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DEPARTEMENT D'ANGLAIS



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**Investigating Barriers to Effective Communication  
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The case of EL KENDI PHARMACEUTICAL  
MANUFACTURING Company (Algiers)**

**Presented by:**

**Djouadi Hocine**

**Negrrouche Akila**

**Supervised by:**

**Mr. Aouine Akli**

**Board of Examiners:**

Chair: Mrs. Ammour Kamila

Supervisor: Mr. Aouine Akli

Examiner: Mrs. Fedoul Malika

MAA Department of English UMMTO

MAA Department of English UMMTO

MAA Department of English UMMTO

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## **Dedications**

**To**

*My dear parents: Akli and Nouara*

*My brothers: Belkacem, Moumouh, Boussad and Said*

*My sisters: Yamina, Mekioussa, Kahina and Tinhinane*

*Mr Sahraoui who have supported me*

*To my friends.*

**NegrroucheAkila**

**To**

*My dear parents: Rachid and Rosa*

*My dear brothers: Yacine, Belkacem.*

*My dear sisters: Fatima, Lynda, Zaina and yasmine*

*My beloved fiancée, Zaina*

*All my friends, especially the team of A17.*

**Hocine DJOUADI.**

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## **Abstract**

The present dissertation deals with using English to communicate in real-life context in business communication. In more precise terms, it investigates barriers to effective communication and their impact on employees' engagement in EL KENDI Pharmaceutical Manufacturing Company-Deley Brahim-Algiers. Our research has relied on the theoretical frameworks of Bisen and Priya (2009) on Business Communication, Markos and Sridevi (2010) on Employees' Engagement. As concerns data collection, we have administered a questionnaire to seventy (70) employees who use English as their language of communication for business needs. In addition, we have conducted five (05) structured interviews with managers of the same company. The study has adopted a mixed method research combining quantitative and qualitative data. The quantitative data are analyzed using the descriptive statistical method and they are presented using the rule of three. The qualitative ones are analyzed using Qualitative Content Analysis (QCA). Finally, the findings obtained show that barriers to effective communication exist in El KENDI Company though the majority of managers and employees are engaged to communicate effectively to achieve the organizational goals.

**Keywords:** ESP, ESBP, Communication, Effective Communication, Business Communication, Organizational Communication, Employee Engagement.

## List of symbols

**%** : Parentage

**X**: The calculated percentage

**Z**: The value of the answers

**Y**: The total number

**=**: Equal

**×**: Multiply

**÷**: Division

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## **GENERAL INTRODUCTION**

- **Statement of the Problem**

Communication becomes an essential component in different fields especially in the business field. This requires a common language for international communication. This fact has increased the demands for English for specific purposes, such as, English for business. Business English is currently one of the fastest areas of growth in Esp.

Modern business and successful organizations depend on communication effectiveness and employees' engagements, which are considered as two important resources in any organization. The inter-relation between communication effectiveness and employees' engagement is a key factor in the field. When it comes to effective communication, there are certain barriers such as wrong choice of the medium, physical, semantic and psychological barriers that could hinder the communication process. Additionally, it may cause misunderstanding and even tensions between workers within an organization. Those barriers have an impact on employees' engagement in the sense that communication breakdown can decrease employees' ability in doing their tasks. In the opposite, effective communication increases employees' engagement by showing enthusiasm and effectiveness to complete their tasks successfully and achieve their professional goals.

A brief glance at the previous studies reveals that the issue of communication effectiveness and its impact on employees' engagement at organizations has been the field of study of many researchers from different perspectives around the world. In this respect, works conducted by Femi (2014), Bisen and Priya (2009), Markos and Sridevi (2010), Meer (2005)

and others consider communication effectiveness and employees engagement as two important and interdependent factors in the success of the managerial system of any company.

Research on communication efficiency and its impact on employees' engagement was an attractive and crucial issue to many researchers. For example, the work of C Balakrishnan and Dr D Masthan (2013) "Impact of Internal Communication on Employees Engagement- A study at Delhi International Airport" for finding out the ways for improving employees engagement. The results of the study had shown the existence of positive relationships between internal communication and employees' engagement.

In the Algerian context, multinational organizations such as EL KENDI Company are in need to communicate effectively, either within an organization (between the members of the company) or outside the organization (for instance with clients or other organizations). Indeed the awareness of the importance of effective communication for employees' engagement in organizations would be of great value and interest. Therefore, it is the role of superiors to arise this interest in organizations.

As far as we know in the Algerian context, the study of barriers to effective communication and their impact on employees' engagement in organizations has received little and insufficient interest. Undoubtedly, investigating this issue would be very significant.

- **Aims and Significance of the Study**

The present study aims at investigating barriers to effective communication. In more precise terms, it seeks to find out whether those barriers have an impact on employees engagement in EL KENDI Company. In addition, it intends to make the reader, managers, employees aware of the important role of using an effective English communication to overcome the barriers that may hinder communication and to improve employees'

engagement. Furthermore, it is significant to mention that the communication managerial system in EL KENDI Company is in English. Because it is a multicultural company that combines Algerians and Jordanians. This due to the fact that English is the main foreign language in Jordan and it is used mostly in commerce and business. Thus, they need English as a connection and professional language. Otherwise, barriers to effective managerial communication system that manager's face constitutes a basic step that would greatly influence employees' engagement on the company. Moreover, in this study we intend to reach two main objectives: the first is to explore barriers to effective communication in EL KENDI Company. The second objective consists in determining whether those barriers at the same company influence employees' engagement.

The significance of this study is concerned, with effective communication and its barriers that may have an impact on employees' engagement in organizational context. Therefore, it is crucial to show the interdependence of communication effectiveness and employees' engagement in the fulfillment of organization's goals and objectives. To our knowledge, the significance of this investigation lies in the fact that is the first exploratory research at the national level. It will help us to have a deeper understanding on the needs of multicultural companies to a specific professional language, which goes with the modern business for achieving healthy communication system. This investigation will help us also to highlight the extent barriers to effective communication impacts employees' engagement. Lastly, the key findings of this study will contribute to the existing research on this subject, offering organizations with insights to how to achieve employees' engagement by improving the communication system and overcoming its barriers.

- **Research Questions and Hypotheses**

Considering barriers to effective communication as the major factor that effect employees' engagement, the current study asks two fundamental questions which are:

**Q1:** What are the main barriers to effective communication in EL KENDI PHARMACEUTICAL MANUFACTURING COMPANY?

**Q2:** Do barriers to effective communication have an impact on employees' engagement on EL KENDI PHARMACEUTICAL MANUFACTURING COMPANY?

In attempt to answer these research questions, we advance a number of hypotheses that are as follows:

**H1:** There are various barriers to effective communication in EL KENDI PHARMACEUTICAL MANUFACTURING Company such as physical barriers and misinterpretation of words.

**H2:** Barriers to effective communication have an impact on employees' engagement at EL KENDI PHARMACEUTICAL COMPANY.

**H3:** Barriers to effective communication do not have an impact on employees' engagement at EL KENDI PHARMACEUTICAL COMPANY.

- **Research Techniques and Methodology**

To conduct our research, we adopt a mixed-research method. In fact, the research combines quantitative and qualitative methods for data collection and data analysis. It intends to measure to what extent barriers to effective communication affect employees' engagement. The research data are collected using a questionnaire designed for EL KENDI PHARMACEUTICAL COMPANY employees. In addition, a structured interview that targets the managers at the same organization is conducted. the present study uses a descriptive statistical method relying on the rule of three to produce statistical data in order to make the



analysis of data easier. For the qualitative part, this study explains the results obtained from the interview by discussing and justifying the reasons for the different views of the managers through qualitative content analysis (QCA). Last but not least, the theoretical framework is based on the principles of two frameworks. Bisen and Priya (2009) introduce the first in Business communication. The second is that of Markos and Sridevi (2010) on employees' engagement strategies.

- **Structure of the Dissertation**

The overall structure of this dissertation follows the traditional-simple model. It consists of a “General Introduction”, “Four Chapters” and “General Conclusion”.

The “General Introduction” presents the statement of the problem, aims and significance of the research, research questions and hypotheses, research techniques and structure of the dissertation. The first chapter reviews the different theories and concepts of communication and its relation to business needs. The second chapter is named “Research Design” and it presents and explains the procedures of data collection and data analysis. In other words, it gives a description of the research design, the target population, the research instruments and the method used for the analysis of the data gathered. The third chapter is entitled “Presentation of the Findings” in which the results are figured out using different diagrams, tables and pie charts. The fourth and the last chapter is entitled “Discussion of the Findings” whose function is to discuss the findings of the study and gives answers to the research questions.

Finally, this dissertation ends with a General Conclusion, which provides a summary of the different points tackled throughout the research and it provides the limitations of the study as well as suggestions for further research.



## **Chapter I: Review of the Literature**

### **Introduction**

This chapter is a review of the literature relating to barriers to effective communication and employees' engagement in the field of business communication more precisely in the field of Business Communication. First, it is undertaken to present the key concepts related to our research that are; "ESP", "ESBP", "communication", "effective communication", "business communication", "organizational communication" and "employee engagement". Next, it reviews some important studies related to internal communication and employees' engagement. Finally, it seeks to describe the theoretical framework chosen to steer the research study.

### **1. Definitions of the Key Concepts**

#### **1.1. English for Specific Purposes (ESP)**

Mackay and Mountford (1987: 2) define ESP as "*ESP is generally used to refer to the teaching of English for a clearly utilitarian purpose.*" (Cited in Dr Chams Eddine LAMRI, 2016: 3). To put it differently, ESP is the field that deals with teaching and learning processes. Moreover, teaching particular English for learners from particular domain in order to fit their needs to perform well in their domain.

#### **1.2. English for Specific Business Purposes (ESBP)**

Evans and st.John (1997: 56) define ESBP as "*who bring business knowledge and skills to the language-learning situation*" (cited in Hentit, 2015: 18). In other words, ESBP is taught to experienced learners who have knowledge is business then they will put it in practice when learning language.

### 1.3. Communication

Due to the complexity of the notion of communication, there is no agreement upon the exact meaning of the word. However, many researchers have attempted to analyze the term and provide a precise definition. As a result, many approaches rose in order to understand the concept (Dance 1970, cited in Wrench; Carter 203:26). In this context, Griffin (2007:6) pointed out that: “*Communication scholars have suggested many more since then, yet no single definition has risen to the top and become the standard within the field of communication*”. Therefore, communication has been defined by different authors for instance; Bisen and Priya (2009:1) who pointed out that, the word “communication” derived from the Latin word ‘communicare’ that means “*to impart, to participate, to share or to make common*”. In other words, communication is considered as an interaction between people. Lunenburg (2010: 01) added another definition in which he stated, “*communication is the process of transmitting information and common understanding from one person to another*”. Thus, all these definitions agree on the fact that communication is an exchange of ideas, opinions and feelings between two or more persons that brings meaning for the communicators.

In the opposite, Griffin (2007:6) stated that “*communication is the rational process of creating and interpreting messages that elicit a response*”. Put it differently, communication is not only the transferring of information from one person to another though it is a logical abstract process, which functions to establish messages (Thoughts, pictures, beliefs...etc) on the receiver’s mind and to get an answer from him/her after the interpretation of the message.

## 1.4. Effective communication

Many authors emphasize the importance of effective communication. Thus, they provided different definitions to the term. For instance; Lunenburg (2010: 6) defines effective communication as “*a two-way process that requires effort and skills by both sender and receiver*”. That is, effective communication needs two elements, skilled sender and skilled receiver. In addition to that, both of them must be engaged to communicate effectively with having the mastery of some communicative skills, for instance the sender have the ability to share and convey the message rightly in order to create a good understanding on the receivers mind. However, the receiver needs to be an effective listener and able to interpret the message rightly and give the sender feedback. By doing so, the receiver has background information about what you are experiencing and can respond objectively. (Pfeiffer, 1998)

It is assumed that effective communication is a situation when both the receiver and sender share meaning that results by the exchange of common sense between a speaker and a hearer. Therefore, this process is characterized by reciprocity while transmitting the message that should mean the same thing for both. (Nwagbara and Oruh...et al, 2013). For instance, what an employee speaks about should be the intended meaning that his manager receives and understands. Otherwise, it will cause misunderstanding between them.

Others consider that using the English language is an effective communication especially in the field of business since English is mostly used in this field and for international communication. In this sense Soryan, Chabra and Kumar put emphasis on effective English communication, they claimed that “*In this age of globalization, English is commonly used in trade and industries*”.( Soryan,Chabra and Kumar, 2014:1) . They also added that using the English language for an effective communication this make the world of business

competitive. That is businesspersons all around the world become dependent of the English language. This goes with what has been pointed by Soryan, Chabra and Kumar (2014) “*There is tough competition in business world that’s why it is very difficult for professionals to survive and excel in their particular areas or fields without effective English communication*”. *Ibid*

## **1.5. Business Communication**

The term business communication refers to an exchange of information for achieving the organizational goals such as ‘*running a business, ‘managing an organization’, ‘conducting the formal affairs of a voluntary organization’* and so forth. (Bisen and Priya, 2009:12)

According to Bisen and Priya (2009:12) business communication should be formal by using formal channels between the different members of the organization. In other words, business communication is characterized by ‘formality’ as it is against ‘personal and social communication’ or informal communication. For instance, it is better for employees to use emails or deals with written communication in order to communicate with their managers rather than using the telephone.

Widhiastuti (2012:1) shares an opposite point view in which she considers communication in an organization as the process of exchanging the information among the organization members through formal and informal channels. This means that people in the organization may use emails, SMS, telephone, face to face communication or other channels. Thus, what accounts more is the efficiency of the message and its impact on the receiver and not the type of communication used in the exchanging of the information.

## **1.6. Organizational Communication**

Myers and Myers (1982) defined organizational communication as “*the central binding for that permits coordination among people and thus allows for organized behavior*” (cited in Femi 2004:3). Said differently, the flow of communication within an organization allows a cooperation and interchange between its members. As a result, it allows an ongoing and a well structured of the organizational affairs. Redding (1964) defines it as “*an aggregate of persons, arranged in predetermined patterns of relationships, in order to accomplish stated objectives*”. (cited in Wrench and Nassira, 2012: 11). In other words, communication in an organization is an exchange of information between different members of the company through an appropriate medium

## **1.7. Employees’ engagement**

According to recent studies conducted By Kamau and SMA (2016: 01) “*Employee engagement has continued to receive increased attention in the recent past*” That is to say researchers gave more importance to the concept. Many studies have shown that engaged employees are more productive. In the same context, Kahn (1990: 03) who is considered the father of employees’ engagement defines personal engagement as “*harnessing of organization members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances*”. This means that, engaged employees should be present not only physically but also mentally and emotionally. For instance, an engaged worker is the one who show involvement and willingness to perform his/her tasks successfully. In addition, he/she should not confuse between work and personal

problems that is, he/she should be an active member by sharing ideas with others rather than thinking about personal things.

Moreover, Hewitt Associate (2006) defines employees' engagement as "*those who say, speak-positively about the organization, stay desire to be an effective member and strive-continue to perform beyond minimal requirements for the organization*" (cited in Balakrishnan and Masthan, 2013: 02). Said differently, an engaged employee is the one how see only good things in the organization and tries to do the best for its success despite the conditions and the difficulties that exist in the workplace.

