

## Importance of Communication Channels between Managers and Employees in Management Communication

Maniraho Muhamedi and Mohd Yahya Mohamed Ariffin  
Faculty of Leadership and Management, University Sains Islam Malaysia, Nilai, Malaysia

**Abstract:** In today's world, communication channels are important elements of administration activity in the organization. They provide abilities of power and control to superiors as well as satisfaction and performance to subordinates. This has always been connected with leadership management and its performance. Organization and communication cannot be separated into parties because there is no organization without communication as well as no communication without organization and both supplement each other when communication channels usually serve as an utilization elements to encourage organizational effectiveness and productivity. This conceptual study aims to highlight the importance of communication channels in management communication and their role in organizational planning and strategy. The communication channels have significant effect in communication system and practice of the company's leaders to move the organization forward. Communication is the dynamic connection among top management, co-workers and employees. These communication tools also bring about a sense of satisfaction and friendship between managers and employees as key factor of the company and help sustain the drive for the successful achievement of long term quality goals.

**Key words:** Communication channels, management communication, managers and employee, goals, Malaysia

### INTRODUCTION

Organizational communication has several definitions among of them Kreps (1990) defined organizational communication as the process whereby members gather pertinent information about their organization and the changes occurring within it. Commonly organizational communication has two goals. The principal goal is to inform the workforce about their jobs and the policy issues of the organization (Ridder, 2004; Francis, 1989) and that cannot happen without communication channels. Organizational communication is defined as "transmitting news about the work from organization to employees and through employees (Phattanacheewapul and Ussahawanitchakit, 2008; Chen *et al.*, 2006). The second objective of organizational communication is to build a community within the organization (Francis, 1989; Postmes *et al.*, 2001; Ridder, 2004). Significant communication informs and teaches staff at all levels and encourages them to support the plan and the strategy of the institution (Barrett, 2002). That is important as positive attitudes to change are vital in successful change programs within an organization and that success by communication channels (Kotter, 1996) as struggle and resistance to modify is one of the main barriers to overcome.

**Communication channels:** Barnard (1938) described communication as an essential management action and tested its foundations and matters. According to him, communication is the most important affecting power in the organization. Communication makes an organization a helpful organism and associates the organization goal to the superiors and subordinates in an organization. It is necessary that managers and employees come together and have affirmative dialogue to discuss organization matters and challenges and look for solutions of such challenges.

It can be observed that communication in the company is the sending and receiving of messages among interconnected persons within a particular environment or setting to achieve singular and public objectives. Management communication is not an isolated phenomenon but it greatly depends on contextual and cultural sensation. Within organizations people transfer and spread messages through face-to-face written and mediated channels such as telephones, SMS and e-mails.

Many scholars define communication as transmission of ideas. But that simple definition places great emphasis on the process of communication. Alder and Rodman (1985) described communication as the process of human beings responding to the symbolic behaviour of others.

However, that definition recognizes both the process and the behavioural interaction of the persons engaged in the communication act.

Himstreet and Baty (1984) identified communication in this paragraph: "As manager, you must be concerned with the transmission process and the flow of information. As a writer and speaker, your major concern is for the construction and delivery of an effective message. And as a sender and receiver of messages, you are obliged to be concerned with meaning. These three approaches to defining communication simply attempt to isolate aspects of communication process for better understanding. Essentially, business-using language, knowledge of management and business operations and skill in human relations".

Boyaci (1996) defines communication as "the exchange of information, thought and emotion between individuals of groups, in other words, communication plays a fundamental role in balancing individual and organizational objectives". However, Taylor (1999) defined communication as giving, receiving or exchanging information, opinions or ideas by writing, speech or visual means, so that the material communicated is completely understood by everyone concerned. These different communication's definitions and methods can provide the beginning to sense the huge complexity of communication.

**Importance of communication in the organization:** As any organization needs people within its operation there is no organization without communication and information plays an important role in effective communication. Theory on organizational communication has developed from the model as a component of management planned to assist task accomplishment and as such was to research as one of numerous organizational variables. As a component of management, communication is "the central means by which individual activity is coordinated to devise, disseminate and pursue organizational goals". From the logical management perspective, communication is a component of organizational plan to assist and research task accomplishment so that the theorists had stress on communication flow from managers to employees (Shockley, 2006).

Similarly, Taylor's systematic management was activated by a well-defined chain of command and exact department of labour. Those two essentials were established based on research standards and measurement of standards. Based on his perspective, communication can be described as a component to increase the efficiency and effectiveness of the chain of command, rules and regulations. In addition, many researchers view communication as a core procedure of

managing (Jones *et al.*, 2004; Orlikowski and Yates, 1994; Weick, 1987). As the social performance perception has been important in the management to stress collaboration, contribution, satisfaction and interpersonal relationships among managers and employees, communication-related problems have also been acknowledged for managing procedures. Effective communication was a foundation of the social performance perception, so theorists highlighted interactive communication among staff to increase and develop mutual trust. They also acknowledged the significance of both official and non official communication. This viewpoint has delivered an impression about communication as a management procedure of social collaboration and has affected the theoretical backgrounds of communication theorists. Weick (1987) for instance, said "Interpersonal communication is the essence of organization because it creates structures that then affect what else gets said and done and by whom... the structures themselves create additional resources for communication such as hierarchical levels, common tasks, exchangeable commodities and negotiable dependencies". Orlikowski and Yates (1994) also assumed communication as "an essential elements in the ongoing organizing process through which social structures are produced, reproduced and changed". As a managing procedure, communication is not just an element of management but a critical part to mark management.

