

Communication strategy to improve organizational cooperative change.

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ABSTRACT: All organizations have their method in communication strategies to portray their messages to the community. An effective management communication can achieve organisational mission and goals. The purpose of this paper is to study the communication strategy to improve organizational cooperative change at Sekolah Menengah Tun Abdul Razak, Selekoh, Perak. Understanding the purpose will help to develop the communication strategy among cooperative teachers. Communication affects the organisation image. The teachers' cooperative need to have a better communication because the profit from the cooperatives will be used to organize many activities that benefit the students. The communication strategy should be clear and easy to understand so that the activities go smoothly. This paper also describes on the list of barriers on effective communication such as noise, information overload and emotions, the most suitable pattern of communication was verbal communication, written communication and non-verbal communication and the ways to overcome the barriers to effective communication was frequent meeting to reduce the noise, to deliver useful information, to keep their emotions in control and motivated each other.

KEYWORDS: Communication Strategies, Organizational Change, Strategy, Cooperative

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I. INTRODUCTION

Selinker (1972), who created the term of "Communication strategies". Moreover, Duncan and Moriarty (1998), describes that communication is a vital tool that permeates virtually all human social activities and business management that link people together and create relationships. Communication is cognitive, emotional and social complex that makes human being unique. According to Argenti, Howel, Beck (2005), states that the increase of strategic position due to strategic communications aligned with the overall strategy within the organisation. Then, the purpose of use of communication by an organisation to fulfil its mission (Hallahan, Holtzhausen, Van ruler, Vercic and Sriramesh (2007).

Therefore, Bowditch and Buono (1995) define that communication assists sender and receiver to exchange information effectively and negotiate meaning. Strategic to achieve organizational goal is to have effective management communication. As a manager that have better communication should complete these two tasks first, they need to improve their messages that they wish to transmit and they should improve their own understanding of what people trying to communicate with them so that can understand each other's in the organisation. Communication is the process exchange and transmission of meaning from sender to the recipient (Inyang and Esu, 2003). The business will work efficiently if an effective communication strategy are applied in organisations. For example, small business owner need to monitor his or her factory's performance to ensure that production department produce the products that meet customers demand, so need to ensure the information that he or she receives from employees is current and accurate and allow he or she control the rate of production effectively.

School cooperative societies have been established on 2010 in some of secondary schools in Malaysia. They started as small bookstores that sell books and stationery using the school premises to provide student's needs. Cooperative is a form of organisation that have the same economic interests or problems they associate to unite energy and raise capital to carry out activities to provide facilities or services to members. However, the word "Cooperative" is comes from the Latin word "co-operari" which means work together with others voluntarily. Cooperative is administered as a business entity and it also does not pursue profit merely and they are more concerned with prioritizes members' welfare. Business capital is from the contribution of each member

of the cooperative. Meanwhile, profit from the business will be divided into members or members of the cooperative in the form of dividends. According to The Department of Cooperative Development Malaysia (1994), a schools' cooperative is established to train students to practice savings and principles of living in a socialist democracy. Moreover, the school's cooperative is the most effective platform for students to sharpen their talents and interests in business. In addition, the idea of early establishment of the schools' cooperative was from Professor Diraja Ungku Abdul Aziz. Some of school cooperatives have been very innovative in diversifying their activities such as producing their own product in order to generate better and profitable revenue.

Sekolah Menengah Kebangsaan Tun Abdul Razak is a national secondary school that located at Batu 23, Selekoh, Perak. There are seven teachers that manages the Cooperative and they will arrange plans for cooperative activities a year. Therefore, they also should be given the space and opportunity to attend courses or seminars on the education and management of school cooperatives, the role of members and co-operative institutions, account maintenance and tourism. The teachers need to be taken to a successful school cooperative so that their student gain exposure and knowledge in management. Through this visit, they will be able to see activities that can give benefit to the school and members. Internal courses need to be conducted periodically with the teachers who attended the course to share their experiences and knowledge with other members. The teachers need to have better communication to achieve vision and mission goals of cooperatives. In order to be a better organization, they need a leader that can lead them to handle activities in the cooperatives and they should prepare a report or proposal to be present.

