Communication and productivity in a productive Organisation

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Abstract

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This work on 'Communication and Productivity' is a search to identify and fully understand the communication system of a productive organization, and appraise its effect on the organization's out-put. Factually, any organization constitutes a small part of a wider society in which it operates and has relevance. Communication is a vital link factor in an organization, as it applies on a macro-basis in the wider society. Nigeria for instance, as a society, could mean an entirely different thing without effective communication between and amongst its various sections, authorities and subordinates that combine to give meaning to the nation-state. The study carried out vastly points to the central and vital role of communication, in the activities and general management of New Edition Digital Press with regard to its efficiency and effectiveness. It is understood that effective communication is certainly essential, for the successful attainment of an organization's set objectives. The structure of an organization as in New Edition Digital Press, which is the relatively stable set of formally defined working relationships amongst its members, is of paramount importance in facilitating information flow.

Introduction

This work on 'Communication and Productivity' is a search to identify and fully understand the communication system of a productive organization, and appraise its effect on the organization's out-put. Factually, any organization constitutes a small part of a wider (set) society in which it operates and has relevance. Communication is a vital link factor in an organization, as it applies on a macro-basis in the wider society. Nigeria for instance, as a society, could mean an entirely different thing without effective communication between and amongst its various sections, authorities and subordinates that combine to give meaning to the nation-state.

Many people will readily agree that communication gives 'life' to an organizational structure, and that it plays an important role towards mobilizing an organization's resources for attainment of its objectives. According to Chester (1977),

".in any exhaustive theory of organization, communication would occupy a central place, because the structure, extensiveness and scope of organization are almost entirely determined by communication technique".

Effective communication gives rise to understanding and trust within an organization. In the view of Robert (1978) "a climate of mutual confidence and trust

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contribute to effective work environments. These environments facilitate the achievement of performance, group, and individual goals".

Warren *et al.* (1975) suggested that "instead of thinking of the behaviour of organizations as the transfer of energy, we should instead consider the transfer of information as the central process or behaviour of organizations".

He emphasized that communication understandably, is the process by which one individual or group transmits meaning to others. When an individual (the transmitter) intends to communicate with another person (the receiver), he has a message which he must manipulate something else to transmit, i.e a symbol. A symbol, then, is something outside and between two people, which exchanges meaning between them.In any setting where there is effective communication, the receiver will justify the successful contact by interpreting the manipulation of symbols in a fashion identical to that intended by the sender (transmitter).

Symbolic manipulation entails the process by which the transmitter translates his idea into a set of symbols to be passed on to the receiver , and this involves the manipulation of symbols that transmit the message and those that establish the context (often called the 'self') , in which the message is transmitted. The 'self' represents the communicant, andestablishes his status, the values, and mood with which the message is sent, as motive for communicating.

The onus on the receiver is to translate the symbol into his own interpretation, and this forms the basis of the received message. Also in doing this, the receiver's identity, his role in the system, values and motives for attending to the transmission will influence his decoding of the symbols received. When the workers have good idea of the organization's production goal, it will be possible for them to decode symbols and give them appropriate meaning during the production process. This re-emphasizes the need for the context within which communication is taking place to be well established and accepted by the individuals involved in production, before they can communicate effectively. If the receiver understands and accepts the context presented by the sender, the tendency is high that he will receive and be influenced by the immediate communication.

What this suggests is that to maximize the effectiveness of communication, the sender must take the receiver into consideration, before the commencement of the technical aspect of the production work. He should also put into cognizance the level of sophistication of the receiver when coining his message. The external public now continuously demands quality products, appreciating the need to derive maximum utility from its funds, in a competitive situation. And the internal public constituting an organization's work-force, must at all times strive to meet the expectations of its customers. One remarkable way of achieving success in this regard is through efficient production.

In an enterprise where there are many operational units and pronounced division of labour, adequate information management achievable through effective communication is essential for efficient production. Workers at the various units within the organization should be fully aware of their roles, in the production of any item required by a client or for supply to any particular market audience.

New Edition Digital Press is a wholly indigenous organization based in Umuahia, involved in General Advertising Production, Visualizing, Graphic Design/Art-Work, Printing, Packaging and Stationary Supply.