Every aspect of manager's research in the company depends on communication. Problems come when there are misunderstandings or misinterpretations between managers and employees. Thus, the great matter is not whether communication between both sides but whether they communicate effectively or ineffectively (Ivancevich *et al.*, 2008). Any company could suffer without dependably good communication and this would cause such consequences as missed deadlines, imperfect tasks and unmet goals. When a company has grateful communication between superior and subordinates, it produces good products and services. Like any system, communication in the company or workplace needs constant maintenance. It cannot be considered stable or permanent simply because communication problems can come out sometime in a memo or staff meeting (flexstudy.com n.d).

**Organizational structure influences communication:** Although, the elementary procedure of communication is similar in several different situations, one unique feature of companies has a deep impact on the communication procedure-namely, its structure (Denise, 2011). Companies frequently are organized in ways that order the communication arrangements that exist.

According to Ivancevich *et al.* (2008) the term organizational or company structure mentions to the officially set pattern of relationships existing between various divisions of a company. A company's structure naturally is designated by a map or plan, known as an organizational chart. Such charts offer graphic demonstrations of the formal arrangement of communication in a company. A company chart may be compared to an X-ray showing the company's skeleton an outline of the planned formal connections between managers and employees in different divisions or units.

A company chart contains of several boxes and the lines joining them. The lines connecting the boxes in the company chart are lines of ability presenting whose obligation should answer to whom from top of the company to workers or from employees to managers, reporting relationships. Every staff in the company is responsible to communicate to others at the next higher level or lower to which he or she is connected. At the same time, managers are also responsible for giving orders to those who are directly below them. The boxes and lines form a blueprint of a company displaying staff that have to perform jobs as well as suitable job titles and those that they have to connect for the company to research properly (Jones, 2011).

## MATERIALS AND METHODS

**Directions of communication:** Communicators in a company can be managers or superior, employees, between division and units. However, managers communicate with other managers, employees, supervisors in one-way communication procedures do not allow subordinates to communicate feedback. Therefore, employees communicate with managers, supervisors, customers and external parties in two way communication procedures that provide for such feedback Donnelly. Thus, Lunenburg and Ornstein (2008) identified the structure of a company must arrange for communication in three distinct directions: downward, upward and horizontal. These three directions create the framework within which communication in a company takes place. These communication flows are depicted in Fig. 1.

**Downward communication:** Downward communication flows from people who are at high levels of management to those at lower levels in the company. Traditional views of the communication procedures in company have been controlled by downward communication flows. Such

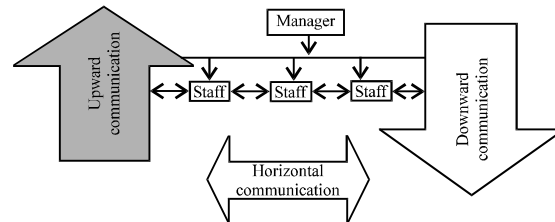


Fig. 1: Downward, upward and horizontal communication (Lunenburg, 2010)

flows transmit information from higher to lower levels of the company. Managers, from chief office administrators to division level administrators, communicate downward to group members through speeches, messages in company bulletins, company board policy manuals and company procedure handbooks. Canary (2011) has identified five general purposes of downward communication.

**Implementation of goals, strategies and objectives of the company:** Interconnecting new strategies and goals delivers information about exact objectives and expected behaviours. It gives direction for lower levels of the organization, company and institute.

**Job instructions and rationale:** These are commands and instructions on how to perform a particular assignment or duty and how the job relates to other activities of the company, department need to direct individual and departmental goals with company-wide goals.

**Procedures and practices:** These are messages describing the company, institute or organization's policies, rules, regulations, benefits and structural arrangements in order to have some degree of uniformity in organization practices. In companies, this information is transferred to staff members through board and company-wide policy manuals, handbooks and the day-to-day operation of the company.

**Performance feedback:** Departmental movement reports, single performance evaluations and other ways are used to express departments or persons how well they are performing with respect to performance values and goals.

**Socialization:** Each company attempts to encourage staff members to adopt the organization's mission and cultural standards and to join in unusual ceremonies such as picnics and United Way campaigns. It is an attempt to get a commitment, a sense of belonging and a unity of trend among staff members (Lunenburg and Ornstein, 2008).

The downward flow of communication arranges for a channel for commands, guidelines and information to executive members. However, much information becomes lost as it is delivered from one individual to another. Moreover, the message can be distorted if it travels a great distance from its source to the last receiver down through the formal company and organization chain of command (Tourish, 2010).

**Upward communication:** A company's higher performance needs effective upward communication as well as it needs effective downward communication. The scholars have put emphasis on the establishment of upward communication flows. In a company, this refers to communication that moves from subordinates to superiors. That is required to meet the personality needs of workers and to conclude if employees have understood information sent downward. The five types of information communicated upward in a company are as follows.

**Problems and exceptions:** These messages define severe problems and exceptions to usually research performance in order to make the superiors aware of difficulties.

**Suggestions for improvement:** These messages are thoughts for the success of work-connected processes to rise the quality or competence of company members.

**Performance reports:** These messages include periodic reports that inform the managers how employees in the company and divisions are acting.

**Complaints and disputes:** These messages are employee grievances and struggles that travel up the company chain of command for a hearing and possible resolution. If the grievance process is backed up by the existence of a share of members of company bargaining agreement, managers and employees are even more refreshed to precise true feelings.

**Financial and accounting information:** These messages relate to expenditures, financial records receivable and curiosity on investments, tax charges and other matters of importance to the board, chief administration and division administrators. Perfectly, the company structure must make available for both upward and downward communication flows.

