

**T.C.
ISTANBUL AYDIN UNIVERSITY
INSTITUTE OF SOCIAL SCIENCES**



**THE IMPORTANCE OF COMMUNICATION IN FUFILLING MANAGERIAL
TASKS.
A STUDY OF ORGANIZATIONS IN DOUALA CAMEROON**

THESIS

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**Department of Business
Master in Business Administration Program (MBA)**

Thesis Advisor: Prof. Dr. Akın Marşap

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İSTANBUL AYDIN ÜNİVERSİTESİ
SOSYAL BİLİMLER ENSTİTÜSÜ MÜDÜRLÜĞÜ

YÜKSEK LİSANS TEZ ONAY FORMU

Enstitümüz İşletme İngilizce Ana Bilim Dalı İşletme Yönetimi İngilizce Yüksek Lisans Programı **Y1512.130086** numaralı öğrencisi **Marcelle MALIEUGOUE TCHOUABEH**'in **"THE IMPORTANCE OF COMMUNICATION IN FULFILLING MANAGERIAL TASKS. A STUDY OF ORGANIZATIONS IN DOUALA CAMEROON"** adlı tez çalışması Enstitümüz Yönetim Kurulunun 03.09.2018 tarih ve 2018/24 sayılı kararıyla oluşturulan oybirliği/oyçokluğu ile Tezli Yüksek Lisans tezi 26.09.2018 tarihinde kabul edilmiştir

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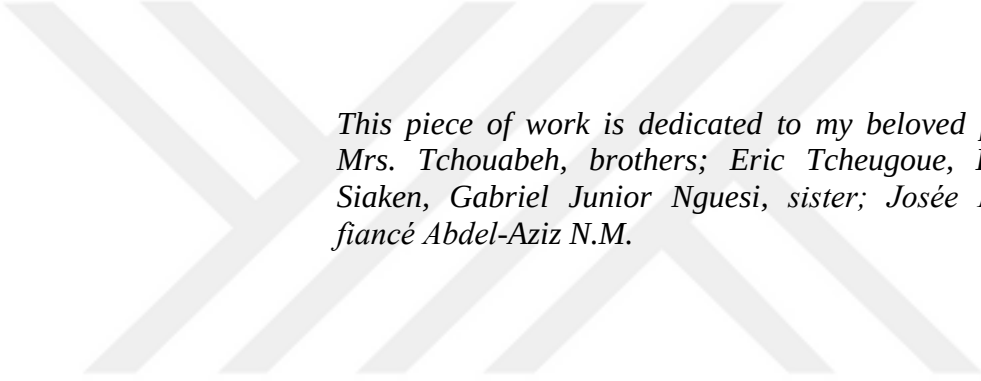
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DECLARATION

I hereby declare that all information in this thesis document has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results, which are not original of this thesis (26/09/2018).

Marcelle MALIEUGOUE TCHOUABEH



This piece of work is dedicated to my beloved parents Mr. & Mrs. Tchouabeh, brothers; Eric Tcheugoue, Edwin Donald Siaken, Gabriel Junior Nguesi, sister; Josée Ntentcheu and fiancé Abdel-Aziz N.M.

FOREWORD

No work as small as it can be, can't be done by one person, and for this reason, I want to present my sincere gratitude for this piece of work to the following people; My appreciation first goes to the almighty GOD who gave me the strength, courage and health to carry out this project successfully to the end. To my Advisor Prof. Dr. Akin Marşap, to whom I give special thanks for following up this project to the end, giving me advices and encouragements. To my parents, Mr. & Mrs. Tchouabeh, for the mental and financial supports. To my brothers and sisters Mr. Eric Tcheugoue, Miss Josée Ntentcheu, Edwin Donald Siaken, Gabriel Junior Nguesi just to name a few; for all the encouragement they brought to me. To my fiancé, Mr. Abdel-Aziz N.M. for the support and encouragements he brought to me. To my lovely aunt, Ouassi Antoinette for her constant encouragements. To my closest friends and relatives especially Makouet M. Amina, Abidoun Victor O. & Emmanuel Koku for their supports, advices and encouragements. My gratitude also goes to all the Professors of the department of Business specifically, for Masters in Business Administration (MBA) of Istanbul Aydin University for their accompaniment through the years with knowledge I received; helped me write this thesis. To the various authors whose works were consulted.

September 2018

Marcelle MALIEUGOUE TCHOUABEH

TABLE OF CONTENT

	<u>Page</u>
TABLE OF CONTENT	vi
ABBREVIATIONS	viii
LIST OF TABLES	ix
LIST OF FIGURES	x
1. INTRODUCTION.....	1
1.1 Study Topic	2
1.2 Purpose of Study	2
1.3 Research Questions	3
1.4 Research Hypotheses.....	4
1.5 Methodology	4
1.6 Statement of Problem	4
1.7 Background of Study.....	5
1.8 Importance of the Study	5
1.9 Limitation of the Study.....	6
1.10 Definition of Terms	7
2. LITERATURE REVIEW AND THEORITICAL FRAMEWORK	10
2.1 Introduction	10
2.2 Management in an Organization	13
2.2.1 Role of a manager in an organization	14
2.3 The Concept of Managerial Communication	18
2.3.1 Types of managerial communication.....	18
2.3.1.1 Internal communication:	19
2.3.1.2 External communication:.....	20
2.3.2 Objective of managerial communication.....	22
2.3.3 Methods and means of managerial communication	24
2.3.4 Factors that determine the appropriate method of managerial communication	27
2.4 Effect of Managerial Communications on Sales	29
2.4.1 The precautions taken for managerial communication effectiveness on sales	29
2.4.2 Organization's sales increased through managerial communication.....	30
2.4.3 Empirical researches about the relationship between managerial communication and sales.....	32
2.5 Impact of Lack of Communication	33
2.5.1 Internal environment communication	33
2.5.2 External environment communication.....	34
2.6 Theoretical Framework	36

3. RESEARCH METHODOLOGY	39
3.1 Introduction	39
3.2 Methodology Used	41
3.2.1 Qualitative research explanation.....	41
3.2.2 Research questions.....	42
3.2.3 Research Hypotheses	43
3.2.4 Operationalization of variables	44
3.2.5 Validity and Reliability.....	45
3.3 Research Data Collection	50
3.4 Research Design of Study	53
3.5 Decision Making in Communication.....	55
3.6 Importance of Communication in the Management of its Human Resources Department (employees)	56
3.7 Importance of Communication in the Commercialization of its Products and Services	59
3.8 Importance of Communication in the Management of its Environments	61
3.8.1 Importance of communication on internal environment.....	61
3.8.2 Importance of communication on external environment.....	63
3.9 Organization Sample of the Research Study	66
3.10 Sources and Methods of Data Collection for Research.....	66
4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION	70
4.1 Introduction	70
4.2 Data Presentation of Research.....	70
4.3 Analysis and Interpretation	72
4.3.1 Resume of the overall interview of the different organization	88
4.4 Discussions of Research Finding	89
4.4.1 Quantitative analysis.....	89
4.4.2 Qualitative analysis.....	90
4.4.3 Research analysis.....	91
4.5 Results of Research's Interview	92
4.5.1 Advantages of interview (Phone call and Emails).....	93
4.5.2 Disadvantages of interview (Phone calls and Emails).....	93
5. FINDINGS, DISCUSSIONS, RECOMMENDATIONS AND CONCLUSIONS	94
5.1 Introduction	94
5.2 Findings	94
5.3 Discussions.....	96
5.4 Recommendations	98
5.4 Conclusions	98
REFERENCES.....	100
APPENDICES	111
RESUME.....	150

ABBREVIATIONS

CMR	: Cameroon
e.g.	: Example
FCFA	: Franc CFA (Communauté Financière d’Afrique)
Fig	: Figure
GDP	: Gross Domestic Product
HQ	: Hypothesis Questions
i.e	: That is
IAU	: Istanbul Aydin University
MBA	: Master in Business Administration
NIS	: National Institute of Statistics
Pop	: Population
Q	: Yearly Quarter
Q1	: First (1st) quarter of the year
Q1/17	: First (1st) quarter of the year 2017
Q1/18	: First (1st) quarter of the year 2018
Q2	: Second (2nd) quarter of the year
Q3	: Third (3rd) quarter of the year
Q4	: Forth (4th) quarter of the year
RQ	: Research Questions
SRQ	: Sub-research Questions

LIST OF TABLES

	<u>Pages</u>
Table 1.1 : First TEN (10) Organizations in Douala Cameroon.	7
Table 2.1 : Comparison of Communication Media with Respect to Accessibility, Formality, Shared Interpretive Context and Social Context.	21
Table 3.1 : General Information about Cameroon.	41
Table 3.2 : The Seven Primary Methods to Collect Data.	51
Table 3.3 : Sample List of Data Collection Research (March-June).	52
Table 3.4 : Unemployment Rate in Cameroon (2010-2017).	53
Table 3.5 : Estimation of the Unemployment Rate in Cameroon (2017-2020).	53
Table 3.6 : Estimation of the Unemployment Rate in Cameroon Proportional to Growing Population (2017-2020).	54
Table 3.7 : The First Ten (10) Companies in Douala Cameroon.	66
Table 4.1 : Social Working Characteristics of Organizations in Cameroon.	72
Table 4.2 : Summary of Data Collected from Organization's Interview.	88
Table 4.2 : Summary of Data Collected from Organization's Interview (Continuation).	89

LIST OF FIGURES

	<u>Pages</u>
Figure 2.1 : Roles of a Manager Depending on Each Other for Success in the Organization.	17
Figure 2.2 : Methods of Communication.	25
Figure 2.3 : Selection of the Means of Communication.....	28
Figure 2.4 : Theoretical Framework Pattern.....	36
Figure 3.1 : Research Method.	46
Figure 3.2 : Steps in Data Collection for Interview Research Methods.....	48
Figure 3.3 : The Importance of Employees' Satisfaction to an Organization	58
Figure 3.4 : Virtual Status, Communication and Organizational Identification.....	65

YÖNETSEL GÖREVLERİN YERİNE GETİRİLMESİNDE İLETİŞİMİN ÖNEMİ DOUALA- KAMERUN'DAKİ KURULUŞLAR ÜZERİNE BİR ÇALIŞMA

ÖZET

Bu çalışmada, bir kuruluştaki etkili iletişimin etkisini incelemekte ve bir kuruluşun yönetiminde iletişimin canlılığını objektif olarak göstermektedir. Bu araştırma, iletişimin kuruluştaki önemi olduğunu ve yönetim, işverenler ve çalışanlar, ürünler ve hizmetler üzerinde etkili olabileceği argümanlarını ortaya koymaktadır. Aslında iletişimin önemli olduğu ve kuruluş içinde ve dışında çeşitli paydaşları olumlu yönde etkileyebileceği argümanını desteklemektedir. Bu araştırmanın belirlenmesinde, bu alandaki önceki yazarların eserlerinin kapsamlı olarak incelemesi yapılmış ve ilgili makalelerin yanı sıra raporlara ve kitaplara da yer verilmiştir. Ayrıca, Douala Kamerun'daki bazı kuruluşlardan da veriler toplanmış ve etkili iletişimin, verimlilik ve büyüme için bir hızlandırıcı olduğu gerçeğine daha fazla katkıda bulunan analizler yapılmıştır. Yöneticilerin kuruluşlarda operasyonel iletişimi nasıl uygulayacağını anlamak amacıyla bu çevredeki yokluk iletişimi etkisi ve iletişimin etkisinin yansısı bir firmanın dahili ve harici çevresi de müzakere edilmiştir.

