

"Communication Flow In Educational Background: A Case Study Of University Of Gujrat"

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Abstract

This qualitative study explored how the flow of communication occurs and through which channels in the University Of Gujrat. The study involved four participants, including two senior faculty members and two visiting faculty members. The questions asked during the interview were carefully constructed. The research was conducted through ¹interviews, and the data was then analyzed using thematic analysis. The study's findings revealed insights into how communication flows within the university as reported by most participants that communication is occurring smoothly in all aspects, which indicates healthy and effective communication.

Keywords: *Flow of organizational communication, Coordination/knowledge sharing, Effectiveness of Communication, Reliability, Timeliness, Barriers to Effective communication, Channels, University of Gujrat.*

Introduction

The topic of communication has received significant attention in organizational research (Roberts and O'Reilly, 1974). It plays a crucial role in organizational action, control, coordination, and survival. It is often referred to as the "lifeblood of every organization." Communication is essential in organizational processes as it helps in building a common understanding of organizational ideas, norms, values, behaviors, and goals (Gizir and Simsek, 2005). Nowadays, employees increasingly perceive communication as an integral part of their work life (Baker, 1999).

Communication is frequently divided into different levels (Interpersonal, Group level, Organizational level, inter-organizational level, and mass communication) and Communication can also be characterized as vertical communication; including both downward communication (flow of communication from higher level to lower level) and upward communication (flow of

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communication to a higher level from lower level), Horizontal communication; involves communication among persons who do not stand in hierarchical relation to one another and diagonal communication; involve communication between managers and workers located in different functional divisions. Organization managers have traditionally spent the majority of their time communicating in one form or another such as meetings, face-to-face discussions, memos, letters, reports emails etc. Within an organization communication can be formal and informal (Baker, 1999).

In many organizations, downward communication is more commonly used than upward communication. According to a survey conducted by the International Association of Business Communication and the firm of Towers, Perrin, Forster, and Crosby, Foehrenbach and Rosenberg (1982) among 32,000 employees, there was a relatively higher level of satisfaction with downward communication. 71 percent of respondents reported that their organization made efforts to keep them well-informed, 65 percent agreed that they had received sufficient information to carry out their jobs, and 51 percent agreed that the downward communication in their organization was honest and truthful. However, employees' satisfaction with upward communication tends to be lower than their satisfaction with downward communication. McClelland (1988) identified several reasons why upward communication tends to be poor from an employee's perspective, including fear of retaliation, filtration of messages, and managers' perceived lack of time to listen to their employees. While studies on vertical communication are abundant, research on lateral communication is still limited (Baker, 1999).

Universities, like other organizations, rely heavily on effective communication. However, unlike other organizations, universities are highly complex systems with porous boundaries, where numerous interactions take place between various elements of the system and the environment. Inputs to the university are also much more intricate and difficult to assess or regulate, including individuals, ideas, tangible resources, and affiliations with other institutions or systems (Birnbaum 1988).

Many studies have looked at the communication patterns and channels that are common in different kinds of organizations both qualitatively and quantitatively.

The significance of communication in enhancing worker performance in enterprises was found in Rwandan research on employee performance. The study looked at seven different channels of communication and discovered that contemporary methods like email were regularly utilized. Remarkably, the study found a negative relationship between employee performance competency and the effectiveness of communication channels. The study emphasized how important it is to use effective communication techniques to raise worker performance (Muhamedi & Ariffin, 2015).

Bergman et al. (2016) recognized the significance of efficient communication for worker and patient health and carried out a study examining communication processes during workplace meetings in a Swedish healthcare business. Through the use of a mixed methods technique that included focus groups, interviews, and observations, the research investigated how these meetings were run and how information was communicated. The results show differences in meeting attributes, including location and frequency. Workplace meetings were viewed as chances for employee input on decision-making and workplace growth, in addition to being a way for top-down information distribution.

Gizir and Simsek (2005) did research at the Middle East Technical University in Ankara, Turkey, looking at communication issues from the viewpoint of 50 faculty members. To find the main trends, the data were evaluated after being gathered through interviews. The findings

revealed serious issues with departmental and work-related communication, with variations noted between scientific fields and departments.

The present study aims to explore the patterns of communication and communication flow among faculty members at the University of Gujrat. The aim is to gain a better understanding of the advanced communication methods utilized by the faculty and administration through in-depth interviews and thematic analysis. By comprehending how information is shared, received, and utilized within the university, there is potential to promote a more collaborative campus communication, improve decision-making procedures, and increase organizational effectiveness.