Rhoads and Eisenberger (2001) argue that when employees are well oriented by their superiors they will be more engaged at work. For instance, they provide them with the necessary information and help to perform their job. Therefore, superiors support is considered a sign of the organization success. It is an important factor to enhance employees' engagement (cited in Kamau and SMA, 2016: 02)

## **2.1. Employees' Engagement and Internal Communication:**

Pandita and Bedarkar (2014) consider internal communication as an "*organization practice*" since it keeps employees in contact with the organizational affairs that is will be informed about the different changes and principles of the company. Thus, gain the employees support to achieve the organizational objectives. In addition', Ologbo and Saudah (2010) note that "*employees need clarifications if they are to do their work well*". As a clarification for the previous claim, Hakanen et.al (2006) add that if superiors sent clear instruction and provide necessary information about their tasks this increases the engagement of employees. Thus, access to information in the organization help employees to complete their tasks successfully and achieve the organizational goals. Men (2015) concluded that,



By nurturing quality employee- relationships, transparent communication indirectly drives employee engagement. This means that, fostering the relationships between employees and establishing an effective communication between the different members this will make employees engaged in an indirect way. (Cited in Kamau and SMA, 2016:3)

The study conducted by White, Vance and Stafford (2010) found that “*internal communication satisfaction added a sense of community and gave employees a feeling of greater responsibility to advocate for the organization at a personal level*”. (Cited in Cherie Gaither, 2012: 6). In other words, when the employees are satisfied with their communication among other employees or with their supervisors, they feel responsible to support the organizational activities and assume their tasks individually. Moreover, Penna research report (2007) “*meaning at work has the potential to be valuable way of bringing employees and employee close together to the benefit of both where employees experience of sense of community*” (Cited in Markos and Sridevi, 2010:3). Put it differently, meaning is an important factor in the development of the relationships between managers and employees. For instance, if there is misunderstanding between workers or employees with their supervisors this will affect negatively the work progress. On the opposite meaning at work creates a sense of community between the different members in an organization because they communicate effectively and this brings employees engagement.

## **2.2. Strategies of Employees’ Engagement**

Markos and Sridevi (2010: 05) set ten (10) strategies that managers need to take into consideration to engage their employees in any organization. They consider these points as “*tablets*” because it is believed that they will cure employees disengagement diseases. For the sake of analyzing our data, we have used only Six (06) strategies which are more reliable to our study which are as follow:

At first, the strategies for employees' engagement **start in one day**. It means that, managers should provide new employees with the necessary information about their job from their first day at the company. For instance, this will help the new employees to be engaged at work. Secondly, strategies for employees' engagement **start from the top**. That is to say, managers have to show engagement first, in order to be a good example for the employees. The third strategy deals with enhancing employees' engagement through **two-way communication process**. That is, it is very important to implement the employees in making decisions and giving them the opportunity to express their opinions about the job life; this will help the manager in advance to have a feedback from them. The fourth strategy consists on **giving satisfactory opportunities for development and advancement**. In other words, managers have to encourage the independent thinking of the employees and they have also to provide them with positive-feedback in their achievements for the sake of creating on them the feel of trust and membership.

The fifth strategy includes, **give employees an appropriate training**. Providing an employee with the appropriate training increases the employees' knowledge, in return it increases his good will to perform more. In addition, Mmope (2010) puts emphasis on the importance of training for managers in order to be able to communicate effectively and to know the significance of a successful internal communication. Also providing employees with an appropriate training on how to communicate effectively using the English language since it the main foreign language in business and international communication. The sixth and the last strategy of employees' engagement strategies, is **to have a strong feedback system**. It is very important for any company to have a strong feedback system, since it allows both the manager and employees to share the necessary information about the needs and the goals of the company, so this will build the mutual trust between the two.

### 3. Analytical framework

A scientific research should base on a theory. In attempt to verify whether the barriers to effective communication have an impact on employees' engagement. Our research will be based on the work of Bisen and Priya in the field of business communication.

#### 3.1. The communication process/cycle

It is believed that communication cycle is a complex process. However many authors have attempted to establish the essential elements of this process for instance, Wertheim (2008) claim that *“Although all of us have been communicating with others since our infancy, the process of transmitting information from an individual (or group) to another is a very complex process with many sources of potential error”*(Wertheim, 2008: 01).

In this context, Keyton (2011) argues, *“the elements in the communication process determine the quality of communication. A problem in anyone of these elements can reduce communication effectiveness”* (cited in Lunenburg, 2010: 02). The communication process or cycle is defined by Bisen and Priya (2009: 05) as *“the transmission of sender's ideas to the receiver and the receiver's feedback or reaction to the sender constitute the communication cycle”*. Put it differently, the communication process involves the transferring of information or the exchange of ideas, thoughts and opinions between the sender and the receiver. Griffin (2012: 08) considers the communication process as a relational process between two people. This means that the communication process is not only a transferring of information but a matter of relationship between the sender and the receiver.

Bisen and Priya (2009) elaborated eight (08) important elements to the communication process that are; the **sender** who **encodes** a message that manifests as a fact, ideas, opinion

etc. This **message** is transmitted through a **channel**, which connects both the sender and the receiver. The **receiver** is the one who receives the message and he/she attempts to **decode** (interpret and understand) it, then he/she gives a **feedback** to the sender. Feedback is an essential element in communication process, the absence of feedback means that there is no **two-way communication**. Another important element advocated by Bisen and Priya is; **brain drain**. This element covers all the factors that may cause communication breakdown occurs at one level of all these elements of communication cycle. For instance, from the sender's side in case of using a wrong medium, the receiver may misunderstand or misinterpret his message.

Furthermore, Shonubi and Akintaro (2016: 05) elaborated the same process of communication (Sender, Encoding, Message, Channel, Receiver, Decoding), but they differ just in the last element. While, Bisen and Priya stated it as "brain drain", Shonubi and Akintaro made reference to "noise". According to them, *"Noise is anything that hinders, disturbs, and interferes with communication whether from the side of sender, the message channel, or the receiver."* Say it differently; noise can interfere at different stages of communication that is when the sender encodes the message, or if he/she chooses the wrong channel, the misinterpretation when decoding the message by the receiver.

### **3.2. Forms of Communication**

According to Bisen and Priya (2009), there are two types of communication in an organization: internal and external communication.

## **2.1. Internal Communication**

Internal communication is all communications that occur within the organization or between the different members and groups from different departments of the organization. (Bisen and Priya, 2009: 05). Internal communication includes:

### **2.1.1. Formal Communication**

Formal communication manifests through formal channels such as letters, emails...etc from one authority level to another. First it helps maintaining good relationships between the supervisor and his subordinates as it keeps the authority and uniformity while spreading the information. Bisen and priya (2009: 17).

#### **2.1.1.1. Downward Communication**

The information flows from higher level to lower level in the organization or from superiors to subordinates. “*Order, individual instructions, policy statements, circulars etc fall under this type of communication*”. Generally, it helps to explain the organizational plans, policies program and procedures as far work methodology etc. As it provides subordinates with the necessary information to perform their job. It also helps to convey them what their managers expected by them. In addition to this, it acts as a means to make into control the activities of the employees and provide them with active feedback. Thus, it motivates the subordinates. (Bisen and 2009: 08)

#### **2.1.1.2. Upward Communication**

The information flows from subordinates to supervisors. This type is an opposite of downward communication that is, from lower level to upper level. Upward communication provides superiors with feedback and it helps to improve managers and employees relationships. However, it is disadvantaged because most of the time employees hesitate to

complaint or criticize superior' instructions because they fear his/her reaction towards this criticisms. For instance the superior may feel insulted hence this may affects negatively on their relationships. (Bisen and Priya 2009: 09)

### **2.1.1.3. Horizontal/ Lateral Communication**

Horizontal communication occurs when individuals interact in the same rank or other department in the organization. This form of communication is important for accomplishment of the designed work, solving problems and improving teamwork. It helps to develop confidence amongst employees as it creates understanding between responsible of different departments. However, horizontal communication may lead to some problems such as misunderstanding among employees of different departments due to different cultures. *Ibid*

### **2.1.2. Informal Communication**

In this type of communication, almost all of the organizations received most of their information through an informal channel such as telephonic conversations, grapevine..etc. It runs in all directions horizontal, vertical, diagonal and “*it flows around water cooler, down hallways...etc*” in places where people grouped together. (Bisen and Priya, 2009: 11)

## **2.2. External communication**

Bisen and priya (2009:2) stated that, external communication occurs outside the organization with other companies, costumers and public. It leads to increase profits to achieve the organizational goals. In addition, Jason S. Wrench and Nassira P. Carter (2012: 12) added that “*The external environment consists of all vendors, competitors, customers, and other stakeholders who can have an impact on the organization itself but exist outside the boundaries of the organization*”. This form of communication is not part of the study.

### 3.3. Gateways to Effective Communication

According to Bisen and Priya (2009:17) developing and maintaining a system of communication is the key job of any manager. Thus, they identify the following characteristics of an effective communication system discussed below:

**1. Two-way channel:** that is to say, for communication to be effective it should be a two way process. It should be vertical, downward and upward. That is to say, the manager should not only inform but he/she should listen, understand and interpret. In line with this, Shunobi and Akintaro (2016: 4) asserted that, *“Since communication is a two way process, its success lies in allowing as much as possible exchange of ideas, and keeping mutual interaction between the source of communication and receiver.”* That is, it is for both the sender and the receiver to assume their responsibilities in order to achieve successful communication.

**Clarity of message:** the message should be clear and it should not contain any ambiguity. In this sense, Koontz and Donnell note that *“A communication possesses clarity when it is expressed in a language and transmitted in a way that can be comprehend by the receiver”* (cited in Bisen and Priya, 2009:17). In short, a good communicator must make his/her ideas and opinions clear to be understood by the receiver. Effective communication is characterized by clarity that is the message must be clear for both sender and receiver and should not contain any vagueness. (Pfeiffer, 1998: 15)

**3. Mutual trust:** that is to say, an effective system of communication requires good and healthy relationships between the sender and receiver. Furthermore, *“...effective interpersonal Communication requires a climate or culture that supports effective communication, specifically, trust...”* Maurice Odine (2015: 15). In other words, for achieving effective communication, it is important for both the sender and the receiver to trust each other.

**4. Timely message:** the notion of time is of considerable importance in the communication system. Since, for instance written communication consumes much time than the oral one. And the delay in sending the information may cause changes on the information.

**5. Consistency of message:** which means the objective; policies and program of the company are of primary importance for the communicator that should not contradict the previous communications. Otherwise, it would cause conflicts and disorder in the organization.

**6. Good relations:** in order to maintain a good relationship between communicators, it is important for both the receiver and sender to take into account a good understanding and to use the appropriate words and avoid all kind of irritating words or expressions. Maurice Odine (2015: 13) adds that *“facilitating communication, a manager should hear what is said, integrate it into the topic at hand, and say something to move the conversation forward”*.

**7. Feedback:** it plays an important role in the communication system. Communication is a two way process. Without feedback, communication is one-way process. Thus, it ensures communication effectiveness through all the levels (Downward, Upward, and Horizontal) in the company. Accordingly, Pfeiffer (1998: 15) stressed on the importance of effective feedback, which is the most important element of the communication process and he defined it as *“the intended meaning”*.

**8. Flexibility:** the communication system should be flexible. That is to say make changes in the field when it is necessary. (Bisen and Priya 2009: 18).

### **3.4. Barriers of Communication**

Communication can be considered an easy task and any person could be able to communicate with one or more persons. However, it is not always the case because the communication process may become difficult or complex due to some obstacles or barriers



that may affect its effectiveness. (Agarwal and Garg, 2012). These barriers are discussed by many authors for instance Longest et al (2000) state that “*Communication barriers are considered anything that filter, blocks or distort the message or the information during the process of encoding-sending-decoding*” (cited in Ergen, 2010: 03). That is to say, barriers to communication are those factors that cause the message distortion and may hinder the process of communication. In this context, Bisen and Priya (2009:14) have established four (04) main barriers of communication which are as follow:

The first barrier to communication advocated by Bisen and Priya (2009: 14) is, **Wrong Choice of Medium**. They have stressed the fact that communication must be transmitted through an appropriate medium or channel by the sender, otherwise communication would be ineffective. This goes with what Lunenburg (2010: 04) called “*Medium Barrier*” and he classifies it as “*Process Barriers*” proposed by Eisenberg (2010). Thus, the choice of the medium should be precise and in accordance with the situation of communication. For instance, when an employee wants to transmit a message to his/her superior through a telephonic conversation instead of transmitting it face to face or through a letter this may causes message distortion.

The second kind of barriers to communication advanced by Bisen and Priya (2009: 14) is called, **Physical Barriers**. They include the element “*noise*” such as (electronic noise: telephone, louder speaker system) and other related types such as “*Physical interference*” such as illegible hand writing and bad photo copies. Another form of noise is “*Time and Distance*”, many other authors put emphasize on such factor. For instance , Maurice Oline (2015: 5) asserts that, “*A physical barrier to communication is geographic distance between the sender and receiver* ”In accordance with this, Lunenburg (2010: 4) claimed that: “*Any number of physical distractions can interfere with the effectiveness of communication,*

*including a telephone call, drop-in visitors, distances between people, walls, and static on the radio”.*

The third type of barriers to communication is **Semantic barriers** that are related to misinterpretation of messages by the receiver.(Bisen and Priya ,2009: 14)In this sense Shonubi and Akintaro(2016: 7) state that *“These occur when words are understood and interpreted differently by sender and receiver. This affects the commonness of thought in communication”*. It may also occur because of *“Bypassed instructions”*. That is, the sender and the receiver differ in their interpretation of the same word because of their cultural differences. Finally, *“Denotation”* which means the exact meaning of words and *“Connotation”* that is the implicit meaning of words. (Bisen and Priya, 2009: 15)

The fourth type of barriers to communication advocated by Bisen and Priya (2009: 15) and the last one is **Socio- Psychological Barriers**. They include: *“Attitudes and opinions”* which means that the message must be adequate with the sender’s personality as it should take into account the receiver’s behavior and thought. In this sense, Shonubi and Akintaro (2016: 7) attribute different appellation which is *“Distrust”* and they argue that *“Believability and acceptability of messages to a large extent is determined by credibility of the sender.”*That is he should be sincere. Moreover, *“Emotions”* the psychological status of the communicator determines the quality of communication. For instance, when the sender is perplexed, worried or nervous etc this will affect his/her way of encoding the message, consequently, this cause misunderstanding. (Bisen and Priya, 2009: 15).

Another form of socio-psychological barriers is *“Closed-mind”*: a closed minded person is the one who do not share his/ her ideas with others and refuse to listen to others’ opinions. In this sense, *“A typical example is when the receiver is preoccupied by personal concerns and is not quite receptive”* (Odine, 2015: 05). Adding to these barriers, *“Status*

*consciousness*” that is to say, the level of the organizational staff affects their communication *Ibid*. This goes with Lunenburg (2010: 05) “*Self-perception*”. He claims that “*How we see ourselves affects our ability to communicate effectively. A healthy but realistic self-perception is a necessary ingredient in communicating with others*”. Another, socio-psychological barrier is “*Source of information*” which means that the receiver’s reaction depends on the sender’s Information. Moreover, “*Faulty transmission*” that is to say, the message must be transmitted using an appropriate medium. Finally, “*Poor retention*” it is a person’s ability to memorize information. (*ibid*)

Other authors pointed out to another barrier to communication consist in information overload, which means that a person gets a lot of information at once. (Richmond, McCroskey and McCroskey, 2005: 7) Moreover, Agarwal and Garg (2012: 01) explained that “*when a person receives too many messages at the same time*”. Furthermore, Eisenberg (2010) established also other barriers “*Four barriers... are process barriers, physical barriers, semantic barriers and psychosocial barriers*” (cited in Lunenburg, 2010:03).

Environmental barriers is another type which is related to the nature of environment such as, surroundings or the circumstances where communication occurs for instance, faulty arrangement or setting could be a barrier to communication (Rani, 2016: 03). Thus, to overcome such barrier she asserted that, “*People need to feel safe before they will listen or offer suggestions*”. In other words, before involving in any communication situation, the communicators should ensure a comfortable environment.