Ayrıca, bu çalışma, etkili bir şekilde iletişim kurmaları açısından, çalışanların memnuniyetinin önemini altını çizerek devam etmektedir. Örneklenen kuruluşların çoğunda, çalışanların memnuniyeti ve işverenlerin ılımlı motivasyon oranlarından kaynaklanan etkili bir iletişim düzeyi olduğu gözlemlenmiştir. Görüşmenin veri toplama sonuçları üzerine, Douala Kamerun'da operasyonel iletişim yoluyla verimlilik ve ilerlemesini geliştiren kuruluşların ortaya çıktığı açıktır. Bununla birlikte, kuruluşlardaki işverenler tarafından çalışanlara yönelik, çalışanları teşvik etme, motive etme ve ödüllendirme gibi daha fazla çaba gösterilmesi gerektiği ve böylece büyümeye yönelik olarak kuruluşa faydalanan uygulamaların uygulanması gerektiği görülmektedir. Sonuç olarak, araştırma çalışması, etkili iletişim ile kurumun büyümesi, yönetsel görevleri, iş performansı, verimlilik ve işçilerin bağlılığı arasında anlamlı bir ilişki olduğu hipotezini kabul eder. Bu araştırmanın bulguları ve sonuçları gelecekteki araştırmalara yönelik konuları ortaya koyabilir.

Anahtar Kelimeler: *İletişim, Yönetsel İletişim, Bilgi, Kamerun, Kuruluş / Şirket, Yönetim, Verimlilik.*

THE IMPORTANCE OF COMMUNICATION IN FULFILLING MANAGERIAL TASKS. A STUDY OF ORGANIZATIONS IN DOUALA CAMEROON

ABSTRACT

This study examines the influence of operational communication in an organization, and objectively shows the vitality of communication in managing an organization. The research challenges the arguments that communication is important in an organization and can have impact on the management, employers and employees, the products and services. It factually supports the argument that communication is important and can positively impact the various stakeholders within and out of the organization. In determining this fact, a thorough review of the works of earlier writers in this domain was done, as well as related articles; reports and books were also consulted. Furthermore, data was also collected using depth interview from sampled organizations in Douala Cameroon and analysed which added more flesh to the fact that effective communication is a catalyst to productivity and growth. The internal and external environment of a firm was also discussed as well as the impact of absence in communication and the influence of communication on these surroundings in order to comprehend how managers should implement operational communication in organizations.

Besides, this research goes ahead to highlight the importance of employee's satisfaction, with respect to them communicating effectively. It is observed that there is a considerable level of effective communication in a majority of the sampled organizations, resulting from employees' satisfaction and moderate rate of motivation from the employers. Upon the interview's data collection results, it becomes clear that organizations in Douala Cameroon have developed their efficiency and progression through operational communication. Nevertheless, it appears that more efforts should be done towards employees by employers in organizations, so as to encourage, motivates and rewards employees, thus implementing beneficiary practices towards the organization for its growth. As conclusion, the research study agrees to the hypothesis that there is significant relationship between effective communication and organization's growth, managerial duties, work performance, productivity and workers' commitments. The findings and conclusions of this research may suggest topics for future researches.

Keywords: *Communication, Managerial Communication, Information, Cameroon, Organization / Company, Management, Productivity.*

1. INTRODUCTION

In every institution or organization let it be big or small, commercial, industrial, religious and political etc. communication is essential in all of these different institutions. We can't be effective without communication; managers must always keep in mind that communication should be the priority in order to be effective.

Communication is a means through which the task and the resources needed to carry out an assignment, the roles and duties and the expected results are made known to the subordinates which makes work easier for better performance (Asamu, 2014:80).

Communication is of two (02) sorts internal and external. Internal is within the organization (the employers, heads of departments, employees, associates etc.) and external out of the organization (consumers, suppliers, collaborators, government etc.). All these are important stakeholders¹ that make an organization great and help it reach its goals. The world is in progress, there has been a tremendous growth in realizing communication, quality of products and services may no longer be enough to keep a business growing and running, keeping up with progress, technology and awareness is the key. Consumers request the best and demand changes day by day, they need new challenges; originality, varieties, sales promotions and marketing which also implies communication is becoming a vital method used by most factories and firms across industries in the world. Past findings shows that employees' communication increased is perceived externally as prestigious and help explain organizational identification (Smidts, Pruyn & Cees, 2000:9-11; Pruyn 2001:1054). The growth and productivity strategies cannot be successful if no effective communication is being done internally

¹ Stakeholders: A person with an interest or concern in something, especially a business. This includes internal and external parties involved with an organization.

(the employers, employees, associate, etc.) and externally (consumers, suppliers collaborators, government etc.) in an organization.

Communication is an essential aspect for effective growth in all institutions and must be taken very serious. Understanding this importance promotes the institution's growth. The importance of communication may appear intuitively obvious, but does research support this assumed importance; the answer is Yes. When employees' needs are met through satisfying communication, employees are more likely to build effective work relationship (Lali, 2016:15-34). The ways in which information flows in an organization is critical to the way an employee will understand his/her relationship with a superior or a manager within and out of the organization. In other words, (Chen, 2008:169-173) from past studies seems to reveal that the relationship between communication within the organization's stakeholders are more significant than the assumptions stated about its obvious importance in past research.

1.1 Study Topic

It is clear that communication in an organization is the process of providing and transmitting appropriate awareness and information about products and services developed or/and produced by the organization for its own growth. Communication is a vital process in achieving success and growth of an organization. This research will be based on some companies; (National Institute of Statistics of Cameroon (NIS), 2010) in Cameroon, specifically in the city of Douala and will have the opportunity to explain how effective communication can influence a company's growth and how it's important in order to realize managerial tasks in an organization. The findings regarding the research study topic; The Importance of Communication in fulfilling Managerial Task. A Study of Organizations in Douala Cameroon will be discussed and shared.

1.2 Purpose of Study

The research is aimed at understanding how important communication is in fulfilling/ realizing managerial duties in an organization as a whole. The importance of this research is to educate institutions in general and managers in particular on how much its necessary for an institution to have an effective method of communication in order to be successful. In an international perspective, organization's communication is a

flourishing field of research (Johansson, 2007:94). All this contribute in educating the society especially Cameroon's society on how important communication is in realizing managerial tasks.

This research also aims at showing that organizations have to put in more efforts concerning internal communication in order to be more effective especially in the under developed countries. According to (Simonsson, 2002:247), organizational communication is traditionally employed in creating lines between internal/external and formal/informal communication, since fostering relationship with their co-workers for better understanding is considered important.

1.3 Research Questions

When talking about the importance and impact of effective communication in an organization. Few questions come up such as:

What happens when effective communication is not achieved or properly done in the organization? What are the best ways of communicating? Who are the role players in a successful communication? To understand how communication is being done in the sampled companies in Douala Cameroon, data is collected, compared and interpreted. The effective communication internal (the employers, employees, associate, etc.) and external (consumers, suppliers, collaborators, government etc.) can make an organization more effect.

This research study will intend to consider, understand and answer the following research questions (RQ):

RQ1: Does effective communication influence the company's growth?

RQ2: How is communication done in organizations in Douala, Cameroon?

RQ3: How can manager's tasks be improved through effective communication in Douala, Cameroon?

RQ4: How effective is internal and external communication in an organization?

1.4 Research Hypotheses

In order to create hypothesis, essential information has been explained and literature review guided the research questions. The following hypotheses were developed and studied in order to answer the third research question (RQ3):

RH1: There is significant relationship between effective communication and organization's growth.

RH2: There is substantial relationship between operational communication and managerial tasks.

RH3: There is noteworthy relationship between operational communication, work performance, productivity and workers' commitments.

1.5 Methodology

An interview will be made with representatives of the sampled organizations. Interviewing is one of the most common formats of data collection in qualitative research; this research study will be based on qualitative and quantitative research method. The interview will be made either by phone calls or email due to the distance (from Cameroon-Turkey). Interview is the verbal or written conversation between two people with the objective of collecting relevant information for the purpose of a research. A semi-structured interview specifically will be done and information possibly recorded.

The research study will be done through past literature review and then interviews based on a series of questions made up thirty (30) questions. From the literature review of the research and from the information gathered with interview representatives of the sampled organizations, it will be understood that communication can affect a company's growth and development, and if not effective may have a negative impact on the organization.

1.6 Statement of Problem

As stated before without effective communication a company will not be really efficient. In underdeveloped countries, many growing organizations do not concentrate on the

communication aspect within the company; they are mostly focused on the products and services they provide that is (i.e) the satisfaction of end user. The marketing phase may be sometimes neglected, but for those organizations who do not neglect them, may eventually forget about the internal communication, they are more interested in the communication with the end user of the products or services they provide than interior aspect of the organization, for example (e.g) (employees). So, focusing on the communication aspect is essential. The problem statement of the research is; how far does the communication in an organization affect its internal and external stakeholders?

Many researches such as (Ngwainmbi, 1994:20-95; Tao & Wilson, 2016:428-444) explained the difficulties faced when effective communication are not done properly in an organization.

1.7 Background of Study

In this research study, the investigation on the extent at which communication in an organization is important for its growth, and in realization of managerial tasks within and out of organizations in Douala Cameroon. Therefore, this study is limited to Douala, Cameroon's organizations. This research study is constraints by several factors and these factors may include inadequate data and differences in industry (organization) in the society. In the past, researchers made case studies on Cameroon. One of which was that of (Ngwainmbi, 1994:20-95) on rural development in Africa.

1.8 Importance of the Study

The communication aspect is sometimes neglected, but for those companies who do not neglect them, forget about the internal communication, they are more interested in the communication with the end user of the products or services they provide. The access to information is important in any aspect of human society and to have that access, effective communication must be made. In this particular case, the effective communication is both internally and externally to an organization. The findings of this research will reveal the importance of communication (internal and external) in fulfilling managerial tasks in organizations found in Douala Cameroon. This study will be significant to students and researchers since it will enlarge the existing literature reviews concerning an organization's communication (internal and external).

1.9 Limitation of the Study

Since the topic is; the importance of communication in fulfilling managerial tasks. A study of organizations in Douala Cameroon, the research will be limited in Cameroon specifically in Douala which is the economical capital of Cameroon. The reason why this research was being done about Cameroon was that, Cameroon is a developing country where lots of resources have not yet been explored. Knowing that technology is improving as years goes, developing countries should also improve in their development as well to try and meet with the rest of the world and in this case it concerns the effective communication aspect in organizations found in Cameroon. Douala because it's the economical city of Cameroon most of the organizations from different industries are based in Douala. This makes the research study have an average of the representations of organizations found in Cameroon.

Recalling that communication can be internal (the employers, heads of departments, employees, associate etc.) and external (consumers, suppliers collaborators, government etc.), this research will focus on the stakeholders that influence the communication chain for the company's success which are; Internal communication concerned with: the employers, the employees, the associate. External communication concerned with: the consumers, the suppliers the collaborators, the local authority.

Concerning the sampled organizations for this research, the first Ten (10) organizations were statistically selected from the first 100 organizations in Cameroon (National Institute of Statistics of Cameroon (N.I.S.)), (2010). These organizations are as follows;

Table 1.1: First TEN (10) Organizations in Douala Cameroon.

ORGANIZATIONS	INDUSTRY INVOLVED
Total Cameroon S.A	OIL and Gas wholesale and retail of goods and services.
Societe Anonyme des Brasseries Du Cameroun (SABC)	Private Brewing Company.
Cameroon Oil Transportation Company (COTCO)	Transportation of Oil and maintenance of Pipeline between Cameroon and Chad. Warehouse.
Mobile Telephone Network Ltd (MTN)	Posts and Telecommunication.
Eneo	Production and Distribution of electricity and Gas.
Tradex	OIL and Gas wholesale and retail of goods and services.
Orange Cameroon	Posts and Telecommunication.
Razel Fayat Cameroon	Construction of roads and bridges.
Cam Water	Water distribution in Cameroon.
Nestle Cameroon	Milk and other products production and distribution in Cameroon.

