

## **An Assessment of Trainees Perception toward Reasons of Communication Barriers (Personal Level & Organizational Level) An applied study on Trainees at International Company for Human & Management Development.**

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**ABSTRACT:** *Communication in the workplace can improve the overall workplace culture. (Seyitoglu & Yuzbasioglu 2015) Communication has various definitions and descriptions in the literature. Writers have suggested that communication is the activity of exchanging messages or thoughts through speaking, pointing or writing while at a reciprocal dimension, they defined it as a message exchange process and they indicated that communication event happens when messages have been put across completely. The purpose of this study is to assess trainees' perception toward reasons of communication barriers (personal level & organizational level) applied study on Trainees at International Company for Human & Management Development. The target population of this research is all trainees International Company for Human & Management Development during February 2017 in order to investigate their Perceptions toward communication barriers (personal level & organizational level). The study tool is a Three-part questionnaire designed by the researcher, The first part consists of Five questions containing demographic information, The Second part consist of 10 questions related to communication barriers at the personal level. The third part consist of 10 questions related to communication barriers at the organizational level .All the items were measured using five-point Likert scale ,five points for "Strongly agree", four points for "Agree", three points for "Neutral ", two points for "Disagree", and one point for "Strongly disagree". Based on SPSS result shown in table (7), correlation is significant at the (0.05) level in dimension one (Communication Barriers at Personal Level & organizational Level) which reflect high Validity for data to be used for analysis. Also SPSS result shown in table (8 -9), Cronbach's alpha determines the internal consistency or average correlation of items in a survey instrument to gauge its reliability, table (8 -9) alpha coefficient greater than the minimum acceptable 60%. The finding indicated that (Q1& Q2& Q4& Q7& Q8& Q9&Q10) scored (3.96 & 4.11& 4.00& 4.00&4.13&3.51&3.96) which reflect that trainees at International Company for Human & Management Development did not interrupt when the other person speaking and they like to attend workshops along with understanding the message when the speaker communicates several points also they agree of appreciate the speaker's feeling. The finding also indicated that (Q3& Q5& Q6) scored (2.87&3.30&2.85) which reflect neutral answer, however , there are little problems at the personal level come from doing some tasks when the speaker present his message to them along with quick judgments before give the speaker fully chance to deliver his message. The finding indicated that (Q11& Q14& Q15& Q16& Q19&Q20) scored (3.53 & 3.94 & 3.62 &3.57&3.45& 4.09) which reflect that trainees at International Company for Human & Management Development agreed of inappropriate communication channels however, they agreed on communication policy , upward communication and good chance to express their views. The finding also indicated that (Q12& Q13 & Q17 & Q18) scored (3.32&3.23&2.81&3.19) which reflect neutral answer, however there are little problems at the organizational level come large information within communication process.*

**Finally:** *The overall performance for International Company for Human & Management Development is good in communication matter however there are still area form continuous improvement.*

**Recommendation:** *Based on research results and literature review, researcher has developed guidelines to overcome (Communication Barriers at Personal Level & organizational Level) not only suitable for international Company for Human & Management Development but also can be applied in any organizations.*

**Keywords:** *Organizational Communication, perception, Communication Barriers at Personal Level, Communication Barriers at organizational Level.*

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## **I. INTRODUCTION**

Everyone in the workplace has his or her own style of communication.

Communication is the exchange and flow of information and ideas from one person to another. It involves a sender transmitting an idea to a receiver. Hellen Mberia (2011), the importance of communication has always been realized in all times because it is the most vital means by which people are connected together in society. However, today communication plays a crucial role in almost all aspects of life. Ola and Oyibo (2000) communication conflicts arise from misunderstanding in the communication process. Sharma (2015) cited from Draffe (2006) suggested that organizations can develop effective communication and reduce the number of barriers to communication by overcoming the barriers to effective communication by using techniques like feedback, face - to - face communication, upward communication, and being considerate of others needs and feeling. According to Draffe lying, differing perceptions, over eagerness to respond, snap judgments, using closed words, attacking the individual, judging rank, credibility gaps, gatekeepers, noise, wasting the thought - speech differential, and poor listening habits are among the more common communication barriers. ElifEngin (2013), Communication satisfaction is a general concept that covers the communication and feedback between executives and employees, horizontal and vertical communications, work related information and communication among departments.

The present research will focus on assessing trainees perception toward reasons of communication barriers (personal level & organizational level) applied study on Trainees at International Company for Human & Management Development.

### **Research Problem**

There are a number of ways that people go wrong when communicating. The main problem of this research is to assess trainees perception toward reasons of communication barriers (personal level & organizational level) applied study on Trainees at International Company for Human & Management Development.

### **Research Questions**

Based on research problem, the researcher formulates the research questions as below:

**A-RQ1:** What are the perception of trainees'toward communication barriers at the personal level?

**B-RQ2:** What are the perception of trainees'toward communication barriers at the organizational level?

### **Research Objectives**

By reviewing studies, reports, periodicals and books related to the topic of study, the researcher identify the main objectives of this research at the following objectives:

A- Definition of communication.

B- The Communication Process.

C- Direction of Communication

D- Communication Networks in the Organization.

E- Barriers to Effective Communication.

F- Models of Communication.

G- Identify the communication barriers (personal level & organizational level) applied study on Trainees at International Company for Human & Management Development based on statistical analysis (SPSS).

## **II. RESEARCH METHODOLOGY**

The descriptive survey research method was adopted. This design was adopted because it is most appropriate and helpful in determining and describing the perception of respondents on the variables studied (Gay, 1992; Newman, 2003). The target population of this research is all trainees International Company for Human & Management Development during February 2017.

The researcher designed and distributed 60 questionnaire forms and excluded 13 forms due to the lack of information which means overall sample is 47 trainees. The data for the study was collected during February 2017. The data collected were edited, coded and processed with the Statistical Package for Science Solutions (SPSS), and discussed in narrative style for clarity and better understanding.

