%
Marital Status		
Single	53	53.0
Married	42	42.0
Divorced	5	5.0
Total	100	100%
Educational Level		
BEPC/GCE O/L/CAP	15	15.0
BAC/ GCE A/L/ BAC	18	18.0
TECH		
HND/BTS	16	16.0
Bachelor degree	34	34.0
Masters Degree	14	14.0
P.H.D.	3	3.0
Total	100	100%

Source: Asamu, 2014:79; Index Mundi, 2018; &World Bank Group, 2015:13-38. Researcher's Survey Evaluation, 2017.



4.2 Quantitative analysis

The quantitative analysis here implies the improvement on productivity and the goals that have been reached since communication has been made effective. The more the communication is effective, the greater the productivity. The effective communication has some great impact on an organization, as it's properly done; it's seen that the organization grows wider in clients, in sales, in products and services produced. Some aspects noticed from the quantitative analysis of effective communication within and out of an organization are:

- Amelioration / increase of sales.
- More products and services created and offered.
- Improvement number of the company's clients.
- Increase in the organizational capital.
- Can cause an increase in the employment rate of the country.
- Productivity increased.
- Greater view of the organization through proper external communication (promotions, sign boards, TV, Radio, flyers etc.).
- Reduction on budget.

4.3 Qualitative analysis

The improvement of the quality of products and services can be increased if the communication is improved. Qualitative analysis implies understanding the qualitative benefit received from effective communication in managing an organization. Most of the organizations contacted for the research, have gained much in this aspect. As stated before, the more the communication is effective, the greater the productivity. There can be an increase in the quality of the services and products introduce in the market and to customers of the goods and services. Some of the aspects being noticed from the qualitative analysis of effective communication within and out of an organization are:

- Better quality of products and services.
- Organization better known by the public (customer, suppliers, and even local authority).
- Productivity increased.
- Greater view of the organization through the proper external communication (promotions, sign boards, TV, Radio, flyers etc.).
- Better introduction of newly created products and services.
- Wider range of customers and collaborators.
- Employees' Satisfaction Improved.

Based on the data analysis, interview and observation, can be concluded that; employee's work motivation is classified into high and employee performance is classified as high (Haris, Sopiah, and Elfia, 2018:225).

As the Research Hypothesis of this study was stated in previous chapters which are;

RH1: There is significant relationship between effective communication and organization's growth.



RH2: There is substantial relationship between operational communication and managerial tasks.
RH3: There is noteworthy relationship between effective communication, work performance, productivity and workers commitments.

It has been showed from literature review and interview with the organizations that, RH1& RH2 were being explained in literature review of this research. As for the RH3, it was clearly understood that organizations all agreed to say that effective communication has a strong relationship when it comes to workers performance, and satisfaction, productivity and commitment. So the research hypotheses were being agreed on.

4.4 Research analysis

A comparison between interviews made with sampled organizations representatives was found during this research work. It may be noted that from the above analysis, organizations are susceptible to have advantages as effective communication is being properly made. From the research of this study, an analysis about the interview could be made.

Some examples of the comparisons between these organizations can be discussed as follows; in seven (07) of the organizations the communication manager is responsible of the communication in the organization. In two (02) of them is the marketing manager is responsible and in one (01), the human resources manager is responsible.

Another comparison may be about the importance of social media to be part of an organizations' communication aspect, two (02) organizations reported social media was good for them, five (05) of the sampled organizations said it can be good if restricted to avoid some distractions during working hours, two (02) said they prefer to use other means and didn't find social media at work beneficial during working hours, and finally one (01) discussed the fact that it may have positive as well as negative aspects when it comes to social media usage in an organization.

As another example, it was also understood that managers of newly created organizations should put the following as priority to make its organization successful; hard work, loyalty, communication, respect motivation, welfare of employee, socialization.

These are the few comparisons that could be done from the responses of the interviewees according their respective organizations. As conclusion you it was found that they all agree to the fact that communication is important when it comes to management of an organization.