Source: National Institute of Statistics of Cameroon (N.I.S.), 2010.

Cameroon is a developing country and for some unfortunate reasons access to internet is considered difficult. However, in recent years, the connectivity to internet has greatly improved due to poor connection. Although some of the companies including companies in rural areas still have poor visibility or few updates of their websites on the internet. For such reasons (Ngwainmbi, 1994:20-95,) emphasized on the rural development for better views of entrepreneurship.

1.10 Definition of Terms

Communication is simple the transmission of information from one place to another, from one person to another or from one party² to another. For communication to be successful, the information send and received must be the same and the information must be interpreted by the receiver as the sender intended it to be. According to (Asamu, 2014:80), Communication is a systemic process in which individuals interact with and

² Party: A group of people associated in one way or the other in a society.

through symbols to create and interpret meanings. Communication is a means through which the task and the resources needed to carry out an assignment, the roles and duties and the expected results are made known to the subordinates which makes work easier for better performance (Wood, 2004).

Organization/company is a group of people with diversified knowledge that is structured and managed to meet a collective goal. Can also be seen as a group of people gathered in a place which serves as a location for production of goods, sales and services entitled to satisfy the end user, these people work hand in hand to achieve a common objective (Chen, 2008:167-189; Altinoz, 2008; Arnold & Silvia 2011:156-170). There exist various types of Organizations; those who produce goods and those who offer their services. For example; construction, travel agencies, medical, educational, money transfer, post offices, cinema, clothes design, theatre, tourism, decoration, nutrition, physical health etc. just to name these few.

Management is the administration of an organization let it be profitable or not-profitable activities of setting strategies of the organization and coordinating the effort of its employees of volunteer to accomplish its objectives with the help of some resources such as financial, natural, technological and human resources. (Drucker, 2005), management is a multipurpose organ that manages a business, manages managers and also manages workers and work.

According to (Marsap, 2016), Managerial task is the management of activities associated to a company. This involves the planning, testing, controlling, tracking and reporting,

Marketing is the management process through which goods and services move from concept to the customer. It includes the coordination of four elements called the four P's of marketing;

- Identification, selection and development of a product,
- Determination of its price,
- Selection of a distribution channel to reach the customer's place, and
- Development and implementation of a promotional strategy.

Marketing is everything and everything is marketing (Mckenna, 1991). Marketing is the social process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others (Philip Kotler, 1994:6).



2. LITERATURE REVIEW AND THEORITICAL FRAMEWORK

2.1 Introduction

Communication is very essential in all human activities; let it be for his/her social life or his/her personal life. Communication can simply be defined as the transfer of information from one person “A” to another person “B”, taking into consideration that the person “B”, perfectly understands and correctly interpret the information. Communication is a systemic process in which individuals interact with and through symbols to create and interpret meanings (Wood, 2004). In the case of managerial communication, is the communication made in and within an organization. It can be internal or external, depending on the specific purpose. In an organization communication is vital; let it be within the company; that is with workers, associates, managers etc. or outside of the company; that is the customers/clients, suppliers, government etc.

Despite the numerous advantage of effective communication business all over the world today is very challenging. To stay profitable in the highly challenging and competitive global market economy, all factors of production, i.e. men, machine, method, market, money and materials, should be wisely managed. Among the factors of production, the human resource constitutes the biggest challenge because unlike other inputs, employee management demands skilful handling of thoughts, feelings and emotions to secure highest productivity. Organisational communication plays an important role in this challenge. Inability of a heads or Managers of any organization to coordinate a perfect and smooth flow of communication interaction among employee and outside business environment may likely create and facilitate low productivity with high degree of workers boring and disarray. However, people understand and interpret messages differently. In communication, there are many unwanted interferences that can distort a

message and remain always a potential threat to effective communication, because it can interfere with the accuracy of a message being communicated (Koontz, 2001).

Similarly, organizations in Cameroon have been faced with an array of problems that seem to be an impediment to the growth of any organization such as, mismanagement of funds and resources, little level of leadership skills, poor internal communication and poor infrastructural facilities to mention but a few. It is in this context that this study examines the impact of communication on worker, their productivity and their general commitment to work, and performance and on the organization as a whole, using selected organization in Douala as an empirical study.

This research is titled; The importance of communication in fulfilling managerial tasks. A study of Organizations in Douala Cameroon. Well as the title clearly states, this research will concentrate on the managerial communication being made in organizations based in Cameroon and specifically in Douala.

The reason why the topic was being chosen was that from past studies (engineering), and working experiences in Cameroon, it was been noticed that no or little attention was been given to communication, especially internal communication in different organizations. After enrolling in management studies, it was discovered that there was much more about management and communication to talk about.

Most of the time, communication is associated to marketing, especially when referring to external communication. However, communication may not only be directly related to the customers, the suppliers, and the government, it could also concern the employees, the managers and the associates. This is perfectly understandable since the organization's images must be the best presentable. That is the best way to attract customers/clients, investors and even local authority to look towards the organization. While doing this, an organization should not neglect the internal communication environment because neglecting it can cause several damages and prejudices to the organization's growth.

This association between communication and marketing is done because they both serve as best ways to attract customers/clients towards the goods and services offered. Also,

marketing is being done to let as many people as possible to know about the organization, for example it doesn't only attract customers but also investors, potential suppliers of good quality goods, and also retain the attention of members of the local authority, who notice an organization trying to develop the area etc.

However, some organizations focus on the external communication associated to the marketing of the organization forgetting about the internal communication. Well internal communication can lead to a faster and better growth of the organization. When you pay attention to the importance of communicating (internally); that is from managers to workers and vice versa, within workers, and also with the associates of the company, it makes the organization grow faster and wider. The growth happens because each department within the organization understands each other and tries to facilitate each other's work by collaborating. When you know exactly when, where and how, to do a particular work you become more effective. Attention should really be taken towards this direction, improving communication will definitely improve the organization and make it reach its focused goals and objectives and if the company reaches its goals, it will definitely help all the different individuals related directly or indirectly to the organization to reach their personal goals.

As will be demonstrated in this research, communication is essential in any human activity. Managerial communication is more concerned about the communication in an organization/company environment that is everything related to the company (within and out of a company). Managerial communication can be done internally or externally. Internal managerial communication is the communication being made with the internal stakeholders of an organization, like the employees, the managers, the associate etc. They all contribute to the development of the organization and also have an impact on the organization reaching its fixed goals. External managerial communication is the communication being made with the external parties and environment of the organization, like the clients/customers, the suppliers, the government etc. They also contribute in one way or the other for the proper growth of the company. They have a great influence on the company.

In Cameroon, it is often seen that only the international companies will pay attention to the internal communication environment. Most of these companies are usually originated from developed countries and they agreed that if proper communication is being done internally and externally, then the impact of this proper communication will bring a greater advantage. Companies based in Cameroon, especially the national organizations should give consideration in ameliorating not only their external communication but also their internal communication.

This study is based on organizations in Cameroon, specifically in the city called Douala. This is the economical capital of Cameroon. There exist about 33004 registered companies in Douala. In Cameroon, an estimation of about 93000 businesses are being registered, of which 33004 are based in Douala (economical capital) and 22436 in Yaoundé (Administrative Capital) (Mboydz, 2010). Again, 59% of the businesses are being distributed in these 2 cities of the country and only 49% for the total remaining cities of the country. This explains how powerful these cities are and has influence on the other cities. But not only that, it shows that these cities can bring a huge change to the communication aspect in realizing managerial tasks if well educated.

2.2 Management in an Organization

We present a model of CEO charismatic leadership in organizations and show how such leadership can, through levels of management and analysis, impact organizational performance. We integrate levels issues relevant to the conceptualization of theoretical constructs and their relationships, measurement, and echelons, and develop the concept of close versus distant leadership as a means of understanding the dynamics of CEO leadership (Waldman & Yammarino, 1999:266), explaining the leadership in management.

As stated earlier, management is the administration of an organization let it be profitable or not-profitable activities of setting strategies for the organization and coordinating the effort of its employees or volunteers to accomplish. It's objectives with the help of some resources such as financial, natural, technological and human resources. Management is a very critical part in every organization; managers have so many duties within the

organization, they have so many responsibilities towards the employees and the organization itself which includes the products and services the organization offers.

Management is of three (03) levels; levels of management (Jmtengezo, 2010:4-17 & Juneja, 2016)

Top level/ Administrative level: It's made of board of directors, chief executive or managing directors. The top management is the ultimate source of authority and it manages goals and policies for an organization. It devotes more time on planning and coordinating functions.

Middle level/ Executory: This level consists of branch managers and departmental managers. They are responsible for the functioning of their various departments and gives accounts to the top-level managers. They are more concerned with the organizational and directional functions. In a small organization, there is only one layer of middle level of management but in bigger enterprises, there may be senior and junior middle level management.

Low level/ Supervisory/ Operative: this level can also be called supervisory / operative level of management. It consists of supervisors, foremen, section officers etc. Their main purpose is concerned with supervision and controlling function of management.

2.2.1 Role of a manager in an organization

From some assumptions, questions and conclusions, according to (Stein, 2015), a manager is a manger? Should we expect the jobs of all the managers to be pretty much the same? And should managers expect their colleague's jobs to be like their own? Well Yes and No! Managers are said to bring guidance in an organization. The answers to the questions leaves perplex since, they might have different specific functions assigned to them according to a specific area concerned but they all remain managers. This brings us to the general roles assigned to all managers. In other words, management is the planning, organizing, staffing, directing and controlling of all the activities attached to a company for it to reach it goals. So, the role of a manager is to plan, organize, staff, direct and control all these activities related to the company. Some articles may have

different appellations such as monitor, evaluate (Heathfield, 2017) and conducting, tracking, coaching (Reh, 2018) to the role of manager, but this indicates the same ideas.

Planning: According to Alford & Beatt, 1999; planning is the thinking process the organized foresight, the vision based on fact and experiences that is required for intelligent action. This is the process of determining how an organization can get where it wants to go and what it will have to do in order to accomplish its objectives. Through planning; the firms identify where it is going and how it will reach. Planning is a vital step in management and it has a lot of advantages some of which are as follows:

- Minimize risk by reducing uncertainties.
- Enhances decision coordination.
- Helps ensure sustainability of a company.
- Facilitate the accomplishment of an organization and its objectives.
- Establish a coordinated effort within the organization.

Organizing: It's the process of bringing together physical, financial and human resources. It also involves developing the productive relationship amongst the workers to achieve the organizational's goals. According to Theo Haimann, 1982; organizing is the process of defining and grouping the activities of the organization and establishing the authority relationship among them. Organizing a business involves determining & providing human and non-human resources to the organizational structure. Some advantages of organizing are as follows:

- Helps in identification of activities.
- Contributes in the classification and grouping of activities within the organization.
- Favours in assigning duties.
- Helps in the delegation of authority and creation of responsibility.
- Facilitates in coordinating authority and responsibility relationships.

Staffing: This is the methods of managing the organization structure. The main purpose of staffing is to put right man on right job. Who is best for which particular post or position in an organization? Some advantages of staffing involve:

- Estimating man power in terms of searching; choose the right person and allocating in the right place; in other terms Manpower³ planning.
- Helps in recruitment, selection and placement.
- Promotes training and development.
- Helps in promotions and transfer.
- Facilitates performance appraisal.

Directing: This is the part of managerial function which actuates the organizational methods to work efficiently for achievement of organizational purposes. This serves in encouraging workers to do better and evaluate then in the organization. According to Marşap, 2016. Direction is that aspect of management which deals directly with influencing, guiding, supervising, motivating sub-ordinate for the achievement of organizational goals. Directing involves:

- Supervision: It is the act of watching & directing work & workers. Employee's trust is associated to supervision (Schraeder, Self, Jordan & Portis, 2014:52).
- Motivation: It means inspiring, stimulating or encouraging the sub-ordinates with zeal to work. Positive, negative, monetary, non-monetary incentives may be used for this purpose.
- Leadership: According to Foong, 2001 leadership is a process by which a manager guides and influences the work of his subordinates in desired direction.
- Communication: According to Wood, 2011 communication is the process of passing information, opinion etc. from one person to another. It is a bridge of understanding.

