COMMUNICATION AS TOOL FOR PEACE BUILDING IN AN ORGANIZATION: A STUDY OF FEDERAL MINISTRY OF WOMEN AFFAIRS, ABUJA, NIGERIA

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Abstract

In every organization, communication is needed for getting things done through others. However, it is not every communication that often achieved its set objective. The study examine, communication as tool for peace building in an organization. The study adopted quantitative research method, using questionnaire as an instrument of data collection and descriptive statistical tools was used to analyse the data. The study revealed that, subordinates feel bad whenever superior officers take decision on issues affecting their jobs or duties, without consulting them. Further finding shows that, good relationship between superiors and their subordinates is the bedrock of effective communication that helps to eradicate conflict in an organization. Based on the findings of this study, the following recommendations were made: Firstly, subordinates should be consulted or carried along whenever there is need for superior officers to take decision on issues affecting the subordinates' jobs or duties. The suggested solution will make subordinates to feel happy in discharging their duties, rather than feeling bad or less important. Secondly, superior officers in an organization should try as much as possible to build good relationships with their subordinates, by relating with their subordinates in a way that will make the latter feel that their superiors care about them. The suggested solution will make subordinates to feel loved and also have sense of belonging without misinterpreting the intentions of the superior officers' message or communication.
Keywords: peace building, conflict resolution, organization, communication, conflict, positive peace,

Introduction

Communication exists for the purpose of relating together, and fulfilling purpose. It occurs in nature, wherever life exists. Whether it is recognized or not one have no choice but to communicate. If one tries to avoid it by not replying to a message, one is nevertheless sending a message, but it may not be the one that was intended. When one don't say *yes*, one may be saying *no* by default – and vice versa. In fact, communication is the transmission and reception of ideas, feeling and attitudes-verbally or non-verbally to produce favourable response (Ramah, 1985 in Shonubi & Akintaro, 2016:1905). It is seen as the transference and understanding of meaning among people or members of an organization (Hassan, 2009). This definition revealed many other aspects of communication. Firstly, these ideas, feelings, understanding, emotions and transfer of information, when transmitted by the sender must also be received and understood by the other party in a peaceful and harmonious atmosphere. Thus, Mooney (1947) argued that organization is a form of every human association for the attainment of a common purpose. It is quite difficult to conceive of an organizational objective that could be realized without communication. This means that people at the various organizational hierarchies must relate with one another for the purpose of achieving organizational objectives. Ideally, in every organization there is always a hierarchy. This hierarchy demands that a superior officer issue directive or give order to subordinates in form of communication. In every organization, more employees are situated at the lower level who received instruction from higher level of management. This means that, the need to communicate effectively in order to achieve the set goal to which the communication is intended for is paramount. One might want to ask how communication can be effective in an organization.

There is doubt if there is any organization that can experience a problem-free communication culture because various forms of difficulties occur in complex structure. As a result of conflict that is inherent in every formal gathering, the concept of communication for development becomes necessary for peace building. In 1997, through Article 6 of General Assembly Resolution 51/172, the United Nations adopted the following formal definition of communication for development as thus, "communication for development stresses the need to support two way communication systems that enable dialogue and allow communities to speak out, express their aspirations, concern and participate in the decisions that relate to their development" (McCall, 2011:1). Relating the definition of communication for development to this discourse, it will imply that communication must be a two way things in every organization. Two ways in the sense that, for communication to enhance peace building in an

organization, subordinates should be allowed to speak out, express their aspirations and even participate in planning the communication that relate to their tasks.

In the words of Brashers, Neidig, Haas, Dobbs, Cardillo and Russell (2014: 63), communication is a means of managing uncertainty". By implication, communication or passing of meaningful information serves as the basic tool in reducing uncertainty in an organization. It further connotes that, the more information one has about his or her work, the less uncertainty one is going to face. Therefore, information ought to be clear enough to make people willingly perform their jobs in every organization. In every organization, the basic purpose of communication is to disseminate information for action and reduce conflict.