### **Samples design & Data Collection Method**

The target population of this research is all trainees International Company for Human & Management Development during February 2017 in order to investigate their Perceptions toward communication barriers (personal level & organizational level). The study tool is a Three-part questionnaire designed by the researcher, The first part consists of Five questions containing demographic information, The Second part consist of 10 questions related to communication barriers at the personal level. The third part consist of 10 questions related to communication barriers at the organizational level. All the items were measured using five-point Likert scale, five points for "Strongly agree", four points for "Agree", three points for "Neutral", two points for "Disagree", and one point for "Strongly disagree".

Likert scale analysis has been used as below:

1. Strongly disagree
2. disagree
3. Neutral
4. agree
5. Strongly agree

### **III. DATA ANALYSIS METHODS**

Statistical methods involved in carrying out a study include planning, designing, collecting data, analyzing, drawing meaningful interpretation and reporting of the research findings. Descriptive statistical techniques has been used to describe the characteristics of the study sample as below:

- Percentages, frequencies, Mean and standard deviation
- "Five - Point-Likert Scale".
- The statistical package (SPSS) is used for analysing data and general information.

Correlation coefficient (Cronbach's alpha- Pearson correlation coefficient) and interpretation of results.

### **IV. LITERATURE REVIEW**

#### **4.1 Definition of communication**

An Organization is considered a social unit of people that is structured and managed to meet a need or to pursue collective goals. All organizations have a management structure that determines relationships between the different activities and the members, and subdivides and assigns roles, responsibilities, and authority to carry out different tasks. Organizations are open systems--they affect and are affected by their environment. Organizations are not only in the effort to provide intra-organizational cooperation and common sense for production. They are also trying to establish relationships with the external world and adapt dynamic, competitive and uncertain conditions by strategize the information they gained from their environment and transferred to information processing center of the organization. (Mehmet ince&Hasan Gül, 2011). In this context, communication is a vital point of organizations. Organizations that could not create effective communication would stagger like a ship without a steer. Effective communication helps organizations to strengthen the employees to reach organizational goals (Hindi et al., 2004). Groups and individuals are connected to an organization with communication phenomenon and organizational structure is constituted through communication (Mumby and Stohl, 1996). Shared reality is occurred between members of organization via communication. Communication at organizational degree helps to transfer organizational objectives and goals to employees and intra-organization groups. On the other hand, communication provides sharing organizational values and believes among employees. Beattie & Ellis (2014) defines communication as the human language that is used to transmit information, whilst the World Book Dictionary (1980) defines it as "a giving of information or news by speaking or writing". Communication is considered two-way process of reaching mutual understanding, in which participants not only exchange (encode-decode) information, news, ideas and feelings but also create and share meaning. In general, communication is a means of connecting people or places. In business, it is a key function of management, an organization cannot operate without communication between levels, departments and employees.

#### **4.2 The Communication Process**

Seyyed Ali Banihashemi, (2011), Communication is essentially a perceptual process. The sender must encode intended meaning to create messages. The receiver then decodes the messages to obtain perceived meaning. Effective communication depends on the sender and the receiver sharing an understanding of the rules used to encode meaning into messages. As shown in Figure 1, effective communication between individuals (the sender and the receiver) involves many steps, including encoding, decoding, and feedback. (Stroh, L.K., Northcraft, G.B., and Neale, M.A., 2002).

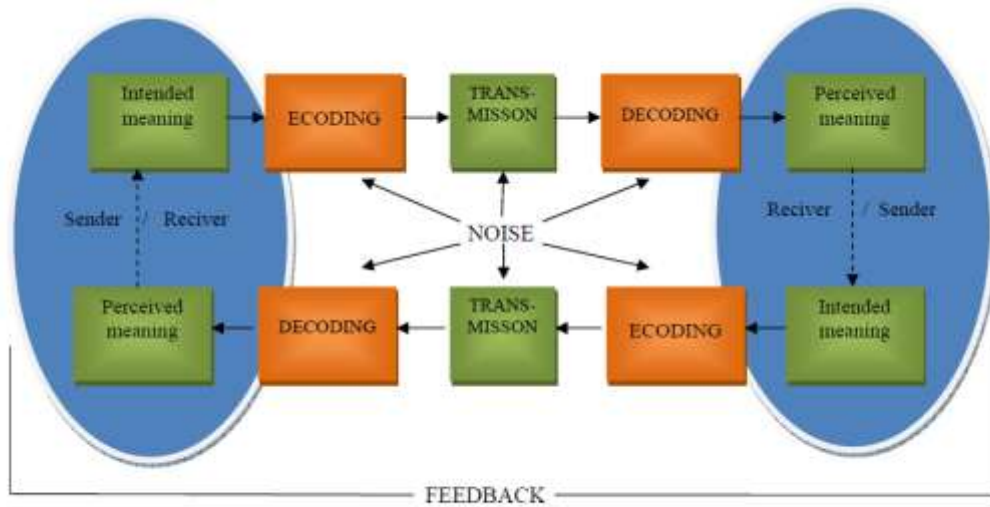


Figure 1. Communications model

Source: Seyyed Ali Banihashemi .The Role of Communication to Improve Organizational Process, European Journal of Humanities and Social Sciences

Communication is about creating and exchanging messages between senders and receivers over channels. As shown in Figure 2, the source in human communication is the person sending the communication. In order for communication to take place, an objective, expressed as a message to be conveyed by some person is required. This message is encoded in human communication. The channel is the medium through which the message travels.

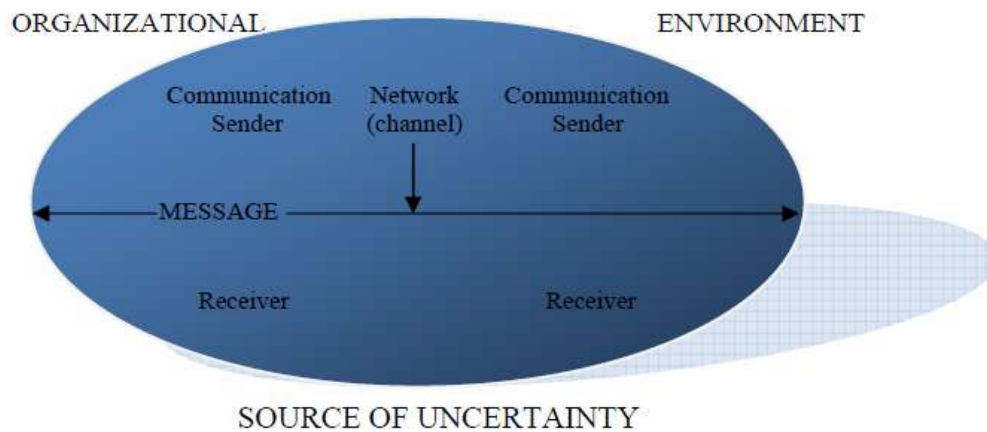


Figure 2. Communication as a process

Source: Seyyed Ali Banihashemi .The Role of Communication to Improve Organizational Process, European Journal of Humanities and Social Sciences

#### 4.3 Direction of Communication

In an organization communication flows in three different directions. It can flow downward from the top management to people in lower levels of the organization. It can flow up from workers on the ground floor to the CEO or it can flow between or within departments in a lateral movement. (Robbins & judge 2011).