4.5 Results of Research's Interview

The interviews made for this research was set to proof that communication is important in fulfilling managerial skills, which may lead to more productivity as shown from the research (Ruppel C. & Harrington, 2000:313).

From the previous chapter, the following can be understood, if effective communication is being done in an organization, the productivity of the company, the effectiveness of the workers, the commitment of the workers, the managerial work in the organization will be improved. This applies as well for organizations in Douala Cameroon.

From the interview done, comparisons of the answers made, all the sampled organizations agreed to the fact that communication is important in management. As interview research method was



the research technics used for this research, interviews done through phone calls and especially emails may have some advantages and disadvantages.

4.5.1 Advantages of interview (Phone call and Emails)

- Cost: it is less costly to interview through the phone and email than face to face, since it takes more time, money and energy to travel towards the interviewee's location.
- Presence of Anonymity: many representative of organizations where more cooperate because they can't be identified following the ethical aspect of the interview that can relate to them. So anonymous to the answers they provide.
- No necessity to postpone: especially through emails, they can have time to respond.
- Personal style: during face-to-face interview (like body movement, facial expressions etc.), interviewees can be influenced by the way and style the questions are being asked. So through phone calls and emails, they are more comfortable and so open to reply.
- Global Consideration: due to cultural differences, interviewees may be influenced to answer the questions, curiosity to know about the topic of the research.

4.5.2 Disadvantages of interview (Phone calls and Emails)

- Duration to reply (emails): it can take a very long time to get the response from interviewees. Also due to the network problem in Cameroon sometimes, may affect the speed of the reply.
- Incomplete answers to questions: some answers may be omitted when answering and has to be emailed or recall. Some answers may not be well developed (E.g in the case of emails).
- Low interaction (emails): since it will not be really straight forward interactive, the participation is said to be low.

FINDINGS, DISCUSSIONS, RECOMMENDATIONS AND CONCLUSIONS

5.1 Findings

Based on the findings of this research, the study has been able to reveal that effective communication creates mutual understanding and respect between management and workers to help build a genuine relationship among all the parties in the organization. This research also shows that poor communication can affect all the parties/stakeholders thus reducing productivity and effectiveness of all the parties concerned within the organization. *Communication* is a means through which the tasks and the resources needed to carry out an assignment, the roles, the duties and the result expected from each party in and organization which make work easier for better performances (Asamu, 2014:80).

For an organization to be productive, to increase its sales, to be more effective, to be more visible to customers, on the internet, or other media, communication must be effective. If there is no



communication, an organization is running towards its bankrupt. As you increase the communication effectiveness, the productivity also increases.

Communication can also be used as a weapon toward other competitors (Morrison & Sheng, 1992). For example: if you are more visible through effective communication, a wider population may become potential clients. Another example is, communicating with your team will always be noticed even from outsiders and this can play an important role in keeping the organization's team members on the same side. In management, communication within a team is important in meetings and to the public, since it leads to a better understanding and mutual respect (Clampitt & Downs, 1993:5-28).

Every organization should work hard to keep their communication effective in order to reach the organization's goal and objectives. So yes, it is important that communication should be made with the organization in order to provide satisfactory goods and services for consumers. Eventually if consumers are satisfied by the services and products provided, then the productivity and sales will be increased. *The importance of communication in fulfilling managerial task. A study of Organizations in Douala Cameroon*, as topic of this research has shown how communication is important in management.

As managers, communication should be seen as a basic tool in fulfilling their work with their team. Being open minded and respectful can really help boost their team's self-confident and thus productivity. Managers have noticed that the more effective communication is made, the more the working environment, the productivity, the sales, the consumers' number and the wider view to the public increases. Organizations in Douala are working hard on how to improve their methods of communication in order to improve their productivity.

The hypotheses behind this study were being verified using the literature review and the interview done with representatives of the sampled organizations. It has been showed from literature review and interview with the organizations that, RH1 & RH2 were being explained in literature review of this research. As for the RH3, it was clearly understood that organizations all agreed to say that effective communication has a strong relationship when it comes to workers performance, satisfaction, productivity and commitment. So the research hypotheses were being agreed on.