It has many operational units and pronounced division of labour. It also attends to the needs of different customers. This is somewhat different from a situation where a company produces only one (particular) item, probably for supply to a specific market (audience).
The need for continuous, effective communication between the personnel at the various spheres of production activity within an organization that strives towards satisfying diversified needs of different customers is really high. This is so because of the need to properly coordinate activities and ensure that each finished product is exactly what the customer wants, both in quality and quantity.

Division of labour should normally enhance production if the various units are able to work harmoniously, and contribute systematically towards attaining the desired result. It also has the advantage of sharpening workers skill and competences, thus contributing positively in that direction, in ensuring good quality products.

As Hicks and Gullet (1981) put it:

good communication is necessary to coordinate human and physical elements of the organization into an efficient and effective working unit. When communication fails, organized activity also fails; uncoordinated activity, or none at all, prevails. Communication provides a means of affirming the joint

purposes of the organizational members so that all the members will work towards complementary objective.

In addition to its efficacy in ensuring effectiveness on production schedule, communication has an enduring legacy of contributing towards observance of tranquility in the work environment. To ensure peaceful atmosphere in a work-place, authorities in any enterprise do not stop at saying what jobs should be done, but go further to let workers know the good reasons behind company's decisions that affect their lives, e.g welfare matters. By so doing, management – trade union collision is as much as possible, averted.

It is incumbent on any organization that services diversified interest groups to also maintain effective link at all times with such groups. The thinking and detailed desire of any such group with regard to whatever work is being done for it, should be fully understood by the firm handling the project. Coming at grips with such details can only be possible through communication.

As far as management functions entail harnessing of human resources for attainment of corporate objectives, conflict is likely to be experienced in the absence of mutual respect between the management and workers. Effective communication which can create and fortify understanding and mutual respect between the two sub-sets of the team is very relevant, to an organization's growth and progress.

Objectives of the study

The general objective of this study therefore is to examine the communication system of New Edition Digital Press.

Specifically, the study will unveil the impact of high noise level on the productivity of an organization that uses heavy machineries and sophisticated gadgets in executing its tasks such as graphics design and production, printing works, packaging, etc. It will similarly unveil the procedure for ensuring effective productivity, in such circumstance.

New Edition Digital Press, studied for this purpose, is a wholly indigenous organization based in Umuahia. It is involved in General Advertising Production, Visualizing, Graphic Design/Art-work, Printing, Packaging and Stationery Supply.

There are both formal and informal communication channels within an organization. However, it is the formal communication channel that relates directly to the organizational chart – chain of command. This is the officially laid down channel of communication. In the view of Haynes, Massie and Wallace (1975);

The functioning of any formal organization depends upon the interaction among a set of formally defined offices or roles. Interaction refers to an exchange between two or more of these offices. They may interact by exchanging materials, money, memoranda, ideas, thoughts, or virtually anything transferable in an organization.

Informal communication channels on the other hand relate to inter-personal relationships among workers, irrespective of their positions in the organization.

The emphasis of this study however is on those communication channels, accepted and officially approved for passage of information and receiving feedback in the work and business environment. Where, however, the informal communication channel is found to play a role in ensuring effective communication or hampering it, it will also be given due prominence.

General literature

Communication is a veritable factor in coordinating the activities of the various units of an organization, towards achieving its set objectives. It enables members of an organization to work as a team and to successfully interpret organizational needs at all times. The workers must be able to recognize and interpret diversified messages reaching them, to effectively respond to and satisfy the needs of the clientele.

Maxwell E and Lee (1979) opine that:

…. Unobserved message does not communicate. It is wasted effort; because unobserved messages … do not communicate anything. …. To communicate with its intended audience, each message must be attuned carefully to that audience.

Since perception of a message is essential to communication, the sender of the message must endeavour to overcome the barriers to, and optimize perception of, the message. A company like New Edition Digital Press which deals with sizeable internal and external publics must necessarily appreciate the value of communication, since it has to essentially communicate effectively with these publics if it has to remain viable, and in business,

In an enterprise whose success hinges upon the coordination of the efforts of all its members, the managers depend largely on the quality and amount of

relevant information which reaches it. The rest of the organization in-turn depends upon the speed and accuracy with which the managers can synthesize the information, and reach conclusions and decisions on various issues. This thought impresses one that communication does not play a second fiddle in the pursuance of organizational goals. Its role is vital, not that of a mere appendage or ordinary helper to the important functions. Indeed, it is the essence of organized activity within an enterprise.