Source: Robbins & Judge, (2011), organizational behavior 13th edition. Pearson Education

#### 4.3.1 Downward Communication (Jameendar Ritesh, 2014)

Downward Communication is considered as a traditional view of the communication direction. Downward communication is the communication in the organization which shows or represents the flow of messages and information from the top level to the lower level in the organization. Downward communication travels from the superior to the subordinates. The first and primary purpose of it is to transmit information, policies, procedures, programs and instruct employees in the performance of their job. The major part of formal communication takes the form of downward communication. Important downward communication includes written directives and instructions, face-to-face conversation, use of public address systems, company newspapers and bulletin boards. Downward communication is needed in the organization because of:

- To reduce and discourage misinformation, confusion and suspicion.
- To get the thing done in an efficient manner.
- To maintain quality of product.
- To prepare subordinates for change.
- To let the people feel the pride of being well informed.

#### 4.3.2 Upward communication

Upward communication is the communication in the organization which travels from subordinates to managers. It provides feedback on how well things are going. Upward communication usually consists of ideas and suggestions for improvement of the organization, activity reports on subjects like raw materials, production, distributions and so on, expression of attitudes or feelings affecting performance on the job, complaints and grievances etc. Upward communication is needed in the organization because of:

- To create a feeling of belongingness through participation.
- To demonstrate a concern for the ideas of each employee.
- To create receptiveness of communication.
- To measure the effectiveness of communication and message.
- To get continuous feedback from all employees or subordinates.

Difference between Upward and Downward Communication		
Points in difference	Downward communication	Upward communication
Definition	It is a process of sending a message from a superior to a subordinate.	It is opposite to downward communication i.e. it flows from subordinate to superior.
Nature	Such communication includes instructions, orders, advice and the like. So, it is directive in nature.	It includes suggestions, complaints and the like so. It is non-directive in nature.
Application	It is suitably found in an authoritarian environment.	It is found in a democratic environment.
Purpose	It is to supply the subordinates with relevant information.	It serves the purpose of feedback i.e. whether the subordinates have properly received the message.
Frequency	It takes place several times to give order, advice, and directions to subordinates.	It does not occur so frequently.
Distortion	People find little scope to distort the message here because such communication is authoritarian.	Message can be distorted here intentionally as subordinates have expectations to be fulfilled such as job promotion.
Initiative	Here, higher authority takes the initiative to make communication.	Here, lower-level employees take initiative to establish communication.
Management	It is an instruction type of management.	It is as like as consultative management.



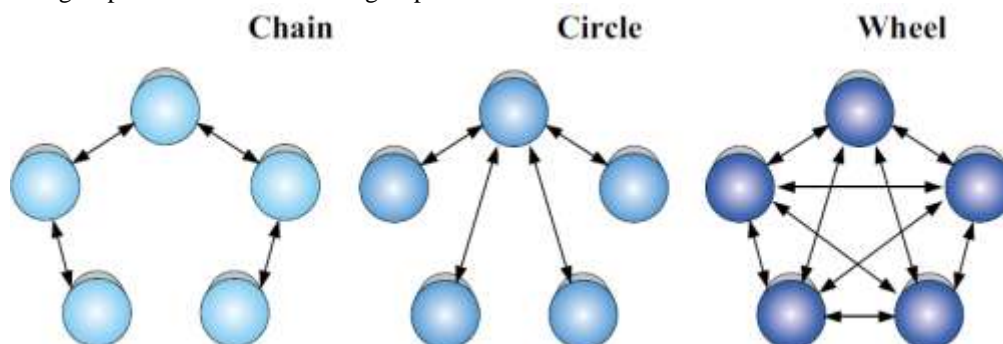
Rasel, (2013), Difference between Upward and Downward Communication,  
<http://www.businesscommunicationarticles.com>.

#### **4.3.3 Horizontal communication: -**

Horizontal communication is the transmission of information between people, divisions, departments or units within the same level of organizational hierarchy. You can distinguish it from vertical communication, which is the transmission of information between different levels of the organizational hierarchy. Horizontal communication is often referred to as 'lateral communication.'

#### **4.4 Communication Networks in the Organization (ZeljkoTurkalj& Ivana Fosic, 2009)**

Besides already mentioned ways of communication, there are channels through which information flow, which is very important for analyzing the communication as the element of organizational behavior, and those are formal small group network and informal group network.



Source: Robbins, S. P: Organizational Behavior, 2003, 10-th ed., Prentice Hall, NewJersey,

It is visible from above picture, there are three formal small groups' networks: chain network, circle network, and wheel network. The differences between networks are in the basic features of each network. Chain network of formal small groups mainly follows the formal chain of command, whereas the circle network has the leader as the central person for conducting all communications within the group. As opposed to chain and circle network, wheel network is characterized by openness that enables the joint communication of all members of the group. If we compare the networks in small groups having in mind certain criteria as speed, accuracy, leader emergence and member satisfaction, we would conclude that in order to come to a conclusion, we have to wisely choose a particular form of the communication network depending on the aim we want to achieve. If we appreciate accuracy, then the chain network should be used. The small formal groups circle network is to be used if our aim involves some of its features: great speed, accuracy and high emergence of the leader. Wheel network is fast and enables high member satisfaction.