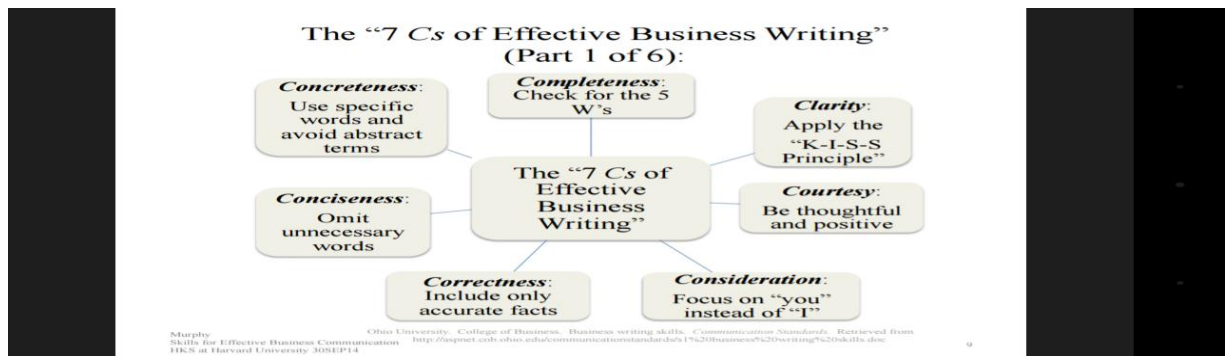
### **3.5. Seven Cs of communication**

Bisen and Priya (2009) identify the seven Cs of written communication, which are as follow: First, **clarity** requires the use of simple language to facilitate comprehension. Reeves

claimed that *“In the absence of clarity and precision, audience is left with no solid facts, which leads to misapplication in carrying out assigned”* (cited in Odine, 2015: 9). Next, **completeness** means that the message must bear all the necessary information. Then, **concise** message must include only important data and avoid repetition. With making reference to what has been said by Bennie (2009: 13) *“Even when speaking, we should always try to be as concise as possible”* In addition to this, **consideration** refers to the use of polite words and attitudes to consider the receiver or listener. Another element of seven Cs is **courtesy** consists in valuing the receiver’s feelings by using polite words and gestures that also show respect to the communicator. **Correctness** means the use of right level of language, correct grammar, spelling and style in addition to this providing correct fact. Finally, when the message is **concrete** this means that your audience has a clear picture of what you are telling them.

Moreover, Bennie (2009: 89) asserted that, *“one of the rules of business communication is to be direct, and the concrete is usually more direct than the abstract”*. Bergin also established seven Cs of oral communication that are the same as those of Bisen and Priya. However, they differ in one component, which is called by Bisen and Priya as **consideration** that is the same as **Candid**. Bergin defines it as *“when the speaker chooses the candid approach, its mean that their message should be straight, open, frank, out spoken but not hurting particular individual”*(cited in Bisen and Priya, 2009:20). In other words, the sender creates a message that should be direct, sincere but he/she should take into consideration the receiver’s feelings.

*Administrators need to take the opportunity, when it arises, to convey something of help or value to the receiver. Consideration of the other person's interests and needs—trying to look at things from the other person's point of view—frequently points up opportunities to convey something of immediate benefit or long-range value to the other person. Lunenburg(2010: 7).*



Michael Murphy model of the 7Cs of Effective Business Writing, (2014 :9)Skills for Effective Business Communication: Efficiency, Collaboration, and Success

## Conclusion

The chapter has dealt with review the literature of relevance to the study under investigation. It has described the theoretical framework, which is set out to verify the validity of the suggested hypotheses. In addition to this , it has provided with definition of the key concepts such as communication, Business Communication, Effective Communication, Organizational Communication and Employee’ Engagement. Moreover, this chapter has dealt with the relationship between employees’engagement and internal communication. In addition to this, this section has described the theoretical framework based on the work of Markos and Sridevi (2010) on employee engagement strategies and finally the work of Bisen and Priya (2009), which deals with business communication.

## **CHAPTER II: RESEARCH DESIGN**

### **Introduction**

This chapter is devoted to the methodology followed in our study. It describes the techniques and procedures of data collection and analysis. It is divided into two sections. The first section is named “*Procedures of Data Collection*” and it provides the type of research method used in this study; followed by the description of the context of investigation and the sample population. In addition, it describes the questionnaire. The second section is called “*Procedures of Data Analysis*” and it accounts for the approach adopted in the study. Then, it presents the methods used in the analysis of the data. The rule of three is used for the analysis of the close-ended questions and Discourse Analysis (DA) for the open-ended questions and the data gathered from the interview.

### **II.1.Context of Investigation and Sample Population**

This inquiry took place on **EL KENDI Pharmaceutical Manufacturing Company, SPA-Deley Brahim, Algiers (Algeria)**. El KENDI is a fast growing and ambitious multicultural company that employs a team of 1000 employees. El KENDI is led by young Algerian and Jordan managers whose average age does not exceed 40 years.

#### **The Target Population**

Our study targets a population that uses English for specific business purposes, as it is significant in that it sheds light on what multicultural companies need to know about the importance of communication in the business field and to know about effective communication and the barriers to it in real-life situations. The target population under this study is employees. They consist of one hundred (100) employee divided into more than ten (10) department, and five (5) managers who are randomly chosen.

## **II.2. Description of Questionnaire addressed to employees**

A questionnaire is a valuable research tool for collecting both quantitative and qualitative data. It is defined by Brown (2001:6) as:” *any written instrument that presents respondents with a series of questions or statements to which they are to react either by writing out their answers or selecting from among existing answers.*”

This questionnaire is designed as part of our investigation to the target population who are employees on EL KENDI Pharmaceutical Manufacturing, SPA/Algiers, Algeria. We have submitted the questionnaires to the employees in the period between 7<sup>th</sup> August and 7<sup>th</sup> September 2017. The employees questionnaire contains (24) questions. It is divided into four sections. The first section is named “***Employees’ profile***” and it reveals the department and work experience of the employees. The second section is called “***The Nature of Communication on EL KENDI PHARMACEUTICAL Company***” and it aims at figuring out the nature of the communication process on the company. The third section; is entitled “***Barriers to Effective Communication on EL KENDI PHARMACEUTICAL Company***”. This section investigates the barriers to effective communication on EL KENDI PHARMACEUTICAL Company. The fourth section and the last one is named “***Employees’ Engagement and Internal Communication***” and this section investigates the impact of internal communication on employees’ engagement on EL KENDI PHARMACEUTICAL Company. The employees’ questionnaire contains different types of questions such as open-ended, closed-ended questions, ranking order, and LiKert-scale questions.

### **II.2.1. Employees’ Questionnaire**

At the beginning of our data collection phase, we have designed the questionnaire addressed to the employees. This stage took place on August 7<sup>th</sup> 2017. We have distributed the questionnaire through E-mail to employees, and then we gathered only few of them. It was

difficult to deal with all employees so we dealt only with seventy (70) and we collected fifty-seven (57) questionnaire.

### **II.3.Managers' Interview**

In our research study we conducted five structured interviews in English with five managers between the 20th and the 25<sup>th</sup> of September 2017 in EL KENDI Company. An audio recorder by means of mobile phone is used to record the interviewees. The interview contains eight questions that investigate the Barriers to effective communication and their impact on Employees' Engagement on EL KENDI Pharmaceutical Company. This allowed us to carry out a more in-depth study of our issue.

### **II.4.Procedures of Data Analysis**

#### **II.4.1. Statistical Method and Discourse Analysis**

We have opted for the quantitative and discourse analysis methods for the analysis of the data collected from the questionnaires because of the different types of questions that we have asked: Close, and open-ended questions.

##### **II.4.1.1. Quantitative Analysis**

The quantitative analysis of the data tackled the close-ended questions obtained using statistics and percentages. Hence, for better readability of the results obtained from the questionnaire; different visuals are used, tables, pie charts and diagrams by using the software (microsoftExcel). As for the calculation of the percentages, we used the rule of three is applied as follow:



$$x = \frac{Z \times 100}{Y}$$

X is the calculated percentage, Z is the value of the answers, and Y is the total number of the participants.

#### **II.4.1.2. Discourse Analysis**

Discourse Analysis (DA) is a method that we used in our investigation to analyze open-ended questions of both the questionnaire and the interview. Indeed, “*Discourse Analysis considers how language, both spoken and written, enacts social and cultural perspectives and identities*” (James Paul Gee, 2005:01). This means that Discourse Analysis seeks at interpreting spoken and written language taking into account the social and cultural context of the communicators.

#### **Conclusion**

This chapter sheds light on the research design of the study. It presents the means of data collection and procedures of data analysis. Then, it describes the different research instruments used in this study: the questionnaire and the interview. Moreover, it introduces the theoretical frameworks that we use for interpreting the data. The frameworks are integrated ones which explain the different barriers to effective communication and their impact on employees’ engagement. Finally, the research design opted for explaining the methods of data collection and analysis.

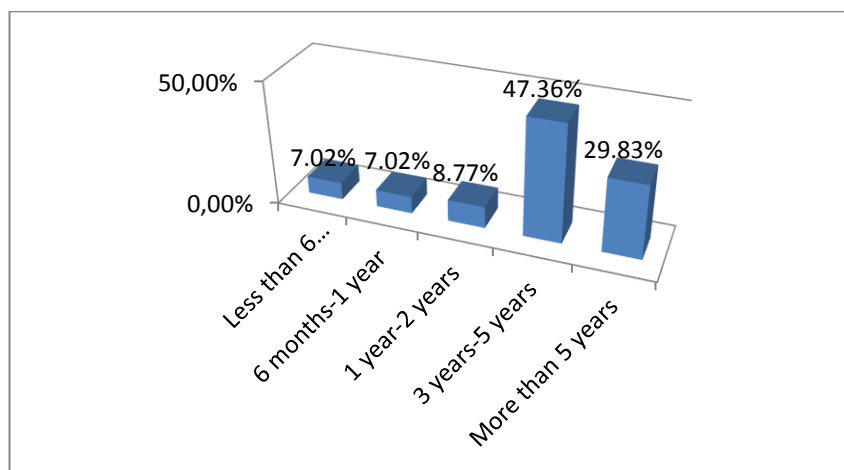
## Introduction

This chapter is empirical. It deals with the presentation of the findings obtained from the questionnaires administered to EL KENDI's employees, as well as the findings of the managers' interviews. First, the research uses the statistical analysis of the close-ended questions. Then, it accounts for the qualitative content analysis for the interpretation of the open-ended questions in both the questionnaires and the interviews. For the sake of organization and clarity, the outcomes are represented in percentages and displayed in tables, diagrams and pie charts. This chapter is divided into two sections. The first covers the presentation of the results of the questionnaires. The second one comprises the results obtained from the interviews.

### III.1.Presentation of the Employees' Questionnaire Results

#### Section One: Employees' Profile

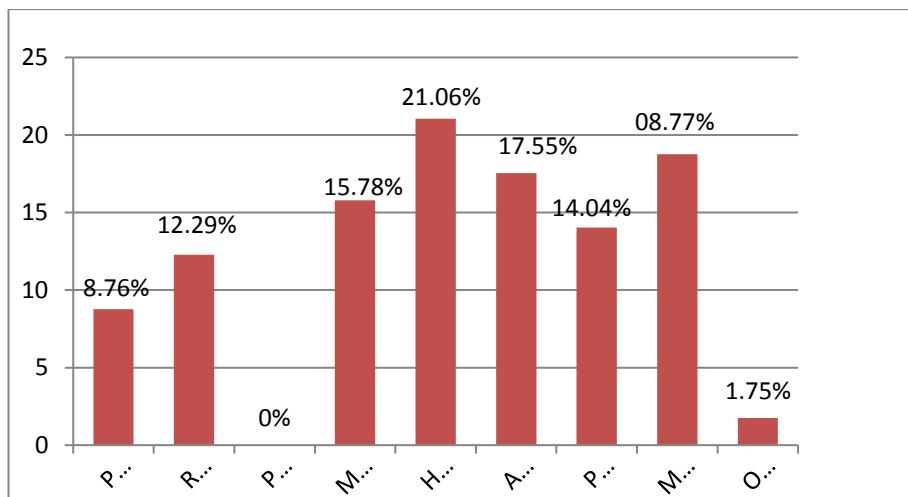
**Question One:** Please choose the appropriate answer **Work Experience:** Less than 6 months, 6 months-1 year, 1 year-2 years, 3 years-5 years, More than 5 years.



**Diagram (01): Employees' Work Experience**

The results show that (47.36%) of EL KENDI's employees are from 3-5 years experience. (29.83%) of employees are more than 5 years experience. (8.77%) of respondents are between 1 year-2 year's experience. Only, (7.02%) of them are 6 months-1 year experience. (7.02%) others are less than 6 months experience.

**Question two:** Please choose the appropriate answer. To which department they belong to: Production, Research and Development (R.D), Purchasing, Marketing, Human resource Management, Accounting and Finance, Performance Analysis, Management, Other.



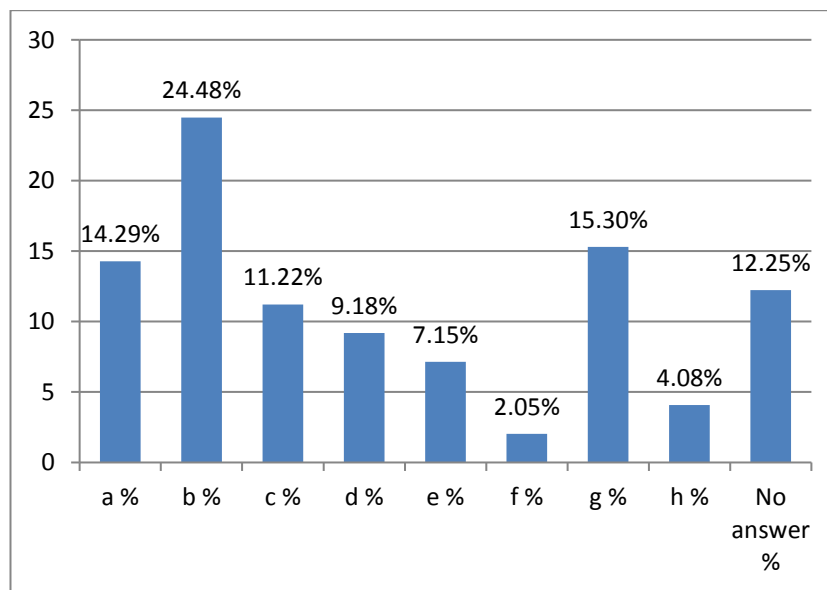
**Diagram (02): Employees' Department**

This Diagram indicates that 21.06% of El KENDI's respondents belong to Human Resource Management department. 08.77% belongs to Management department. 17.55% are from Accounting and Finance department. Marketing employees' department represents 15.78% of the respondents. 14.04% belongs to the department of Performance and Analysis. Research and Development respondents represent the percentage of 12.29%. As far as Production department they represent 08.76% of the respondents. 1.75% of the participants are from other departments.

## Section Two: The Nature of Communication on El KENDI PHARM-Company

**Question One:** On El KENDI Pharmaceutical Company, we face a range of communication problems such as

- a- The instructions sent by managers are not clear
- b- Managers do not answer our requests and recommendations
- c- Managers are not concise in their communications ( they do not include only the important facts)
- d- Managers do not make more consideration to us in their communications ( using words like chairman instead of chair person)
- e- Managers use of irritating expression (such as 'you neglected', 'you are not aware'..etc)
- f- Managers do not give the correct facts
- g- Managers do not send the messages timely
- h- Managers exaggerate in their communication ( they do not use specific facts and figures)



**Diagram (03): Communication problems faced on El KENDI Company**

The results indicate that 24.48% of the employees face communication problems, because; *managers do not answer their requests and recommendations*. 15.30% of them asserted that, *managers do not send the messages timely*. 14.29% of the participants said that it is due to, *the unclear instructions sent by the manager*. However; 12.25% of employees

claimed that they do not face communication problems on the company. 11.22% claimed that; *managers are not concise in their communications*. 9.18% of employees chose the answer (d). 7.15% of the respondents stated that it is, due to *managers' use of irritating expressions*. 4.08% answered that they face communication problems because; *managers exaggerate in their communications*. Finally, 2.05% of employees asserted that they face communication problems, because; *managers do not give them the correct facts*.