The formal communication entails interacting among a set of formally defined units or roles. Interaction here refers to exchange of information between two or more of such units. They may do this through exchange of memorandum, ideas and thoughts.

The defined relationship for communication in an organization as espoused in formal communication is in-part determined by its chart. Hicks and Gullet (1981) describe chart as official lines of authority, power and accountability of the organization. These relationships, typical of organized activity, all involve communication. For instance, the exercise of authority may be viewed as a downward flow of information from a supervisor to a member, that gives the member the right to take action, or perhaps to delegate others to take action. Similarly, accountability is fixed through flow of information that charges a subordinate to answer for performance.

Communication also takes place within an organization, through informal channels often referred to as the grapevine. These are neither as neatly designed nor as predictable as the communication channels found within the formal structures. Whereas in formal communication, a piece of information has to pass through series of formal positions until it gets to the point of full utilization or anchor, information in the grapevine seldom follows such a straight-line approach. Information (here) can be passed along in a much more scattered fashion. A bit of communication can be passed along to several people by the same person. In turn, only a few of those receiving the information will pass it further.

The communication flow within an organization, to a large extent, is determined by the formal organizational chart.

Formal communication encomprises downward communication, upward communication as well as horizontal communication.

Downward communication flows from the upper echelon to the lower levels of the organizational hierarchy. It conveys important decisions to the various units of the organization. Details of jobs orders, descriptions, timing, implementation strategies and other related matters are provided to the relevant units through the downward communication process.

Downward communication conveys the thinking and attitude of the management on various issues, reflecting policy decisions, to the units. It is relevant to point out here that, since an organization requires a certain degree of order at any given time to be able to systematically execute its projects, downward communication is necessary in achieving organizational goal. It is also important to indicate that organizations should use the downward communication channels cautiously, to avert emergence of plethora of instructions and guidelines for members at the lower levels of the hierarchies, to avoid confusion.

The upward communication channel, in its own right affords management the opportunity of having feedback emanating from various policies, directives and production guidelines and instructions communicated from the top echelon to the lower levels of the organizational structure. It provides information about general operations of the organization, and attitudes of the workers towards the implementation of specific projects. Feedback is really essential for maximization of the benefits of personnel communication, since it enables communicators to assess effects of their messages and know whether they have achieved the desired results or not; and why. It enables the management to know the attitude and thinking of the workers, and their perception of the workings of the organization. So, it enables the management to assess and know the effectiveness or otherwise of its communication down the organizational ladder.

It also enhances employee participation and involvement in the organization, thereby bolstering organizational cohesiveness. This, rightly, has to do with the concept of Management by Objective (M.B.O) which in the view of Drucker(1979):

gives the intended recipient of communication- in this case the subordinate access to experience. He is given access to the reality of decision-making, the problems of priorities, the choice between what one likes to do and what the situation demands, and above all, the responsibility for a decision.

This entails that the subordinate thinks through and presents to his supervisor, his suggestions to what contributions he should be expected to make within the organization, and should be held accountable for. Acceptable, therefore, is the view that a performance appraisal based on what a person can do and has done well, is a foundation for communication.

In his own perception ,Beveridge (1975) holds that: Appraisal procedures may need to offer an opportunity to the subordinate not merely to share in decision-making concerning his own task, but also in the analysis of the total work organization. For the effective performance of his own task may be dependent on organizational factors like the communication system, training procedures, payment structures, research procedures, supervisory style, company policies on capital expenditure, etc. Appraisal offers the possibility of communication upward and a share in decision-making concerning such organizational factors.

In a situation however, where individuals prefer to communicate with their peers, horizontal communication flourishes. Information can also be passed among divisions or departments horizontally. This system of communication can enable the top administrative staff within an organization, to keep abreast of important happenings irrespective of the fact that individual administrators might be dealing with separate functions and events, and be reporting directly to the chief executive. Various heads of departments can also meet from time to time to exchange ideas on the organization's activities, and work out strategies for attaining its corporate goal.