Methods

A qualitative research approach was adopted to gain a comprehensive understanding of the communication patterns and methods used at the University of Gujrat,. The study involved asking participants to share their personal experiences of communication within the organization, including both upward and lateral communication channels. The primary objective was to identify the modes and means of communication utilized at the University of Gujrat. Additionally, the study aimed to assess the level of satisfaction of faculty members with regards to the existing communication practices in the organization.

Participants and Procedure

A research study was conducted involving four individuals, aged 37-44 years. Two of them were visiting faculty members, while the other two were senior teachers. Prior to the interview, all participants were informed about the research purpose and asked for their consent. During the interview, each participant was asked the same set of formal and semi-structured questions. The interview process was recorded and documented for analysis and to draw meaningful conclusions from the results.

Study Site

The University of Gujrat is a distinguished government institution located in the district of Gujrat. Apart from the local students, the university also attracts scholars and educators from various other cities. Our research includes faculty members residing both within Gujrat and in the university's dormitories. With an impressive 33 departments and an estimated 500 faculty members, the University of Gujrat is an excellent place to study communication modes and types, and to assess their effectiveness. Understanding the means and channels of communication in this organization is crucial to comprehending how it operates.

Instrument for Data Collection

During the interview, a formal and semi-structured approach was taken to explore various aspects of communication at the University of Gujrat. The aim was to gain insights into the flow, effectiveness, reliability, barriers, timelines, and channels of communication within the organization. An interview guide was designed to explore organizational communication particularly educational organization. This interview provided valuable information that can help identify both the strengths and weaknesses of the university's communication network.

Analysis

Four interviews were conducted using audio recording which were then transcribed and detailed notes were taken to distinguish between the original and translated information. The

audio recordings were transcribed to obtain a comprehensive understanding of the participants' views on the communication dynamics within an organization. The primary objective of the study was to gain insights into the participants' perspectives on communication flow in their workplace, and the researcher empathetically put themselves in their shoes to prepare a report that accurately reflects their viewpoints. (Smith & Osborne 2003).

The initial codes were formulated from the entire set of data. Transcription were read multiple times during the analysis process. The initial coding was mainly driven by certain questions or data. Once the codes were created, the data was again analyzed several times to identify the primary themes, which were then examined. The researcher then renamed and defined those themes. A consistent theoretical and analytical framework for broad classification comes from the method of compiling recurring themes, selecting quotes to emphasize them, and making sense of the connections between these themes.

Communication flow, coordination/knowledge sharing, effectiveness of communication, dependability, timeliness, obstacles to successful communication, and communication channels were among the major themes.

Upon identifying the topics, the researchers proceeded to compose the report, adhering to the same set of principles throughout the investigation. The interview questions were designed to facilitate further inquiries, and a semi-structured interview guide was employed to explore alternative approaches to communication flow across various industries. The author and other co-authors meticulously analyzed each phase of the study and thoroughly discussed the data's depth.

Results

Main Theme 1: Communication Flow

The report is derived from four individuals belonging to the University of Gujrat, who were interviewed to analyze the communication dynamics within the organization. The findings suggest that communication within the organization occurs in three directions: downward, upward, and lateral. The study concludes that effective communication in all three directions is essential for the smooth functioning of the organization.

Sub-theme 1.1. Downward Communication (is flow of communication from higher level to lower level) When a question was posed about Most of the information you receive on a daily basis coming from your department head, this was the response from the person.

"Yes, I received formal information from my department head." (Participant 1, 44 Age)

The statement mentioned above highlights that the interviewee primarily relied on their department head for information daily. The use of the term "formal information" implies that the communication from the department head was structured, official, and probably related to company policies, regulations, or instructions. This indicates that the department head plays a crucial role in disseminating information, and the employee likely views this information as significant and applicable to their position or duties.

"No, after I transferred here in the start, they needed me so they considered me but after they took advantage, now as I became old another administrative office like a registrative office or some other concerned offices get emails directly from them. So, it's not like that every time we need the information from the head of the department. So when particularly needed we go, otherwise it's not a big deal we can ask questions if needed it's not an issue, we can go towards

them to ask questions, but if the information is relevant it may come but not always." (Participant 2, 42 age)

The person's dependency on their department head for information has decreased over time. Initially, the department head provided support when they transferred to their new role. However, other offices have begun sending out relevant emails directly, and the person now seeks information from multiple sources. Though the department head can still be contacted for information, they are no longer the primary source.

The Participant III and IV also responded exactly the same way as participant I responded.