Controlling: The purpose of controlling is to ensure that everything occurs in conformities with the standards. An efficient system of control helps to predict

³ Manpower: This process is an essential cornerstone in the efficient management of personnel in an organization. This entails getting the right number and type of personnel to do the required tasks for the fulfilment of the goals and objectives of an organization (Wicks, 2018).

deviations before they actually occur. According to Theo Haimann, 1982 Controlling is the process of checking whether or not proper progress is being made towards the objectives and goals and acting if necessary, to correct any deviation. Therefore, controlling has following steps:

- Establishment of standard performance.
- Measurement of actual performance.
- Comparison of actual performance with the standards and finding out deviation if any.
- Corrective action.

Managers have to take in consideration that the proper success of the organization all depends on each other. They are all link in one way or the other.

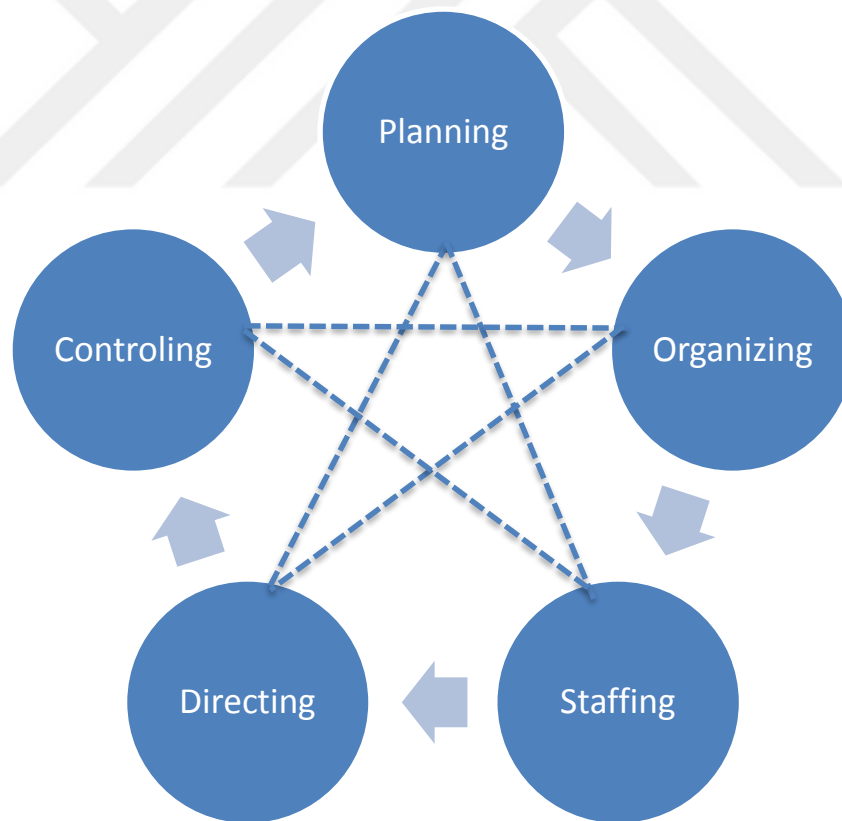


Figure 2.1: Roles of a Manager Depending on Each Other for Success in the Organization.

Source: Brunetto & Farr-Wharton, 2015:592

2.3 The Concept of Managerial Communication

Communication is the process of passing information, opinion and even experience etc. from one person called the sender to another called the receiver. It is a bridge of understanding (Wood, 2011). For information to be successful, the sender and the receiver must understand the information transmitted. Transmitting information is essential in every relationship. Also, managerial communication is a method used by managers to communicate with each other and also with the employees. (Simonsson, 2002:247; & Chen, 2008:169-173).

2.3.1 Types of managerial communication

From the researchers (Vlăduțescu, Budică, Dumitru & Stănescu, 2015:197) Managerial communication flows in 3 different ways;

Downward communication (from top to base): Flow of information from managers to the employees.

Upward communication (from base to top): Flow of information from employees to managers.

Horizontal communication (same level): Between the employees that belong to departments, offices, on the same level of hierarchy.

According to (Jabeen, 2013:4; & Juneja, 2016), managerial communication usually occurs through the following ways; communication with employees following a merger;

Verbal: This involves activities like transmitting information to colleagues, managers or/and employees, doing presentation, seminar and group discussion on projects. Verbal communication must follow some rules such as;

- The choice of the words used must be well selected in order to avoid misunderstanding
- Speak clearly, stick to the topic and do not confuse the listeners.
- Verbal communication can take place through face to face interaction, communicating through phone calls.

Written: written communication is basically done through emails in an organization. To write a formal email for example you should follow some rules.

- Do not use capital unless necessary.
- Take care of your grammar, spelling and punctuation mark.
- Avoid using stylish font. Keep it simple

Body movement: Individual must be careful when using body movement for communication within the organization, to avoid misinterpretation of information passed. (Burgoon, 1994; Guerrero & Floyd, 2009; & Juneja, 2016).

Facial expressions: Avoid carrying frown faces; get used in carrying a smiling face most of the time. This eases comforts and this help people to easily interact with you. (Juneja, 2016).

Gestures: Gestures also play an important role in effective managerial communication.

In managerial communication, there exist internal and external communications.

2.3.1.1 Internal communication:

Those concerned with internal communication are the managers, the employees, the organization's associates etc. The communication is being made generally through organized meetings, seminars, display boards, employees' trainings, picnics, phone calls, emails, while communicating within department. This type of communication must not only be verbal and written, it can also be through body movements, (Krauss, Chen and Chawla 2015:390-410). For example, in the presence of external stakeholders, viewers, and managers may communicate with employees through body movements and vice versa, in the case they don't want a third party to be aware. Different organizations have different and various methods of communication within the organization. The most important point is that, information is well passed and understood so that everyone knows exactly which tasks they should make in order that a company can reach its established goal. (Clampitt & Girad, 1993:5-28; Christa & Nurkka, 2010).

At the level of internal communication of an organization, the information must be received by the proper department or individual in time, if the information is delayed and doesn't reach the department or individual on time, the information loses its value. (Stan 2015; & Negrea, 2015).

When Internal Communication is involved we can identify several forms (Vlăduțescu, Budică, Dumitru & Stănescu, 2015:198).

- Bipolar communication: In the process of communication, there is a single emitter and a single receiver.
- Network communication: In the process of communication, there is a single emitter in contact with several receivers.
- Linear communication: In the process of communication, there is a single emitter that conveys (transmit) information to a single receiver. However, in information convey, the information can be passed through different levels of hierarchy before reaching the final receiver. It can be considered as downward communication system, since it's rarely ascends.

2.3.1.2 External communication:

External communication typically includes emails, flyers, advertisements, posters and other forms of multimedia marketing, designed to attract customers, partners, suppliers, to conduct profitable business transactions to both parties involved (Duggan, 2018), this is the communication which is being done outside of the company. This involves communication with clients/customers, suppliers, business partners, government etc. Managers don't have to directly communicate with these stakeholders; they may decide to give orders to the head of the departments concerned so they can properly execute through communication. Since they are close and susceptible in explaining their needs toward some representatives of external environment, for example, to the sales manager/department, and some external representatives like collaborators, marketing department etc. (Ryan & Bennett, 2016). The communication with these different groups can be done through means like; marketing, flyers, spot presentation, conferences, phone calls, emails, show rooms, promotions announcement, radio, television announcements, cleaning days etc.

When dealing with external communication, managers or departments responsible for the communication must be careful and appropriately chooses their words wisely in order to avoid misinterpretation or misunderstanding, since this reflects the organization's external visibility. (Juneja, 2016) some companies have a communication manager who is responsible for the internal and external communication of the company. As demonstrated by (Smidts, Pruyn & Cees, 2000:9-11), proper information may not only help the employees to know their job's description but it will also help them have the feeling of belonging and respect associated with communicational climate. A communication manager is responsible in transmitting information within and out of the company. Let it be internal or external communication, it both affects (in one way or the other), the progress of the company. It can either help the company to grow or to go bankrupt, so must be taken with special care.

Table 2.1: Comparison of Communication Media with Respect to Accessibility, Formality, Shared Interpretive Context and Social Context.

	Face to face	Documents	Telephone	Electronic mails
Accessibility/ synchronicity	Synchronous ⁴ with respect to time and place	Asynchronous ⁵ with respect to time and place	Synchronous with respect to time; Asynchronous with respect to place	Asynchronous with respect to time and place
Formality	Dependent upon communicators	Highly formal	Dependent upon communicators	Highly informal
Shared interpretive context	Facilitates creation of interpretive context			Facilities communication within established interpretative context
Social context	Strong	Moderate	Moderate	Weak

Source: Wiesenfeld, Raghuram & Garud, 1999:781.

⁴ Synchronous: existing or occurring at the same time.

⁵ Asynchronous: not existing or occurring at the same time.

2.3.2 Objective of managerial communication

From the articles and researches such as (Juneja, 2016; Dhanunjayara0, 2015:2-8; Hitesh, 2015:4-48; & Clampitt & Girad, 1993:5-28).

The main reasons why communication is being part of managerial tasks are as follows;

To give and receive information;

- Transmitting the necessary information to employees.
- Helps in reaching desired goals.
- Understanding the policies of the company.
- Understanding the rules of the company.
- Facilitates meeting organizations.
- Through telephone notices.
- Employee hand book may be distributed.

To convey the right message;

- Right message to the right person.
- Message should be clear.
- The person concern should understand the message addressed to him/her.

To provide advice;

- Advice may be provided on personal or official matters.
- Supervisors can advise workers in handling machines and equipment.
- Sales agents/employees can provide advices to customers on which products or service best fit their expectations.

To receive suggestions;

- Employees and customers are useful source of new ideas for a business.
- Encourages feedback from all the sectors.
- A manager can receive suggestions from business partners, since they can be considered as part of the organization with an external view.
- Suggestions can be made through different departments within the company.

- Suppliers can give suggestions to the sales manager of the company on the products and services they order like quantities according to a particular period of the year.
- It helps in future planning.

To motivate individuals;

- Apart from satisfaction from the basics human needs (food, clothes and shelter) all the human being wish for security and existence, feeling of belonging including the organization's stakeholders.
- Make them feel as a family, so they can be comfortable executing the work and be more efficient.
- Encourages the work accomplished.
- Creates workers who need little or no supervision for the realization of their work.
- Helps in achieving goals; fixed goals, (let it be personal or for the company).
- Invited to give suggestions.
- Allowed to participate in decision making process.

To provide education;

- Organizing training, with experts of different domain for better understanding.
- Getting informed about raw materials, if there are cheaper substitutes available.
- Involves teaching and learning at three (03) levels; managers, employees, external stakeholders (customers & suppliers etc.);

Managers: latest innovation, books, seminars, study tours etc.

Employees: latest innovation, commerce and technology, talks, demonstrating for example, bulletin.

External stakeholders: new product, brands, competitive, prices, discounts (advertisement, newspapers, articles).

To issue orders and give instructions

- Making sure each member of the team does what is to be done for the success of the company.
- To make sure that the work is being done properly and at right time.

To be informed about government rules and regulations

- Getting informed about the latest rules, policies and regulation provided by government.
- About tax payments, bills etc.

To raise morale

- Worker are being suited to their physical or/and intellectual capacities.
- Brings in the feeling their work is important and authorities appreciate it.
- They are encouraged to give suggestions.
- Creates pleasant atmosphere at work place.
- Improves, respect towards each individual within and out of the organization.