In trying to achieve effective communication that could reduce conflict, such communication must aim at what Barash and Webel (2002:8) called "win-win solutions in which all sides are better off than they were before". However, the above scholars have not been able to explain in vivid term how communication can help to reduce conflict in an organization. Hence the argument on whether communication can be a tool for organizational conflict resolution. What they have succeeded in telling us is that there must be win win situation. If there must be win-win solution in an organization, it implies that such organization must be conflict free that has peaceful atmosphere. In trying to give further explanation, Barash et al (2002:8) further note that, positive peace focuses on peace building, the establishment of non-exploitative social structures and a determination to work toward the goal. Premise on these, effective communication can serve as a strategy for conflict resolution among the employees. It is against this backdrop that the study intends to examine communication as tool for peace building in an organization. Hence, this study intends to provide answers to the following research questions:

1. Does effective communication promote peace building in organization?

2. Is effective communication a strategy for conflict resolution among the employees in an organization?

Objectives of the Study

This study is designed to achieve the following specific objectives:

1. To examine how effective communication helps in peace building, in achieving organizational objectives.

2. To determine the rate at which communication helps in eradicating conflicts within an organization.

Assumptions of the study

The following were the assumptions for this study:

1. Effective communication plays the role of peace building in achieving organizational objectives.

2. Effective communication is a conflict resolution strategy in an organization.

Methodology

Explanatory design was employed in order to generate the primary data. These designs are variants of descriptive design which involve an observation of independent manipulative variables. Explanatory design is geared towards the collection of data to answer research questions or explain the relationships among variables.

The research method adopted for this study is the quantitative research method. In the course of collecting data for this study, two main sources of data were used. These are primary and secondary sources of data. The primary source of data consists mostly of questionnaire. Whereas, the secondary source of data includes; textbooks, journals, reports, document, internets, dairies, bulletin, etc. In order to have a time and fair result on this research work, the opinions of the employees of the Federal Ministry of Women Affairs, Abuja were sampled through structured questionnaire. Questionnaires were formulated for the respondents. The structured questions required the respondents to choose "Yes" or "No" answer. Structured questionnaire was adopted, because of its simplicity.

The population of this study comprises of 30 employees of top level management, 350 employees of middle level management, and 120 employees of lower level management respectively (Survey Data, 2019). The total number of population under study was 500 employees. This ministry renders social and welfare service to the public e.g the aged, children, women etc. The population of the study was subjected to multi-stage sampling. The first stage of sample selection involves the use of purposive   sampling by grouping the organization into three groups namely; top level management, middle level management and lower level management. The second and final stage of samples selection involved the use of the simple random technique to draw a sample size of 50 employees from the aforementioned groups, which constitute 10% of the population.

Table 3.5.1: The Sampling Size of the FMWA

SAMPLING GROUPS	NO. OF EMPLOYEE	Percentages
Permanent Secretary, Directors, Deputy Director, and Assistants Directors	3	6%
Senior staff, excluding Directorate Cadre and above.	35	70%
Level 7 and below	12	24%
Total	**50**	**100%**

Source: Field Survey (September 2011).

The study adopted descriptive statistical analysis as an instrument of analysis. The study employed this method because it is simple to understand, through the simple percentage that the method employs. With the aid of simple percentage, readers are able to know the research question that generated high percentage than the other. The data collected were presented in tables and this helped the researchers for easy understanding and data analysis.

Theoretical Framework Analysis

This study is anchored on the systems theory. System theory was first adopted in political science by David Easton. He defined a political system as a set of interaction abstracted from the totality or social behavior through which values are allocated. The following are the feature of David Easton's analysis:

1. A political system exists in an environment.

2. There is a continuous interaction between the political system and the environment.

3. The environment influences the political system which in-turn influences the political system.

4. The environment of a political system may be intra-societal as well as extra societal. Intra-societal factors originate within the political system; while extra societal factors originate outside the political system.

5. Political system may be in a steady-state when there is a balance between inputs and outputs.

6. Inputs are the results of the processes of demand which are actions of the authority.

7. When demands exceed the support, there will be demand-input overload and the political system will be in the state of instability. This could lead to the breakdown of the political system.