5.2 Discussions

This study is to make understand how effective communication can affect managerial duties, management and productivity in an organization. Data is collected using interview (Semi-structured Interview), by contacting organizations representatives in Cameroon. Additionally, this data can be recorded and reviewed several times by the researcher (when necessary) to help producing an accurate interview report (Berg, 2007). As stated before lack of communication can really impact on the productivity of an organization. In underdeveloped countries like Cameroon, organizations give more priorities to the external communication and not to the internal communication. This study investigates the extent at which communication in an organization is being done and its importance. Since communication implies transmitting information, from one person to another. Access to information in organizations found in developing countries should be taken more seriously. This study is limited to organizations in Douala Cameroon, ten (10)



selected from the list of the first 100 companies in Cameroon (National Institute of Statistics of Cameroon (N.I.S.), 2010).

Management in an organization is concerned with the employer and the employee. Usually the person concerned with the managing duties are the managers in a direct hierarchical order. While managing, communication can flow from Downward (from manager to employee), Upward (from employee to manager), and Horizontal (between same hierarchical level in different department) in an Organization. The role of managers are specific namely; planning, organizing, staffing, directing and controlling. The concept of managerial communication involves the types of managerial communication (internal and external communication), objectives of managerial communication, the methods, means and factors that determine the appropriate method of managerial communication.

In the research some effects associated to managerial communication on sales are listed and explained, this involves the precautions taken for managerial communication effectiveness on sales, the means by which organization's sales increased through managerial communication, and the empirical researches about the relationship between managerial communication and sales. The impact of lack of communication is discussed; let it be on the internal communication or the external communication. Theoretical framework discussed the pattern which this research will take; that is the input, process, output and its feedback.

The research methodology, involves the methods used in this research in other to collect data. The different ways of data collection in a research study are being discussed in this study (Berg, 2001: 167). The research design study used in this particular work was described; which is semi-structured interview and the process in decision making in communication as well. The importance of communication in management of the employees, in the commercialization of its product and services, and also its importance in management of its environments (internal environment and external environment). The internal environment composed of employees, suppliers, and associates, the external environment composed of sales, consumers, suppliers, collaborators, and government. The organizations' sample research study discussed the source and method of data collection for the research as well.

The data collected through the interview was being introduced, presented, and interpreted. During the process of data collection, some advantages and disadvantages of the interview method (semi-structured interview) of data collection are observed. The analysis and interpretation of the data collected, discussed is being done on both quantitative and qualitative and the overall research point of view.

Besides, this study goes ahead to highlight the importance of employee's satisfaction, with respect to them communicating effectively. It is observed that there is a considerable level of effective communication in a majority of the sampled organizations, resulting from employees' satisfaction and moderate rate of motivation from the employers. Nevertheless, it appears that more efforts should be done towards employees by employers in organizations, so as to encourage, motivate and reward employees, thus implementing beneficiary practices towards the organization for its growth.



5.3 Recommendations

The main objective of this research was to evaluate the importance of communication in fulfilling managerial duties in organizations found in Douala Cameroon and it has been understood that with effective communication, organizations productivity and goals are easily reached. Organization should eliminate the barriers on communication and create efficient participative and transparent communication medium to improve worker's commitment. Organizations in Douala Cameroon have to be very effective in order to reach their fixed goals; they should not neglect any party/stakeholder within the organization. Managers should be leaders, they should pay attention to their team members behaviour, creates a surrounding of respect and trust. They should encourage their team, to give their opinion during meetings and conferences, promote their work and congratulate them when necessary. Help in improving themselves effectively by telling them their errors and directing them towards the correct path.

Managers should encourage effective communication in order to get feedback from their workers; these feedbacks will eventually enable the managers to know if the goals and the objectives of a particular work was been achieved or if there are some rectifications/ adjustments to be made. Communicating effectively will definitely affect clients, positively since effective communication will increase productivity of products and services, a wider view and knowledge of the goods and services to the clients. So if communication is effective, productivity is increased.