#### **4.5 Barriers to Effective Communication**

Ola and Oyibo (2000) communication conflicts arise from misunderstanding in the communication process. Mwambebile, Beauty (2013) Communication is the key factor in the success of any organization. When it comes to effective communication there are certain barriers that every organization faces that why open or effective communication is not always obtained.

Communicating can be more of a challenge than you think. In the process of communication, caution needs to be exercised as barriers to communication are either consciously or unconsciously erected by the sender or the receiver. These barriers hamper the growth of communication and relegate it to the status of a conversation where feedback is not expected. If either the speaker or the listener has problems in adjusting his frequency with the co-interacting, barriers would automatically be erected.

Researcher Fred C. Lunenburg (2010) summarized communication barrier as below

- Sender barrier. A new administrator with an innovative idea fails to speak up at a meeting, chaired by the superintendent, for fear of criticism.
- Encoding barrier. A Spanish-speaking staff member cannot get an English-speaking administrator to understand a grievance about working conditions.
- Medium barrier. A very upset staff member sends an emotionally charged letter to the leader instead of transmitting her feelings face-to-face.
- Decoding barrier. An older principal is not sure what a young department head means when he refers to a teacher as "spaced out."

- Receiver barrier. A school administrator who is preoccupied with the preparation of the annual budget asks a staff member to repeat a statement, because she was not listening attentively to the conversation.

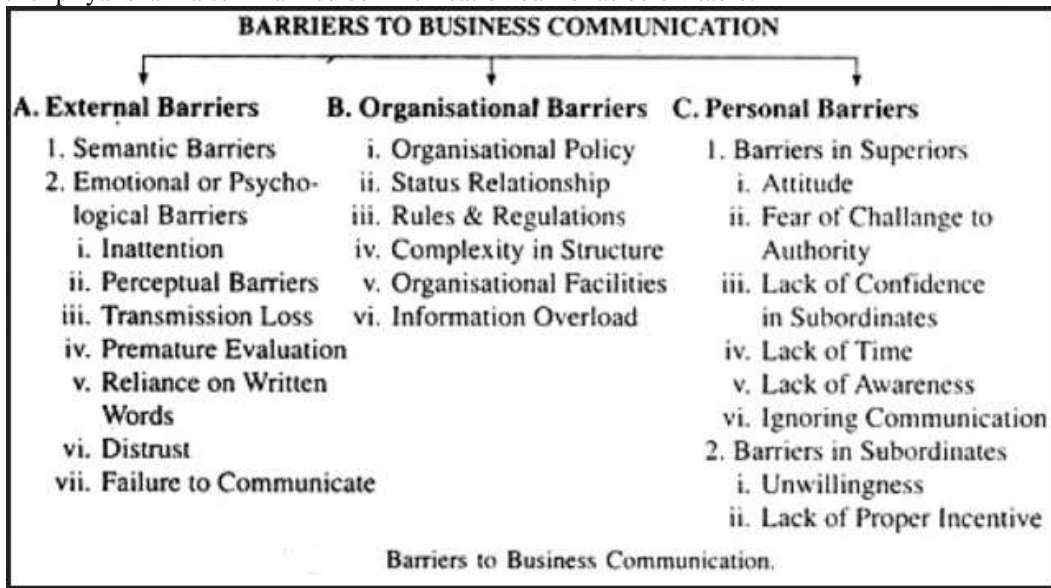
- Feedback barrier. During a meeting, the failure of school administrators to ask any questions causes the superintendent to wonder if any real understanding has taken place.

Amit Kumar Singh & Lalropuii (2014) discussed some barriers of organizational communication have been identified as they affect the effectiveness of organizational. These barriers include:

1. Lack of clarity: Failure to use common language and honest expressions
2. Lack of proper coordination: Organizational Failure to coordinate the various activities of the different departments in the organization frequently results in pitiable interpersonal communication, repetition of effort and regular irritation and frustration for the employees affected. Proper channel of interpersonal communication in organization has to be followed for improving the organizational productivity.
3. Lack of adequate organizational equipment: Lack of necessary communication facilities can significantly hamper the proper functioning of a business environment in the organization. Interpersonal organizational communication remains effective when all the required facilities are put in the organization and the employees are trained.
4. Improper description of functions: Undefined and unclear designation of functions often pointers to misuse of functional authority in the organizations. Functional authority should be delegated to a suitably designated employee based on the departmental policy. The manager must be trained, educated and with experience, his level of honesty must be high and authentic and must be judgmental in his dealing with everyone.

**Another researcher views of communication Barriers**

Researcher priyalisharma summarized communication barrier as below table:



Source: priyalisharma, Barriers to Business Communication, [www.yourarticlelibrary.com](http://www.yourarticlelibrary.com)

Researcher ( Kelli J. Schutte & William 2011), summarize barriers to Effective Communication as below

- ✓ Filtering  
A sender’s manipulation of information so that it will be seen more favorably by the receiver
- ✓ Selective Perception  
People selectively interpret what they see on the basis of their interests, background, experience, and attitudes
- ✓ Information Overload  
A condition in which information inflow exceeds an individual’s processing capacity
- ✓ Emotions  
How a receiver feels at the time a message is received will influence how the message is interpreted
- ✓ Language  
Words have different meanings to different people
- ✓ Communication worry  
Tension about oral communication, written communication, or both
- ✓ Gender Differences

Men tend to talk to emphasize status while women talk to create connections

✓ Language

Words have different meanings to different people

✓ Communication worry

Tension about oral communication, written communication, or both

✓ Gender Differences

Men tend to talk to emphasize status while women talk to create connections

**Researcher comments on barriers to effective communication and study Questions:**

Based on above published researches, articles and books related to study topics,

There are many barriers to communication that exist in any organization, but some are more pervasive and more common than others. The researcher will investigate barriers to effective communication at International Company for Human & Management Development. Below dimension which will be investigated based on two categories:

Part ONE: Communication Barriers at Personal Level (Q1-Q10)