Sub-theme 1.2. Upward Communication (is flow of communication from lower level to higher level) When a question was posed about do you feel comfortable sharing ideas directly with members of the department head, this was the responses from the persons.

"Of course I do that all the time. I have no issue doing that. We have a very open policy since day one." (Participant 1, 44 Age)

Based on the response provided, it appears that the participant feels at ease when it comes to sharing their thoughts and ideas directly with the head of their department. The statement "I have no issue doing that" indicates that the participant is comfortable communicating with their superior and has no reservations about doing so. This level of comfort may be attributed to the University of Gujrat's longstanding policy of open communication, which fosters a supportive and collaborative environment for all members of the organization.

"No not at all, I always feel they gonna kill me, I always feel that they would discuss me afterward, that my ideas are strange and they don't agree so I always feel very uncomfortable, afraid, and scared sharing my ideas with them, not at all. So I keep silent, because silent is the best policy to work here." (Participant 2, 42 age)

The participant seems to be hesitant to share their views with the department heads, as they express feelings of discomfort, anxiety, and apprehension about presenting their ideas. They fear that their ideas may be disregarded or criticized by the department heads, which makes them uneasy and apprehensive. Due to the fear of being judged or disliked by others, the individual finds it difficult to express their thoughts and opinions, and they believe that remaining silent is the best way to manage their work environment. This indicates a lack of confidence in their ability to communicate openly and honestly with higher-ranking officials within the organization.

The Participant III and IV also responded exactly the same way as participant I responded.

Sub-theme 1.3. Lateral Communication (is the flow of communication between people who are on the same level in an organization) When a question was posed about do you receive most of the information from your co-workers, these were the answers from the persons.

"No No, as I told you earlier all official information comes from admin, departmental admin, or our department head. Further other information like there is goanna be a holiday we do a discussion on that otherwise all formal information comes from our department head." (Participant 1, 44 Age)

Our organization has implemented strict policies to ensure that information is distributed in a proper manner. The responsibility of sending important notifications, updates, or instructions lies solely with the administrator, department head, or departmental admin. They are

responsible for ensuring that the team receives crucial information through authorized channels. However, when it comes to less formal issues such as holiday scheduling, decision-making is more democratic. Rather than having a single authority figure, the entire team is involved in discussions and makes decisions together.

“No, not at all. I go to administrative office myself , and get info from clerk.” (Participant 2, 42 age)

The message conveys that the individual doesn't rely on colleagues as their primary source of knowledge. Instead, they prefer to reach out to the clerk directly to acquire relevant information from the administrative department. This approach indicates a proactive approach to gathering information rather than relying on others to provide updates. By communicating directly with the administrative office, the person ensures uninterrupted access to the information they need. This could reflect a desire to learn things directly from the source and a willingness to go the extra mile to obtain the necessary tools.

The Participant III and IV also responded exactly the same way as participant I responded.

Main Theme 2: Coordination/Knowledge sharing

Coordination is the process of organizing people or groups so that they work together properly and well. The findings suggest that coordination and knowledge sharing are essential because they provide the structure and tools needed for employees to carry out their duties efficiently.

When a question was posed about in most situations, do you receive the information that you need to effectively perform your job, this was the responses from the persons.

"Yes, I keep getting the information I need to efficiently perform my job. Actually, there's no need because the SOPs are very clear, and on top of that, the entire calendar is shared with us." (Participant 1, 44 ages)

The response affirms that the individual receives the requisite information regularly to execute their job responsibilities with proficiency. They underscore the significance of two crucial factors that contribute to their ability to stay up-to-date - the availability of a communal calendar and the comprehensibility of the Standard Operating Procedures (SOPs). This implies an efficiently organized workspace where vital information is readily accessible, enabling them to complete tasks promptly.

“No not at all. I can give an example, in our university mid-term is going to be held soon but I wasn't informed at all, no department was concerned with me about what date I have to issue papers to whom I submit the exam paper. So it's not like this.”(Participant 2, 42 age)

According to the response provided, it seems that employees are often not equipped with the necessary knowledge to perform their job responsibilities effectively. The respondent cited a specific instance where they were not informed about an upcoming midterm exam in their institution, including important details such as the exam day, paper submission deadline, and location. This lack of communication highlights a breakdown in the information flow within the company, which can hinder the successful completion of assigned tasks. The mentioned scenario emphasizes the importance of clear and efficient communication and coordination to ensure that employees have access to all the essential information required to perform their job duties competently.

The Participant III and IV also responded exactly the same way as participant I responded.

When a question was posed about do you and your co-workers readily share information that is critical to success, this was the responses from the persons.