Communication has to travel in both directions through the formal company chain of command. Unfortunately, communication from the lower level does not run as easily as communication from the higher level. Some blocks to effective upward communication in a company are as follows.

Managers or superiors fail to reply when employees carry up information or difficulties. Failure to reply will finally cause no communication. Managers tend to be protective about lesser than perfect activities. When employees see that protectiveness, information will be kept back.

The manager's attitude acts an important role in the upward communication flow. If the manager is surely concerned and truly pays attention then upward communication improves. Physical blocks can also prevent upward communication flow. Sorting out a manager from his subordinates makes public problems. Time intervals between the communication and the deed can prevent upward communication. If it takes months for the different levels of management to accept an employee's suggestion, upward communication is delayed. The following are some ways and means of improving the effectiveness of upward communication in a company (Keyton, 2011).

**The open door policy:** Literally, this refers that the manager's door is always open to employees. It does not need appointments or request for employees to come in and talk about any problem. In practice, the open door policy is occasionally used. The manager could say that his door is always open but in a lot of cases both the employees and the manager know that the door is actually closed. Normally that does not take place in a management of a company (Reason, 2010; Senge, 2006).

**Counselling, attitude questionnaires and exit interviews:** The manager can seriously assist upward communication by conducting no dictate, personal advising sessions; occasionally managing attitude surveys and holding walking out interviews for those who leave the company. A lot of valued information can be found from those forms of communication.

**Participative techniques:** Group decision making can produce a great arrangement of upward communication. That may be achieved by the practice of union administration researching groups, quality circles, suggestion boxes, locate based councils and the correspondences.

**The ombudsperson:** The practice of an ombudsman has been used largely in Europe and Canada to find out people who have been treated unfairly or in a depersonalized manner by large bureaucratic government Hyson (2011) and Kucsko (2009). In recent times, it has increased popularity in American state governments, the military, universities and some business firms. Xerox

Corporation inaugurated the position in 1972 and general electric followed shortly thereafter (Malik, 2010). If established and maintained accurately, it could research where the open-door policy has been unsuccessful.

**The union contract:** A principal objective of the union is to send to direction the feelings and demands of different employee groups. Collective making a deal meetings create a legal channel of communication for any characteristic of manager and employee relationships. A typical setting up of every union contract is the complaint process. It is a tool for request beyond the consultant of the direct manager.

**The grapevine:** Although, managers can be reluctant to practice the grapevine, they would always listen to it. The grapevine is a normal phenomenon that serves as a means of emotional release for employees and delivers the manager with important information concerning the attitudes and feelings of employees.

In conclusion, the upward flow of communication in a company is proposed to run channels for the feedback of information up the company chain of command. Some prevention may avoid a good return flow but there are ways to encourage more effective managers and employee's communications.

**Horizontal communication:** Upward and downward communication flows generally follow the official chain of command within the company or organization. However, bigger size and difficulty of companies raise the requirement for communication laterally or diagonally across the lines of the formal chain of command. That is mentioned to as horizontal communication. These communications are informational too but in a dissimilar way than downward and upward communication. Here information is fundamentally for direction to connect together actions within or across departments on a particular company or within divisions in a company-wide managerial system. Horizontal communication can be classified as one of the following.

**Intradepartmental problem solving:** These messages take place between persons of the same department in a company or division in a company-wide managerial system and concern duty achievement.

**Interdepartmental coordination:** Interdepartmental messages help the achievement of joint missions or jobs in a company or divisions in a company-wide managerial system.

**Staff advice to line departments:** These messages frequently go from professionals in company areas, finance or computer service to field-level managers looking for help in those areas.

In short, horizontal communication flows is presented to develop management. This horizontal channel allows a cross or diagonal flow of messages, supporting divisions to research with other divisions without taking to follow severely up and down channels. Many companies construct in horizontal communications in the form of job forces, groups, contact researchers or matrix arrangements to assist management.

External communication flows between employees inside the company and with a variation of shareholders outside the company. External shareholders contain other managers external to the company. Various companies make official divisions such as a public relations office to organize their external communications.

## RESULTS AND DISCUSSION

**Selected commonly used communication channels in organization:** Strong management in the company is based on rich communication channels that help managers and employees to communicate to each other. In the current study, the researcher emphasises on selected commonly used communication channels in the organization namely: face-to-face, addressed documents, telephone mobile and fixed lines calls, SMS, e-mails and Facebook.

**Face-to-face as channel of communication:** Face-to-face communication is a medium of communication where two or more people interact face to face in a given assembly or gathering. This channel of communication allows an individual to listen to and realize the non-verbal communication sent by the source and answer with feedback immediately. Face-to-face conversation also enables direct feedback, covers optical and aural cues perform as an individual source and uses natural body languages. Begley states that face-to-face remains the best influential human contact, never change confidence and closeness of people discussing in the same area. An and Frick's in their research described that face-to-face communication is more rapid, easier and more suitable than computer-mediated communication in the company's research between and employees. Face-to-face communication is a high societal company communication channel, excellence and intermediate to transfer the incidence of a source. In addition, Barkhi and Pirkul (1999) state that face-to-face communication remains an effective method of connecting people in companies.

Face-to-face practices oral communication, improves facial clues to transfer information and transmit rapid feedback to other gatherings (Barkhi and Pirkul, 1999). An and Frick in addition explain that face-to-face communication plays an important role in connecting people to ambiguous jobs, creating choice and concluding compound responsibilities. Lastly, Van and Veenman (2005) in their study state that employees are more gratified with exhausting face-to-face communication as compare to computer-mediated communication in a business company.