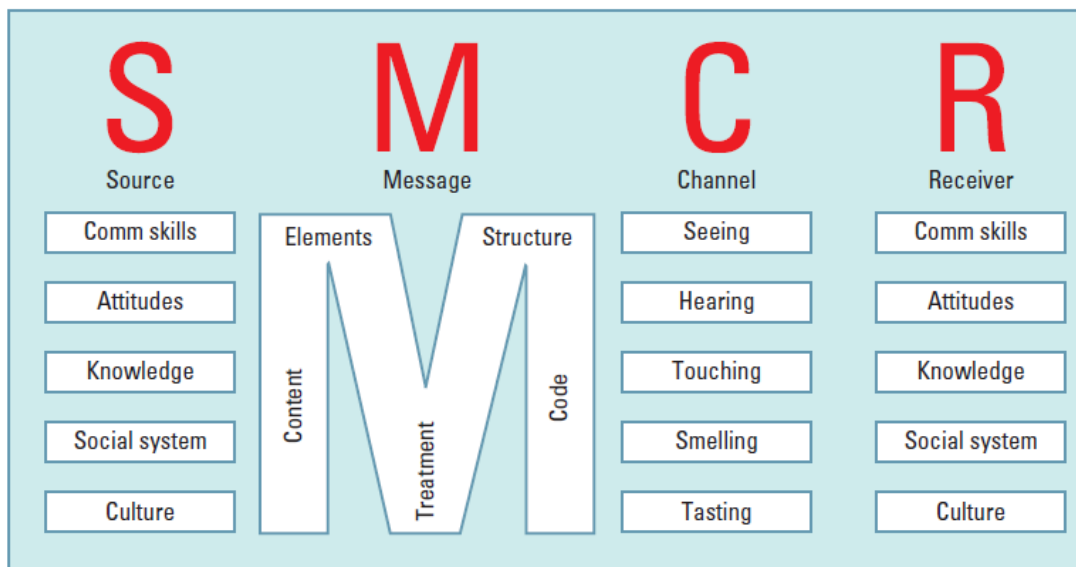
Part TWO: Communication Barriers at Organizational Level (Q11-Q20)

**4.6 Models of Communication**

There are many models of communication developed by noted theorists of different disciplines:

**4.6.1 David Berlo's Model of Communication (SMCR)**

Berlo (1960) developed his SMCR model of communication after contemplating the shortcomings of earlier models. He analyses communication in terms of four phases: S (= Source), M (= Message), C (= Channel) and R (= Receiver). Shonubi&akintaro (2016), In David Berlo's communication model, communication originates from the sender or source. The sender or source could be the superior, subordinate, resource, person and media. There exists the message in the communication channel. The message could be in form of knowledge, values, attitudes and skills. In between the sender or source and message, there exist the noise factors. These can affect effective communication adversely. The noise could be psychological, physiological or physical. Any form of distraction in the communication process is regarded as noise factor.



Source: Berlo, D 1960, *Process of communication*, 1st edn. Reprinted with permission of Wadsworth, a division of Thomson Learning, [www.thomsonrights.com](http://www.thomsonrights.com).

**4.6.2 Harold Lasswell's Communication model:**

Lasswell's model of communication (also known as Lasswell's communication model) describes an act of communication by defining who said it, what was said, in what channel it was said, to whom it was said, and with what effect it was said. Psychological model communication is concerned with the effect of a message as well as its source and destination. Psychological model of communication looks at (i) who (ii) WHAT (iii) WHICH channel (iv) WHOM and (v) WHAT EFFECT – of a communication process



Who	What	Channel	Whom	Effect
Who?	Says what?	In what channel?	To whom?	With what effect?

Source: Adapted from Lasswell (1948).

#### 4.7 Previous study

##### 1- Nilanjana Pal & Santoshi Halder & Abhijit Guha (2016), Study on Communication Barriers in the Classroom: A Teacher's Perspective.

The objective of their study is to analyze the opinion of secondary school teachers regarding barriers in classroom communication. They found that majority of the teachers opined that barriers were not due to the source of communication (teacher) but the problem lies with the other elements of the process: the classroom environment, the curriculum and the students.

##### 2- Vimbai Edina Ndawi & Kennedy Andrew Thomas & Tendayi Leonorah Nyaruwata (2013), Barriers to Effective Integration of Information and Communication Technology in Harare Secondary Schools.

This study explored the main barriers to effective integration of Information and Communication Technology (ICT) in Harare Secondary School Education. The results showed that although teachers are aware of the benefits of using ICTs in education there was still limited use of this pedagogy in classrooms as teachers were facing a number of challenges which acted as barriers to the successful implementation of ICT in education. These include lack of a clear sense of direction on how to use ICT to enhance the learning of students, in adequate resources and support as well as lack of the required technological skills among the teachers.

##### 3- David Conrad (2014), Workplace Communication Problems: Inquiries by Employees and Applicable Solutions.

This article looks at some organizational communication questions and problems that appeared in a Minnesota newspaper column, "Ask Dave" over the last four years and provides applicable, thoughtful solutions that will enhance business communications instruction and learning.

##### 4- Asma Zaineb (2016), Barriers to Effective Communication in an Organization and Overcoming It.

In this article Asma Zaineb determined most commonly-found barriers in communication in an organization as below

- Perceptual Barriers: The most common problem faced these days is that of the difference in opinion between two people.
- Emotional Barriers: the fear and mistrust that form the roots of our emotional barrier which stop us from communicating effectively with our co-workers.
- Language Barriers: Language that describes what we would want to express and communicate to others.
- Cultural Barriers: arises when two individuals in an organization belong to different religions, states or countries.
- Physical Barriers: Research shows that one of the key factors in building strong and integrated teams is proximity. Most offices have closed doors and cabins for those at higher levels of the organizational ladder while the large working areas are physically placed far apart. This kind of barrier forbids team members from effective interaction with each another.

#### 4.8 Researcher comments on previous studies

By reviewing other researches, I can say, There are many barriers to effective communication which requires good management to reduce barriers as much as they can also I agree with (Dr. Hellen K. Mberia 2011) about In the process of communication, caution needs to be exercised as barriers to communication are either consciously or unconsciously erected by the sender or the receiver. These barriers hamper the growth of communication and relegate it to the status of a conversation where feedback is not expected. If either the speaker or the listener has problems in adjusting his frequency with the co-interacting, barriers would automatically be erected. Draffe (2006) suggested that organizations can develop effective communication and reduce the number of barriers to communication by overcoming the barriers to effective communication by

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using techniques like feedback, face - to - face communication, upward communication, and being considerate of others needs and feeling. According to Drafling, differing perceptions, over eagerness to respond, snap judgments, using closed words, attacking the individual, judging rank, credibility gaps, gatekeepers, noise, wasting the thought - speech differential, and poor listening habits are among the more common communication barriers.