"Yes, as a matter of fact, we share information all the time. We're used to it, and currently, our half-design department has been shifted to the new block, so our interaction with the remaining department isn't as frequent. Even we discuss that we miss the old time when we used to do all programs together with sincerity and we used to help each other in a lot of things. " (Participant 1, 44 age)

The reply indicates a culture of collaboration and information-sharing within the respondent's team. They mention that exchanging critical information is a norm among them, indicating a sense of ease and regularity with this practice. The response further states that there has been a decrease in interaction with other departments since the design department moved to a new block. The respondent expresses nostalgia and remembers the days when they had a close collaboration marked by honesty and mutual support. This description highlights the importance of teamwork and camaraderie in achieving success. It also sheds light on the present communication status of the team and their reflections on the changes that have impacted their interactions.

"Not at all, we do dirty politics, we don't do productive work we don't share the ideas, we don't share how can we get more quality of education to ourselves or our students at all." (Participant 2, 42 age)

Based on the reply, it seems that the individual in question and their colleagues are not willing to share critical information that is essential for their success. Rather than focusing on productive work, they seem to be involved in what the person describes as "dirty politics". This indicates a lack of transparency and collaboration among colleagues, which hinders their ability to exchange ideas and work together towards common goals. The person also mentions that there has been no discussion about how to improve the quality of education for themselves or their students, which suggests a deeper disengagement from their professional responsibilities. Overall, the response paints a picture of a dysfunctional workplace characterized by internal conflict and a lack of teamwork.

The Participant III and IV also responded exactly the same way as participant I responded.

When a question was posed about do your department readily shares important information with other departments, this was the responses from the persons.

"Yes, we share information with other departments and coordinate actively with other departments for different curricular and co-curricular activities. But obviously, the information that is private and meant to be hidden we don't readily share that information with other departments. The same goes for the other departments." (Participant 1, 44 age)

The response proposes a proactive strategy for information sharing among different departments within the organization. It highlights the importance of active coordination to accomplish common goals, indicating a collaborative effort. However, the response clarifies that while they are willing to provide relevant information, they exercise caution when it comes to private or confidential information and refrain from disclosing it to other departments. This indicates that information sharing should be done with care and responsibility, safeguarding sensitive data in the process. The message concludes by recommending other departments to adopt the same approach and maintain a respectful distance when sharing personal information.

Overall, the description emphasizes a balanced and respectful approach to communication that promotes teamwork while also preserving confidentiality and privacy.

“I don’t know, I don’t have access, I just regularly do my work. And you can see that the important event I discussed earlier about midterm, even this important event is not discussed with me.” (Participant 2, 42 age)

The individual's reply indicates a lack of direct knowledge or access to information regarding the frequency of their department's communication of crucial information with other departments. They seem disengaged from organizational communication procedures and focus solely on completing their assigned tasks. The person also mentions a specific instance where they were not informed about an important event, such as the midterm exam. This suggests that they were not included in conversations or decision-making processes that were relevant to the department. Overall, the response gives an impression of being uninformed and disconnected from broader corporate communication channels.

The Participant III and IV also responded exactly the same way as participant I responded.

Main theme 3: Effectiveness of Communication

The efficient exchange of information among educational organization is important for its success. These studies suggest that accurate and detailed information is essential as it plays an important role in proper working of the individuals in organization.

When a question was posed about whether most of the information you received from your department head is detailed and accurate or not, this was the responses from the persons.

"Yes I receive detailed and accurate information from the department head and obviously at first hand they would never share the same false information with us." (Participant 1, 44 age)

The statement affirms that the recipient receives detailed and accurate updates from their department head regularly. They express complete trust in the reliability of this information and believe that the department leader would not intentionally provide them with false information. This highlights the importance of obtaining precise information directly from a trusted source, which in this case is their department head.

“No it's not detailed, as I don’t get detailed and accurate and they don’t consider me so I don’t pass detailed information” (Participant 2, 42 age)

The response suggests that the individual is not receiving detailed and thorough information from the department head, as they are not being consulted or kept informed during the communication process. This lack of involvement could be due to various factors, such as unclear responsibilities or inadequate internal communication within the organization. In essence, the reply highlights a gap in communication and information sharing between the respondent and the department head.

The Participant III and IV also responded exactly the same way as participant I responded.

When a question was posed about whether most of the information you passed up to the department head was detailed and accurate or not, this was the responses from the persons.