Tom Crawford, the head of member of staff appointment at Deloitte believes that face-to-face communication remains the best operational and exciting mode of communication because it is conveyed with morality, clearness and in a time-relevant manner. Angela Sinickas, the leader of Sinickas communications, Inc., recommends face-to-face because it is supported by technology. She states that “all the online communication has not made employees any better informed than they used to be in the days before we started speeding along the information superhighway, though they’re getting that information faster and more accurately not letting two way face-to-face communication get left behind in the dust”.

The face-to-face is still the most influential human communication. As perfect as electronic devices are they can never fully switch the understanding and proximity of people communicating in the same room. For best explanation and interaction, face-to-face communication has researched for millions years. Thousands of specialists believe definitely that the best communication happens when a manager and employee are in the same room (Kathleen, 2004).

McClain and Romaine (2002) believe that face-to-face communication in the company like Sulfo Rwanda Industries encourages cooperation between managers and employees as well as between employees themselves. However, it also promotes more than just good feelings. Guffery (1997) mentions that face-to-face communication has nonverbal signs and evidences such as eye connection, facial expressions, physique or body activities, space, period, distance and presence influence the way the message is interpreted or decoded by the receiver. Meanwhile as communication channels convey a variety of important ideas whereas face-to-face communication sends the pure ideas more than different electronic items.

**The advantages of face-to-face communication:** Kathleen (2004) describes face-to-face communication as the switching of information, beliefs, opinion and feelings

when the members exist in the same bodily area. It also ensues in an extensive choice of business events, comprising official meetings, tea room chitchat, hallway encounters, one-on-one training, yearly assessments, research consultations and other. He adds that face-to-face communication depends on the gathering of watchers rather than the gathering of modem and internet networks.

In addition, face-to-face communication has an influence, a correlation. In the book *Secrets of face-to-face communication*, Bender and Tracz (2001) wrote “when you are communicating with another individual you are in a short-term partnership with that person”. However, in this worldwide or global era, it is occasionally too costly to fly the workers to a central place. But even when that is the situation, the greatest specialists pretend face-to-face communication through clever procedure of technology at fingers. Although, new communication technology has incredible ability for several channels of industry exchange, it misses the mark unhappily in conditions concerning some features. Kathleen (2004) indicates that in order to plan how people and products in a company stay alive in this period of 21st century, the company should manage face-to-face communication. Also, he mentions the main facts that others communication channels fail to deal with them:

**Conflict:** When persons are really sad and angry, long space practically in this situation can make individuals to come down. Example; any company or institution needs to resolve employee’s conflicts amicably at all levels and branches. The managers have to arrange a constant site and off-site meetings at convenient time for its employees wherever they are located.

**Emotion:** Employees in good emotional and sensitive and distressing situations reply more effectively to one another than to electrically conveyed messages. Example if one member of the organization’ employees has lost a family relative, the manager finds it effective and easier to contact the believed person in person.

**Priority:** The condition includes the outcome of a task or service important to be achieved by the company. The workers may need to become together in the same chamber or assembly in one building. Example: chief executive officer of company wants to motivate the team research to achieve the project on time and on budget. He should ask team researchers to attend personal meeting every day until they finish the job.

**Title:** Sometimes for administrative concerns, it becomes obligatory for employees to comply with the boss's demands despite the portfolio of the boss. This cannot be easily defied during face-to-face communication. Example: in the company the CEO has powers to discipline an employee in a personal interaction.

**Money:** If a big inside or outside customer or buyer places an order to buy company product, the face-to-face mode of communication is the most effective to collect sufficient information from the customer. Example: if one customer of the organization wants to buy goods cost \$5 million of business he wants manager to join a sports incident with him on the weekend. Even though, manager or director would desire to employ that time with your family, he strongly escort or accompany the purchaser.

In great-importance conditions or these including significant conflict, reaction, authority and money, face-to-face communication is the perfect. Other communication channels do not offer the team-building occasions that meeting in person can. Relationships grow when meeting members can have spontaneous discussions during pauses at mealtimes or even in the hotel, meeting points or chambers in the off periods Kathleen (2004). She describes that some factors such as physique language, presences, vocal sound, period and spatial relationships specifically voice are more significant remote encounters than they are in person. It is public commercial error to consider that those factors count little. Because, people words convey for <10% of typical messages, this prove that actual electronic communication like dialogue face-to-face, depends on real nonverbal performances. Thus, it is recommended wisely to relate the greatest structures of face-to-face communication, especially nonverbal when employees are incapable to get together in person.

**Addressed documents as channels of communication:** Daft *et al.* (1987) mentioned that addressed or written documents are the third richest media after face-to-face and telephone. However, Davis conducted a study on descending communication between managers and employees in some levels of an organization; he classified messages as either task-oriented or non-task-oriented. He found that oral communication (with a written follow-up) was the choice of managers in companies when communicating addressed messages to subordinates.

Memos are as message or note headed study is used for letter, many organizations and companies use pre-printed stationery for memos. Affectionately, it is called a "memo" this is written communication from one person to other or a group of people within the same organization Taylor (1999). Taylor mentions that memos serve a multiplicity of purposes such as to inform of

decisions, action and others to request decisions, action or others to remind someone of action which is required and to provide information of any kind.

**Telephone calls (mobile and land lines) as channels of communication:** Cellular phone calls have been considered one of the most popular communication channels (Pew research centre. The use of cellular phone communication cuts across all ages young and old. It is believed that for example, in the United State of America young generation aged between 13-19 use cellular phone calls. Companies such as Sulfo Rwanda Industries use telephone calls (mobile and land lines) because their instant direct communication interaction in such organization, employees take advantage to constantly transmit effective communication.