2.3.3 Methods and means of managerial communication

The most used methods of communication are verbal and written methods. So it implies speaking or writing by the sender and listening or reading by the receiver. Most communication is being done orally with one party speaking and the other listening.

There exist basically three (03) main methods of communication namely; oral, written and body language. (Burgoon, 1994:38-53; Christa & Nurkka 2010; Baker, 2002:3-13 & Sharpe, 1991);

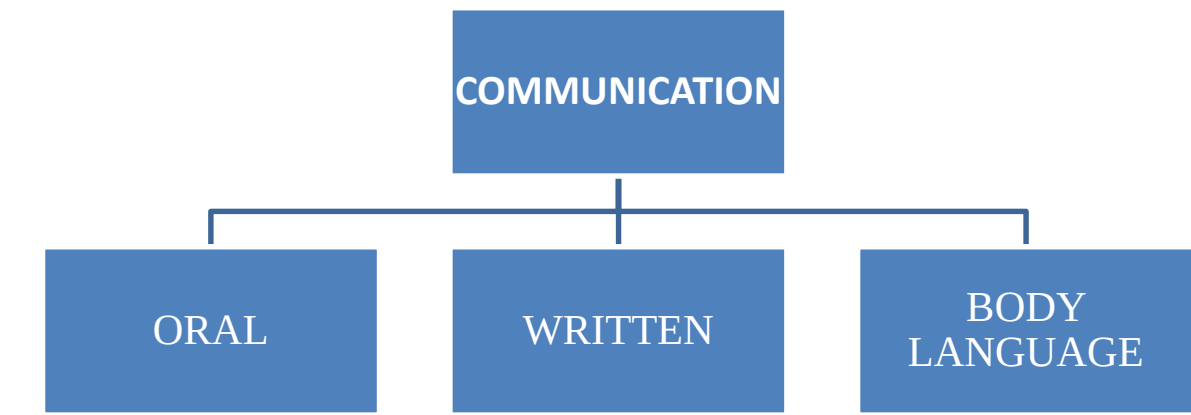


Figure 2.2: Methods of Communication.

Source: Tutorials Point, 2018:

https://www.tutorialspoint.com/management_concepts/communication_methods.htm reaching dates 3rd February 2018.

Oral or Verbal communication

This is said to be the most used method of communication. Let it be to transmit or present some important data or information to your supervisor, colleague, or to lead a boardroom meeting, this skill is vital. We are constantly using words to inform our supervisors or subordinates of a decision, or even provide information etc. (Tutorials point, 2018), much caution should be taken from the person on the receiving side in order to clearly understand what is being said. For this form of communication, individual will need to develop both their listening and speaking skills, as they will have to use both skills in the organization, with different other individuals, (example: postal system, courier service, fax, internet). How effective Oral communication is will depend on the speed, volume, pitch, voice modulation, clarity of speech. (eduCBA 2016).

Written communication

Usually used when you have to provide detailed information such as figured and facts, even while giving a presentation. Also, used when sending documents and other important materials to partners for example being referred. Other important documents

such as contracts, meetings, and briefings are also written form of communication (Tutorials point, 2018).

In the recent years verbal communication has been practically replaced by a faster form of written communication and that is email. However, the use of video conferencing and multiple phone calls with several individuals at the same time (conference calls) have been the modern form of oral communication which have helped organizations to go a long way despite of some few glitches that can occur. Social media such as Facebook and Whatsapp can also be used effectively in the organization for the purpose of communication between locations, divisions, departments and employees.

Body language communication

Silent meaning: the word not spoken goes not quite unheard. It lingers in the eye in the semi-arch of brow. A gesture of the hand speaks pages more than words the echo rests in the heart as driftwood does in sand. To be rubbed by time until it rots or shines. The word not spoken touches us as music does the mind. (Cherry & Gans, 2018) Even though the most used methods of communication are oral and written, when it comes to managerial communication and technic the term non-verbal communication must never be under estimated. Let it be your gestures, your smile, and several other body movements' passes a lot of messages to people in your surroundings, (Burgoon, 1994:38-53). Precautions must be taken when dealing with your employees, associates, clients etc. Remember always to keep eye contact, this intern to show that you are serious and confident about whatever you are saying. "The most important thing in communication is hearing what isn't said" Peter Drucker.

Why are the different methods of communication important?

Members in an organization might be asking themselves why it is important to use different methods of communication. The reason is simply because it plays a pivotal role in communication within an organization, which interns to perform effective functioning of a business. Just think of how much communication within an organization has considerably improved and is now considered modern. Due to improved technology, imagine our life's in an organization without; internet, e-mail, video conferences, phone

calls, multi-phones calls etc. in order to effectively perform our duty in our workplaces. As for what is concerned with the means of communication, so many of them exist. From the last century, an evolution of the usage of means of communication has really improved; communication can be done through the following means: Radio, - books, - television, - newspaper, - magazines, -letters, - social media, - note book, -email, - mobile phones calls, -telephones calls, - fax., - ship flags, - traffic light,- drums,- fire signals,- satellite,- recorder,-internet,- video camera,- microphone,- smoke signal,- pigeon,- DVD/CD Player,- movies,- cinema,- signposts,- mouth-to-mouth,- telegraph,- cave drawings.

2.3.4 Factors that determine the appropriate method of managerial communication

Choosing an appropriate method of communication with a particular organization generally depends on the type of organization in question. The important point to note is that majority (especially modern and developed organization) use all the types and methods of communication i.e. internal and external, also oral, written and body language are involved. The organization should pay attention to the best time and medium by which they should pass information, let it be to the managers, employees, clients, suppliers etc. Attention should be paid to the means by which the information should be transmitted to an individual and the exact period as well. Each individual especially the manager has the responsibility to carry out this task correctly. Some of these factors were explained (Sharpe, 1991; Quizlet, 2015; & Andromeda, 2017) and are as follows:

- Personal preferences: some prefer chatting; talk some like writing, typing etc.
- Organization structure: tall/big: more formal and sophisticated communication.
Growing/ small: more informal and direct.
- Security concerns and issues: hard copies: important records are kept in case of computer virus's damages.
Soft copies: are easily transferable from one device to another.
- Skills and training: According to what you have knowledge of.
- Ease of use: which one is the most appropriate to use in that particular time and place.

- Size of business: large firm; email, Small firm; verbal (social media, like: WhatsApp group)
- Storage issues: which of the methods can be easily stored and also considered essential for storage? Hardcopy; softcopy.
- Localisation of sender and receiver: significantly different time zone (email more appropriate, video conferences at a set time.
- Urgency: depending time and speed.
- Cost: written tends to be cheaper than technology (price of computer, internet).

From an article shared (Sharma, 2015) explicitly explained the order in which the means of communication should be chosen. The following figure represents the factors taken in consideration when choosing an appropriate means of communication.

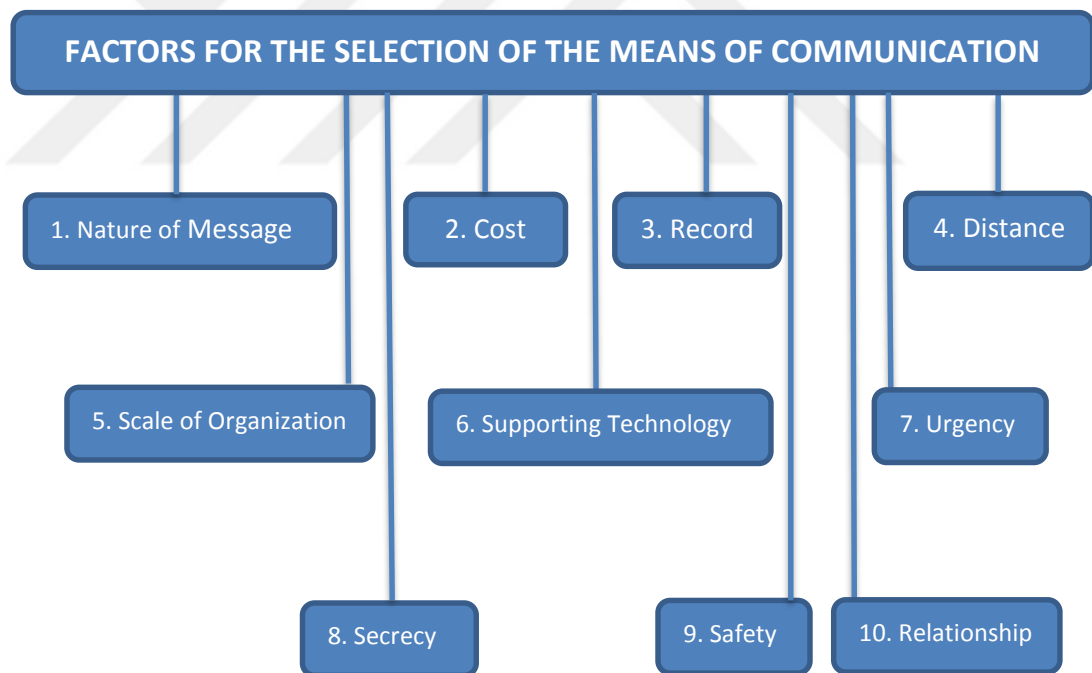


Figure 2.3: Selection of the Means of Communication.

Source: Sharma, 2015 from your article library;

<http://www.yourarticlelibrary.com/management/communication/selecting-the-means-of-communication-10-factors-to-considered/70164> reaching date 20 March 2018.

2.4 Effect of Managerial Communications on Sales

Communication has a great impact on the sales of the company. Here sales imply the products as well as the services. Some companies specialize in selling products other companies specialize in services; and some companies are doing in both activities. The way by which these activities are being done through communication affects the sales and growth of the company let it be internally and externally.

2.4.1 The precautions taken for managerial communication effectiveness on sales

The precautions are being taken through internal and external communication, if communication is correctly done internally, the different departments of the company will share their experiences; provide suggestions and advices for the evolution of the company. Organizing meeting where departments will submit problems, and everyone suggest a solution. This brings the feeling of belonging to a company and also the feeling of being important and gives the freedom to express an idea. If workers feel welcomed, and well treated, like an important member of the company, they will not hesitate to make some good comments concerning the company around his surrounding (family, friends, neighbours) and even suggest to them, to get the products or ask for the service.

Concerning the precautions on how effective external communication affects sales is simply about keeping good relationship with clients/customers, suppliers, local authority. Being human (companionate) is a vital advantage in every society; if you have compassion and respect towards others you will surely be successful. When you are in good relation with clients, they will surely promote your company, if they are satisfied. Keeping in mind that they are the greatest source of your company's income. Furthermore, making any single customer a special person in your organization will push them make positive comments and promote your organization around their environment to encourage them in buying goods or ask/require for the services, e.g., to neighbours, family, friends, colleagues etc. You can do this by giving promotions and many more.

With the suppliers, keeping good professional relations with them will bring great improvements on the sales. The materials delivered must be in good condition and

delivered at the right time and the right place, if the suppliers feel comfortable; they will make sure to deliver on time and in good condition. As well as they might promote the company's products and services, to their surroundings (family, friend, neighbours, some of their different clients etc.)

With the government, be careful about respecting the law and regulations related to your sector of commerce, paying taxes and bills, participating to work and /or events organized by the city council/ local authorities, participating will make visible the company to those who have no idea of the company and will promote it. Even workers of the council may appreciate and also say good things concerning the company to their surroundings.

2.4.2 Organization's sales increased through managerial communication

As stated before, when communication is properly made sales will not cease to increase. In the internal and external communication, as far as a company is concerned communication is vital. This internal and external communication can promote the sales of the company. The question to be asked here is how communication can increase the sale of a company?