Managers in Douala Cameroon should not just focus on the external communication, but also on the internal communication within the organization. Considering the fact that, if the communication within the organization is effective, the workers will consider their selves important and will be devoted to their work. In order to avoid uncertainty about future work, assigning the roles and duties and expected results of each employee could be essential through effective communication.

5.4 Conclusions

As technology is improving, the need of transmitting information increases. In the developing countries, like Cameroon organizations are learning how to improve knowledge of this new technology, this can be done through effective communication. Though managerial skills can be well accomplished using appropriate tools, effective communication should be an Organization's priority in transmitting information. In an organization, the major role players are the managers and workers. In this research, the importance of communication in management is being discussed and understood. Data is being collected through interview from sample organizations in Douala Cameroon. From the data collected, results are analysed and interpreted and some conclusions made from the data.

Though in Douala, Cameroon organizations are improving in their communication skills in order to improve their productivity and expansion, however some efforts have to be done towards encouraging and motivating the employees in order to be more productive and contributing in the organization's growth and development. Based on the data analysis, interview and observations, it can be concluded that; employee's work motivation is classified into high and employee



performance is classified as high. The employee being at the centre of an organization is the most valuable resource that has been experienced in organizations as they grow. Therefore it should come as no surprise that research has attributed a lot of importance to employees' satisfaction in an organization.

From research's results, the research study agrees to the hypothesis that there is significant relationship between effective communication and organization's growth, work performance, productivity and workers commitments. In Douala Cameroon, communication is important when fulfilling managerial duties in Organizations.

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APPENDIX A

Questions for interview

The questions related to the company in general and the representatives of the sampled organizations will be as follows;

1. Which post do you occupy in the organization?
2. In which industry is your organization and which economic sector best describe your organization (private/public)?
3. Who is the founder of the company? In which year was your company founded/created?
4. Can you explain the average social characteristics of your organization?
5. What is the capital and amount of sales revenue? At the creation and the present one.
6. Where are you located in other city and/or countries?
7. How many workers do you have in Douala Cameroon (branches)?
8. How will you describe the relationship between workers within the organization?
9. Do you think your workers prefer to work independently or as a team?
10. Do you have a performance management system in your organization? If yes, for what reasons? Who sets them?

And 20 others questions related to the communication aspect of the organization's management;

- 11 Describe a difficult communication situation in your organization / project and how you overcame it.
- 12 Who is responsible for the general communication within and out of the organization? Is the hierarchy respected?
- 13 What are the means (emails, social media, phone calls etc.) of communication in your organization? Do you think the methods used in communication are effective?
- 14 How much is the internal and external communication effective in your organization?
- 15 In general, how satisfied are you with communication methods in your organization?
- 16 Which best describe your impression of communication within your company?
- 17 What is the best thing about communication in the organization?
- 18 Do you receive feedback from internal and external communication?
- 19 Do you think the communication done within your organization helps in bringing in more profit/advantages to your organization?
- 20 What have you learned from your organization's mistakes from poor communication?
- 21 Compared to a year ago how will you rate your knowledge about communication being done in your organization?
- 22 Has there been any improvement in your communication methods from the time of creation till today?
- 23 What have been the advantages brought to your organization due to effective communication?
- 24 What are the topics you do feel important for the employees and managers to know more about and should be included in future communication?



- 25 What do you think about social media as part of communication media within an organization? Which information item (email, meetings, phone calls, videoconferences etc.) do you believe it's important for communication within an organization?
- 26 What do you think will happen next year if effective communication is not done or stop to be used?
- 27 What do you think made your clients to have been loyal for a while, is it quality of goods and services promotion or what else?
- 28 Do you get informed on which methods of communications are being made by your competitors? If yes by what means? If no why? Considering it can be of help in updating.
- 29 As a manager, what are the advices/suggestions you will give to newly created company's managers concerning the organization's communication abilities in order to improve performances and effectiveness.
- 30 Will you conclude by saying communication is important in management when effective?