**Cellular phones:** A mobile phone is also identified as a cellular phone, cell phone and a hand phone. It is a device that can create and collect or receive telephone calls over a radio connection whereas moving around while walking or driving around a widespread geographical area. It ensures, so by connecting to a mobile phone network distribute by mobile phone operator, permitting access to the public telephone network. By contrast, a cordless telephone is utilized only within the short range of single, private base location.

In addition to telephone, current or modern mobile phones also provide a widespread variability of other services like text messaging, MMS, e-mail, internet access, short-range wireless communication which known as infrared or Bluetooth, business applications, gaming and photography. These mobile phones that provide these services and more general computing abilities are mentioned as smartphones.

Richard identified that the first hand-held mobile phone was demonstrated by John F. Mitchell and Dr. Martin Cooper of Motorola in 1973 exhausting a handset weighing around 2.2 pounds (1 kg). After 10 years in 1983, the DynaTAC 8000x was the first to be commercially available. From 1990-2011, worldwide mobile phone contributions raised from 12.4 million to over 6.8 billion, penetrating about 96% of the global population around 7.1 billion according to the ITU and it is a big growth from 6 billion mobile subscribers in 2011 and 5.4 in 2010 retrieved on 10/06/2013. The common components found on all phones are:

- A battery, providing the power source for the phone functions
- An input mechanism to allow the user to interact with the phone. The most common input mechanism is a keypad but touch screens are also found in some high-end smartphones

- Basic mobile phone services to allow users to make calls and send text messages
- All GSM phones use a SIM card to allow an account to be swapped among devices. Some CDMA devices also have a similar card called a R-UIM
- Individual GSM, WCDMA, iDEN and some satellite phone devices are uniquely identified by an International Mobile Equipment Identity (IMEI) number

Low-end mobile phones are often referred to as feature phone and offer basic telephony. Handsets with more advanced computing ability through the use of native software applications became known as smartphones.

Several phone series have been introduced to address a given market segment such as the RIM Black Berry focusing on enterprise/corporate customer email needs the Sony Ericsson Walkman series of music phones and Cyber shot series of camera phones the Nokia N series of multimedia phones the Palm Pre the HTC Dream and the Apple iPhone.

**Fixed line phones:** A landline telephone (also recognized as land line, land-line, main line, home phone, landline, fixed-line and wire line) mentions to a telephone which utilizes a hard medium telephone line such as an iron <https://en.wikipedia.org/wiki/Wire> or optical fibre cable or transmission as notable from a mobile cellular line which utilizes radio wave for transmission.

In 2003, the CIA stated about 1.263 billion main telephone lines around the world. China was the highest in the world which had at 350 million followed by United States with 268 million. However, the United Kingdom takes 23.7 million housing fixed landlines. In 2008, the world had 1.27 billion fixed line subscribers.

In contrast, fixed phone line is not a mobile phone line can be hard-wired or cordless. Fixed wireless mentions to the process of wireless devices or organisms in fixed positions such as homes, offices, industries and companies. Fixed wireless devices generally derive their electrical power from the service mains electricity, dissimilar mobile wireless or portable wireless which inclines to hold battery-powered. Although, mobile and portable systems can be utilized in fixed places, effectiveness and bandwidth are cooperated compared with fixed systems. Mobile or portable, battery-powered wireless systems can be used as emergency backups for fixed systems in situation of a power shutdown or natural disaster.

The word landline is also used to define a connection between two or more places that involves of a built or

dedicated physical by cable as opposed to an always-available private connection that is actually implemented as a circuit in a wired interchanged system. The implications of a land line in this situation are security and survivability. For example, a military headquarters might be connected to front-line divisions and unities by landline to confirm that communication remains probable even if the conventional telephone network is damaged or destroyed. Another example of this is in airports. All air traffic control towers have dedicated lines connected to the police, fire department, hospitals, army, etc. This is here in situation of emergency and can be used at any time.

**SMS as channel of communication:** Text messaging is known as the short message service or SMS. It has been one of the modern and contemporary means of communication. Text messaging (texting) also is easier and faster than launching a portable device's Web browser (Briggs, 2006). SMS is economical used by all telephone networks and has of recent gained worldwide recognition.

Texting or text messaging are exchangeable with the technical SMS or Short Message Service since both have the same definition. The SMS communication protocol provides a way for people to connect and communicate with very short messages. The short messages exist up to 160 characters and transferred over mobile phones. The first SMS official commercial texting message was sent on December 3, 1992, from Neil Pap worth of Air wide Solutions saying "Merry Christmas" to Vodafone's Richard Jarvis using the Global System for Mobile communications standard (GSM) network in the United Kingdom. Allegedly Riku Pihkonen an engineering student working for Nokia, transferred the first private or unofficial text message in 1992. The engineering student was first according to the calendar. However, students sometimes do not truly collect the credit that they deserve. Therefore, the words "allegedly first" appear before the student's name.

In 2003, 90% of teenagers in the United States switched SMS with their peers. The International Association of the Wireless Telecommunications Industry established that the number of SMS messages conducted in the United States monthly has augmented to over 48 billion, from just 10 billion per month in 2005. However, in 2010, the Linden wood University undergraduate business public relations class indicated that the results of a verbal survey showed 100% of the student's either sent or received text messages on a regular basis. The SMS users are able to text even when other systems of communications are not researching



(Briggs, 2006). Another benefit is that SMS uses can be built to allow mobile phone access to legacy information systems (Brown, 2003). With the new computer technology such as hardware, software and network mobile satisfied researchers are able to form and use bidirectional SMS uses for a wide variety of procedures.