**Question Two:** Does information flow effectively down (from responsible to employees) throughout the company?

A-Yes                      B-No

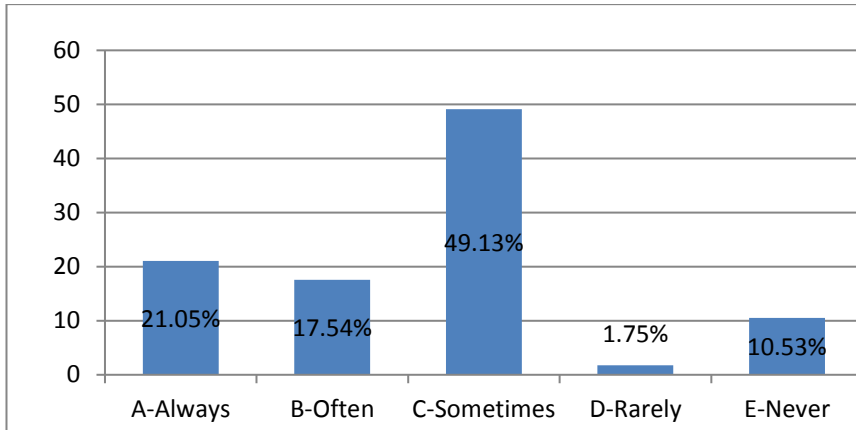
	Yes	No	Total
Number	40	17	57
Percentage	70.17%	29.83%	100%

**Table (01): Information flow down efficiency**

This table shows that forty (40) employees out of fifty seven (57) opted for “Yes” they receive information effectively from their responsible with (70.17%). A percentage of 29.83% said “No”, that is, they do not receive information effectively from their responsible.

If yes, how often does the information flow effectively down?

A-always      B-often      C-sometimes      D-rarely      E-never



**Diagram (04): The frequency of down communication efficiency**

As presented in Diagram (04), the majority of the employees (49.13%) answered by “sometimes”. According to 21.05% of the employees, information “Always” flows down effectively. 17.54% states that information “often” flow down effectively. 10.53% of the respondents answered by “Never”. Lastly, 1.75% of them answered “Rarely”.

**Question Three:** Does information flow effectively up (from employees to responsible) throughout the company?

A-Yes                      B-No

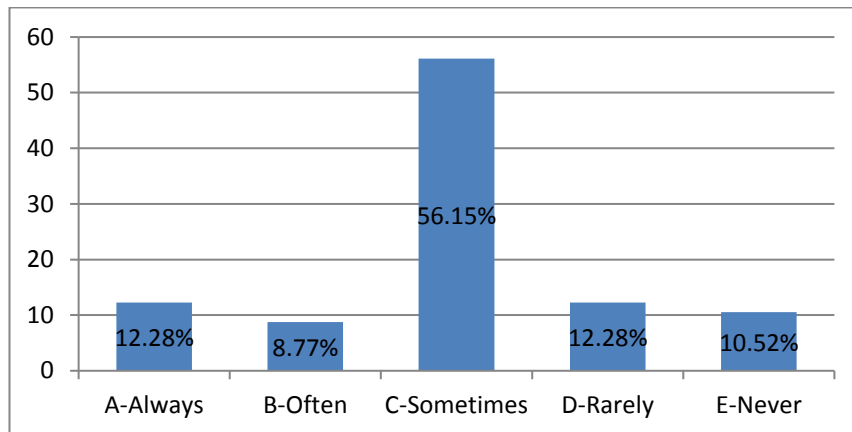
	Yes	No	Total
Number	35	22	57
Percentage	61.40%	38.6%	100%

**Table (02): Information flow up efficiency**

This table indicates that the majority (61.40%) of the respondents have answered by “Yes”. However, 38.6% of them chose to answer by “No”.

If yes, how often does the information flow effectively up?

A-always    B-often    C-sometimes    D-rarely    E-never



**Diagram (05): The frequency of up communication efficiency.**

From the data gathered, the majority of employees (56.15%) said that on EL KENDI “Sometimes” information flow up effectively. 12.28% of them answered by “Rarely”. Other 12.28% of them opted for the suggestion (A) that is; “Always”. Few of them (8.77%) have answered by “often”. 10.52% others have mentioned the last preposition “Never”.

**Question Four:** Does information flow effectively laterally (the communication between the employees of the same status at the company)

A-Yes                      B-No

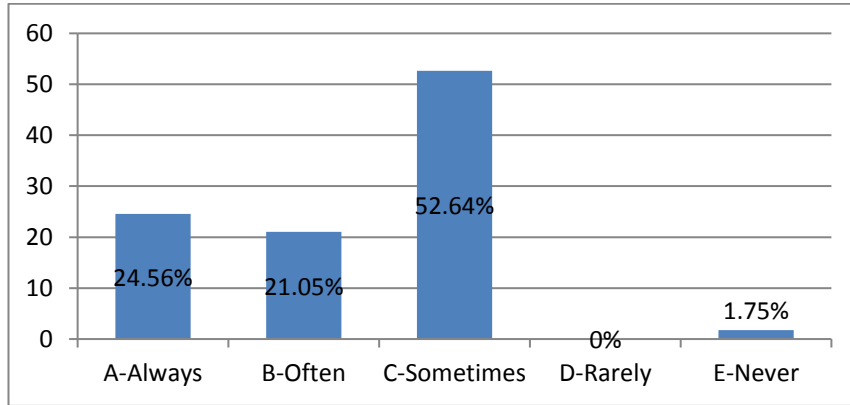
	Yes	No	Total
Number	44	13	57
Percentage	77.19%	22.81%	100%

**Table (03): Information’ flow laterally efficiency**

This table shows that the high range of employees (77.19%) has answered this question by “Yes”, that is; information flows laterally effectively. However; 22.81% of them have answered by “No”.

If yes, how often does the information flow effectively laterally?

A-always    B-often    C-sometimes    D-rarely    E-never



**Diagram (06): The frequency of information efficiency laterally**

The result display that 52.64% of the employees share the same opinion that “sometimes” information flow laterally effectively. 24.56% of them opted for the suggestion (A), that is; “Always”. According to some (21.05%) employees, information “Often” flows laterally effectively. No one answered by “rarely” and 1.75% of employees have answered by “never”.

### **Section Three: Barriers to Effective Communication on El KENDI Pharmaceutical Company**

**Question One:** Does your manager use the appropriate medium of communication?

A-Yes                      B-No

	Yes	No	Total
Number	55	02	57
Percentage	96.49%	3.51%	100%

**Table (04): Managers’ use of the appropriate medium of communication**



The findings clearly show that the big majority of the participants (96.49%) claimed that, managers on EL KENDI's Company use the appropriate medium of communication. However, the minority (3.51%) have answered by "No".

**Question Two:** To what extent do the following impact you to understand your manager's message?

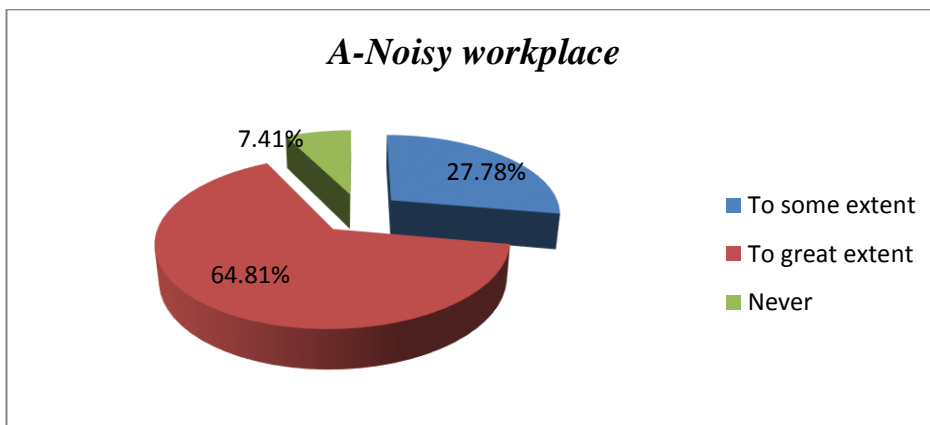
*A- Noisy workplace*

*B- Telephone or louder speaker*

*C- Illegible hand writing*

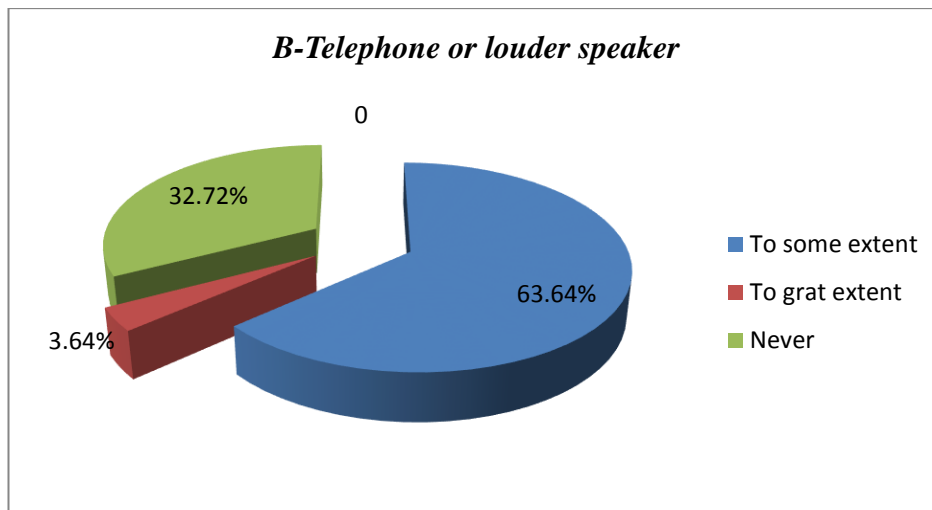
*D- Bad photo-copies*

*E- Distance*



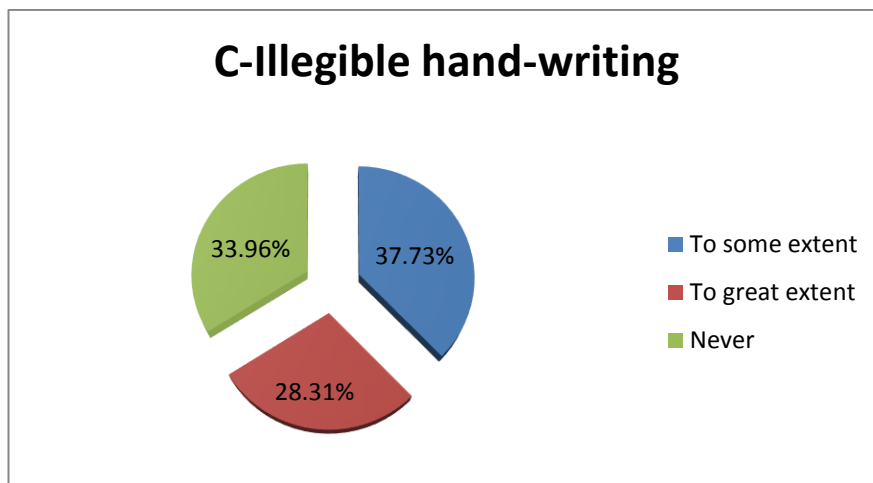
**Pie chart (01): Noisy workplace impact on employees' understanding of managers' message**

The results from the pie chart exhibit that 64.81% of the employees stated that *noisy workplace*, impact "to a great extent" the understanding of the managers' message. 27.78% of them asserted that *noisy workplace* impacts the understanding of their managers' message "to some extent". Lastly, 7.41% of them have answered by "never".



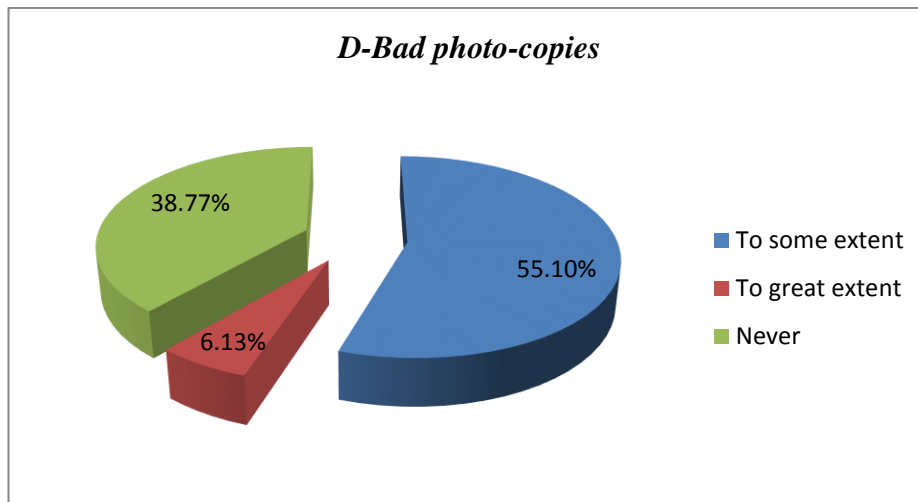
**Pie chart (02): Telephone or louder-speaker’ impact on employees understanding of manager’s message**

The results demonstrate that telephone or loud speaker affect employees’ understanding of the managers’ message “to some extent” with the percentage of 63.64%. And 32.72% of them have answered that it “never” affects their understanding. However, 3.64% claimed that it affects their understanding to a “great extent”.



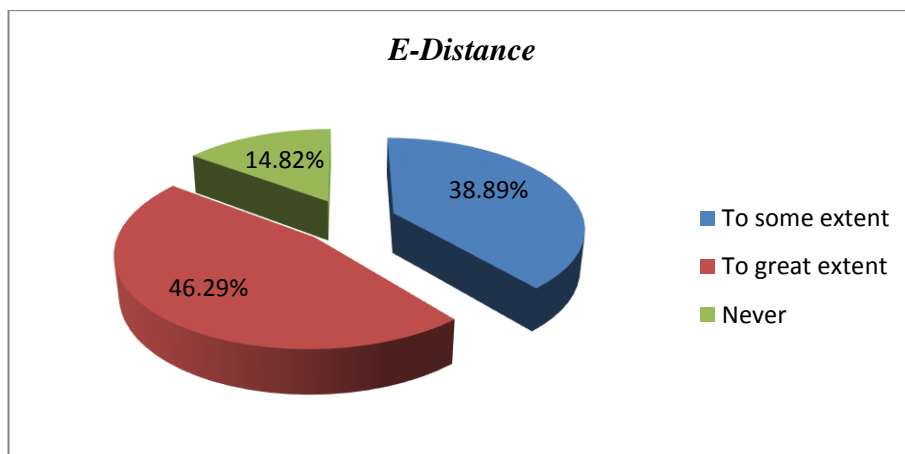
**Pie chart (03): Illegible hand-writing’ impact on employees understanding of manager’s message**

The results from the pie chart show that 37.73% of employees' answers, that is; *illegible hand-writing* impact their understanding of the managers' message to "some extent". 28.31% of them declare that it affects their understanding to "great extent". However, 33.96% of the respondents asserts that *illegible hand-writing* "never" affect their understanding of the manager' message.



**Pie chart (04): Bad photo-copies' impact on employees understanding of managers' message**

According to employees, *bad photo-copies* affect their understanding of their managers' message "to some extent", and this is represented in the pie chart by the percentage of 51.10%. Some of them have answered that it affects their understanding "to great extent" and it represents the percentage of 6.13% of the respondents. In fact, 38.77% claimed that, *bad photo-copies* "never" affect their understanding of the managers' message.



**Pie chart (05): Distance impact on employees understanding of managers’ message.**

The results show that 38.89% of El KENDI’s employees, their understanding of the managers’ message is affected “to some extent”, due to *Distance*. 46.29% of them declare that *distance* affects their understanding of the managers’ message “to great extent”. Only, 14.82% of the employees indicate that *distance* “never” affect their understanding of the managers’ message.

**Question Three:** Do you receive your information timely?

A-Yes                      B-No

	Yes	No	Total
Number	47	8	55
Percentage	85.45%	14.55%	100%

**Table (05): Time receive information**

The results from the table show that the majority of the employees answered by “Yes”, that is to say; they receive their information timely, it is represented with the percentage 85.45%. Only 14.55% opted for the suggestion “No”, that is; they do not receive their information timely.