**Data analysis for demographic variable**

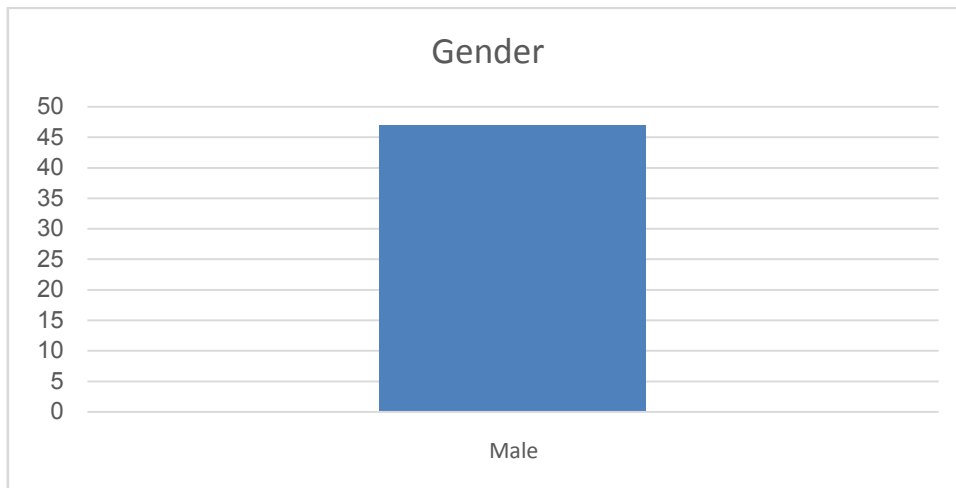
In this part the researcher demonstrate the demographic variable based on Frequency as below:

**Table 1 : All demographic variable - SPSS results**

		Gender	Age	Education	position	Experience
N	Valid	47	47	47	47	47
	Missing	0	0	0	0	0

**Table 2: demographic variable- Gender –SPSS results**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	47	100.0	100.0	100.0

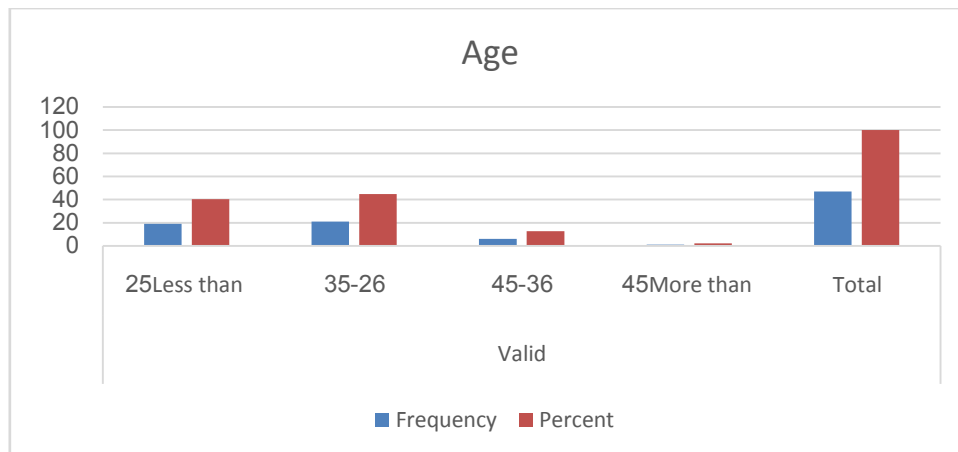


Source: “Made by author”

Table no (2) refer to the majority of respondents (47) male and no female

**Table 3: demographic variable- AGE –SPSS results**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 25	19	40.4	40.4	40.4
	26-35	21	44.7	44.7	85.1
	36-45	6	12.8	12.8	97.9
	More than 45	1	2.1	2.1	100.0
	Total	47	100.0	100.0	

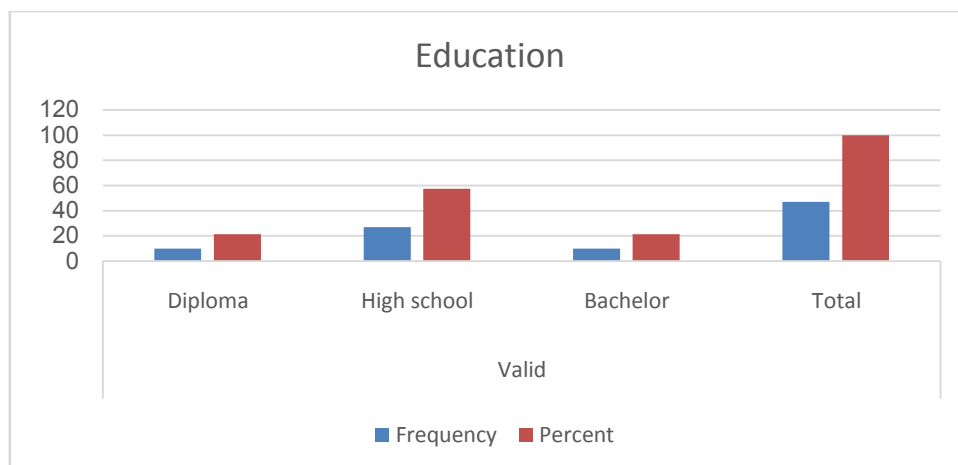


Source: “Made by author”

Table no (3) refer to (19) trainees less than 25 years (40.4%) while 21 responds between 26-35 years (44.7%) however, 6 respondents between 36-45 years (12.8%) and (1) respondent more than 45 years (2.1%).