**The e-mails as channel of communication:** Electronic mail is an interpersonal message service designed to transfer written messages from one person to another. Dowall and Salkin (1986) defined electronic mail as: “the use of personal computers, communicating text-editing machines or specially designed terminals with the appropriate software to send and receive written messages”.

Electronic mail makes the research environment more useful and helps people more effectively handle information when it comes to them. It can also increase the number of communication relationships within an organization and create a new environment for sharing and disseminating job-related information. According to Connell and Galbraith “Electronic mail makes most logic for the business that needs quick communication among sections in different locations”. Dallinger and Hample (1988) noted that managers have proven that accessibility is an important element of an organization’s climate which in turn affects message gratification. In addition, the researcher believes that pairs of persons who have access to electronic mail network communicate more frequently with one another than those who only communicate in person like face-to-face. Similarly, Huber (1990) found that persons in a business use electronic mail in various ways that promote their effectiveness in fulfilling organizational objectives. Further, he stated “use of advanced information technologies (electronic mail) leads to more available and more quickly retrieved information including internal information”.

Companies utilize e-mail for everything from tracking employee’s time logging in time to scheduling almost every detail of individual’s daily lives. Some companies have conducted focused studies on how e-mail is used within their organization. For example at Donnelley and Sons for example, >7 million messages flow through the system every month (Paul, 2001, electronic source).

The e-mail as a means to communicate has proliferated to a point that classes are being conducted on how to best utilize this tool. For example, Al Borowski of Priority Communication Skills, Inc. offers one-day and two-day workshops on what he terms e-mail netiquette. As part of the workshop Mr. Borowski gives out copies of his book *Beyond e-mail Netiquette* which covers many issues that relate directly to what many would consider

commonly accepted principles of usage Borowski. Whereas, there are no official usage rules what is covered in his book are the standards that most users of e-mail have come to agree are the unofficial rules. Borowski’s discussion provided useful background on the issue of usage standards which was relevant to the practices within the office.

Because of the speed of e-mail, communication expectations have also increased. Several articles discuss how e-mail has allowed for users and companies to communicate immediately and too many people. For example, a study by Brown and Raysman concluded: businesses seize upon this interconnectivity, designing open computer systems that are connected to the internet to facilitate communications with and access by other computer users (Brown, 2003). These researchers further point out that by allowing external communication via e-mail, companies have created a situation that has forced them to take the bad with the good. Just as e-mail has allowed for increased outward communication by the same token, more people can send e-mail within their company. In one case a former employee of Intel over a 21 month period sent mass e-mails to as many as 35,000 Intel employees using the addresses on Intel’s e-mail system (Brown, 2003).

While this activity was clearly a disruption of company activities, Intel’s trespass complaint lost when a court concluded it did not constitute an actionable trespass to company’s personal Property (Brown, 2003). Many companies employ tactics such as restricting external usage or creating firewalls to limit incoming and outgoing e-mail. Companies that wish to utilize e-mail as a means to communicate do so at a risk. In the court case involving Intel it was noted that the Intel decision also highlights a dilemma facing companies that seek the interconnectivity that the internet allows but may also wish to keep their computer systems free of certain unwanted access (Brown, 2003).

**Facebook as channel of communication:** Face-to-face is the richest medium among other media followed by telephone, e-mail and memos and letters (Rice and Shook, 1990). This has been quoted from a media richness hierarchy of the four media classifications namely; face-to-face, telephone, addressed documents and unaddressed documents presented by Daft *et al.* (1987). However, technological development has brought about a revolution in organizational communication. Managers and employees are no longer limited to face-to-face as the richest medium. With the help of technology they can communicate by phone by video conferencing, e-mails, SMS and social networks.

Facebook is the world's largest social network with over 1.3 billion users. Founded by Mark Zuckerberg in 2004 as a network offered exclusively to Harvard students, its mission is to "give people the power to share and make the world more open and connected". According to Facebook statistics, there are more than 819 million active users in 2013 accessing Facebook through their mobile devices and the over 1.3 billion total users, 50% log on to Facebook in any given day. The average user has 130 friend sand people spend over 700 billion min/month on Facebook. This is a snapshot of the profound, daily affect that Facebook is having on people globally.

Beginning on 15 September 2007, Google dominated as the most visited website per week until March 13, 2010 when Facebook surpassed it. Matt Tatham, director of media relations at Hit wise (Roswell, 2009) said "people want information from friends they trust, versus the anonymity of a search engine". The potential for non-profits of all sizes to reach such a wide audience with friends that share their content makes the question of whether Facebook is a value-added tool for non-profit agencies relevant and worthy of examination. The desire for users to take advantage of content sharing and friend networks is part of the guiding principle of Facebook as the website seeks to "promote openness and transparency by giving individuals greater power to share and connect". It is exactly, this openness and transparency that provides a platform for both the public and private sector to reach millions of people with the use of Facebook Pages.

Hill and White "found that even though practitioners recognized the value of the internet for helping improve an organization's competitiveness and image, they were sceptical about its ability to advance the organization" (Waters *et al.*, 2009). The 275 non-profit organization profiles that were examined recognized that Facebook was rapidly expanding and they wanted a presence but they were not taking advantage "of all the options the site had to offer their relationship cultivation efforts". They were rarely making use of the interactive nature of Facebook and it was noted that organizations must strive to make their sites more interactive whether it is providing a list of events to become involved in or giving opportunities to contribute or volunteer.