**Question Four:** You are misunderstood by your manager because of the following

A-A misinterpretation of what you have said

B-you use different words for the same meaning

C-You use different meanings for the same word

D-You use unfamiliar words

E-You use negative judgments like (this is a poor work)

Suggestions	A	B	C	D	E	Total
Respondents	19	21	11	11	0	62
Percentage	30.65%	33.87%	17.74%	17.74%	0%	100%

**Table (06): The reasons of misunderstandings between employees and managers**

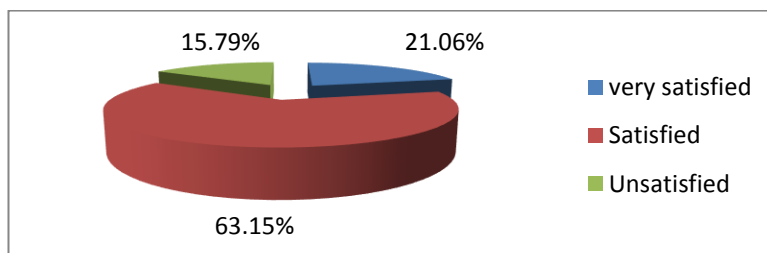
The results from the table show that the majority of the misunderstandings between managers and the employees on EL KENDI-PHARM Company are due to the use of different words for the same meaning by the manager and the employee, and this represent 33.87% of the answers percentage. 30.65% of respondents said that; the misunderstanding is due to, a misinterpretation by the managers of what the employees says. 17.74% chose each of the answer (C) and (D). As for as the suggestion (E), that is to say; the use of negative judgments there is no answer 0%.

**Question Five:** How satisfied are you by the information shared by your superiors?

A-Very satisfied

B-Satisfied

C-Unsatisfied

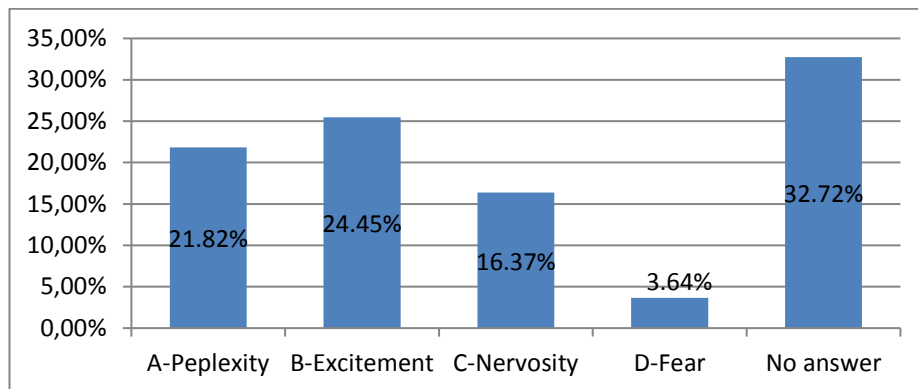


**Pie chart (06): Employees' satisfaction by the information shared by their superiors**

The results show that a high range of employee is satisfied with the information shared by their superiors; it represents the percentage of 63.15%. (21.05%) of the respondents are “very satisfied”. Lastly, 15.79% of the employees are not satisfied by the information shared by their superiors.

**Question Six:** What are the factors that prevent you from communicating with your superior?

A-Perplexity                      B-Excitement                      C-Nervousness (irritability)                      D-Fear



**Diagram (07): Factors affecting employees to communicate with their superiors**

The results indicate that, the majority of employees do not face such factors to communicate with superiors, and they represent the highest percentage which is about 32.72%. However, 25.45% of the answerers, stated that *Excitement*, affect them to communicate with their superior. *Perplexity* represents 21.82% of the factors that affect employees to communicate with their superior. Others opted for the suggestion (C), with the percentage 16.37%, which means that; it is due to “Fear” that they do not communicate to their superior. Lastly, only 3.64% of employees’ prevention factor to communicate to their superior is due to fear.

**Question Seven:** Does your manager make you feel things that you tell him/her are important?

A-Yes                      B-No

	Yes	No	Total
Number	42	15	57
Percentage	73.68%	26.32%	100%

**Table (07): The importance given by superiors to what an employee say**

The results of the table show that, a high range of the employees’ answers is with “Yes”, the percentage is 73.68%, that is to say; superiors make employees feel that things that they say are important. Only, 26.32% answered with “NO”, which means that; superiors do not make them feel what they say is important.

**Question Eight:** Order the following from (a - e) according to your preferred medium in getting the information:

- a- Face to face
- b- Written communication
- c- SMS
- d- E-mail
- e- Video-conference

Suggestions	1	2	3	4	5	Total	Percentage
a	70.17%	15.78%	3.51%	5.27%	5.27%	57	100%
b	10.53%	14.03%	50.88%	10.53%	14.03%	57	100%
c	3.51%	5.26%	8.77%	52.63%	29.83%	57	100%
d	17.54%	52.64%	15.78%	8.77%	5.27%	57	100%
e	7.02%	12.28%	14.04%	22.81%	43.85%	57	100%

**Table (08): Employees’ preferred medium in getting information**

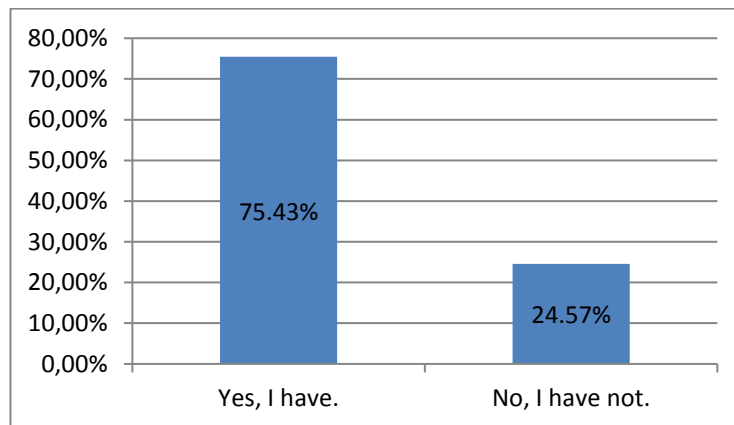
The results from the table show that more than a half of the employees preferred getting information from *face to face*, and this is represented by 70.17%. Then, in the second position they preferred getting the information from *E-mail* (52.64%), *SMS* in the third position with the percentage of 52.63%. Employees preferred getting their information by the medium of *written communication*, with the percentage of 50.88%. Lastly, *video conference* is classified as the last preferred medium to get information by the employees with the percentage of 43.85%.

## Section Four: Employees' Engagement and Internal Communication

**Question One:** Have you ever received training on communication?

Yes, I have.

No, I have not.



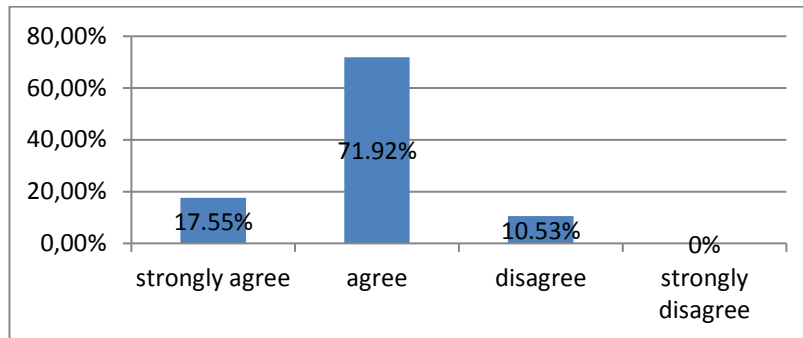
**Diagram (08): Employees' training on communication**

The results from the diagram show that the highest range of the respondents (75.43%) have received training on communication. only, 24.57% of the answerers answered with "No, I have not".



**Question Two:** The communication process in your company helps you feel more engaged and as a part of the company

Strongly agree                      agree                      disagree                      strongly disagree

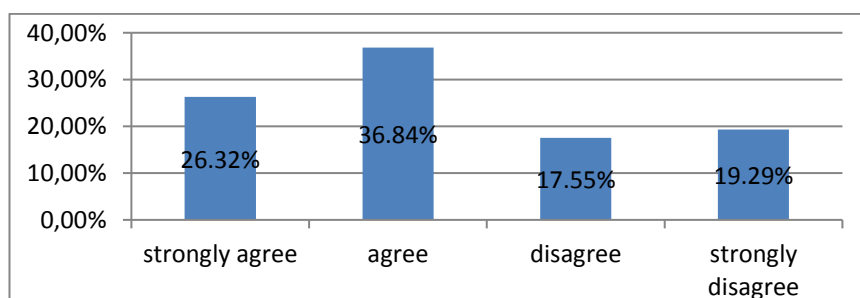


**Diagram (09): Communication process and employees’ engagement**

As the diagram show 71.92% of the employees agreed that the communication process on their company helps them to feel more engaged and as a part of the company. 17.55% of them is strongly agree. However, 10.53% of the answerers are disagreeing with the fact that communication process helps them to feel more engaged and as a part of the company. No one opted for last proposition “strongly disagree” 0%.

**Question Three:** Lack of communication affects negatively my engagement in the company

Strongly agree                      agree                      disagree                      strongly disagree



**Diagram (10): The negative effect of lack communication on employees’ engagement**

The results indicate that 36.84% answered with “agree”, that is; the lack of communication affects negatively their engagement. 26.32% of the employees opted for the second suggestion which is “strongly agree”. However, 19.29% of the employees are “strongly disagree”. Lastly, 17.55% of them chose the third proposition, that is; “disagree”.

**Question Four:** Do you participate in making decisions on your company?

A-Yes                      B-No

If yes, how often do you do that?

Always                      often                      sometimes                      Rarely

	Yes	No	Total
Number	34	23	57
Percentage	59.64%	40.36%	100%

**Table (09): Employees’ participation in making decisions**

The results show that 59.64% of the employees answered by “Yes”, which means that; they participate in making decisions on their company. However, 40.36% opted for the answer “No”, that is; they do not participate in making decisions on their company.

*If yes, how often do you do that?*

Frequency	Always	Often	Sometimes	Rarely	Total
Number	6	14	7	7	34
Percentage	17.65%	41.18%	20.59%	20.58%	100%

**Table (10): The frequency of employees’ participation in making decisions**

The table shows that 41.18% participate in making decisions on the company by answering with the suggestion “often. It is followed by both “sometimes” (20.59%), and

“rarely” with the percentage of 20.58%. Only 17.65% of the employees opted for “always”, that is; they participate always in making decisions on the company.

**Question Five:** Does your manager provide you with the necessary information about your progress?

A-Yes                      B-No

If yes, how often do you do that?

Always                      often                      sometimes                      rarely

	Yes	No	Total
Number	31	26	57
Percentage	54.38%	45.62%	100%

**Table (11): Managers’ information about employees’ progress**

The results from the table shows that 54.38% of the employees have answered by “yes”, that is; managers provide them with the necessary information about their progress. However, 45.62% of the respondents opted for “No”, that is to say; managers do not provide them with the necessary information about their progress.

*If yes, how often does he/she do that?*

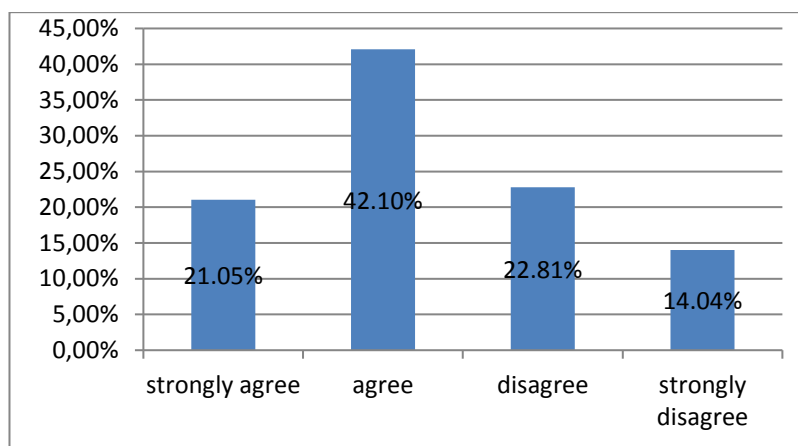
Frequency	Always	Often	Sometimes	Rarely	Total
Number	9	7	13	2	31
Percentage	29.04%	22.58%	41.93%	6.45%	100%

**Table (12): The frequency of managers’ providing employees with information about their progress**

The results show that thirteen employees (41.93%) responded with “sometimes” and nine (29.04%) with “always”. Seven employees selected “often” 22.58%. Only two respondents (6.45%) chose “rarely”.

**Question six:** My manager provide me with motivating feedback on my good achievements on the company

Strongly agree                      agree                      disagree                      strongly disagree



**Diagram (11): Manager motivating feedback on the good achievement of employees**

The result exhibit that, 42.10% of the employees “agree” with the fact that managers provide employees with motivating feedback on their good achievements on the company. 22.81% “disagree” with this item. 21.05% of the respondents chose “strongly agree”. Lastly, 14.04% of the employees answered with “strongly disagree” with the fact that managers provide them with motivating feedback on their achievements on the company.

**Question Seven:** do you persevere at work even though you meet communication obstacles?

A-Yes                      B-No

Would you explain your answer?

	Yes	No	Total
Number	37	20	57
Percentage	64.91%	35.09%	100%

**Table (13): Employees’ engagement and communication obstacles**

The results from the table display that the majority of the respondents 64.91% answered by “yes”.35.09% opted for “No”, that is; they do not persevere at work when they meet communication obstacles, and they did not explain why. However, the respondents with “yes” explain that, they persevere at work even though they meet communication obstacles, because; they like their job and it is a duty. Others say that those who want to succeed find solutions others.

### **III.1.3. Presentation of the results of Managers’ Interview**

**Question One:** To what extent do physical barriers such as noise, or all physical interference like illegible hand writing, bad photo-copies cause communication breakdown?

This question was asked in order to know to what extent physical barriers affect Managers’ communication on El KENDI Company. All of them answered by “yes, of course, sure”, that physical barriers cause communication breakdown on El KENDI company. Except one who answered by “No”, that is physical barriers do not cause communication breakdown.

**Question Two:** Do you think that non-verbal expression (tone, pitch) of other person affects your decision of continuing the communication.

The majority of the answers to this question is by “yes, of course”, they explained that non-verbal expressions is very important in communication process, since the interlocutor or the receiver receives feelings unconsciously and this affect the decision to continue the communication positively or negatively. However, one of them said that *it depends on the*

*persons*, for instance; when a person of higher hierarchy uses negative non- verbal expressions it affects of course, our decision to continue the communication.

**Question Three:** Do you think that semantic barriers such as interpretation of words, bypassed instructions i.e. The use of the same word for different meaning or the use of different words for the same meaning) to effective communication could cause tensions between workers? And how can the semantic barriers be overcome?

In this question all managers are agree on the fact that semantic barriers to effective communication could cause tensions between workers like, the misinterpretation of words due to the different cultures of the employees. Except one, she claimed that, on El KENDI *we face such obstacles*, but it doesn't lead to cause tensions between employees. As for as, the solutions given by the managers in order to overcome this kind of barriers to effective communication, it differs from one manager to another. Some of them claimed that these barriers could be overcome by being precise and concise in our communication, the others stress on the word choice and simplicity and others highlight to an important element in effective communication process which is feedback.

**Question Four:** Do you view negative attitude (rudeness, arrogance) of the communicator a big hurdle in effective communication?

This question intends to know the view of managers toward negative attitudes of the communicator, if it is a big hurdle in effective communication. However, their views concerning this question are significant. All of managers answered that negative attitudes of the communicator is a serious obstacle to effective communication, and they explained that in business we should be professional in our communication, since; using negative attitudes leads to conflicts. Especially on El KENDI, there are different views, there are some managers who claimed such obstacles, and there are also managers who said that, in El Kendi we don't face such barriers, except with Jordan due to our different perception of things.

**Question Five:** Do you feel that people who are so overloaded with information, they cannot respond effectively to messages?

To this question managers opted for different answers, by the majority is for “yes”. Some of them were strongly agree for the fact that people who are overloaded with information could not respond effectively to messages, since; information would not be clear for them. However, some others are “disagree” and they asserted that, it differs and it depends on the capacity of person’s to save and store information.

**Question Six:** Is the absence of the receiver’s mind a barrier to effective communication? If yes, would you explain why?