It is thought that some of the acute administrative problems especially in large organizations stem from deficiencies in horizontal communication. This arises when employees concern themselves exclusively with the work activities within their areas, and make out little or no time for communicating with personnel at the same hierarchical level who man other important schedules. If well harnessed, horizontal communication will facilitate task coordination by enabling employees to establish effective inter-personal relations. This type of communication is often found vital for effective system functioning. This is so, as there are times when it becomes essential for coordination and putting heads together by a set of peers within an organization as work proceeds, to possibly re-arrange one or more fall-outs of the production process and ensure efficient functioning of the system, in order to achieve positive result. This form of interaction is at times pertinent, since in some instances, it is impossible for an organization to work

out in advance every conceivable facet of every task it has to accomplish.

Leadership style also, to some extent, determines the degree of influence a chief executive exerts on his subordinates in the work-place. But variations in leadership styles notwithstanding, in all instances, the effectiveness of the three main facets of a manager's work, viz, planning, organizing, and controlling, is largely dependent on the effectiveness of personnel communication, in the organization.

Comparative literature

Where several individuals are involved in organizing activity, communication amongst them becomes of paramount importance. Care should be taken to avert the problem of semantics and channel noise, in order to achieve the purpose of the communication.

In his discourse, Drucker (1979) emphasized that one can perceive only what one is capable of perceiving. Just as the ear does not hear sounds above a certain pitch, so the mind does not perceive what is beyond its range of perception. It may, of course, hear physically or see visually, but these sensations cannot become communication unless they are meaningful.

Hicks and Gullet (1975) defined communication as "the transfer of information from one person to another with a view to creating understanding and influencing the efforts of others towards the achievement of results; it is also the key to effective leadership in any enterprise".
In the words of Heinz (2008), "communication is affected by "noise" which is anything -whether is the sender, the transmission, or the receiver – that hinders communication".

Drucker (1979) opines that communication has virtually broken down, emphasizing that: "the noise level has gone up so fast that no one can really listen any more to all the babble about communication".

Many eminent scholars agree on the importance and central role of communication in an organization's 'life'. You cannot interact with another person unless you can somehow communicate with that person".

Heinz *et al*. (2008) posits that communication is essential to all phases of the managerial process… Effective leadership and the creation of an environment conducive to motivation depend on communication. Moreover, it is through communication that one

determines whether events and performance conform to plans or not.

In the view of March and Simon, (1975); the more efficient the communication (i.e. the greater the amount of information carried in a message), the greater the degree of coordination management will be able to exercise over employee behaviour. The organization, therefore, must build a communication network that will maximize the amount of information necessary to make decision.

Theoretical frame-work

It is appropriate to apply the Systems Theory to explain the importance of affective communication in the "Life" and successful operation of an organization as New Edition Digital Press.

The Systems approach posits that an organized enterprise does not exist in a vacuum. It is a part of larger systems such as the industry to which it belongs, the economic system, and society. Thus, "the enterprise receives inputs, transforms them, and exports the outputs to the environment." (Heinz *et al.,* 2008)

Mayo (1981) wrote: "An organization is a social system, a system of cliques, grapevines, informal status systems, rituals and a mixture of logical, non- logical and illogical behavior".

According to Mayo, effective management involves leading persons, not manipulating robots. He expressed the believe that a successful human relations approach would create organizational harmony, higher employee satisfaction, and operational efficiency.

True, as espoused in systems theory, no practicing manager can over look communication as critical to the attainment of his organization's goal.

In this stead, Chester (1977) proffered that "in any exhaustive theory of organization, communication would occupy a central place, because the structure, extensiveness and scope of organization are almost entirely determined by communication technique."

The system theory and communication system constitute critical fulcrum in carrying out this exercise.

Feedback is pertinent if the encoder and receiver are to achieve expected benefit from the communication process. The sender will be able to access the effect of his message through the feedback received.

According to Hicks and Gullet (1981):
feedback, or response, enables the source to know whether or not the message has been received and interpreted correctly. Feedback can cause the original source to modify future communication according to the way in which the source perceives the reaction of the receiver.

There is also the inter-unit aspect of communication which has to do with interdepartmental relations. Also important is the organization-customer relationship which deals with the organization customer communication process, and its effect on productivity. All these constitute an integral part of the framework of this study.

Application of the Theory:

Application of the theory is germane as it provides conceptual overview of organizational functioning. The whole organization and its subsystems are seen as interrelated. Further, they are related to their environments.

New Edition Digital Press has many operational units, and deals with numerous production matters. Workable communication system is of critical importance to its successful operation.