**Table 4: demographic variable- Education –SPSS results**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	10	21.3	21.3
	High school	27	57.4	78.7
	Bachelor	10	21.3	100.0
	Total	47	100.0	100.0

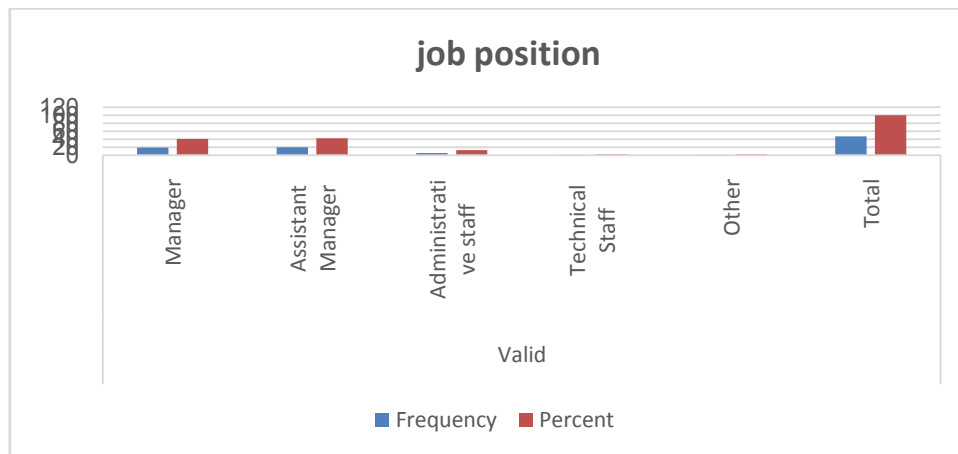


Source: “Made by author”

Table no (4) refer to (27) trainees at International Company for Human & Management Development hold high school (54.4%), while (20) trainees of the study sample hold diploma degrees and bachelor degrees.

**Table 5: demographic variable- job position –SPSS results**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Manager	19	40.4	40.4
	Assistant Manager	20	42.6	83.0
	Administrative staff	6	12.8	95.7
	Technical Staff	1	2.1	97.9
	Other	1	2.1	100.0
	Total	47	100.0	100.0

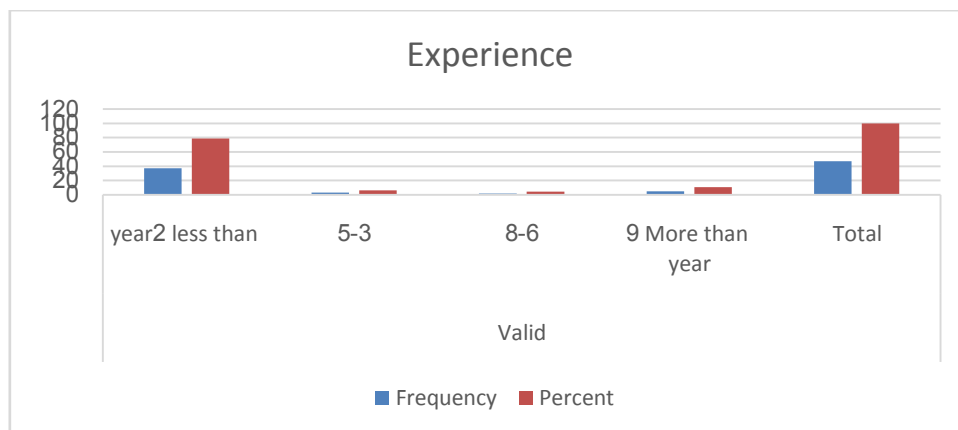


Source: "Made by author"

Table no (5) refer to (20) trainees at International Company for Human & Management Development as an assistant manager and their percentage were (42.6%) while (19) respondents working as a manager and their percentage were (40.6%) while (6) of the study sample working an administrative staff (12.8 %), however (1) respondent working as a technical staff with (2.1 %) also (1) respondent working in other position.

**Table 6: demographic variable- Year of Experience –SPSS results**

	Frequency	Percent	Valid Percent	Cumulative Percent
less than 2 year	37	78.7	78.7	78.7
3-5	3	6.4	6.4	85.1
6-8	2	4.3	4.3	89.4
More than 9 year	5	10.6	10.6	100.0
Total	47	100.0	100.0	



Source: "Made by author"

Table no (6) refer to (37) trainees had experience less than 2 years (78.7 %) while (2) respondents had experience between 6 -8 years (4.3 %) and (3) respondents had experience between 3 -5 years (6.4 %) however (5) trainees of the study sample had experience more than 9 years (10.6 %)

**Pearson correlation for validity**

**Table 7: Pearson correlation – dimension ONE- Communication Barriers at Personal Level (Q1-Q10)**

**Table 7: Summary of Pearson correlation**

Pearson correlation – dimension ONE- Communication Barriers at Personal Level (Q1-Q10)	** . Correlation is significant
Pearson correlation – dimension TWO - Communication Barriers at organizational Level (Q11-Q20)	** . Correlation is significant

Source: "Made by author"

Pearson’s correlation coefficient is the test statistics that measures the statistical relationship, or association, between two continuous variables. It is known as the best method of measuring the association between variables of interest because it is based on the method of covariance. It gives information about the magnitude of the association, or correlation, as well as the direction of the relationship.

Based on SPSS result shown in table (7), correlation is significant at the (0.05) level in dimension one (Communication Barriers at Personal Level & organizational Level) which reflect high Validity for data to be used for analysis.

**Cronbach’s alpha for Reliability (Q1-Q20)**

**Table 8 : Reliability Statistics**

Cronbach's Alpha	N of Items
.687	1-10

**Table 9 : Reliability Statistics**

Cronbach's Alpha	N of Items
.785	11-20

Based on SPSS result shown in table (8 -9), Cronbach’s alpha determines the internal consistency or average correlation of items in a survey instrument to gauge its reliability, table (8 -9) alpha coefficient greater than the minimum acceptable 60%.