This question was asked to the managers in order to know if absence of receiver’s minds a barrier to effective communication. As a result, all of them respond by “yes”, that is; the absence of the receiver’s mind is a huge barrier to effective communication and there are from them who comment that: *“it is not a barrier but, there is no communication at all”*. And they argued that, the absence of the receiver’s mind cause poor understanding and poor listening, however; listening is an important element in communication process, others claimed that; it will stop straightly the communication since, there is no feedback and an act of communication is bilateral.

**Question Seven:** Do you think that environmental elements including temperature, seating, arrangement, surrounding audience are a significant factor in communication process?

For this question, all the managers agreed that environmental elements are a significant factor in communication process. Therefore, some of them explained that, people need to be comfortable in order to understand and concentrate better, because; uncomfortable workplace affects both the speaker and the hearer and communication process would not be fluent.

**Question Eight:** Do you consider inappropriate or faulty communication among employees or between manager and subordinates as the major cause of conflict and low morale at work?

The result from this question is that, all the managers answered by “yes, it is true, I am convinced by this”, that is; inappropriate or faulty communication among employees or between managers and subordinates is the major cause of conflicts and low morale at work. And they argued that, ineffective communication demotivates workers and there are employees who leave the company due to bad communication. They argued also that, with a good communication employees do good job, and the success of all the greatest companies is related to their effective communication process.

**Conclusion:**

This chapter presented the results obtained from both the questionnaire and the interview. The questionnaire was administered to the employees of EL KENDI PHARMACEUTICAL Company, Deley-Brahim, Algiers, Algeria. Moreover, it presented the results obtained from the structured interview conducted with five managers from different departments on the same company. From the results obtained, it is clear that EL KENDI PHARMACEUTICAL Company does not free from barriers to effective communication and their impact on its employees’ engagement. In addition, the majority of managers claimed that, on EL KENDI they face many barriers to effective communication, and this affect on EL KENDI’s employees’ engagement. These results are going to be discussed in more details in the following chapter.





## **IV. Discussion of the Findings**

### **Introduction**

This chapter discusses the findings of the study which have been obtained from the questionnaire administered to employees and the interview conducted with managers. That is, the results are going to be analyzed and interpreted together. These results will provide answers to the research questions our study has raised and hence will check the accuracy of the hypotheses we have advanced.

### **IV.1. Discussion of Employees' questionnaire and Managers Interview**

#### **IV.1.1. Employees Profile**

##### **IV.1.1.1. Work Experience**

The results of the first section of the questionnaire show important facts about employees' profile at El KENDI, more particularly their work experience. It appears that 47.36% of employees' experience is about three (3) to five (5) years. (29.83%) of them are experienced more than (5) years. This means that the majority of employees are experienced. In fact, work experience plays an important role in the communication process and employees engagement, because, experienced employees have more opportunities to communicate effectively by sharing ideas, exchange meaning and maintain good relationships between the different members. In addition, they show more engagement at work. This goes with what has been pointed out by Penna (2007) about meaning at work, which is an important way to establish an interrelationship between employees and managers. Accordingly, Penna puts emphasis on the importance of experience at work that brings a sense of community. (Cited in Solomon Markos and M. Sandhya Sridevi, 2010)

#### **IV.1.1.2. Department**

The second question of this section deals with the different departments that exist in the company. The results show that the majority of the informants (21.06%) belong to the department of Human Resource. Next, Accounting and Finance with a percentage of (17.55%). Then, Marketing with a percentage of (15.78%). Besides, Performance Analysis with a percentage of (14.04%). In addition, Production department received a percentage of (8.76%). As concern, Research and Development department obtained (12.29%). However, Management department received a lowest percentage (1.75%). All these percentages demonstrate that employees make more consideration to communication effectiveness between other members of the same department and with their managers. Besides, they are more engaged to perform their work for the best run of the company. Moreover, they show enthusiasm and interest to the organizational affairs. However, Purchasing Department has not received any percentage.

#### **IV.2. The Nature of Communication in El KENDI Pharmaceutical Company**

This section deals with the nature of communication process in EL KENDI Company to check if it is effective or ineffective. The results illustrated in diagram (03) demonstrate that employees in El KENDI face a range of communication problems due to different factors. First, 24.48% of the informants confirm that managers do not answer their requests and recommendations. Then, 15.30% of the participants' assert that managers do not send the messages timely. The notion of time is important in the communication process and this corresponds to what has been suggested by Vikram Bisen and Priya (2009), that is, to achieve a good communication system the messages must be sent on time. As far as the clarity of the message, the results obtained from the questionnaire show that the instructions send by the

manager are not clear with a percentage of (14.29%). In this context, Pfeiffer (1998: 15) pointed on that, effective communication is characterized by clarity. In other words, the message must be clear for both sender and receiver and should not contain any vagueness.

Moreover, (11.22%) of the participants claim that, managers are not concise in their communication that is; they do not include only important facts. This goes with what has been pointed out by Bisen and Priya (2009) that conciseness includes relevant facts and avoids repetitions. In addition to that, M. Bennie (2009: 13) assumed that “*Even when speaking, we should always try to be as concise as possible*”. Additionally, (9.18%) of the results reveal that the employees face problems because their managers do not consider them in their communication. For instance, they use ‘I’ instead of ‘We’ attitude. So, managers should not use words like ‘chair man’ but rather ‘chair person’ they should use polite words and attitudes to make feel the receiver considered and implicated in the communication.

Similarly, another factor that causes communication problems is that managers use irritating expressions such as ‘you neglected’, ‘you are not aware’. This point has been confirmed by Bisen and Priya (2009) as courtesy which is an element in Seven Cs of written communication as far as oral communication developed by “ F. Bergin”. It involves the use of polite words and avoids annoying or other discriminatory expressions. Besides, 4.08% of the results demonstrate that managers exaggerate in their communication. Put it differently, managers are not concrete in their communication. As Bisen and Priya (2009) explained it, concreteness is the use of facts and figure. In addition to this, the message should be definite and vivid. Only 2.05% the results reveal that employees face communication problems because their managers do not provide them with correct facts.

After discussing these findings, we deduce that employees in EL KENDI Pharmaceutical Company face some communication problems which hinder their communication due to these

factors: clarity of the message, concreteness, courtesy, conciseness, timely message and consideration.

The second part of this section deals with information' flow in EL KENDI PHARMACEUTICAL COMPANY, or how does information flow throughout the company? The results obtained from the questionnaire indicate that the majority of the employees (70.17%) asserted that information flow down effectively from the managers to them throughout the company. As concerns the frequency of downward communication, diagram (04) demonstrate that less than a half of the answers (49.13%) reveal that information flows down sometimes. However, (21.05%) of informants say that information flows down "Always". (17.54%) choose the adverb "often" (1.75%) of the respondents claim that information flows down rarely. However, a percentage of (10.53%) said that the information never flows down. These results corroborate with what (Down & Hazen, 1997; Clampitt and Downs, 1992; Muller and Lee, 2002) have claimed that; "*The management can bring the employee commitment to organization by improving the quality of communication*" (cited in C Balakrishnan and Dr D Masthan, 2013: 03). This is a good indicator that, communication flow down in EL KENDI Company that is, from managers to employees is effective.

. As regards, information flows up in El KENDI Company that is, the communication from employees to managers. From the obtained findings, it appears that more than half of the respondents (61.40%) have answered by "yes", that is, information flows up effectively within the company. As far as the frequency of the upward communication, the diagram (05) demonstrates that (56.15%) of those who have answered by "yes" argue that "sometimes" information flows up effectively from subordinates to superiors. The same percentage or (12.28%) for the adverbs "rarely" and "always". Only (8.77%) of the respondents said that "often" information flows up effectively. This result corroborates with Vikram Bisen and

Priya claim, in which they state that upward communication helps to prop up synchronization between the management team and the employees. This form of communication is said to be effective since it provides superiors with feedback, which in its turn helps them to remedy the different problems and grievance of the employees.

As it is shown in the table (03), it appears that the majority of the employees (77.19%) claim that information flow laterally effectively and the frequency of information differ between “sometimes” with a percentage of more than a half (52.64%), “always” with a percentage of (24.56%) and “often” that represents (21.05%) of the answers. Only 1.75% of the answers reveal that information never flows laterally effectively. The results demonstrated in the diagram (06) reveal that no one of the employees has answered by “rarely”. Hence, this is a proof that information flow laterally effectively between people in the same rank or from other departments.

Despite the fact that employees in EL KENDI Pharmaceutical Company face some obstacles, from the above statements, we deduce that information flows effectively down or from responsible to employees, it also flows effectively up that is; from employees to responsible. In addition, the information flows laterally effectively or the communication between the employees of the same status throughout the company.

In brief, employees in EL KENDI Pharmaceutical Company communicate effectively between employees in the same department or from different departments and employees with their managers and superiors.

### **IV.3. The Main Barriers to Effective Communication in EL KENDI**

This section is devoted to discuss the different barriers that hinder effective communication in EL KENDI Pharmaceutical Company. In fact, these barriers to effective communication divided by Bisen and Priya (2009:14) into; wrong choice of the medium,

physical barriers, semantic barriers and socio-Psychological barriers. The results illustrated in the table (04) demonstrate that the majority (96.49%) of the employees in EL KENDI Company confirm that managers use the appropriate medium of communication. Only (3.51) of them said no. From the above, we can say that managers in El KENDI Pharmaceutical Company communicate through an appropriate medium. This goes with what has been pointed on by Bisen and Priya (2009: 14) that: “*each communication must be transmitted through an appropriate medium. An unsuitable medium is one of the biggest barriers to communication.*”

Furthermore, Lunenburg (2010) called such barrier as medium barrier that is an element in the process barrier. In other words, the use of inappropriate medium would cause a barrier to communication. Thus, managers do not face communication barrier (wrong choice of the medium) and they communicate effectively. Table (08) indicates that the majorities of employees (70%) prefers getting their information or communicate face to face over other channels such as SIMS, E –mail, written communication and video-conferencing.

This result is in line with Bisen and Priya (2009: 10) view that” *face-to-face communication minimizes the problem of misinterpretation and quick feedback makes the communication more effectively*”. In other words, face-to-face communication allows effective feedback. Thus, the result of this question reveals that in the company employees use the appropriate medium of communication, which make the latter effective. They do not face such barrier or the wrong choice of the medium.

The second question deals with the physical barriers and the extent to which these barriers affect the understanding of the manager’s message in EL KENDI Company. According to Bisen and Priya (2009: 14), physical barriers include; noise, electronic noise that interferes in communication by telephone or loudspeaker system. In addition, all kind of

physical interference such as; illegible hand writing, bad photocopies, finally time, and distance. In the same perspective, the results of the questionnaire demonstrate that physical barriers including; noisy workplace, telephone or louder speaker, illegible handwriting, bad photocopies and distance impact employees' understanding of their managers' message. From the outcomes displayed in pie chart (07), it appears that noisy workplace affect to great extent the employees' understanding of the managers 'message with a percentage of (64.63%). Besides, telephone or louder speakers affect their understanding of the message to some extent (see .pie chart 08) and it represents a percentage of (63.64%).

As displayed in pie chart (09), 37.73% of employees state that illegible handwriting influences to some extent their understanding. In addition, (28.31%) of them confirm that it affects their understanding to great extent. While a considerable percentage or (33.96%) of the answers reveal that illegible handwriting never affects the understanding of the managers' message. As regards the results shown in this question, more than a half of the respondents (55.10%) consider that bad photocopies affect to some extent the understanding of managers' message. As it is indicated in the pie chart (11), the majority of the participants with a percentage of (46.29%) confirm that, distance affect their understanding of managers' message to great extent. This goes with what has pointed out by Maurice Odine (2015: 5) about geographic distance; he considers it as a physical barrier between the sender and the receiver.

In brief, the results obtained from the questionnaire indicate that physical barriers have an impact on the employees understanding of managers 'message in EL KENDI Pharmaceutical Company. Moreover, the results gathered from the interview conducted with the managers in EL KENDI Company come to confirm the results obtained from the



questionnaire. Thus, all the managers answered by “yes”. That is, physical barriers cause communication breakdown in El KENDI Company.

The results obtained from the questionnaire show that the majority of the employees (32) assert that their managers misunderstand them because they use different words for the same meaning or they use different meanings for the same word. Bisen and Priya have explained this in literature as bypassed instructions. In addition to this, (30.64%) of the employees are misunderstood by their managers because of misinterpretation of what they say. This goes with what has been pointed out by Shnubi and akintaro (2016: 7) that “*Semantic barriers occur when words are understood and interpreted differently by sender and receiver*”. Another barrier that can cause misunderstanding between the employees and their managers is the use of unfamiliar words with a percentage of (17.74%). Thus, it is preferable to use words, which are familiar to the receiver in order to avoid any kind of judgments or personal reactions. Bisen and Priya (2009:15).

In short, the results of the questionnaire indicate that the majority of the employees affirm that their managers because of the semantic barriers misunderstand them. Besides, the results of the interviews reveal that all managers agree on the fact that semantic barriers has an impact on their communication with their subordinates and it can even cause tensions between workers .Furthermore, the majority of the managers provide solutions to overcome these barriers by being precise and concise in their communication.

Concerning the Socio-Psychological barriers, Emotions play an important role in the communication process. For instance, if the sender is perplexed, worried, excited, afraid or nervous these will affect on his ability to organize the message properly. Bisen and Priya (2009:15). The results of the questionnaire reveal that the majority of the employees assert that perplexity, excitement, nervousness, fear are the factors that affect them to communicate

with their supervisors. However, (31.57%) of informants state that they do not face such factors.

Moreover, the results obtained from the interview show that non-verbal expression (tone, pitch) of the communicator affects on the process of communication. They explain this by the fact that non-verbal expression (tone, pitch) reveals the emotional status of the interlocutor and this affect the communicator's decision of continuing the communication positively or negatively. Thus, this goes with Bisen and Priya view that emotions play an important role in the communication process.

As it shown in table (08), the majority of the employees (42) state that their superiors make them feel what they say is important. This means that managers in EL KENDI Company are not closed-minded; they are open-minded that is, they listen to the employees' views and they motivate them to communicate and to participate in making decisions. The results obtained from the interview come to confirm the same idea. That is, all the managers claimed that effective listening is a very important element for continuing the communication and the absence of the receiver's mind is a barrier to effective communication; they argue that, the absence of the receiver's mind cause poor understanding and poor listening. However, listening is an important element in communication process.” This result is in line with Maurice Oline views in which he claimed, “*A typical example is when the receiver is preoccupied by personal concerns and is not quite receptive*” (Maurice Oline, 2015: 05)

According to Bisen and Priya (2009), attitudes and opinions of the communicator considered as socio-psychological barrier. The results obtained from the interview show that the majority of the managers agree on the fact that negative attitudes such as; rudeness and arrogance of the communicator is a serious obstacle to effective communication, they explained that in business they should be professional in their communication because

negative attitudes lead to conflicts. In addition to this, some managers in El KENDI Company claim that they face such obstacles others state that they do not face such barriers, except with Jordanians because of the different opinions, attitudes and cultures. Consequently, both sender and receiver have to maintain good relationships and they have also to be professional in their communication to avoid such barriers.

Furthermore, as mentioned before there are many factors that interrupt communication in EL KENDI Pharmaceutical Company. The results obtained from the interview show that all managers agree on the fact that environmental elements including temperature, seating, arrangement, surrounding audience are a significant factor in the communication process. This type of barrier called environmental barriers, which includes setting or the place where communication occurs. Managers clarified this by explaining that, *“people need to be comfortable in order to understand and concentrate better”* that is; uncomfortable workplace affects negatively both speaker and hearer as far as the communication process. This goes with what has been pointed out by U. Rani (2016) that is *“People need to feel safe before they will listen or offer suggestions”*. That is to say, a comfortable environment is necessary for any communication situation to be occurring.

Barriers to effective communication include also message overload. Agarwal and Garg (2012) explain on that, it is when a person receives too many messages at the same time, and message complexity. The results of the interview show that the majority of managers argue that people who are so overload with information could not respond effectively to messages. They justify their answers by saying that the information would not be clear for them. Others disagree about that because according to them, it depends on the capacity of the individual to memorize the information.

In short, these results came to confirm the first hypothesis advanced in the General Introduction, which states that there are various barriers to effective communication in EL KENDI such as physical barriers and misinterpretation of words. In addition, there are other barriers such as wrong choice of the medium, semantic barriers and psychological barriers.