Effective leadership and the creation of an environment conducive to motivation depend on communication. Moreover, it is through communication that one determines whether events and performance conform to plans or not.

New Edition Digital Press has heavy machineries and assorted technical appliances which are constantly in use, with pronounced high noise level. This is capable of causing channel noise, and the problem of semantic, with very adverse consequences on the organization. Effective communication is therefore inevitable for proper work, and efficient output by the organization.
So, in all, emphasis is on the flow of communication between individuals within the organization, and this encomprises downward, upward and horizontal communications between its members; as well as communication flow between the organization and its customers. The effects of these communication processes on productivity, are also scrutinized and appropriately emphasized.

Communication process in new edition digital press:

The organizational structure of New Edition Digital Press vividly depicts its official means of communication. At the helm of affairs is the Managing Director. He is followed by three heads of departments, called Managers. They are: Manager (Graphic/Art Dept); Manager (Admin/Marketing), and Manager (Printing Dept.). These are followed by the workers that report to them; - both senior and junior staff. This is the organization's authority flow.

Instructions flow from top to bottom in what could be described as downward communication. As Heins *et al.* (2008) put it: "Downward communication flows from people at higher levels to those at lower levels in the organizational hierarchy."

The Managing Director passes out instruction on a job to be done, to the department to handle it. He indicates the department to handle a job e.g "To Mgr (G/A), let the Graphic/Art treat. Urgent please." This is immediately taken to the Graphic/Art department. At the Graphic/Art department, the Manager makes the relevant professional assessment and gets the appropriate subordinates to play their roles, towards accomplishing the task. If it's a major task that will involve the printing outfit as well, the head of that department is duly informed.

The Managing Director is communicated by the manager Graphic/Art department once the assignment is concluded. The Managing Director in-turn decides whether what has been done is good enough. In the absence of the Managing Director, the Manager (Admin/Marketing) takes such critical decision. If the job is accepted as good, it is then passed over to the printing department for further action. What happens in New Edition Digital Press is that for a job that advances from the Graphic/Art department to the printing department, the client is requested to inspect the visual and finished artwork, and also indicate acceptance before the printing takes effect. The management insists that this is necessary to avoid or minimize areas of conflict with customers. The Printing Manager ensures that a neat product is gotten once the job moves to his "domain". He also over-sees the styling which is handled by the Packaging Desk, if so required. He sees to it that instructions are strictly followed and gives feedback regarding the outcome of his department's effort to the Managing Director.

In the company, Personnel matters are handled principally by the Manager (Admin/Marketing). But technical matters are handled by the Heads of departments; the head of any department concerned takes up and deals with the matter. The Managing Director, a core professional, is informed as appropriate. The Managing Director deals with major issues. Heads of Departments deal with minor issues conclusively. They have the approval of the Managing Director. The observable understanding here, is that the Head, Admin/Marketing is not well informed on complex production technicalities, and cannot therefore make critical in-put in any complex production process. So, when the Managing Director is physically present to handle an urgent job, he dishes out instructions directly to the professionals, and gets feedback from them, also directly. In this case, the Head, Admin/Marketing concentrates on other administrative matters, and makes approvals for release of vital production materials from the store, to the technicians who require them, from time to time. The technicians explain how they intend to use the materials in the relevant request forms endorsed by their HODs. When the Managing Director is not in the office, professional decisions on production matters are taken by the heads of departments, as they affect their units. They however inform the Head, Admin/Marketing of such decisions, for proper compilation/central record. But even in the absence of the Managing Director, a head of department cannot take a major decision like temporarily abandoning a job under-going production to start another one in order to satisfy a client who might be putting much pressure to have his own job done, before those of others. If a head of department thinks it is good to do so, and the Managing Director is not in, he interacts with the Head, Admin/Marketing on the issue and seeks his view and support to do that. The Head, Admin/Marketing exercises authority on such administrative matters in the absence of the Managing Director.

Suggestions and feedback from the lower levels to the upper points on the organization's hierarchy, constitute upward communication. Feedback is perceived to be very important in the company. When for instance a visual containing many colours is approved for printing, a great deal of emphasis is put on feedback. The chief executive is interested to see the colour mix, and make his personal assessment before the material is turned-out massively. So, the sample product forwarded to him from the printing department is found very relevant and necessary. It enables him to know if his desire communicated to the printing department, was understood and given proper interpretation. If the material is properly and soundly produced, the

assumption rightly, is that the communication was effective.