8. Inputs are also demands made by the political elites notwithstanding this; inputs can be made by political system.

Application of the theory

David Easton system theory is relevant to this research-work, based on the following assumption made by the researcher:

1. An organization is a miniature society having all the features of a society.

2. The political system and the environment that exist in a society are replica of the management and the employees of an organization.

3. Inputs which are the demands and the support of the environment are replica of information and complaints communicated by the employees to the management.

4. Outputs are actions or results of the process of demand, is a replica to the respond or action to information or complaints made to management in form of communication.

5. The political system converts the demands of the society into output, is a replica to how management converts complaints, information sent by the employees to the management.

There is a continuous interaction between the management and the employees through exchange of information; this also is similar to the interaction that occurred between the political system and the environment.

The employees influence the management which in return influences the employees through communication, this type of interaction also occur between the environment and the political system. The management of an organization exists within the employees, in the same vein as the political system exists among the environment. The management of this organization is subjects to challenge from the employees; such as compliant to the management; so also does the environment pose challenges to the political system. The management of this organization converts information received into responds, just in the same way the political system translates inputs into output.

The political system may be in a steady state when there is a proper balance between inputs and outputs. This scenario is similar to a situation where the intended, meaning of information sent by the employees is the same with the interpreter meaning of the message received by the management. It is only in this situation that the management can be said to be in a steady state.

The David Easton system theory is relevant to this study because both of them are of the opinion that a system is made up of whole and parts, which are expected to function inter-dependently for the proper working of the whole. This statement is correct because; the society is made up of a political system and the environment; so also is organization made up of the management and the employees.

Literature Review

Communication and Peace Building in an Organization

There is no doubt that, there is a purpose for every communication being passes or transferred in an organization. For this communication to achieve it aim, it becomes necessary to be communicated in a way that both the sender and the receiver of the message must be made to be better off after the message. It is as a result of the above observation that, Hassan (2009) asserted that the purpose of communication depends largely on the motive for which communication or message is sent and the need for the respondent to understand the message.

In its broadest sense, the purpose of communication in an organization is to effect change and action toward a harmonious relationship that enhances the internal functioning of organization because it integrates the managerial functions.

Effective communication is an effective tool for effective relationship by members of the organization to carry-out their task. Effective communication is one that creates good relationship between the boss and his subordinates. Effective communication is one where the boss put him or herself in the position of the subordinates when communication with them. With effective communication in place the subordinates in an organization will be able to carry-out their tasks judiciously. The communication atmosphere in an organization should be one that encourages a free and open exchange of ideas and information. Communication atmosphere will be interesting, if people or employees are given adequate information about their work. On the other hand, employees might not be able to carry-out their work confidently, if they are given little information about their jobs. Effective communication that promotes peace building entails that subordinates are given details of information about their jobs.

The purpose of communication according to Weihrich, Cannice and Koontz (2008) can be summarized as follows: To establish and disseminate the goals of an organization; To develop plans for their achievement; to organize human and other resources in the most effective and efficient way; to lead, direct motivate and create a climate in which employees want to contribute; to control performance. It is believed that, effective communication that will enhance peace building should be able to motivate subordinate and not undermine them. Again, effective communication is when subordinates are carried along in decision making process.

The importance of communication cannot be overemphasized. It is one of the fundamental skills the administrators must have in order to communicate their vision. The inability of an administrator or superior officer to communicate his resolution in a way that subordinates will feel encouraged will spell doom for the organization. Every management function and activity can be considered as communication in one form or the other. It is a major ingredient to the management function. Communication is the vehicle through which administrators plan, organize, staff, control, coordinate and motivate employees in an organization. It will be difficult to execute any of these functions without communication.

Communication ought to enhance peace building for organization to be able to achieve her goal. In fact, the American Management Association has identified the following as peace building mechanism for improving communication. These are:

1. Seek to clarify your ideas before communicating.

2. Examine the true purpose of each communication.

3. Consider the total physical and human setting whenever you communicate.

4. Consult with others, where appropriate in planning communications.

5. Be mindful, while you communicate of the overtones as well as the basic content of your message.

6. Take the opportunity when it arises to convey something of help or values to the receiver.

7. Follows up your communication.

8. Communicate for tomorrow as well as today.

9. Be sure your action support your communication.

10. Lastly, seek to not only be understood but you should also understand; be a listener (Chabra & Suri, 2000:354).

The implication of the America Management Association ten suggestions for communication involve that, your communication in an organization should not be to undermine subordinates, but to encourage them. It means that, such communication should encourage employees to perform their task effectively and efficiently. Again, don't use language that can be misinterpreted by other employees, rather use words that is clarity oriented. It also means that, people whose action your communication required should be put in ones shoe and be carried along in planning such communication.