Communication skills are needed to; attract new customers, keep existing customers, convince investors to invest, and to negotiate contracts and deals. Experts confirm that 85% of company's success is directly related to the ability to communicate and body language counts for 55% of communication. This implies that body movements should be taken very serious, when passing information to clients, employees, or vendors don't forget that if the non-verbal communication is not in line with the spoken words, this will make lesser influence on the clients for example. For internal and external communication, the following might be very important while communicating with employees, clients, suppliers, managers, associates, government representatives etc. in order to eventually increase the sales (products and services) of an organization.

Maintain eye contact; by maintaining eye contact with listener, you will convey confidence, trustworthiness and likability (Burgoon, 1994:50-53). On the other hand, when you don't deal with this, your listener may think you are lying for example. So, it

is important to avoid staring and instead make eye contact with your listener at the end of your statements in order to reinforce your message.

Gesture and cultural differences; when you use your hands in gesture on important points, you give those words more emphasis about what you are saying. But using your hands and arms movement in the wrong way can be as a betray as well. For example: touching your faces, putting you hand over your mouth or fiddling with objects may express a contrary of words you are using. Cultural differences can as well affect communication and, so must be done with precautions (Kumar, 2014:5).

Mirrors the listener's actions; mirroring someone's body movements are one of the most powerful ways to build reports quickly, make them feel comfortable with you and ease understanding (Krauss, Chen, & Chawla, 2015:392-398). For example: sit in the same position, imitating their gestures and facial expressions from time to time. Unconsciously, they will begin to think and believe that you are an easy going and likable person, because they will see themselves in you.

Don't invade anyone's space; you should maintain between 18 and 48 inches of distance during a friendly social interaction, and between 4 to 12 feet with strangers. Stepping into someone's intimate zone or zone of comfort which is reserved for loved ones for example, avoid the listener from feeling comfortable around you, since it may cause negative feelings about you. If the listener steps back as you approach, don't move forward again, because this means that they are uncomfortable. Having a meeting in a broad area can cause discomfort and distraction (Andromeda, 2017) as well.

Speak clearly; speaking much or shouting does not mean you are being understood. Talking doesn't mean communicating. The tone and speed of words can also impact the effectiveness of the communication; be careful to pass the correct information. Speaking slowly is better because, when speaking rapidly it can make the listener feel pressured. Speaking clearly and confidentially can, be much more profitable to the personality and to the business. If you have the ability to express yourself, you will be in a much better position to achieve your goals.

2.4.3 Empirical researches about the relationship between managerial communication and sales

The relationship between communication and sales (products and services) is that, they all bring together people in one way or the other. Past researches have shown that communication can be associated with the sales of a company. When communication is properly made, it affects the sales quantity of the company; let it be from the employees, clients/customers, suppliers or the government (Ives, 2017 & Miller, 2018). Companies use market research to understand customers and prepare benefits messages used in communication. The following are what should be taken into consideration when talking of relationship between communication and sales as shown in the past experiences and researches.

- The Audience: before you can effectively promote or communicate benefits of the company, there is need in understanding the audience, who is to use your products or ask/request for your services. The audience is the customers or clients; this is why the research element of sales and communication is critical and important. When companies develop a sales plan, they identify particular customer's segments with potential interest in products and services (Ives, 2017). For promotional campaigns, one or more sample(s) are selected so the research within targeted customers' groups allows for better understanding of customer's needs and buying motives.
- Message development: establishing sales objectives and developing messages are another critical part of a marketing plan. Objectives include increasing sales, growing the customer's needs, creating and encouraging diversity on products and services and generating sales, with the objectives and client's wishes in mind. The next phase of transition into the communication is the sales through messages formulation. Companies have to impress targeted customers with valuable products, desired benefit and prices.
- Method of communication: sales communication typically turns around three (03) points of interest (advertising, public relations and selling). Some companies use all the three (03) components while others focus on one (01) or two (02) of them.

Advertising: includes paid messages presented through different forms of media.

Public relations: includes unpaid coverage of media.

Selling: some companies employ sales expert and professionals to handle this aspect in their companies as they know the best strategies to use towards each targeted group of customers at a particular time.

Choosing the right method of communication as well as the right media to reach the targeted audience will be very effective for a company's success.

- Customer service: maintaining and keeping customers is another function of sales through communication. This includes customer service strategies and technics where services and supports to the clients/customer are being made. Following up communication with clients helps ensure resolving any problem that, the client might face and allows the business to learn about any common issues experienced by customers in the past. Getting feedback also helps in ameliorating the services and products offered to the customers.

2.5 Impact of Lack of Communication

This lack of communication can affect the organization's communication on both the internal and external communication, this make affect it personally or to the organization as a whole (Kinsley, 2018). The following listed below are some examples of what lack of communication can cause to an individual in an organization and the organization as a whole.

2.5.1 Internal environment communication

The internal environment communication as stated before includes employees, suppliers and associates. This can be discussed by (Sharif, 2016) on how the lack of communication can affect a worker. The lack of communication on these groups can have the following impact:

Impact of lack of communication on employees

- Loss of interest on their work.
- Reduces productivity.

- Loss of self-confident/ lack of motivation in their effectiveness.
- No environment of trust and happiness is being created.
- Reduces freedom of speech.
- No feeling of belonging.

Impact of lack of communication on suppliers

- Lack of loyalty.
- Lack of respect, self-esteem and kindness.
- Late delivering of goods and may not be done on time and of good quality.
- Has no motivation to ameliorate himself.
- May not be effective in counselling customers.

Impact of lack of communication on associates

- Lack of trust.
- Reduces mutual respect.
- Lack of understanding / misunderstanding.
- Lack of development of ideas and ease of realization.
- Diversity may not exist.
- Lack of job posts created.

2.5.2 External environment communication

The external environment's communication as stated before includes customers/clients/consumers, collaborators, government and even competitors. The lack of communication on these groups can bring the following impact (Kokemuller, 2017 & Muema, 2012):

Impact of lack of communication on sales

- Reduces loyalty of the consumer.
- Reduces consumption numbers.
- Lack of variety on the goods and services.
- Difficulty to access products and services.

- Lack of mouth to mouth advertisement which can bring extra knowledge of the products and services.
- Low trust on the organization, its products and services.
- No follow up of each consumer after products and services purchase.

Impact of lack of communication on customers/consumers/clients

- Productivity reduced due to low purchase.
- No views on new products and services.
- No or very little capital increased.
- No effective promotion, since they don't get to know about.
- Shows no importance to the organization, since there is no feeling of belonging to the organization's family.
- No customers' loyalty.
- Avoid making propositions in order to improve on the sales and quality of services and products from company's forums, since no such opportunity is being given to them.

Impact of lack of communication on collaborators

- Do not get in touch with the well-being of the collaboration.
- Transmit a poor knowledge of the organization.
- No mutual respect.
- No development of ideas and ease of realization.
- No diversity noticed.
- No Job opportunity.
- No loyalty.

Impact of lack of communication on government/local authority

- No job opportunity created.
- Can't relate different industries.
- No comprehension that may cause late payment on taxes for example.

2.6 Theoretical Framework

The theoretical framework here implies, a company gathers inputs, process it into products and services which becomes their outputs and which are being proposed to clients/ customers who in turns brings feedback to the company in order to amelioration its outputs quality.

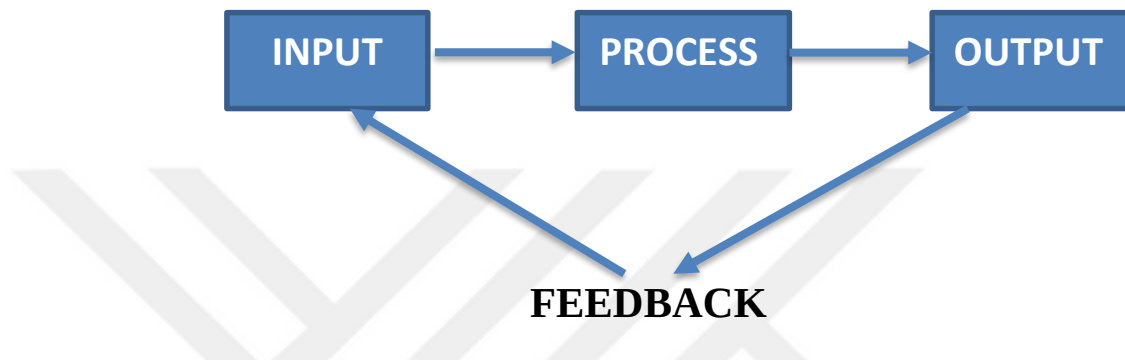


Figure 2.4: Theoretical Framework Pattern.

Source: XenPH for Thesis Guide, 2011

In order to achieve the mentioned process concerning the theoretical framework, effective communication needs to be done. Depending on the company or project involved, the input, and the process may differ giving varieties of output with different quality and so the feedback will be as well different.

In this research for example: The input is the information gathered from past literature review and different organizations in Douala Cameroon (interview) regarding the methods used and frequency of communication (internally and externally) compared with the sales (products and services) in their organization. The process here is the understanding and the comparing of the answers from interview in the different organizations of the information received. The output is; analysing the results and the survey to understand how communication influences sales (products and services) and compare these results to literature review. The feedback is simply the conclusion which state that communication is essential and important in each organisation in order to achieve their objectives, since managerial duties can't be effective without proper communication.

Concerning internal communication, effective communication succeeds when employees support the leader and the organization, especially if there is a belief that employees' efforts will be rewarded. Leadership succeeds when initiating response, responding to change and leadership is inextricably linked to the credibility of those leading. Constituents will become willingly involved to the extent that they believe in those sponsoring the change. The association between employee's satisfaction and job performance suggests that an important contributor to the employee's engagement within the organization is the leader-employee relationship. (Simonsson, 2002:247) concludes that managers use leadership behaviours to influence employees.

An excellent leader not only inspires subordinates, giving them the potential to enhance efficiency, but also meets their requirements in the process of achieving organizational goals (Gulnar, 2014). How a leader communicates is as important as to how he leads. The leader is the guiding force within a group and organization. A leadership style that resonates with followers will allow the leader to achieve greater employee productivity. Conversely, poor leadership styles lead to poor communication and can have negative effects on workers' performance and in turn negative impact on productivity.

The process by which employees are made aware of organizational goals and their involvement in the achievement of those goals is recognized as playing an important role in fostering job commitment (Simonsson, 2002:247, Rukmana, Sopiah, & Elfia, 2018) describe organizational communication with the impact of communication on workers' performance in selected organizations and it has an important positive association with affective commitment, whilst findings suggest a strong relationship between communication processes and job satisfaction and affective job commitment (Lali, 2016:15-34). The importance of communication may appear intuitively obvious, but does research support this assumed importance; the short answer is yes.

Research has shown that when employee needs are met through satisfying communication, employees are more likely to build effective work relationships, (Ruppel & Harrington, 2000:313). The research satisfaction is the sum total of an individual's satisfaction with information flow and relationship variables (Downs & Hazen, 1997:63-73) has been correlated with key variables such as job performance and

turnover rates. Furthermore, communication satisfaction that exhibit both information and relationship features supervisory communication, personal feedback, and communication climate where it happens to be the major dimensions of communication-job performance relationships (Asamu, 2014:80).

In other words, the ways in which information flows in an organization is critical to the way that personnel understand their relationship to and within the organization. In short, as (Chen, 2008:169-173) stated, past research study seems to reveal that the relationship between internal/employee communication and corporate effectiveness is more significant than what has previously been assumed in the past.

3. RESEARCH METHODOLOGY

3.1 Introduction

In every institution let it be big or small business, commercial, industrial, religious and even political communication is essential. We can't be effective in the society without communication; managers must always keep in mind that communication should be the priority in order to be effective. According to Luhmann, 2011; Communication is the operation which re-produces social systems; it is the central last element (specific operation) for the definition and the retention of society.