Another form of communication within the official circuit visibly present in the organization, is the horizontal communication. When any complex job instruction is passed down to the department which will take initial action on it; its manager keeps the other managers informed about what he is doing. This enables the managers so informed to set their eyes on their own roles, ahead of time. If such a job is being handled in the Graphic/Arts department, the manager let's the Head, Admin/Marketing and Head, Printing Departments to know that he is handling the sort of assignment, that will also demand a lot of input from the other departments. The Head, Admin/Marketing will direct the store officer to start checking stock to know if, and ensure that, adequate materials are available for massive production of the item. The Head, Printing Department ensures that the machine to be used for production, when the job is finally passed on to him, is in good working condition, and that the operational staff remain standby for the important task.

Informal communication

This form of communication is also in use by the company staff. It is built around the social relationships of the company's staff. Friendship between two or more individuals leads to frequent contacts, whereby general issues including those affecting matters in the work-place are discussed, as "grapevine" affairs. Through this mode of contact, information surrounding important decisions are often passed from a very senior member of the organization, to junior worker(s) without taking the organizational formal communication chart into cognizance. Also important information on attitudes and activities at the floor and other lower levels, can be made available directly to the management without passing through the officially identified communication channel.

Means of communication

Telephone

The telephone is found to be of great use in the company. It is used frequently by the chief executive to keep in-touch with the company's clientele, as well as the staff in various departments. Irrespective of tight job schedule, he endeavours to speak to the Heads of Departments regularly. Even when he dispatches a memorandum (memo) to a Head of Department, or minutes a file to him, he still likes to talk and possibly

explain further, any matter that the HOD wants him to clarify.

Memorandum

This conveys 'authority' to a head of department to mobilize his team and carry out an assignment. No departmental head likes spending energy and material resource on a job, merely presented to him by a colleague, unless he gets an official directive in form of a memo to execute the project. This authority comes from the Managing Director. It may be conveyed by the Managing Director or by the Head, Admin/Marketing on behalf of the Managing Director. The memo explains what should be done and the expectation of the management from the department's effort.

Face-to-Face Communication

This entails one staff talking to another, and receiving instant feedback. It helps a lot towards achieving good end-result. Workers often confer to know how best to arrive at their production target. Issues not explicitly dealt with in memos are discussed and better understood. It makes for clarity of purpose. This form of communication is vastly in-use in the company.

Circular

With circular, the management makes its decisions on vital issues readily available to large proportion of the company's staff, within a short interval.

Appraisal

The management puts a lot of emphasis on staff appraisal as a veritable means of upward communication. The staff being appraised is given the opportunity, to state his view and opinion on the various work activities of the company as he knows best, and suggest ways by which the company can most appropriately attain its objectives.

Meetings

The company's management holds monthly meetings summoned by the Managing Director during which issues considered crucial to the operations of the company are discussed. During such meetings, past activities are looked at, commendations made where necessary, and lapses pointed out for corrections. Matters that are thought to be relevant to enhanced productivity in future are also discussed, in-line with the company's production norm.

Letters

The organization regards letters as a crucial medium of communication. Telephone discussions, as well as face-to-face talks with old customers and would be customers, are regular feature in the organization. But, before it starts executing any project for a client, the company will demand a letter authorizing it to do the job under the agreed terms.

Conclusion

The study carried out vastly points to the central and vital role of communication, in the activities and general management of New Edition Digital Press with regard to its efficiency and effectiveness.

It is understood that effective communication is certainly essential, for the successful attainment of an organization's set objectives. The structure of an organization as in New Edition Digital Press, which is the relatively stable set of formally defined working relationships amongst its members, is of paramount importance in facilitating information flow. The way these relations are defined provide answers to questions like: who reports to whom? How will work be broken down? Who is accountable for what? As well as the crucial question of: How will the staff communicate with one another?

Effective communication in New Edition Digital Press is dependent on all its employees. Through assessment interviews, staff communicate with their superior officers, expressing their views on a variety of issues in the work-place, making suggestions and criticisms; thus contributing to decision making. This is a formidable means of upward communication.

Both those who pass-out instructions, and those who interpret the messages and give feedback, are active participants in the company's communication network.

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