II. OBJECTIVE

The general objective of this paper are:

1. To list out the barriers of effective communication so that can achieve overall organisational mission and vision.
2. To find out the most suitable pattern of communication so that communication channels are clear so can discovering and solving problem.
3. To evaluate the ways to overcome the barriers to effective communication so that can achieve overall organisational mission and vision.

III. LITERATURE REVIEW

In Malaysia, many people struggle to communicate effectively because the communication strategy is more complicated. Then, the blockage of information occur it will make communication more difficult to understand the messages. The research identified that good communication is the top soft skills that highlighted by managers toward employees and it will only be successful if both person understand the key messages being put across. To be an effective communicator, the person need to make sure the messages are clear, accurate and concise to avoid misunderstanding. Communication also helps teachers cooperative to perform their jobs and responsibilities.

An effective organization and continue to be a learning organization because of communication has been embedded in every aspect (Barker and Camarata, 1998). Herich (2008), mention that the extent to which a manager accomplishes corporate goals depends on his ability to communicate effectively. Therefore, the managers need to monitor their employee performance to see whether the employees understands the order clearly from management. According to Ezezue (2007), there are three basic types of communication which are:-

1. **Verbal Communication.** It is one way for people to communicate with others face to face. The key components of verbal communication are speaking, words, sound and language. It can also be extended to the use of electronic gadgets such as smartphone and public address system.
2. **Written Communication.** This requires competence in writing and reading skills. In written Communication, Oral messages are translated into words, alphabetic symbols and sentences.
3. **Non Verbal Communication.** The communication process are by sending and receiving messages without words. Such messages can be communicated through eye contact, body language, facial expression, physical environment and gesture.

There are eight elements of communication as encoding, media, sender, decoding, message, receiver, feedback and response (Adirika, Ebue and Nnolim, 1996). It will affected if noise exists in the eight communication. All organisations strives to achieve effective communication at the minimal cost. The barriers will cause breakdown in exchange information or messages between one individual to others. Ineffective communication in an organization also may result in uncertainty, apprehension and dissatisfaction, these results to, poor productivity. A poor communication strategy is because of information blockages that make it hard to understand. There are some organisations cannot achieve purposes and goals when communication is not effective.

There are three barriers to effective communication;

- **Noise:**Noise is known as serious barrier to effective communication. This can come from the work environment where people trying to fix an appliance or ordinary loud noise that are usually made in the offices.The noise environment will distraught the person communicative thoughts.
- **Information Overload:**Occurs when an information processing claim at a time to perform internal interactions and calculations exceeds the supply or time. Whenreceiving more information than the person can takeis known as information overload.Furthermore, the information that might be coming too fast that interpreting it becomes difficult.
- **Emotions:**Emotional barriers are mental walls that keep you from openly communicating your thoughts and feelings to others. Some people while communicating they look emotional. Emotional state could be in form of fear, anger,happiness or sorrow can be misconstrued and misinterpreted. As a manager should be able to overcome such communication barrier.

There are many reasons why communications may fail. It is important that the communicator seeks feedback to check that their messages is clearly understood. However, the organisation should ensure that it is recruiting right individuals on the job. Firstly, to overcome the noise barrier to effective communication, they need to always make sure to speak and interact with each other where there will less the noise and least met at disturbance places such as meeting room. Then, they will discover the source of noisewhat they start conversing and discuss the way to overcome it. Itwill not be easy because noise appears in a variety of ways so they should be very clear about the objective of the organization. They also need to arrange their thoughts in a proper order and then communicate accordingly.

Secondly, to avoid overloading too much of information they need to deliver the parts which are useful, informative and value to the listener in a most simple words and straight forward way so that they can clearly understand what messages want to be deliver to them because people will ignore the information given. Hence, there should not be any confusion left in their mind. Lastly,they keeptheir emotions in control through the frequent meeting so do not be aggressive if do not agree with any point of view or anything that is going against their own ideology. Then, list their thoughts politely with facts if they have and reflect positivity in their discussion.

IV. CONCLUSION

The effective communication strategy is an essential tool for organizations. Noise, information overload, emotions are the barriers of effective communication so that can achieve overall organisational mission and vision. There are three pattern that are used in the communication which are verbal communication, Non-verbal communication and written communication is the most suitable pattern of communication so that communication channels are clear so can discovering and solving problem. To improve overall communication skills we need to be aware of any barriers to communication that are present such as noise, information overload and emotions. Lack of communication will make the person feeling frustrated.

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