"Yes I pass accurate information." (Participant 1, 44 age)

The response suggests that the department head received accurate and detailed information, which is consistent with the level of information received. It does not, however, elaborate on the procedures used to ensure the accuracy and detail of the information or how it is obtained. Extending these facets might offer a better comprehension of the accuracy of the data supplied to the department head.

"I don't go to the head of the department, instead I go to clerical staff to pass information."
(Participant 2, 42 age)

According to the response, the person does not proactively provide information to the department head. Rather than going through the department head, they inform the clerks. This suggests that there may not have been direct communication between the person and the department head, which could have prevented the department head from getting accurate and comprehensive information from them. It also implies that internal communication inside the company is primarily conducted through intermediary channels. The response as a whole emphasizes the necessity of better communication and face-to-face engagement between the concerned party and their department head.

The Participant III and IV also responded exactly the same way as participant I responded.

When a question was posed about whether most of the information you receive from your co-workers is detailed and accurate or not, this was the responses from the persons.

"The thing is, our coworkers share information. If there's any new information, like some changes, they usually just email it. Otherwise, if there's a new training or something like that, they share it and also guide us, saying something like 'here's the link' so you can get further detailed information."
(Participant 1, 44 age)

The answer suggests that the person uses a variety of channels to obtain precise and in-depth information from their colleagues. They add that to ensure that fresh information is shared, coworkers usually send updates or modifications via email. When it comes to new pieces of training or significant changes, colleagues not only spread the word but also offer advice by providing links to more in-depth information. This definition emphasizes a productive process of communication between colleagues, creating a cooperative setting where knowledge is rapidly delivered and accompanied by appropriate direction for clarity and understanding.

"I don't talk to them so I haven't any idea I didn't ask them, any information I needed I don't go to my co-worker nor do the head of the department instead I directly go to the clerk."
(participant 2, 42 age)

According to the response, the person doesn't communicate with their coworkers to get information. Rather, they would avoid talking to their supervisor or fellow employees and instead go straight to the cashier to get any information they require. This points to a pattern of poor contact and communication at work, which can make it more difficult for team members to share precise and in-depth information. It also suggests a predilection for one particular channel of communication above other channels inside the company, which is the clerk. In general, the answer emphasizes how crucial it is to promote candid dialogue and teamwork among employees in order to guarantee the efficient exchange of information in the workplace.

The Participant III and IV also responded exactly the same way as participant I responded.

Main theme 4. Reliability of information

The term reliability means consistency. Reliability of information is whether the information received from department head or co-workers can be trusted or not. When department head and co-workers exchange reliable information with each other this paved the way of that organization toward success.

When a question was posed about do you and your co-worker receive unreliable information from your department head, this was the response from the persons.

"No never, we all time receive reliable information from our department head." (Participant 1, 44 age)

According to the response, the participant's department head regularly provides accurate information to them and their colleagues. They underline the constant reliability of the information provided by their department head and expressly declare that they never receive inaccurate information. This statement indicates a positive and trustworthy working relationship by underscoring the high degree of faith in the correctness and dependability of communications from leadership.

"In terms of reliability we always receive inauthentic information from our department." (Participant 2, 42 age)

Different points of view about the accuracy of the information obtained from the department head are presented in the response. First of all, it implies that the person in question and their colleagues hardly ever get inaccurate information from the department head. It then goes on to dispute this by saying that the department always gives them false information. This disparity could be a result of the department head's inconsistent or ambiguous information quality, which would leave staff members in the dark. Overall, the response raises questions about possible problems with the department head's communication of information authenticity and accuracy, which may affect the team's confidence and sense of trust.

The Participant III and IV also responded exactly the same way as participant I responded.

When a question was posed about do you feel comfortable passing along information that you receive to your co-workers, this was the responses from the persons.

"Yes of course I feel comfortable passing information to my coworkers." (Participant 1, 44 ages)

The answer suggests that the participant is completely at ease disclosing information to their colleagues. They confirm this confidence by expressing that they are comfortable sharing information with their colleagues. This encapsulates their self-assurance and readiness to participate in productive team communication.

"No not at all, I like to keep silent because I don't know what percentage is true and what percentage is false I don't want to highlight myself and the people will pinpoint me that you have given the wrong information to us, so no I would be silent. Not even with friends. I just do work." (Participant 2, 42 age)

The answer suggests that the person is uncomfortable sharing information they learn with their colleagues. They say they would rather keep quiet since they don't know for sure if the information is accurate and they don't want to be held accountable if it turns out to be false. They also say they would rather concentrate only on their work and don't want to bring attention to themselves. This implies a lack of confidence in their capacity to communicate facts

truthfully and a wish to steer clear of any possible unfavorable effects of sharing knowledge. All in all, the answer indicates a circumspect approach to professional communication.