On the need for effective communication that promotes peace building in an organization, Booher (2015) notes that, persuasive leaders' use precise, powerful, yet tactful phrasing to make their communication meaningful and memorable; specific, relevant and structured to fit the audience, situation and purpose. By implication, communication that is geared towards peace building should be one that is meaningful, rather than being abusive to the receiver of the message. More importantly is the observation of the scripture, "he that sendeth a message by the hand of a fool cutteth off the feet, and drinketh damage" (Proverbs 26:6 KJV). We can say that a fool is somebody that talks rudely and without regard for persons. No matter the level of authority one attains in an organization, politeness is required in passing information to either people at the same level of authority or people at the lower level of authority. In fact, the scripture further says that, "answer not a fool according to his folly, lest thou also be like him" (Proverbs 26:4 KJV).

Communication is imperative for the achievement of organizational objectives, this communication must be carried out in a way that the receiver of the message is made to be

better off and not worst off. For communication to enhance peace building in an organization, we have been admonished not to respond in a harsh way to people who must have communicated to us in a manner that is not befitting. As good as this counsel may look like, it might not always be the case as receiver of message might not always be in the good mood to respond politely when communication is received in a rude manner. Thus, the sender of a message must try as much as possible not to behave like a fool, but a wise person who makes sure that his communication brings smile to people and not sadness. It is only on the following premise that communication can enhance peace building in an organization.

**Communication as strategy for Conflict Resolution in an Organization**

Effective communication can actually serve as a tool of conflict resolution strategy in an organization. In fact, Bature (2009) list the following as strategies for conflict resolution in an organization; crises management, specialization of tasks, motivation, healthy relationships, learning about new technology, provision of employment opportunities, among others. The role of conflict resolution in every organization cannot be overemphasized; the reason is because of its capacity to ensure a harmonious working relationship in an organization. This rosy relationship can be facilitated by the use of words and language that will make the parties in the conflict to be encouraged. There are some words that can actually encourage people in a conflict, while there are some words that can make people in a conflict to feel rejected. Care must be taken by management to ensure that right words are used for the encouragement of people in an organization. Citing from the scripture that "a soft answer turneth away wrath, but grievous words stir up anger" (Proverb 15:1, KJV). By implication, some communication can stir up anger when spoken, while some might not. The onus is therefore on every sender of message, whether you are the boss or subordinate in an organization.

Not only that, communication that is well written actually helps organizations to overcome the problem that might arise from improper specialization of tasks in an organization. Effective communication that is well written by the manufacturer can save organization some problem that can arise from the use new technologies. It is in line with this fact that Treace (1979 in Oyadiran, 2008: 244) argued that, communication process consists of the movement of message through a channel from the source to the receiver. Communication that serves as a tool for conflict resolution strategy must adequately consider the channel of communication to be used, in such a way that the intended meaning will not be misinterpreted. Thus, communication is seen by Khatri & Bansal (2011:68) as the process of passing information and understanding from one person to another" (By implication, communication that must

yield the required result must be so designed in a way that the sender of the message must put the receiver of the message in his or her shoe, before passing information. This also implies that, both parties must have a cordial relationship for meaning of message being sent by the sender not to be misinterpreted.

It is expedient and appropriate to emphasis the fact that lack of proper understanding of the principles and processes of communication will result in many good ideas being stagnant without traveling beyond the mind of its creator. In order to avoid this kind of situation, it is necessary to consider message, facts, ideas and opinions as well as feelings and emotions of the receiver before communication (Croff, 1964, cited in Oyadiran, 2008). More importantly, is the observation of Hassan (2009) that communication processes involve the following: sender, message, medium, receiver, feedback, and noise. The sender or the originator of a message must properly choose the medium or channel to be used for such information not to be misquoted. For communication to be effective, the receiver must correctly interpret the sender's message. Often time, communication is ineffective because of breakdowns that occurred at any stage in the communication process.