The study noted that "most companies lack the resources or time to provide constant attention to a Facebook Page" (Waters *et al.*, 2009). A key limitation they noted was that little research had been published on social networking sites. Nonetheless, it gleaned that of the profiles that the study examined being open and transparent about their organization was important but that they were not yet fully using the potential of Facebook to engage new and existing stakeholders.

Facebook offers a guide for company, Connecting to Supporters with Facebook which outlines how to "connect with current supporters and grow your supporters quickly and easily". It shows the tremendous opportunity that Facebook provides to non-profits since there are "over 75 million people are supporters of organizations pages on Facebook" and there are "over 100,000 organizations pages". Randi Zuckerberg who researches on marketing and non-profit initiatives said that >8 million Facebook users become "fans of new pages each day and the site's fastest-growing demographic is users over 35 who are more involved in fund-raising efforts". It provides tips on how to effectively connect to the users including how to create content worth sharing, examples of how to be personal and educational and how on April 19, 2010 Facebook fan pages officially became like pages so now becoming a fan is equivalent to liking a page.

In order to grow connections, Facebook also references a pages manual within this guide that provides step-by-step instructions for building a page. Within the pages manual Facebook highlights the fact that ">20 million people connect with pages every day" and that "Pages has created >5.3 billion connections" Facebook (2010). The sheer numbers reported in this section thus far show the need for practitioners and scholars alike to examine Facebook as it relates to organizations.

In an study that noted the strong presence of charities on social networking sites, Paula Wasley stated that so far the sites: are more valuable for forming online relationships with potential donors and volunteers than for raising money. A more important measure of the success of social networks they say is not how much money they bring in but how many of its users they attract and the quantity and quality of interaction on the site, this manual and the non-profit guide help non-profit organizations establish and improve the quantity and quality of interaction they have with Facebook users on a daily basis. Facebook highlights itself as a "culture of conversations" that organizations should use to gain supporters, visibility and even immediate feedback on issues. The manual explains in detail how to build your presence on Facebook, emphasizing tools and features that are available for a non-profit page. One of the key components of a Facebook page is the insights feature that is available to administrators of the page. It provides a breakdown of the people that are connecting to your page based on the information that they provide through their individual profile. This includes demographics data such as age and gender as it relates to users who interact with and like your page. A non-profit can even look at

individual posts that have been “liked” to determine which types of news and stories that users find interesting. Most of the results can be exported and used to show tangible results of non-profit presence on Facebook; it will be interesting to see the number of non-profits that use these insights and to what extent. Facebook is continually updating and improving its features including Insights. They are rolling out improved analytics in the fall of 2010 that will also show traffic to and from pages and websites owned by individual organizations among other things.

### CONCLUSION

It can be concluded from literature that communication channels are more important in organizational management and certain communication channel or tool may be more preferred than other in specific case or situation. Moreover, it is recommended wisely to relate the greatest structures of face-to-face communication, especially non-verbal when employees are incapable to get together in person. However, fixed line telephone is more preferable for instance in a military headquarters might be connected to front-line divisions and unities by landline to confirm that communication remains probable even if the conventional telephone network is damaged or destroyed another example of fixed line is in airports. All air traffic control towers have dedicated lines connected to the police, fire department, hospitals, army, etc. This is here in situation of emergency and can be used at any time. While other communication channels with new computer technology such as hardware, software and network mobile satisfied researchers are able to form and use bidirectional SMS uses for a wide variety of procedures.

### REFERENCES

- Alder, B.R. and G. Rodman, 1985. *Understanding Human Communication*. 2nd Edn., Holt Publisher, New York, USA.
- Barkhi, R. and H. Pirkul, 1999. An experimental analysis of face to face versus computer mediated communication channels. *Group Decis. Negotiation*, 8: 325-347.
- Barnard, C.L., 1938. *The Functions of the Executive*. Harvard University Press, Cambridge, MA., USA., ISBN-13: 9780674328037, Pages: 334.
- Barrett, D.J., 2002. Change communication: Using strategic employee communication to facilitate major change. *Corporate Commun. Int. J.*, 7: 219-231.
- Bender, P. and R. Tracz, 2001. *Secrets of Face-to-face Communication*. Stoddart Publishing, Toronto, Canada, ISBN:9780773761841, Pages: 232.
- Boyaci, C., 1996. *Communication Techniques in Tourism Establishments*. Academic University Basimevi, Antalya, Turkey, ISBN:9789757666462, Pages: 134.
- Briggs, L., 2006. The age of the smart cell phone. *Campus Technol.*, 19: 24-57.
- Brown, B.B., 2003. *Employees organizational commitment and their perception of supervisors relations-oriented and task-oriented leadership behaviors*. Ph.D. Thesis, Virginia Polytechnic Institute and State University.
- Chen, J.C., C. Silverthorne and J.Y. Hung, 2006. Organization communication, job stress organizational commitment and job performance of accounting professionals in Taiwan and America. *Leadersh. Organ. Dev. J.*, 27: 242-249.
- Daft, R.L., R.H. Lengel and L.K. Trevino, 1987. Message equivocality, media Selection and manager performance: implications for information systems. *MIS Quart.*, 11: 355-366.
- Dallinger, J.M. and D. Hample, 1988. Supervisor accessibility and job characteristics. *Commun. Res. Rep.*, 5: 4-9.
- Denise, D.J., 2011. *Teen Perceptions of Cellular Phones as a Communication Tool*. University of North Dakota, North Dakota, USA.
- Dowall, D.E. and M. Salkin, 1986. *Office Automation and the Implications for Office Development*. University of California, Berkeley, California, Pages: 171.
- Francis, D., 1989. *Organisational Communication*. Gower Publisher, United Kingdom, Europe.
- Guffery, M.E., 1997. *Business Communication: Process and Product*. Cincinnati Book Publishing, Cincinnati, Ohio.
- Himstreet, C.W. and M.W. Baty, 1984. *Business Communications*. 7th Edn., Scott Foresman Publisher, Boston, Massachusetts.
- Huber, G.P., 1990. A theory of the effects of advanced information technologies on organizational design, intelligence and decision making. *Acad. Manage. Rev.*, 15: 47-71.
- Hyson, S., 2011. *Provincial and Territorial Ombudsman Offices in Canada*. University of Toronto Press, Toronto, Ontario.
- Ivancevich J.M., M.T. Matteson and R. Konopaske, 2008. *Organizational Behavior and Management*. 9th Edn., McGraw-Hill/Irwin, New York, USA., Pages: 620.
- Jones, E., B. Watson, J. Gardner and C. Gallois, 2004. Organizational communication: Challenges for the new century. *J. Commun.*, 54: 722-750.