The Participant III and IV also responded exactly the same way as participant I responded.

Main theme 5. Timeliness

Timeliness guarantees that essential information is received on time, facilitating effective work performance and reducing wait times.

When a question was posed about do you receive the information you need to perform your job promptly, this was the response from the persons.

"Yes, I receive all the crucial details necessary for me to carry out my job promptly." (Participant 1, 44 age)

According to the response, the participant regularly gets the pertinent information promptly that they require to carry out their duties. They attest to this by saying they get all the important information required for the timely completion of their work. This suggests that a dependable communication system is in place, guaranteeing that the information required is delivered on time to support efficient work performance.

"No not at all, never. You can get the idea by this that Still, I have no idea on which rules I'm doing job in a university. We haven't provided anything related to this. As I haven't taken any make-up class recently so I have no idea about recent but whenever I have to take a makeup class .. I sent an email and got a timely response. I haven't faced any issue in this." (Participant 2, age 42)

The answer suggests that the person does not get the knowledge required to complete their work on time. They state that they are unaware of the university policies that govern their employment, which raises questions about communication and clarity regarding job duties and expectations. They do, however, add that when they emailed to inquire about previous makeup lessons, they received prompt responses. This implies that although there can be irregularities in the timely delivery of information as a whole, there have been times when they were given timely answers to certain questions. Overall, the reaction emphasizes how important it is for the university to communicate better and be more clear when it comes to job-related policies and information.

The Participant III and IV also responded exactly the same way as participant I responded.

When a question was posed about do you often delay the information you need to perform your job promptly, this was the responses from the persons.

"No, as I mentioned before, I do receive the necessary information to complete my tasks on schedule." (Participant 1, 44 age)

In contrast to the assertion, the response shows that the participant does not suffer from informational delays at work. She stresses her faith in the sufficiency of the information supplied and restates that she receives all the information she needs to finish their responsibilities on time. This shows that the participant's performance at work is not significantly hampered by the availability of information.

“Yes I do ...most of the time. 80% of the time. No I would like to be silent. I don't share my ideas. If university doesn't give back provided opportunity I hope for my services.” (Participant 2, age 42)

The response implies that the person is frequently late for work because they do not have the required knowledge, showing that this happens about 80% of the time. Students also state that students are reluctant to give their thoughts and that they would like opportunities from the university in exchange for their services. This shows that they are frustrated with the university's lack of acknowledgment or support, which could be a factor in their disengagement and unwillingness to take on an active role in the organization. Overall, the reaction emphasizes how crucial the university's support and efficient communication are to promoting both work success and employee happiness.

The Participant III and IV also responded exactly the same way as participant I responded.

Main theme 6. Barriers to Effective Communication

Effective communication is hindered by hierarchical structures that require information to travel through middlemen, superiors' unwillingness to directly disseminate organizational news, reliance on unofficial channels like word-of-mouth, and overzealous gatekeeping that impedes the flow of important information.

When a question was posed about do you go through your senior teachers to share ideas/information with your department head, these were the responses from the participants.

"As a senior teacher, anyone can directly engage with the Head of Department. We encourage our visiting faculty to also communicate directly with the HOD, eliminating the need for a middle person as it could lead to misunderstandings. Our students also have direct communication with the HOD for any concerns or permissions needed. However, if they wish to organize a party during class time, they must first seek permission from the teacher present; otherwise, they can directly approach the HOD. “(Participant 1, 44 age)

The reply describes the department's communication ladder for exchanging concepts or data with the department head: Senior teachers can communicate with the Head of Department (HOD) directly and without the use of middlemen. The purpose of this policy is to simplify communication and avoid misunderstandings. It is also recommended for visiting faculty members to speak with the HOD directly, which serves to emphasize the value of open communication and accessibility. The HOD can be reached directly by students with any questions or requests for necessary approvals. Students are now empowered to speak with department leadership directly about any needs or problems they may have. But before planning a party during class, for example, students had to ask the instructor in charge for permission. If not, they can speak with the HOD directly, which would clearly define roles and procedures.

“I'll directly go to the seniors in the department.” (Participant 2, age 42)

The reaction implies that the person feels compelled to communicate thoughts or information to the department head via their senior lecturers. They decide to speak with their superiors in the department rather than going straight to the department head. This suggests that there is a preference within the organization for hierarchical communication channels, where information is sent down through formal lines of command. It also implies a degree of regard or deference for the department's senior professors. In general, the answer conveys the communication standards and organizational structure of the person's place of employment.