Figure 2.1: Communication Process
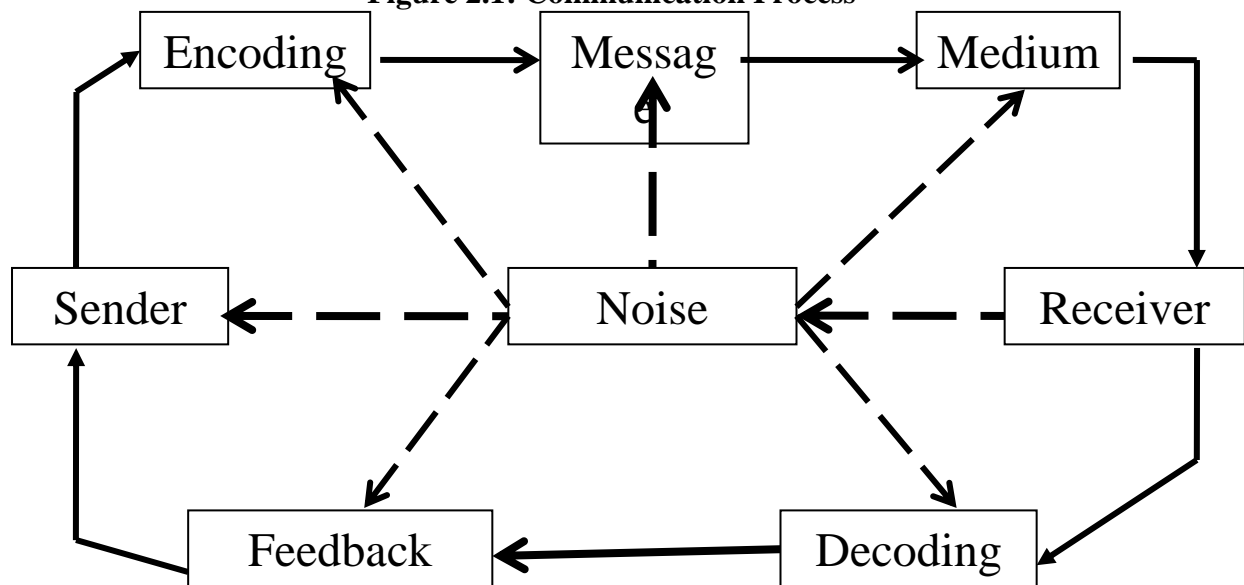
Source: Hassan, M (2009: 472): Business Management. Kaduna: Joyce Publisher.

However, some barriers occur in communication that makes effective communication to be an up-hill task. Booher (2015), in a study titled, 'Nine reasons communication fails', revealed that communication fails because of:

1. Distrust versus trust: This is when a speaker tell outright lies or when a leader is not approachable or better still, what he says is different from what he or her does

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2. Leader fails when all the communication is one directional. Leaders succeed when they create a shared culture of shared values and goal and collaborate on changes and outcome.

3. Leaders fail when they use language to try to impress and avoid accountability

4. When superior officers use careless, insensitive, hot word to offend and sidetrack people from hearing the primary message.

5. When superior officers' underestimate the importance of positioning ideas they present to others, time, delivery and structure of what they communicate.

6. When superior officers' communication provides much information that overwhelms subordinates (Booher, 2015).

In every organization, there are some forms of communication that cause conflict, while there are some that does not. Booher believes that the following communication causes conflict; telling lies, too much of one way communication, ambiguous languages, uses of words that offend, communication without adequate planning and too much of information that makes the real message to be lost. In fact, any communication that does not build employees will destroy them. Any communication that is not good enough to ensure conflict free atmosphere is 'evil communication'. Corroborating the above is, I Corinthians 15:33 KJV, "Be not deceived, evil communication corrupt good manner". No matter how good or polite a receiver of message can be, communication that destroys receiver of message can corrupt the receiver of message, hence there is tendency that conflict can arise as a result of the communication received. This is why it is imperative to communicate in a way that the receiver of the message will not be worst off, but be better off as a result of the message received.