#### **IV.4. The Extent to which Barriers to Effective Communication impact on Employees Engagement:**

The results obtained from the questionnaire and the interview in this section reveal that employees in EL KENDI Pharmaceutical Company face different barriers such as (wrong choice of the medium, physical barriers, semantic barriers and socio-psychological barriers) and other mentioned barriers that cause in some cases communication breakdown. The results obtained from the interview show that all managers are convinced that inappropriate or faulty communication among employees or between managers and subordinates are the major cause of conflicts and low moral (demotivation) at work. They infer to that, ineffective communications demotivate workers and there are even employees who leave the company because of bad communication.

Thus, we confirm the second hypothesis, which states that barriers to effective communication have an impact on employees' engagement. These outcomes are not the final ones; they would be confirmed or infirmed after discussing other results.

#### **IV.5. Effective Internal Communication and Employees 'Engagement**

The last part of this chapter investigates effectiveness of internal communication in EL KENDI Pharmaceutical Company and its impact on the engagement of employees. The study conducted by White, Vance, and Stafford (2010) found that internal communication

satisfaction added a sense of community and gave employees a feeling of greater responsibility to engage for the organization at a personal level ( Cited in Cherie Graither, 2012:06). That is, when employees are satisfied in their communication they become more responsible and show more engagement in doing their job for the success of the organization.

Our findings demonstrated in diagram (02) show that the majority of employees (75.43%) in EL KENDI Pharmaceutical Company have received training on communication. This goes with the ten strategies of employees' engagement advanced by Markos and Siridevi (2010: 05) that is, in one hand providing employees with an appropriate training helps in increasing their knowledge and skills. In the other hand, employees who get to know more about their job this for instance, increases their self-confidence and they will be able to work without much supervision, which in turn build their commitment, and they become active members in the organization. Thus, training in communication helps employees to communicate effectively and to be well engaged in their job. Moreover, Mmope (2010) puts emphasis on the importance of training for managers in order to be able to communicate effectively and to know the significance of a successful internal communication. This is a proof that managers and supervisors in EL KENDI Company are aware about the importance of communication in the development of the business of any company, especially in multinational companies as El KENDI. In this sense, Bisen and Priya (2009:01) stated that *“The success of any business to a large extent depends on efficient and effective communication”*. From this result, we can deduce that El KENDI employees are engaged to communicate effectively. This confirms the fourth hypothesis proposed in the investigation of this study that is, the majority of the employees in El KENDI Pharmaceutical Company are engaged to communicate effectively.

Furthermore, the findings obtained from the questionnaire display that the majority of the participants (71.92%) states that communication process in their company help them to feel more engaged and as part of the company. In the opposite, (36.84%) the informants agree about the fact that lack of communication affects negatively their engagement. We can understand from this that employees in EL KENDI Company are satisfied with their company's communication process. However, lack of communication affects negatively employee's engagement in the company. This is in line with the managers answers, that is *"effective communication process is primary for the success of any company"* another manager stated that *"when there is effective communication the employees do a good job"*.

Another factor that helps employees' engagement is employees' participation in making decisions. As table (10) demonstrates, more than a half (59.64%) of the employees claimed that they participate in making decisions. Nevertheless, (40.36%) of them have answered by "no". However, the frequency of participation differs. That is fourteen (14) of the participants asserted that they often participate in making decisions, seven (7) of the employees claim that they sometimes participate in making decisions. The same number of the informants answered "rarely". Six (06) of El KENDI' employees said that, they always participate in making decisions. This result is in line with Markos and Sridevi (2010: 5) view that *"..Share power with your employees through participative decision making so that they would feel sense of belongingness thereby increasing their engagement in realizing it."* This means that; managers should implies their employees in making decisions in order to make them feel as a part of the company and increases their will to achieve more in their job.

As regards the result shown in diagram (05), less than a half of the respondents (42.10%) agree about the fact that their managers provide them with motivating feedback on their good achievements on the company. (21.05%) strongly agree about this. However; (22.81%) of the

employees disagree. That is to say, their managers do not provide them with motivating feedback on their good achievements on the company. (14.03%) strongly disagree. In fact, providing the communicator with feedback allows two way communication and proper understanding of the message.

These findings go in hand with what has been stated by Bisen and Priya (2009:18) who consider feedback as an important factor to achieve effective communication. Besides, J. William Pfeiffer (1998) stressed on the importance of effective feedback, which is the intended meaning that is one of the characteristics of an effective communication. This corroborates with the results obtained from the interview, as one manager claimed: “*feedback is also the best way for a good communication*”. Other managers highlight on the importance of feedback in effective communication process.

Markos and Sridevi (2010: 05) share the same idea that is; managers should promote two-way communication in order to improve employee’s engagement. They focus on an important point which they call “tablets” or strategies of employee engagement which include ‘have strong feedback system’ that is, companies should develop a “performance management system”, which involves conducting a survey by both employees and managers to account the level of engagement as it allows managers to determine the factors that make employees engaged in the organization.

Moreover, Pfeiffer (1998: 15) claimed that an effective communication “*It is two-way communication. Ideas, opinions, values, attitudes, beliefs, and feelings flow freely from one person to another*”. In other words, the exchange of information, thoughts, emotions etc between the communicators allows two-way communications. We can infer from this that managers communicate effectively with their subordinates also they engage their employees to communicate effectively and show more engagement to achieve the organizational goals.

The last part of our analysis deals with perseverance of EL KENDI ‘employees at work even they meet communication obstacles. As regards the results shown in table (14), more than a half of the respondents affirm that they persevere at work even though they meet communication obstacles. They justify their answers by saying that they like their job and they consider it as a duty toward their company. Other employees claimed that: *“those who want to succeed find solutions other find excuses”*.

This is in accordance with what has been explained by Hewitt Associate (2006) who defines employee engagement as *“those who say; speak positively about the organization; stay-desire to be an effective member and strive. Continue to perform beyond minimal requirements for the organization”* (cited in Balakrishnan and Masthan, 2013: 02). Said differently, an engaged employee is the one who speaks positively about the organization and have a strong desire to achieve and become an effective member regardless of the conditions of the organization.

Finally, we can understand from the results obtained in this study that employees in EL KENDI Pharmaceutical Company are engaged to perform well and to achieve the organizational goals though they face some obstacles they persevere at work. This result came to confirm the third hypothesis advanced in the General Introduction that is, barriers to effective communication do not have an impact on employees’ engagement in EL KENDI Pharmaceutical Company. As it infirm the second hypothesis that is barriers to effective communication have an impact on employees engagement in EL KENDI Company.

## **Conclusion**

This chapter has been devoted to discuss and interpret the findings obtained from employees questionnaire and the managers’ interview, concerning whether barriers to effective communication exist in EL KENDI Pharmaceutical Company and the extent to



which these barriers affect the employees engagement. After discussing the results, we have confirmed two hypotheses and infirmed one hypothesis proposed in “General Introduction.” Thus, even though employees on El KENDI Pharmaceutical Company face barriers of communication and other related problems, they persevere at work that is they show engagement to achieve the organizational goals.

## General Conclusion

The present work aimed at investigating barriers to effective communication and their impact on employees' engagement in EL KENDI Pharmaceutical Company. It focuses on the main barriers of communication that may hinder effective communication and in turn affect the engagement of employees at work. This dissertation has for objective to explore barriers to effective communication in the company, the impact of those barriers to effective communication on the engagement of employees in EL KENDI Pharmaceutical Company. In other words, this study attempted to discover whether barriers to effective communication exist in El KENDI Company and the extent to which these barriers may hinder the communication process.

In the *Review of the Literature* section, we have presented various terms and issues related to communication, business communication, barriers of communication and employees engagement as well as the description of the chosen theoretical framework. The methods and techniques used during this study to collect data and analyze them have been described in the *Research Design* section. It is worth mentioning that data have been collected through questionnaire submitted to employees in El KENDI Pharmaceutical Manufacturing Company\_DelyBrahim. Algiers. In addition to this, an interview conducted with managers of the same company.

The results gathered from the employees' questionnaire and Managers' interview; confirm that people in El KENDI Pharmaceutical Manufacturing Company face a range of barriers of communication such as physical barriers, semantic barriers and psychological barriers and other mentioned obstacles. Hence, they use the appropriate medium of communication or they do not face a barrier of wrong choice of the medium.

The participants who have answered the questionnaire have claimed that they persevere at work and they show enthusiasm while performing their tasks even though they face obstacles or communication barriers. Moreover, the findings of both the questionnaire and the interview revealed that the majority of the employees are engaged to communicate effectively because they are satisfied with the information received by their superiors. In addition to this, managers communicate effectively to achieve and to reach the organizational goals. This is a proof that the process of communication in EL KENDI Company is effective.

All the managers in EL KENDI Pharmaceutical Company agreed on the fact barriers to effective communication have a great impact on the engagement of employees. In the sense that they cause low moral at work, in turns this affect negatively employees' engagement as it may leads to conflicts between workers and there are even those who leave the company due to bad communication with their superiors. However; in the case of El KENDI Company, managers argued that they do not face such problems or situations. Thus, we infirm the second hypothesis advanced in this study that is, barriers to effective have an impact on employees' engagement. Moreover, we confirm two hypotheses proposed in the General Introduction. The first which states that, there are various barriers to effective communication in El KENDI Pharmaceutical Company such as physical barriers and misinterpretation of words. We have also confirmed the third hypothesis that is, barriers to effective communication do not have an impact on employees engagement in EL KENDI Pharmaceutical Company.

Any research work certainly encounters certain barriers that can prevent the achievement of the objectives set. In our case, the biggest obstacle was time limitation and difficulties in the collection of questionnaires because of employees' workload.

- **Recommendations for Further Research:**

The main aim of our research is to explore the barriers to effective communication and their impact on employees' engagement. Thus, this work does not cover all the aspects of communication in the field of business since it is a vast field of research which needs further researches and more attention for the sake of fulfilling manager's needs for having a successful organizational communication process. Hence, other studies can be conducted by using other research tools such as conducting an observation to the current study in order to further the results and broaden them. A further research on barriers to effective communication and their impact on students' engagement can be carried out in the academic context.

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## **QUESTIONNAIRE**

**Dear employees,**

This questionnaire investigates the barriers to effective communication and their impacts on employees' engagement on **EL KENDI PHARMACEUTICAL COMPANY**. You are kindly requested to answer this questionnaire as it constitutes an important part of our research. The results of this survey will be used for academic purposes, so we ensure confidentiality of your answers. Please, choose the right answer (s) or provide full statement (s) when necessary. **Thank you very much for your help.**

### **SECTION ONE: Employees' Profile**

Please choose the appropriate answer.

#### **1. Work Experience**

- Less than 6 months
- 6 months- 1 year
- 1 year- 2 years
- 3 years – 5 years
- More than 5 years

#### **2. Department**

- Production
- Research and development (R&D)
- Purchasing
- Marketing
- Human Resource Management
- Accounting and Finance
- Performance Analysis
- Management
- Others

### **SECTION TWO: The Nature of Communication on EL KENDI PHARMACEUTICAL Company**

This section aims at figuring out the nature of the communication process on the company.

- 1. On EL KENDI PHARMACEUTICAL Company, we face a range of communication problems such as**

- a- The instructions sent by managers are not clear
- b- Managers do not answer our requests and recommendations
- c- Managers are not concise in their communications (they do not include only the important facts)
- d- Managers do not make more consideration to us in their communications (using words like chairman instead of chair person)
- e- Managers use of irritating expression (such as 'you neglected', 'you are not aware'..etc)
- f- Managers do not give the correct facts
- g- Managers do not send the messages timely
- h- Managers exaggerate in their communication ( they do not use specific facts and figures)

**2. Does information flow effectively down (from responsible to employees) throughout the company?**

Yes  No

If yes, how often does the information flow effectively down?

Always  often  Sometimes  rarely  Never

**3- Does information flow effectively up (from employees to responsible) throughout the company?**

Yes  No

If yes, how often does the information flow effectively up?

Always  often  Sometimes  rarely  Never

**4- Does information flow effectively laterally (the communication between the employees of the same status at the company)?**

Yes  No

**If yes, how often does the information flow effectively laterally?**

Always  often  sometimes  rarely  Never

**SECTION THREE: Barriers to Effective Communication on EL KINDI PHARMACEUTICAL Company.**

This section investigates the barriers to effective communication on EL KENDI PHARMACEUTICAL Company.

**1. Does your manager use the appropriate medium of communication?**

Yes

No

**2. To what extent do the following impact you to understand your manager's message?**

*A- Noisy workplace:* to some extent  to great extent  never

*B- Telephone or louder speaker:* to some extent  to great extent  never

*C- Illegible hand-writing:* to some extent  to great extent  never

*D- Bad photo-copies:* to some extent  to great extent  never

*E- Distance:* to some extent  to great extent  never

**3. Do you receive your information timely?**

Yes

No

**4. You are misunderstood by your manager because of the following:**

*Please, choose the right answer (s) by crossing the letters (from A to E).*

A- A misinterpretation of what you have said

B- You use different words for the same meaning

C- You use different meanings to the same word

D- You use unfamiliar words

E- You use negative judgments like (this is a poor work)

**5. How satisfied are you by the information shared by your superiors?**

Very satisfied

Satisfied

Unsatisfied

**6. What are the factors that prevent you from communicating with your superior?**

A- Perplexity

B- Excitement

C- Nervosity

D- Fear

**7. Does your superior make you feel that things you tell him/her are really important?**

Yes

No

8. Order the following (**from a - e**) according to your preferred medium in getting the information:

- a- Face to face       e. video-conference   
b- Written communication   
c- SMS   
d- E-mail

## **SECTION FOUR: Employees' Engagement and Internal Communication**

This section investigates the impact of internal communication on employees' engagement on EL KENDI PHARMACEUTICAL Company.

**1. Have you ever received training on communication?**

Yes, I have.       No, I have not.

**2. The communication process on your company helps you feel more engaged and as a part of the company.**

Strongly agree   
Agree   
Disagree   
Strongly disagree

**3. Lack of communication effects negatively my engagement on the company**

Strongly agree   
Agree   
Disagree   
Strongly disagree

**4. Do you participate in making decisions on your company?**

Yes       No

If yes, how often do you do that?

Always       Often       Sometimes       Rarely

**5. Does your manager provide you with the necessary information about your progress?**

Yes       No

If yes, how often does he/she do that?

Always  Often  Sometimes  Rarely

**6. My manager provide me with motivating feedback on my good achievements on the company.**

Strongly agree

Agree

Disagree

Strongly disagree

**7. Do you persevere at work even though you meet communication obstacles?**

Yes

No

**Would you explain your answer?**

.....  
.....  
.....  
.....

**Thank you for answering!**

## **Managers' Interview**

This interview is part of our research entitled **Investigating Barriers to Effective Communication and their Impact on Employees' Engagement on EL KENDI PHARMACEUTICAL MANUFACTURING**. The results of this interview will be used for academic purposes. Thank you in advance for your help.

**Q1.** To what extent do physical barriers such as noise, or all physical interference like illegible hand writing, bad photo-copies cause communication breakdown?

**Q2.** Do you think that verbal expressions such as tone, pitch of other persons effect your decision of continuing the communication?

**Q3.** Do you think that semantic barriers such as interpretation of words, bypassed instructions i.e the use of the same word for different meanings or the use of different words for the same meanin could cause tentions between workers? And how can the semantic barriers be overcome?

**Q4.** Do you view negative attitude (rudeness, arrogance) of the communicator a barrier to effective effective communication?

**Q5.** Do you agree with the idea that people who are so overloaded with information cannot respond effectively to messages?

**Q6.** Is lack of concentration of the receiver a barrier to effective communication ? If yes, would you explain why?

**Q7.** Do you think that environmental elements including temperature, seating, arrangement, surrounding audience are significant factors in the communication process ?

**Q8.** Do you consider inappropriate communication among employees or between managers and subordinates as the major cause of conflict and low moral at work?

## **Transcription of the interviews**

### **Manager 1:**

**A:** Good morning and thank you for accepting me to conduct this interview with you.

**B:** you are welcome

**QA:** The first question is: to what extent do physical barriers such as noise, or all physical interference like illegible hand writing, bad photo-copies cause communication breakdown?