The Participant III and IV also responded exactly the same way as participant I responded.

When a question was posed about do your department head often seems hesitant to communicate news about the organization to lower-level employees, this was the response from the first person.

"No departmental head does not hesitate, initially the thing is that most of the employees already know about the news or information beforehand and lower-level employees are social enough also. Further department heads do not hesitate to share information and news about the organization with lower-level employees." (Participant 1, 44 age)

The response refutes the idea that department heads are reluctant to inform subordinates of important developments. It implies that since lower-level employees frequently already know the news, hesitancy is unlikely. It also highlights the willingness of department heads to share information with lower-level staff, illuminating an open and transparent culture within the company.

"Yes and sometimes when we ask questions they start abusing and they also threaten and sometimes says "get out of the room" It's my experience. I have faced abuse and throwing out from the room and said me to be within your limits." (Participants 2, 42 age)

The remark implies that the person believes the department head is reluctant to inform lower-level staff members about organizational news. They also detail incidents in which they were ordered to leave the room, verbally abused, and threatened as a result of questioning the department head. This points to a dysfunctional communication relationship that exists within the company and is typified by a lack of openness, animosity, and consideration for civil discourse. The person's account of abuse and exclusion from conversations points to a poisonous workplace where candid communication and teamwork are not respected. All things considered, the answer emphasizes how important it is to deal with communication problems and cultivate an environment of mutual respect and openness within the company.

The Participant III and IV also responded exactly the same way as participant I responded.

When a question was posed about do most of the information you receive on a daily basis is passed down through the grapevine, this was the responses from the persons.

"No the information I receive comes directly from official and reliable sources. This helps me to stay informed accurately and avoid any potential misunderstandings or inaccuracies that can occur through informal channels like the grapevine." (Participant 1, 44 age)

In contrast to the statement, the response emphasizes that the participant obtains her information from credible and official sources directly, as opposed to through unofficial routes like the "grapevine." She guarantees accuracy and prevents misconceptions or inaccuracies that could arise from informal communication channels by obtaining information from official sources. This position emphasizes how crucial it is to rely on reputable sources while looking for accurate and trustworthy information.

"Yes most of the information is passed down through grapevine." (Participant 2, 42 age)

From the replies, it appears that the person gets most of his or her knowledge through unofficial means, the "grapevine," daily. The person implies that informal communication networks are important in their day-to-day work environment by stating that they always get information through the grapevine. This reliance on unofficial routes could indicate that information is not

as effectively or easily disseminated through official channels inside the organization. In general, the answer emphasizes how crucial informal communication networks are to organizational dynamics.

The Participant III and IV also responded exactly the same way as participant I responded.

When a question was posed about are many gatekeepers in your department hinder the flow of important information, this was the response from the persons.

“No there are not any gatekeepers in our department that hinder the flow of important information.” (Participant 1, 44 age)

The argument that the department has "gatekeepers" who obstruct the flow of crucial information is denied by the participant. It states that there aren't any of these obstacles in place, meaning that crucial information is still able to move freely around the department. This implies a setting that encourages candid dialogue and teamwork and allows information to flow freely and unhindered.

“Yes. there are ... But it differs from department to department. But my experience to some extent. like 20 30 % yes. And they try their best to get us the true information. And they help those people who hide information.” (Participant 2, 42 age)

According to the response, the person believes that there are "gatekeepers" in the department that obstruct the flow of crucial information. Although they admit that this problem can change in different departments, they maintain that, in their experience, gatekeepers are present. They also imply that these gatekeepers might assist those who withhold information and deliberately work to obstruct access to truthful information. This suggests a structural issue inside the company, where specific people or factions manage information flow, maybe for personal gain or to preserve power relations. The response, taken as a whole, emphasizes the difficulties presented by gatekeeping activities and their effects on organizational transparency and communication.

The Participant III and IV also responded exactly the same way as participant I responded.

Main theme 7: Channels for communication

Channels for communication include electronic media, face-to-face interaction, written communication, and telephonic communication, each serving as vital conduits for delivering information essential for job performance.