- Jones, G.R., 2011. *Essentials of Contemporary Management*. McGraw-Hill, New York, USA.
- Kathleen, A.B., 2004. *Face-to-face Communication: Making Human Connections in a Technology-Driven World*. Thomson Holidays, Luton, England, ISBN:9781560526995, Pages: 93.
- Keyton, J., 2011. *Communication and Organizational Culture: A Key to Understanding Work Experiences*. 2nd Edn., Sage Publisher, Thousand Oaks, California, ISBN:978-4129-8022-7, Pages: 223.
- Kotter, J.P., 1996. *Leading Change*. Harvard Business School Press, Boston, ISBN: 9780875847474, Pages: 187.
- Kreps, G.L., 1990. *Organizational Communication*. 2nd Edn., Longman Publisher, UK.
- Kucsko, S.G., 2009. *European Ombudsman Institutions: A Comparative Legal Analysis Regarding the Multifaceted Realization of an Idea*. Springer, New York, USA., ISBN:9783211101643, Pages: 584.
- Lunenburg, F.C. and A.O. Ornstein, 2008. *Educational Administration: Concepts and Practices*. 5th Edn., Thomson Holidays, Wadsworth, Ohio, ISBN:978-0-495-11585-4, Pages: 565.
- Lunenburg, F.C., 2010. *Formal Communication Channels: Upward, Downward, Horizontal and External*. Sam Houston State University, Huntsville, Texas.
- Malik, M.S., 2010. *A Comprehensive Analysis of the Law of the Ombudsman*. University of Aberdeen, Aberdeen, Scotland.
- McClain, G. and D. Romaine, 2002. *The Everything Managing People Book*. Avon Publisher, New York, USA.
- Orlikowski, W.J. and J. Yates, 1994. Genre repertoire: The structuring of communicative practices in organizations. *Administrative Sci. Q.*, 39: 541-574.
- Phattanacheewapul, A. and P. Ussahawanitchakit, 2008. Organizational justice versus organizational support: The driven-factors of employee satisfaction and employee commitment on job performance. *J. Acad. Bus. Econ.*, 2: 22-30.
- Postmes, T., M. Tanis and W.B. De, 2001. Communication and commitment in organizations: A social identity approach. *Group Processes Intergroup Relat.*, 4: 227-246.
- Reason, C., 2010. *Leading a Learning Organization: The Science of Working with Groups*. Solution Tree Publisher, Bloomington, Indiana.
- Rice, R.E. and D.E. Shook, 1990. Relationships of job categories and organizational levels to use of communication channels, including electronic mail: A meta analysis and extension. *J. Manage. Stud.*, 27: 195-229.
- Ridder, J.A., 2004. Organisational communication and supportive employees. *Hum. Res. Manage. J.*, 14: 20-30.
- Roswell, J., 2009. My Life on Facebook: Assessing the Art of Online Social Networking. In: *Assessing New Literacies: Perspectives from the Classroom*, Burke, A. and R.F. Hammett (Eds.). Peter Lang Publisher, New York, USA., ISBN:978-1-4331-0266-0, pp: 95-112.
- Senge, P.M., 2006. *The Fifth Discipline: The Art and Practice of the Learning Organization*. Doubleday Publisher, New York, USA., ISBN:9780385517829, Pages: 445.
- Shockley, Z.P.S., 2006. *Foundation of Organizational Communication: Knowledge, Sensitivity, Skills, Values*. 6th Edn., Pearson Education, Boston, Massachusetts.
- Taylor, S., 1999. *Communication for Business*. 3rd Edn., MPM Publisher, Singapore, Asia, ISBN: 3-19-012617-8, Pages: 247.
- Tourish, D., 2010. *Auditing Organizational Communication: A Handbook of Research, Theory and Practice*. Routledge Publisher, New York, USA.
- Van, D.M.H. and S. Veenman, 2005. Face-to-face versus computer mediated communication in a primary school setting. *Comput. Hum. Behav.*, 21: 831-859.
- Waters, R.D., E. Burnett, A. Lamm and J. Lucas, 2009. Engaging stakeholders through social networking: How nonprofit organizations are using Facebook. *Public Relations Rev.*, 35: 102-108.
- Weick, K.E., 1987. Theorizing About Organizational Communication. In: *Handbook of Organizational Communication*, Jablin, F.M.P.L.L., K.H. Roberts and L.W. Porter (Eds.). Sage Publisher, Newbury Park, London, pp: 97-122.