**B:** for sure physical barriers are a big issue for communication between employees or between managers and their team in general on the company, an effective communication should be both verbal and written; and if we consider the written one only, it should be very clear, since it is a huge barrier of communication.

**QA:** .Do you think that verbal expression (tone, pitch) of other person affects your Decision of continuing the communication

**B:** of course, if you use a wrong tone when addressing to people it can cause communication breakdown on the receiver, or; it can cause misunderstandings so if we use the right words but with a wrong tone it would affect the interpretation and the understanding of the communicator. So; managers when they communicate their team they should avoid sarcasm or aggressive tone. This may stop the communication.

**QA:** Do you think that semantic barriers such as interpretation of words, bypassed instructions i.e. the use of the same word for different meaning or the use of different words for the same meaning) to effective communication could cause tensions between workers? And how can the semantic barriers be overcome?

**B:** semantic barriers are also barriers to communication, so if you have different peoples from different regions, in the case of El KENDI we have different nationalities, so; using words could be misunderstood or, could be misinterpreted by different people. So; I think for these problems, we have to be very precise and conscious in choosing the words. Avoid popular language and keep professional language. In some companies they have a specific dictionary.

**QA:** Do you view negative attitude (rudeness, arrogance) of the communicator a big



hurdle in effective communication?

**B:** of sure, like the previous question (Tone and Pitch), rudeness and arrogance are seen in a bad way in communication, it pushes us to judge the person to certain category and this would influence the understanding of his communication. So, in business communication we should be professional and we should avoid any personal judgment.

**QA:** Do you feel that people who are so overloaded with information, they cannot respond effectively to messages?

**B:** I don't think that he will not respond effectively to messages, but; he will understand and keep less information when we overload him with information. So, we have to give them instructions alternatively, that is; one now, the second after a few time and so on..

**QA:** Is the absence of the receiver's mind a barrier to effective communication? If yes, would you explain why?

**B:** yes, of course; when we have an employee who is thinking of other things, I don't know he has family problems, he will understand less, he will considerate less what you are saying. So, there are some techniques to keep people attraction to you, for example; you stop the communication, you change your tone, the use of some expressions like "is you with me"...etc

**QA:** Do you think that environmental elements including temperature, seating, arrangement, surrounding audience is a significant factor in communication process?

**B:** yes, for sure; for example when we are in meeting and people are not comfortable, they concentrate less and understand less, so; environmental elements is an important fact in communication.

**QA:** Do you consider inappropriate or faulty communication among employees or between manager and subordinates as the major cause of conflict and low morale at work?

**B:** it is sure. It is not a major cause but it is an important one. And I am convinced that effective, clear and transparent communication between employees and between managers and employees will solve a lot of problems. I am sure that, ineffective communication demotivates workers.

**A:** Thank you.

**Manager 2:**

**A:** Good morning and thank you for accepting me to conduct this interview with you.

**B:** you are welcome

**QA:** The first question is: to what extent do physical barriers such as noise, or all physical interference like illegible hand writing, bad photo-copies cause communication breakdown?

**B:** yes, usually in our work such barriers affect our work and cause breakdown to our communication sure.

**QA:** .Do you think that verbal expression (tone, pitch) of other person affects your decision of continuing the communication.

**B:** it depends on the persons, for example when a person in a higher hierarchy uses some tone in a speech it affects our decision of continuing the communication.

**QA:** Do you think that semantic barriers such as interpretation of words, bypassed instructions i.e. The use of the same word for different meaning or the use of different words for the same meaning) to effective communication could cause tensions between workers? And how can the semantic barriers be overcome?

**B:** yeah for sure! Usually using directive words sometimes, some peoples can interpret this kind of words differently. So, usually; we have to choose words that do not affect the sensitivity of the persons.

**QA:** Do you view negative attitude (rudeness, arrogance) of the communicator a big hurdle in effective communication?

**B:** Ah yeah! Arrogance could be a barrier to communication sure. At El Kendi, we don't have such problem, except from Jordan where the different societies have different perceptions; we face some kind of these negative attitudes.

**QA:** Do you feel that people who are so overloaded with information, they cannot respond effectively to messages?

**B:** yeah sure! We try every time to plan everything in the company, to avoid overwork, overload for each person. So, we try to plan every time our work role in order to avoid communication overload.

**QA:** Is the absence of the receiver's mind a barrier to effective communication? If yes, would you explain why?

**B:** It is sure that is a barrier to effective communication. This happens generally, in meetings when some peoples do not prepare their agenda.

**QA:** Do you think that environmental elements including temperature, seating, arrangement, surrounding audience is a significant factor in communication process?

**B:** yes for sure! Here we face such problems in summer for instance, some people become lazy.

**QA:** Do you consider inappropriate or faulty communication among employees or between manager and subordinates as the major cause of conflict and low morale at work?

**B:** yes, we face these cases in many times. Usually when we communicate rapidly, or; when we send E-mails people interpret. It is better to communicate with people directly in order to avoid this kind of conflicts. Yes, many employees leave the company because of this bad communication. You have to collaborate with the others in taking decisions, in order to avoid such low morale.

**A:** Thank you sir, for your collaboration.

**Manager 03:**

**A:** Good morning and thank you for accepting me to conduct this interview with you.

**B:** you are welcome

**QA:** The first question is: to what extent do physical barriers such as noise, or all physical interference like illegible hand writing, bad photo-copies cause communication breakdown?

**B:** No, physical barriers do not cause communication breakdown. With experience, it would be normal.

**QA:** Do you think that verbal expression (tone, pitch) of other person affects your decision of continuing the communication?.

**B:** yes, I think that, when a person for example, is nervous it has an impact on continuing the communication.

**QA:** Do you think that semantic barriers such as interpretation of words, bypassed instructions i.e. The use of the same word for different meaning or the use of different words for the same meaning) to effective communication could cause tensions between workers? And how can the semantic barriers be overcome?

**B:** yes, the different interpretations of the word can cause tensions between employees. Since, it leads to misunderstandings. These barriers could be overcome, by explaining well to the person what we mean. Feedback also is the best way for a good communication.

**QA:** Do you view negative attitude (rudeness, arrogance) of the communicator a big hurdle in effective communication?

**B:** yes, because; communication is not only what we say, what we feel and what we mean also communicate. Since, there is verbal and non verbal communication. For example, when we feel some one is impolite, communication breakdown.

**QA:** Do you feel that people who are so overloaded with information, they cannot respond effectively to messages?

**B:** yes, the persons who are so overloaded with information can't respond effectively to messages sure, because; the information could be not clear for this person.

**QA:** Is the absence of the receiver's mind a barrier to effective communication? If yes, would you explain why?

**B:** yes, it is a barrier to effective communication, because; this person does not listen to you and listening is very important element in communication process.

**QA:** Do you think that environmental elements including temperature, seating, arrangement, surrounding audience is a significant factor in communication process?

**B:** yes, it is important to have a good environment for having a good and fluent communication.

**QA:** Do you consider inappropriate or faulty communication among employees or between manager and subordinates as the major cause of conflict and low morale at work?

**B:** yes, because the most important thing is the good communication between all the employees, especially; between managers and subordinates. When there is an effective communication the employees do a good work.

**A:** Thank you.

**Manager 04:**

**A:** Good morning and thank you for accepting me to conduct this interview with you.

**B:** you are welcome

**QA:** The first question is: to what extent do physical barriers such as noise, or all physical interference like illegible hand writing, bad photo-copies cause communication breakdown?

**B:** Of course, physical barriers have a negative impact on the quality of communication, since; we don't listen well. But, they are not a major source of communication breakdown than, socio-psychological barriers.

**QA:** Do you think that verbal expression (tone, pitch) of other person affects your decision of continuing the communication.

**B:** Here, we are talking about non-verbal communication, ok. Non-verbal communication is more important than verbal communication. Tone and pitch of the person could interrupt communication process, since; the interlocutor receive feelings unconsciously. If you turn the question to me, I answer with No, because I am not sensitive since, it is the nature of my job. I must be objective all the time...etc

**QA:** Do you think that semantic barriers such as interpretation of words, bypassed instructions i.e. The use of the same word for different meaning or the use of different words for the same meaning) to effective communication could cause tensions between workers? And how can the semantic barriers be overcome?

**B:** Ok! We face such obstacles, due to people from different cultures. Since, culture has a great impact on communication i.e. when we belong to the same culture, we share the same vocabulary. So, sure we can face these barriers in multinational companies, since; recruitment is done over cultural barriers. The case of our company 95% of employees are Algerian ones, so there are some obstacles but it doesn't lead to misunderstandings or cause tensions. The most tensions between employees happen at departments due to non-verbal obstacles.

**QA:** Do you view negative attitude (rudeness, arrogance) of the communicator a big hurdle in effective communication?

**B:** Sure, of course. Because; if the nature of the communicator is, “rude or arrogant” he is a bad communicator. So naturally, it affects the communication. We must be professional, we have to avoid such negative attitudes, because; they leads to conflicts...etc

**QA:** Do you feel that people who are so overloaded with information, they cannot respond effectively to messages?

**B:** No, I am strongly disagreeing. It depends on the nature of persons, that is; there are some persons who absorb work pressing, however, others can't..Etc...today the role of a good manager is to select the persons to whom they charge with much information. For example, people working in accounting and finance, need precision, so; we may not overload them with information. Me, personally; I like to work under pressing...etc

**QA:** Is the absence of the receiver's mind a barrier to effective communication? If yes, would you explain why?

**B:** yes, of course. The communication process need two elements, that is; communication is bilateral. It is not a barrier, rather than; there is no communication at all.

**QA:** Do you think that environmental elements including temperature, seating, arrangement, surrounding audience is a significant factor in communication process?

**B:** Sure, the environmental elements of course, are a significant factor in a communication process. And they have the greatest impact on the speaker, than the hearer. Because, the speaker need thinking about what he want to say. In El KENDI Company, we face like these obstacles, for example; when I have a communication to do in a meeting room where there is no data show, uncomfortable place, no light, they have a negative effect on me, and this will affect the hearer. Therefore; only environmental elements, could have an upstream effect within a communication process.

**QA:** Do you consider inappropriate or faulty communication among employees or between manager and subordinates as the major cause of conflict and low morale at work?

**B:** I am convinced that, the lack of communication between managers and employees and between employees and other employees, it is a fact; that is the major source of conflicts. Because; we can face other problems like, performance problems and other problems, but with an effective communication we can decrease the amount of such conflicts. As for as low morale and employees engagement, I think that; effective communication don't have Directly an impact on employees' engagement, since; effective communication is a just a mean. The majority of employees leave managers not the company. In order to achieve employees' engagement we have to ameliorate our management. Today, we don't talk at all management we talk about leadership, we don't talk labor operating we talk human

resources. So, employees' engagement is directly related to values...etc for example, a Muslim employee who works at Alcohol Company. Even if the communication process is effective at 100% and there are all the favorable conditions to be engaged, but; he would not be engaged since, it is against his values.

**A:** Thank you.

**N.B.** This interview was taken in French language, and translated by us to English, since; the interviewee could not express in English as well as French.



**Manager 05 :**

**A:** Good morning and thank you for accepting me to conduct this interview with you.

**B:** you are welcome

**QA:** The first question is: to what extent do physical barriers such as noise, or all physical interference like illegible hand writing, bad photo-copies cause communication breakdown?

**B:** So, according to your question. Personally, I divide them into; material physical barriers and human physical barriers. So, all what is material like, telephone, there are persons who have television in their office, noise in lobbies, in meetings when someone's telephone rings, all these obstacles affect communication. As for as, human physical barriers; when for instance a person don't have effective listening skill, the interruption of the communicator. .etc

**QA:** Do you think that verbal expression (tone, pitch) of other person affects your decision of continuing the communication.

**B:** yes, of course; because, there is non-verbal communication, and verbal communication. Non-verbal communication such as facial expressions, may affect positively or negatively the communication, or the information. Tone also is a very important element in communication process. I, for example, in training my team who are charged in selling products, I stress on "tone", since; it is an important factor when communicating with clients, it shows self confidence and this information would be transmitted unconsciously to the client, and they trust in what you say. Continuity also is an important factor. That is to say; when a person communicate, he has to continue the information, because when he interrupts the communication he may lose the receiver attraction...etc. so, we have to use the language that we master in order to avoid such obstacles.

**QA:** Do you think that semantic barriers such as interpretation of words, bypassed instructions i.e. The use of the same word for different meaning or the use of different words for the same meaning) to effective communication could cause tensions between workers? And how can the semantic barriers be overcome?

**B:** yes, sure. You know in communication there are many barriers such semantic barriers, and we can overcome these barriers for instance; by using simplicity. Also, we need to be concise and precise in our communication... sometimes, I think to say something, and

when I tell it, it could be different from what I want to say. So, this also may cause an obstacle to communication. For example; when I say to someone “I am worried about the situation” or “the situation is catastrophic”, it’s different. The first one, you want to attract the receiver’s attention to the situation, however; in the second one it is closed I made a judgment. The interpretation is very important in communication, as it is simple as it passes effectively.

**QA:** Do you view negative attitude (rudeness, arrogance) of the communicator a big hurdle in effective communication?

**B:** yes, if a manager or a collaborator or an employee, arrogant or if we think that we know everything than others, this will lead to communication breakdown. Because, the receiver will not considerate you or what you are saying, he will judge you. So he will not accept the message, because he hates you. As when we have an arrogant teacher in class who provide us with negative attitudes, he will push us to hate even the module for instance..etc In our company we face like problems. I personally, this week many employees comes to me to complaint about their managers hurting words, they said that; he is very efficient in his work, but due to poor coaching skills or his ineffective training, he use negative statements like “you don’t know” or “your results are poor”. After that, it could make the Employee feels that, he doesn’t know really, so briskly would be negative...etc

**QA:** Do you feel that people who are so overloaded with information, they cannot respond effectively to messages?

**B:** yes, each person has the capacity to assimilate information. Now, we have means to save information, for example; flash discs, account book..etc. and treats information one by one. I think that, overloading someone with information, and asking him to respond rapidly, it is a barrier to communication.

**QA:** Is the absence of the receiver’s mind a barrier to effective communication? If yes, would you explain why?

**B:** normally, sure. I think it is a huge barrier to communication. As I have said, effective listening is very important. That is to say, if you are absent minded, there will be no feedback, so; it will stop straightly the process of communication. Because, for an act of communication, we need two people; it may be moral communicator and physical interlocutor, also it may be advertising plate...etc.

**QA:** Do you think that environmental elements including temperature, seating, arrangement, surrounding audience is a significant factor in communication process?

**B:** due to my understanding, I think yes, because; the environment of the workplace plays a major role in communication. In order to reach effective communication, we need attentive people who hear to you. Sometimes, we work in anarchy and this affect communication...also conditions, like temperature and so on. For example, like a judge who has to judge someone, and make decision, he needs to be in ease. It is obvious, if I am not in ease I can't hear effectively and communication breakdown.

**QA:** Do you consider inappropriate or faulty communication among employees or between manager and subordinates as the major cause of conflict and low morale at work?

**B:** yes, enormously. In all cases, the success of all big companies and multinationals is reached by effective communication. Today, communication is marketable with millions of dollars. There are persons who sales their know-how. For example, "makenzi"...as for as, low morale, of course; when you see for example your colleagues receive promotion and you not, this will lead of course, to conflicts and employee low morale. And when someone distorts the message, it will lead to conflicts. Effective communication in a company is primary. For employees' low morale, it is directly related to communication and the manner of saying things. For example, if I tell to employees "this month it would be a decrease in salaries with 10%", all of them would be demotivated, but; if I say "due to Some difficulties that the company faces so; in order to keep all employees and do not dismiss some of you, we opted for decreasing salaries with 10% for one year and we will increase production and increase our profit, so next year we would pay you back with a profit of 5%" so they would be motivated and accept the idea. This is, with a good manner of communication.

**A:** thank you.

**B:** nice to meet you

**A:** glad to meet you.

**N.B.** This interview was taken in French language, and translated by us to English, since; the interviewee could not express in English as well as French.