Effective communication that enhances peace building in an organization entails that superior officers pay attention to the plight of their subordinate and also move closer to them. More importantly is the observation by the scripture, "answer a fool according to his folly, lest he be wise in his own conceit" (Proverbs 26:5 KJV). When superior authority in an organization communicate with subordinate in a rudely manner and in a way that undermine the subordinate, the subordinate might be left with no option that to respond in a similar manner that the superior has deployed in his or her communication. The foregoing explanation is similar to answering a fool according to his or her folly. In addition to the above, Parsons (1982) asserted that communication problems can arise from either of the following; the size of the organization, insufficient downward communication, insufficient horizontal communication and insufficient upward communication (cited in Oyadiran, 2008:262).

Different flows of communication available in an organization must be properly utilized for harmonious relationship.

To further ensure that effective communication serve as a tool for conflict resolution strategy, Ekhator (2002) observed that, people in an organization need the following; good verbal skills, good relationship with staff and good physical environment. For there to be effective communication that will serve as a tool for conflict resolution in an organization, staff in an organization need good communication skills to convey their messages, staff in an organization also must develop good working relationship with other staff, in addition to the foregoing, staff must make oral communication in good physical environment where communication is taking place. Michael (1975) opined that effective communication increases mutual trust and confidence between interest groups and thus, a major factor in the creation of the type of industry reactions climate which will enable the company to achieve its objectives. In addition to the above, Oyadiran (2008) observed that, the impact of effective communication on organizational performance is a stepping-stone for a good human relation, and went further to say that information improves and sustain interpersonal relation and interaction. This implies that, the impact of effective communication enhances the understanding and peaceful co-existence, which in-turn increase the efficiency of an organization. Effective communication gives employees a clear sense of direction by enabling them to know what, who, where and when to do their work.

Ekhator (2002) also notes that, staff of an organization must avoid mind wandering (absent-mindedness on the part of both the sender and receiver of the message), Hidden agenda (hidden agenda of what he perceives might likely be the outcome of the meeting, even when he attends), Stereotyping (a person who changes his voice from the one people are used to, may alter the way they interpret his message), Semantic barriers (when a sender of message uses words, language, terminology, jargons etcetera. which the receiver may not understand).

Good communication is necessary for effective management; without it the organization is likely to suffer. It is expected that an organization should keep the channels of communication open, things that promote communication such as company newsletter, question box and communication committees should be encouraged (Nwachukwu, 2006). The relationship between effective communication and peace building in an organization cannot be overemphasized because effective communication immensely contributes in making employees to improve their interpersonal relationship by making them work confidently without any bias or prejudice. It is through effective communication that any organization becomes an open system interacting with its environment.

Discussion of Findings

Table 1: Distribution According to Position

Category of respondents	Frequency	Percentage
Top management	2	5.26%
Middle management	25	65.79%
Lower management	11	28.95%
Total	38	100%

Source: Survey Data (2019)

The above table shows that; out of the 38 retrieved questionnaires 2 (5.26%) of the respondents fall under top management; 25 (65.79%) fall under middle management; while 11 (28.95%) of the respondents fall under lower management respectively. By implication, the middle level management handles more communication than every other level, this is because they pass information from the top level management to the lower level management as well as from the lower level management to the top.

Table 2: Communication plays the role of peace building in an organization

S/N	Questions	Classification	Frequency	Percentage
1	Does the medium through which information about your job get to you determine how fast you will do your job?	Yes	38	100
		No	-	-
		Total	38	100
2	Do you feel bad when your boss takes decision on the issue affecting your job without informing you?	Yes	30	78.96
		No	8	21.05
		Total	38	100
3	Is bad relationship in communication a barrier to getting along with others?	Yes	32	
		No	6	
		Total	38	100.0
4	Do you understand all the information you received relating to your job?	Yes	28	73.7%
		No	10	26.3
		Total	38	100
5	Does noise reduce the effectiveness of a message in communication?	Yes	38	100
		No	0	0
		Total	38	100.0