According to Wood, 2004; Communication is a systematic process in which individuals interact with and through symbols to create and interpret meanings. Communication is the act of conveying intended meanings from one entity or group to another through the use of mutually understood signs and semiotic rules. Communication is a means through which the task and the resources needed to carry out an assignment, the roles and duties and the expected results are made known to the subordinates which makes work easier for better performance (Asamu, 2014:79-80).

As will be demonstrated in this research, communication is essential in any human activity. Is a method of transmitting information from persona "A" to another person "B"; the communication information must be correctly interpreted and understood by the end receiver in this case person "B". The process can be done through different means and places depending on the situation at hand. Managerial communication is of two (02) sorts internal and external. Internal is within the organization (the employers, employees, associate etc.) and external is out of the organization (clients/consumers, suppliers collaborators, local authority etc.). All these are important stakeholders that make an organization great and help it reach its goals.

The world is in progress, for that reason there has been a tremendous growth in realizing communication and the quality of products and services may no longer be enough to keep a business growing and running, keeping up with progress, technology and also awareness is the key. Consumers request the best and demand changing day by day; they need new challenges, varieties, originality, sales promotions and marketing. This also implies communication is becoming vital method used by most factories and firms across industries in the world.

These strategies cannot be successful if no effective communication is being done internally (the employers, employees, associates, etc.) and externally (consumers, suppliers collaborators, government etc.) in an organization. This research topic was been chosen for the reasons that it is believed communication is an essential aspect in all institutions for its effective growth and must be taken very serious. Understanding this importance promotes the institution's growth, especially when it comes to organizations in developing countries.

In many companies in Cameroon, communication is not really considered so important for the growth of an organization. Few concentrate on the internal communication; some forget about internal and concentrate on the external communication. The international companies are the ones who actually concentrate on both the internal and external communication for their organizations. In some cases, some companies employ a communication manager who takes care of all the communication associated with the organization. Cameroon is a country in Central Africa. It's considered to be underdeveloped or a developing country with about 93000 companies involved from the 28/10/2010 records.

Cameroon is a country with about 23, 34 million populations. It's bordered by countries like Nigeria, Chad, Gabon, Republic of Congo, Central African Republic and Equatorial Guinea. Cameroon's greatest industry of economic resources is Agriculture. Agriculture has been the biggest source of income in the country for years. Although agriculture is the biggest source of economic growth, other industries like technology, construction, customer services and many others have been evolving in the past 20 years.

Some general information on Cameroon;

Table 3.1: General Information about Cameroon.

Capital	Yaoundé
Population	23.34 million
Official languages	2; French and English
National/tribal languages	About 250 languages.
Number of regions	10
Number of companies	About 93000 registered; Yaoundé: 22436 Douala: 33004 (they represent 59% of businesses in Cameroon.), For the rest of the country: 41%.
President	Mr. Paul BIYA

Source: Bennh & DeLancey, 2018 <https://www.britannica.com/place/Cameroon>

As the research will be done in the city of Douala, here are some words to describe Douala, Cameroon. Douala is the economical capital of Cameroon. It is located in the littoral region of Cameroon. It is a very active city with a population of about 2 768 436million.

3.2 Methodology Used

The research questions, hypothesis, research methods and designs for this study are explained in this chapter. The research will be a combination of desk study and interviewing data collection. As stated before, this study will be based on Qualitative research and may have some quantity analysis as well.

3.2.1 Qualitative research explanation

The qualitative research method is the understanding of non-numerical information like interview results, videos and other visual data that contains digital material. Qualitative research is an inductive and interpretative research approach (Boyle, 2018:2). It's understood that the use of qualitative research methods helps in finding answers on social settings research. Qualitative researchers are interested in the sense of human settings (Berg, 2001:1-2)

The research method qualitative research has characteristics like an experimental setting, during the research, the researcher acts like a tool itself, data and sources will be used more often and data is said to be inductive ⁶ (Boyle, 2018:15). Furthermore, the characteristics of qualitative research could be described as follows; it's subjective from nature, it's about the experiences of humans and languages, the researcher does intensive research and he/she is close to the participants (Chaput, 2017:1-2).

There exist three qualitative methods commonly used, these methods are namely;

- Phenomenology: this method is used to understand humans based on facts. The most used data collection method is Depth or Semi-structured interview with up to ten participants. Philosophy is the origin of this theory, where data analysis uses the researchers' understanding about the themes (Chaput, 2017:3).
- Grounded theory: this theory is a new theory about social processes. Sociology is the origin of this theory, used in interviews with about twenty to thirty participants (Chaput, 2017:3).
- Thematic: this theory aims in finalising studies in an emergent way. Psychology is the origin of this theory, the interviews goes on till there is saturation on the study topic. Data analysis uses ideas, codes and themes (Chaput, 2017:3).

3.2.2 Research questions

The purpose of this study is to explore and understand the importance of communication in fulfilling managerial tasks, this address organizations' management through effective communication, while dealing with internal and external communication, which will assist managers and organisations to understand practices into their strategic managerial communication.

Following the literature review conducted in chapter two, the main research question guiding this study were identified as follows:

RQ1: Does effective communication influence the company's growth?

RQ2: How is communication done in organizations in Douala, Cameroon?

⁶ Inductive: An **inductive** approach is concerned with the generation of new theory emerging from the **data**.

RQ3: How can manager's tasks be improved through effective communication in Douala, Cameroon?

RQ4: How effective is internal and external Communication in an organization?

The first question focuses on identifying the success factors that affect organizations through communication in Douala Cameroon. Question two concentrates on the method used while communicating. Question three explains how managers can better their work through communication practices. On the other side, question four emphasizes on the impact of effective communication from internal and external prospective of the organization.

In order to answer the main research questions, the following sub-research questions were addressed in this study:

SR1: What are the work social characteristics representations of workers of organizations in Douala Cameroon?

SR2: What are the roles played by a manager in an organization?

SR3: What are the method and means through which communication is being done effectively?

This study will try to come out with answers to the questions above, using literature review and interview research method (semi-structure interview) to compare the hypothesis which have been raised by literature review (with result of interview questions on communication in organization found in Douala Cameroon). Sub-questions have been raised to give brief information and build a better understanding and knowledge of effective communication practices in order to have a clear idea about the main questions.

3.2.3 Research Hypotheses

In order to create hypothesis, essential information has been explained and literature review guided the research questions. The following hypotheses were developed and studied in order to answer the forth research question (RQ4):

RH1: There is significant relationship between effective communication and organization's growth.

RH2: There is substantial relationship between operational communication and managerial tasks.

RH3: There is noteworthy relationship between effective communication, work performance, productivity and workers' commitments.

These are dependent variables, measured by timing, quality, cost, method and formality. Operational communication on the other hand, is considered the independent variable since in an organization communication is considered absolutely necessary. Based on these explanations, hypothesis was applied.

3.2.4 Operationalization of variables

Operationalization of variables allows the transition from the literature review presented earlier in this chapter, to interview which will increase the quality of the research outcome and improve the soundness of the study. From the literature review this study identified the independent and dependent variables. The independent variable (communication) affect the depended variable in positive or negative manner and the dependent variable (organizational growth, management tasks, work performance, productivity and workers' commitments) are the ones that are observed in this study relative to communication. In addition, another type of variable exist which are moderate variables that explain weakness or strength between dependent and independent variables (Sageer, Rafat & Agarwal, 2012:32-35).

- Dependent variable

The dependent variables for hypothesis 1 to 3 are organizational growth, management tasks, work performance, productivity and workers' commitments, measured by timing, quality, cost, method and formality.

Interviewees were asked indicate how they evaluate their management, productivity, performances etc. with respect to effective communication.

- Independent variables

The independent variable for hypothesis 1 to 3 is the effective communication done for organizations in Douala Cameroon,

- Moderating variables

The moderating variables for hypothesis 3 include:

- Project size.
- Project context.

As indicated earlier, five management functions were examined to determine their roles in an organization. Following this description of how factors of managerial communication are.

3.2.5 Validity and Reliability

Due to the fact that each academic research can be a base for further studies, having valid and reliable finding have a crucial role in research work.

A study research using interview method represents positivism as the philosophy of the research. Positivist research is grounded in objectivity and researcher independence which ascertain the validity and reliability of the findings (Pather, Remeyi & De la Harpe, 2006). According to Neuman, 2014; reliability and validity establish the truthfulness and believability of the study. Validity which means in a quantitative study the true measurement of the research work and how much can the result of a study be trustworthy (Joppe, 2000:1).

The reliability of a study means enabling future researchers to address the same phenomenon and reaching similar conclusions by replicating the study design using the same procedures and research protocol with each participant (Ali & Yusof, 2011). In other words, it is the extent to which results are consistent over time and accurate representation of the total population. Consequently, the reliability of scale evaluates the internal consistency. The research has good reliability when all used terms for making up the scale are assessed under the same attribute.

The research will be more of a qualitative analysis though some quantities analysis will be done; data will be collected through interview done with representatives of the organizations. The steps that will be followed throughout this research will be as follows:

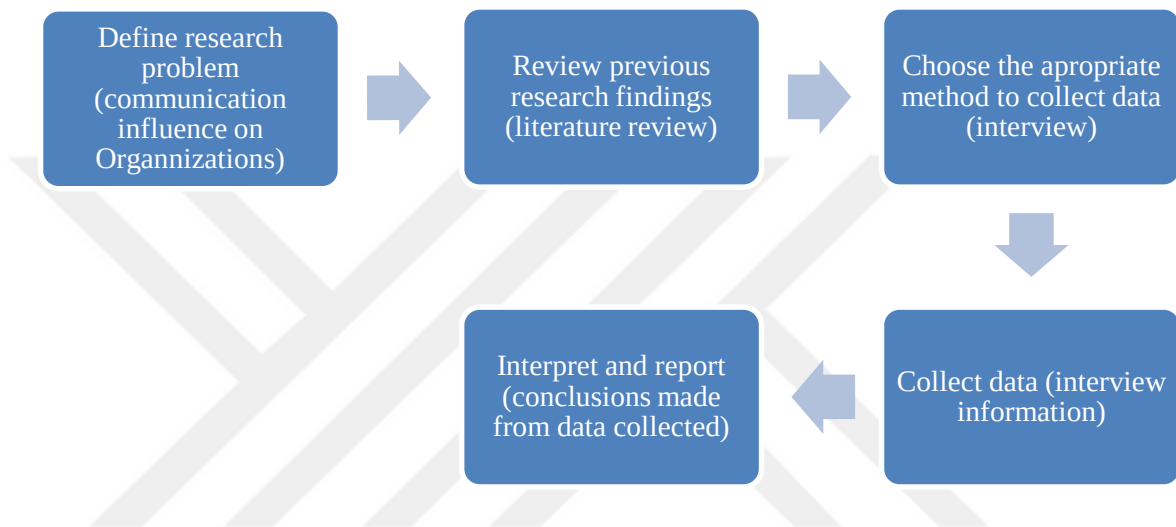


Figure 3.1: Research Method.

Source: Wisker, 2007:189

According to (Boyce & Neale, 2006), interviewing is the qualitative research technique which involves, conducting intensive individual interviews with a small number of respondents to explore their perspectives on a particular idea, program or situation. That is, the value of interviewing is not only because it builds a holistic snapshot, analyses words, reports detailed views of informants; but also because it enables interviewees to speak out their own opinion and express their own thoughts and approaches (Berg, 2007:96). There are three different formats of interviews namely; structured, unstructured and semi-structured. (Boyce & Neale, 2006; Kothari, 2009:97).

Structured interviews are the interviews which consist of series of predetermined questions that interviewees answer in the same order. This format is usually, straight

forward in data collection since the answers are also straight forwarded to the asked questions and are easily compared at the end of the research study.