When a question was posed about the channels of communication through which you receive most of the information you need to do your job, these were the responses from the participants. “yes, we use all of these channels such as Face-to-Face interaction, electronic media, written communication, and telephonic communication depending on the need and demand of the situation. Electronic communication is happening daily, like we have a WhatsApp group and also email where information (about meetings, upcoming events or competitions, and programmes) is shared with us and we also share information. As for Face-to-face interaction, we have meetings and also it depends on the person's availability plus obviously, we meet with each other daily in the department. Written communication happens when we want to report something or someone then we write that down and email that information. Telephonic communication happens when someone is gone from the department and to get a hold if we call them then they do reply immediately.” (Participants 1, 44 age)

The participant offers a thorough explanation of the different avenues that the department uses to get information about jobs. It lists the four primary avenues of communication: Electronic media: This refers to the email and WhatsApp groups that are used for daily communication as well as the sharing of meetings, events, competitions, and program information. Face-to-face interaction: Depending on the availability of individuals, meetings and regular encounters within the department are highlighted as possibilities for direct contact. Written communication: This happens when someone or something is reported; details are recorded and sent out via email. Telephone communication: This method of reaching out to department members who are not present is used, and calls are promptly returned. The explanation highlights how communication techniques are flexible and adaptable, with each channel being used according to particular needs and circumstances.

“Through emails. Sometimes. but avoid it because once I was abused and I told it to the administrator but he supported that person, not me ... I'm only representing my case And if you ask me else than electronic media then I'll go through the clerk in the department. I do written communication whenever I need it. I never use telephone communication, even though I don't have their cell number or extension. Mostly, though rumors I get information not these sources “.” (Participant 2, 42 age)

According to the response, the person mostly uses emails and other electronic media to get the information they need to do their job. They do, however, also claim having been abused in person, which has made them shun face-to-face interactions. They also expressed unhappiness with the administrator's assistance in responding to their reports of abuse. In terms of written correspondence, the person attests to their use of it as required. They claim that they don't have access to phone numbers or extensions for contact over the phone. Lastly, the person mentions that rather than using the designated communication channels, they frequently learn information through gossip. This response outlines the person's experiences and difficulties with a variety of workplace communication channels, including problems with in-person.

The Participant III and IV also responded exactly the same way as participant I responded.

Discussion and conclusion

Communication is a crucial component of organizational success, and having efficient channels and proper flows is crucial in achieving this feat. When different communication models and theories are analyzed, it becomes clear that a well-structured communication framework promotes transparency, collaboration, and effectiveness within an organization. (Northouse, 2018; Robbins, Judge, & Campbell, 2017). It's important to keep in mind that when selecting communication channels, it's necessary to take into account the varying needs and preferences of employees. Since different people may respond better to different modes of communication, it's crucial to choose channels that are suitable for everyone. (Jones & LeBaron, 2002). In addition, the vast connectivity and convenience provided by digital platforms come with their own set of difficulties. Among these challenges are the overwhelming amount of information available, the potential for distractions, and the possibility of misunderstanding or misinterpreting information presented online. (Dennis & Valacich, 1999). In today's world, organizations need to use technology thoughtfully. It should be used to enhance the traditional forms of communication, such as face-to-face interactions, rather than completely replacing them. (Northouse, 2018; Robbins, Judge, & Campbell, 2017). Leadership plays a critical role in promoting effective communication in organizations. Good communication behavior modeled by leaders fosters a culture of openness, clarity, and inclusivity, which is essential for a healthy work environment. (Northouse, 2018). Good communication is vital for organizations. They should actively ask employees for feedback and be willing to adjust

communication strategies accordingly (Robbins, Judge, & Campbell, 2017). Effective communication is the foundation for companies to adapt, innovate, and thrive in a competitive global marketplace. (Northouse, 2018; Robbins, Judge, & Campbell, 2017).

The study concluded that at the University of Gujrat, the majority of the participants interviewed reported that communication was taking place seamlessly across all areas, indicating a positive and efficient mode of communication.

The strength of our study focuses on assessing organizational communication within the only semi-government university in the Gujrat district, which offers higher-level education opportunities to students. There hasn't been much research conducted in this area, hence our study seeks to assess the effectiveness and efficiency of communication within the University of Gujrat organization.

The limitation of this is a qualitative study where only four individuals were deeply studied. The focus was on the viewpoints and perspectives of these four individuals, so we cannot generalize that the University of Gujrat has effective communication based solely on these four individuals.

Recommendation

Through the use of a qualitative approach in this study, organizational communication (flow of communication, Coordination/knowledge sharing, Effectiveness of communication, reliability of communication, timeliness, barriers to effective communication, and channels for communication) has been highlighted. It is recommended that future studies should focus on Soliciting feedback from employees through surveys or focus groups to identify areas for improvement and address communication challenges proactively. Further to mitigate communication barriers and prevent distortion, it is essential to implement regular monitoring and evaluation of communication effectiveness.

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