Source: Survey Data (2019)

From the above table 2 above, majority of the respondents opted for yes in the s/n 1 question, meaning that the medium through which information about their task get to them determine how fast they will perform. By implication, it means that medium of communication determine how fast task in an organization can be performed. In s/n 2 question, majority of the respondents believe that, they always feel bad when their boss take decision on the issue affecting their job without informing them. Thus, it means that subordinates are not happy when decision is taken about issue affecting them without their feedback, hence there will be no effective communication without consultation. Majority of the respondents opted for yes in the s/n 3 question, meaning that bad relationship has negative implication on peace building in an organization. In s/n 4 question, majority of the respondents say that, they understand information about their jobs. Hence, there is effective communication that enhances peace building in the organization. In s/n 5 question, majority of the respondents opted for yes, meaning that noise reduce the effectiveness of effective communication.

Hence, oral communication should be done in an atmosphere that is devoid of noise, in passing information between or among staff.

Table 3: Effective communication is a conflict resolution strategy among employees in an organization

S/n	Questions	Classification	Frequency	Percentage
1	Does persuasion and credibility in communication help in eradicating conflicts in your organization?	Yes	28	73.68
		No	10	26.32
		Total	38	100
2	Commending an employee for noteworthy work is most effective, when it is written?	Yes	35	92.11
		No	3	7.89
		Total	38	100
3	Communication of information requiring future employee action is least effective when given orally?	Yes	33	86.84
		No	5	13.16
		Total	38	100
4	Oral communication gives room for instant feedback?	Yes	33	86.8
		No	5	13,2
		Total	38	100.0
5	Is building good relationship a bedrock of communication that can enhance peace building	Yes	27	71.05
		No	11	28.95
		Total	38	100.0

Source: Survey Data (2019)

From table 3 above, majority of the respondents opted for yes in question s/n 1, meaning that persuasion and credibility in communication help in eradicating conflicts in your organization. By implication, communicator must employ persuasion and credibility in communication if conflict must be done away with. Majority of the respondents say yes in question 2, meaning that written communication that must enhance conflict resolution in an organization, must be communicated in a written form. In question s/n 3, majority of the respondents opted for yes, meaning that employee action that is needed at the future should not be communicated orally, rather in written form. In question 4, majority of the respondents opted for yes, meaning that commending an employee for noteworthy work should be done in a written form. Hence, the communication that is suited for staff when they performed exceptionally should be done in a written communication. In question 5, majority of the respondents opted for yes, meaning that building good relationship is the bedrock of effective communication that can enhance peace building.

Conclusion

Flowing from the above findings, the study concludes that subordinate should be consulted or carried along whenever there is need for superior officer to take decision on issues affecting the subordinates' jobs or duties, failure to do so will make subordinate to feel bad when their boss take decision on the issue affecting their job without informing them. By implication, communication will not play the role of peace building in an organization when subordinates

are not carried along, when decision is taken on issue affecting them without their feedback. It simply means that, for communication to enhance peace building in an organization, subordinates must be given the opportunity to participate in the discussion on decision that affects them.

Further finding shows that, superior officers should first of all build good relationship with their subordinates by acting as a team leader and not the boss servant relationship that most superior officers put up. Hence, good relationship between superior and subordinates is the bedrock of effective communication that can enhance peace building in an organization. When there is good relationship between superior and subordinate, communication or message sent from the superior to subordinate will not be misinterpreted by the subordinate. This development will make communication to be persuasive and credible. It is only this system of communication that can bring about effective communication that will serve as a strategy for conflict resolution in an organization.

Recommendations

Based on the findings of this study, the following recommendations were made:

Firstly, subordinates should be consulted or carried along whenever there is need for superior officers to take decision on issues affecting their jobs or duties. The suggested solution will make subordinates to feel happy in discharging their duties, rather than feeling bad or less important.

Secondly, superior officers in an organization should try as much as possible to build good relationships with their subordinates, by relating with their subordinates in a way that will make the latter feel that their superiors care about them. The suggested solution will make subordinates to feel loved without misinterpreting the intentions of the superior officers' message or communication.

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