**V. ANALYZING RESEARCH QUESTIONS**

**5.1 Research questions one:**

**A- RQ1:** What are the perception of trainees toward communication barriers at the personal level?

In order to answer above question, mean, standard deviations has been calculated for each statements in reasons of conflict in order to extract statistical information

Based on likert scale classification as below

- 1.00-1.80 Strongly Disagree
- 1.81-2.60 Disagree
- 2.61-3.40 Neutral
- 3.41-4.20 Agree
- 4.21-5.00 Strongly Agree

**Table 10 :Descriptive Statistics (Q1-Q10)**

		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10
N	Valid	47	47	47	47	47	47	47	47	47	47
	Missing	0	0	0	0	0	0	0	0	0	0
Mean		3.94	4.11	2.87	4.00	3.30	2.85	4.00	4.13	3.51	3.96
Std. Deviation		.763	.699	1.013	.692	.689	1.285	.626	.647	.688	.658

**Sources: SPSS results**

The finding indicated that (Q1& Q2& Q4& Q7& Q8& Q9&Q10) scored (3.96 & 4.11& 4.00& 4.00&4.13&3.51&3.96) which reflect that trainees at International Company for Human & Management Development did not interrupt when the other person speaking and they like to attend workshops along with understanding the message when the speaker communicates several points also they agree of appreciate the speaker’s feeling. The finding also indicated that (Q3& Q5& Q6) scored (2.87&3.30&2.85) which reflect neutral answer, however there are little problems at the personal level come from doing some tasks when the speaker present his message to them along with quick judgments before give the speaker fully chance to deliver his message.

**5.2 Research questions Two:**

**B- RQ2:** What are the perception of trainees’ toward communication barriers at the organizational level?



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In order to answer above question, mean, standard deviations has been calculated for each statements in reasons of conflict in order to extract statistical information

Based on likert scale classification as below

- 1.00-1.80 Strongly Disagree
- 1.81-2.60 Disagree
- 2.61-3.40 Neutral
- 3.41-4.20 Agree
- 4.21-5.00 Strongly Agree

**Table 11 :Descriptive Statistics (Q11-Q20)**

	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20
N Valid	47	47	47	47	47	47	47	47	47	47
N Missing	0	0	0	0	0	0	0	0	0	0
Mean	3.53	3.32	3.23	3.94	3.62	3.57	2.81	3.19	3.45	4.09
Std. Deviation	.856	.862	.937	.942	.795	.950	1.469	1.116	1.100	.717

Sources: SPSS results

The finding indicated that (Q11& Q14& Q15& Q16& Q19&Q20) scored (3.53 & 3.94 & 3.62 & 3.57&3.45& 4.09) which reflect that trainees at International Company for Human & Management Development agreed of inappropriate communication channels however, they agreed on communication policy , upward communication and good chance to express their views. The finding also indicated that (Q12& Q13 & Q17 & Q18) scored (3.32&3.23&2.81&3.19) which reflect neutral answer however there are little problems at the organizational level come large information within communication process.

## VI. CONCLUSION

Communication is essential to effective team performance and communications for any organization is like blood flow in the human body. Poor communication can cause a lot of problems within a company, including damaging relationships. According to AdeyemoOlakunle (2017), Communication barriers lead to poor productivity.

The purpose of this study is to assess trainees’ perception toward reasons of communication barriers (personal level & organizational level) applied study on Trainees at International Company for Human & Management Development.

The target population of this research is all trainees International Company for Human & Management Development during February 2017 in order to investigate their Perceptions toward communication barriers (personal level & organizational level). The study tool is a Three-part questionnaire designed by the researcher, The first part consists of Five questions containing demographic information, The Second part consist of 10 questions related to communication barriers at the personal level. The third part consist of 10 questions related to communication barriers at the organizational level .All the items were measured using five-point Likert scale ,five points for “Strongly agree”, four points for “Agree”, three points for “Neutral ”, two points for “Disagree”, and one point for “Strongly disagree”.

Based on SPSS result shown in table (7), correlation is significant at the (0.05) level in dimension one (Communication Barriers at Personal Level & organizational Level) which reflect high Validity for data to be used for analysis. Also SPSS result shown in table (8 -9), Cronbach’s alpha determines the internal consistency or average correlation of items in a survey instrument to gauge its reliability, table (8 -9) alpha coefficient greater than the minimum acceptable 60%.

The finding indicated that (Q1& Q2& Q4& Q7& Q8& Q9&Q10) scored (3.96 & 4.11& 4.00& 4.00&4.13&3.51&3.96) which reflect that trainees at International Company for Human & Management Development did not interrupt when the other person speaking and they like to attend workshops along with understanding the message when the speaker communicates several points also they agree of appreciate the speaker’s feeling. The finding also indicated that (Q3& Q5& Q6) scored (2.87&3.30&2.85) which reflect neutral answer, however , there are little problems at the personal level come from doing some tasks when the speaker present his message to them along with quick judgments before give the speaker fully chance to deliver his message.

The finding indicated that (Q11& Q14& Q15& Q16& Q19&Q20) scored (3.53 & 3.94 & 3.62 & 3.57&3.45& 4.09) which reflect that trainees at International Company for Human & Management Development agreed of inappropriate communication channels however, they agreed on communication policy , upward communication and good chance to express their views. The finding also indicated that (Q12& Q13

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& Q17 & Q18) scored (3.32&3.23&2.81&3.19) which reflect neutral answer, however there are little problems at the organizational level come large information within communication process.

**Finally:** The overall performance for International Company for Human & Management Development is good in communication matter however there are still area form continuous improvement.

### **VII. RECOMMENDATION**

Effective communication in the workplace can improve work ethic, creativity and time management for overall productivity improvements. According to Williams (2007) smart managers understand that the end effective, straight forward communication between managers and employees is essential for success .The researcher has determining some important point to overcome communication barriers :

1- Managers should Create a strategy in advance by asking themselves below questions before communication:

What do I need to communicate?

- Do I understand what it is myself?
  - How much does the receiver of the message already know?
  - When is the best time to communicate?
  - Do I know why I am communicating?
  - Is my chosen method of communicating the most effective way?
  - Am I the best person to give this message?
- 2- Message should be specific, meaningfulness, applicable and realistic.
- 3- The manager should understand the behavior of the receiver.
- 4- Feedback from receiver is very important to reduce barrier.
- 5- Managers should use different words to convey their message.
- 6- Managers should create more opportunities for face-to-face interactions.
- 7- Managers should deliver key information with enthusiasm. It's contagious and will also help keep the attention of those present
- 8- Employees should also listen carefully to Speaker in order to understand his message properly.

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