Unstructured interviews are the interviews the less reliable for research purpose, because no question is prepared prior to the interview date and time and also, data collection is done in an improper manner. This format can be difficult to interpret the data collected; comparing the answers given by different interviewees tends to be difficult due to difference in formulation of questions.

Semi-structured interviews are the interviews made up of both structured and unstructured interviews. In semi-structured interviews, interviewers prepare a set of same questions to be answered by interviewees, at the same time additional questions might be asked during interviews to clarify and/or further expand certain points. This is also known as the depth interview where; it's non-directive in nature and the respondent is given freedom to answer within the boundaries of the topic of interest (Kumar, 2014:16). Berg (2007:45) argues that a particular strength of this type of interviewing is that participants may develop thoughts collectively, bringing forward their personal priorities and perspectives, to generate theory grounded in the actual experience.

This research data collection will be done through semi-structured interviews (either Phone calls or emails). The steps in which the interview will be done will be as such (Kothari, 2009:97);

Berg (2007:210) suggests that it is important for interviewers to maintain their interviewee's motivation by keeping boredom at bay. This can be done in various ways, for example by keeping to a minimum demographic (e.g. age) and personal (e.g. income) questions.

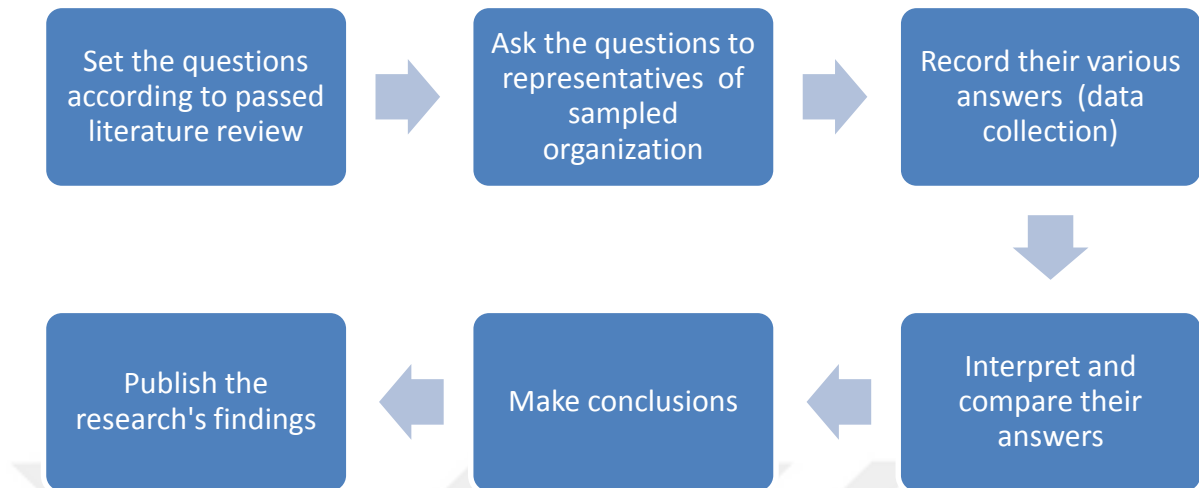


Figure 3.2: Steps in Data Collection for Interview Research Methods.

Source: Kothari, 2009:97.

The fig represented above may be more detailed to better understand the steps used in order to reach the expected result.

Setting the questions can be a delicate phase since the researcher has to stay in the zone of comfort with the questions that will be asked. These questions must follow some ethical rules in order to put no one uncomfortable or regarding their personality and/or their professional aspect. Generally, the questions are collected from past researches, articles, reports, thesis, and even projects. Questions can be past questions, new questions, some read from past work on the topic concerned, it can also be from other questions in other research works and topic that can be adapted to the research at hand. The research mostly works in different ways in order to come out with a set of questions following these rules. (Rajasekar, Philominathan & Chinnathambi, 2013:14-16), explained it can be a good method from a research. There should be some thematic questions related to the topic of the research directly. After writing the questions down, they can be classified into categories to ease, the transition between questions i.e. from one question to another; such as priority, importance, logical, flowing, etc. so the questions have to be grouped.

Asking the questions to the representative of sampled organizations should be the next step in the interview's method for the research; the representative can sometime be curious or stressed up and will demand to have an idea of the questions that will be asked during the interview. Recording the interview for face to face, phone calls as well as for emails can be beneficial, but this must be done with the permission of the interviewees, this avoids any unethical misconduct. Additionally, this data recorded can be reviewed several times by the researcher (when necessary) to help producing an accurate interview report (Berg, 2007). Recording helps in summarizing and comparing the interviewees responds long after the interview session is done since your taught (mind) can forget some details, taking note can be useful but slow. Recording may also help in realizing future researches if they are available. From the research on the topic; the postgraduate research handbook by (Wisker, 2007), explain that the interview method can be an efficient one and could help record a lot of information when well handed.

Data collection for this method of research which is the interview method can record their various answers (answers of the respondents/ interviewees). Depending on the type of interview that will be done; either face to face, phone calls, emails or even skype, the interviewer has to select the most appropriate method to collect data from the interviewees. In general recording is the best way to save information long after the interview is done, using a tape or any other means considering that trying to take note during the interview may seem long and difficult. Trying to keep the information in the brain can be difficult as well because after sometimes the brain may forget some details but the recording must always be done with the respondent's permission.

For this particular research, the interview had to be recorded, translated and summarized since the interview was been made in another language (local language; French of the place (Douala) where companies were located) and translated into the language of the study which is English. Due to distance, the interview could not be done face to face, so it was done through phone calls and emails.

Interpreting and comparing the various answers from different interviewees of the interview are made for the research. Understanding what their different points of views

and body expressions are; feeling comfortable while responding. Comparing may help in understanding their different ways of operating and reacting in same circumstances, understanding what they have in common and what are their differences. Apart from the fact that they are from different industries as in the case of this study, the research study had to use structure interview for emails and semi-structure for phone calls (Kothari, 2009:97). Comparing the result from data collected, it interpreted and compared to understand if they all agreed to the fact that communication is important for the development of an organization.

After every research, conclusions are being made from the data collected done during the research to verify if it's in accordance with the expectations. So conclusions are as well done when it comes to interview method of research. From this particular study conclusion were drawn stated that for all the sampled organizations interviewed they believed that communication is important to the development and growth of an organization. A question should be answered by the end of the interview though; where your thematic questions answered?

Publishing is the last step in the research method the findings can be used for another/ future research as references. After concluding from the data collected, interpreted and compared the results are to be published.

3.3 Research Data Collection

The whole process of gathering essential data according to the research objective and preparing them for analysis is called data collection process; where varieties of approaches exist to collect the essential data (Saunders, Rafat & Agarwal, 2012:32-35).

According to (Berge, 2001:66-210), there exist different methods of data collection. The table that follows explains the sevens primary methods of data collection;

Table 3.2: The Seven Primary Methods to Collect Data.

No	Methods	Description
1	Sociometry	This method describes a group of people and their social relationships for example; hierarchy network etc. This method of data collection is based on Sociometric tests; which could be sociograms that describes the relationship between relational structures. (Berg, 2001:167).
2	Focus groups	This is a way to collect one-time data. A focus group is consisted of a small group of not more than seven (07) interviewee. This type of data can only be used once (Berg, 2001:111-131).
3	Historiography	This method is achieved by collecting data from past studies and researches. There exist 4 ways of collecting the data through this method namely; primary and secondary resources, running records and recollections (Berge, 2001:210-219).
4	Ethnography	This is a way of collecting data by observing people and taking notes (Berg, 2001:133-178). This method describes people, their culture, their ethnicity, and their way of living.
5	Case Studies	This is the method of collecting data about specific people. Case studies are more methodological way of data collection (Berg, 2001:225). There are 3 ways involved with this method; Exploratory, Explanatory and Descriptive Case Study.
6	Unobtrusive measures	This method of data collection is being done without the person concern being aware of the research. There exist 2 ways of going through this method namely; accretation (collecting data from stuffs left behind) and erosion (non-touchable data from stuff such as tears for example, left behind by humans), (Berg, 2001:189).
7	Interviewing	Interviewing is a method of conversing with purpose through questions asking and answering. there exist 3 ways of interviewing: • Structured Interview: The questions are prepared prior to the interview. The interviewees answer in the same order. • Unstructured Interview: they are less reliable for research purposes, since no question is prepared prior to the interview. • Semi-Structured Interview: also referred to as Depth interview. This is made up of both Structured and Semi-structured interview (Kumar, 2014:2-31).

Source: Berg 2001:167.

Data will be collected through semi-structural interviews. For this study the representatives of the sampled organizations have to focus on answering questions concerning the communication made in their organization. The interview will be mostly made by phone calls or emails due to distance (Turkey-Cameroon). The information is been gathered and translated from French to English for the analysis of the results.

The table below will give information about the data collection process i.e. information about the interview.

Table 3.3: Sample List of Data Collection Research (March-June).

Organization	Interviewee	Sex	Age	Method of Reply	Date of Reply
Total Cameroon S.A	Marketing Manager	Male	42	Email	15/05/2018
Societe Anonyme des Brasseries Du Cameroun (SABC)	Communication Manager	Female	38	Email	19/03/2018
Cameroon Oil Transportation Company (COTCO)	Assistant Manager	Male	54	Phone call	22/03/2018
Mobile Telephone Network Ltd (MTN)	Communication Agent	Female	35	Email	15/05/2018
Eneo	Communication Manager	Male	45	Email	20/04/2018
Tradex	Communication Manager	Male	42	Phone call	18/03/2018
Orange Cameroon	Communication Agent	Female	28	Email	05/06/2018
Razel Fayat Cameroon	Marketing Manager	Male	55	Phone call	23/03/2018
Cam Water	Assistant Manager	Female	41	Email	15/05/2018
Nestle Cameroon	Communication Manager	Male	57	Phone call	15/05/2018

3.4 Research Design of Study

Even though industries are gradually growing in Cameroon, it still very difficult to get a job in the country as the rate of job seekers continues to increase. There are many graduates but no work opportunities even with the growth of some of the industries and development/ creative of organizations. Cameroon unemployment rate recorded between 2010-2017 was average 4% relatively very low and the highest was 5.6% (trading economics Cameroon, 2015). The last update was in April 2017 (4%). Talking about the unemployment rate will help understand the motivations why improvement on the internal communication must be done. As this may also affect and increase the unemployment rate in the country. Operational communication creates jobs opportunities.

Table 3.4: Unemployment Rate in Cameroon (2010-2017).

Year	Percentage (%)
2010	5.6
2011	3.8
2012	3.8
2013-2017	4

Source: Trading Economics, 2017.

Table 3.5: Estimation of the Unemployment Rate in Cameroon (2017-2020).

Forecast	Actual	Q2/17	Q3/17	Q4/17	Q1/18	2020
Unemployment Rate (%)	4	4.82	4.32	4.3	4.28	5.32

Source: Trading Economics, 2017.

Cameroon unemployment rate forecasts are projected using an Auto Regressive Integrated Moving Average (ARIMA) Model calibrated using our analysts' expectations. The Cameroon unemployment rate was last predicted on Tuesday, April 11, 2017.

Table 3.6: Estimation of the Unemployment Rate in Cameroon Proportional to Growing Population (2017-2020).

Cameroon Labour	Last	Q2/17	Q3/17	Q4/17	Q1/18	2020
Unemployment Rate	4	482	4.32	4.3	4.28	5.32
Population	23.34	23.61	23.75	23.9	24.03	26.01

Source: Trading Economics, 2017.

Communication can influence the unemployment rate of a country. The managerial communication being made in some companies in Cameroon greatly influence its growth, development and opportunity like employment. Unfortunately, many companies especially the developing ones decide to either concentrate on the external aspect of communication and ignoring the internal aspect, or not looking towards communication at all. Most companies work on the general managerial communication in Cameroon, and from this work, we will understand how and why proper managerial communication needs to be done, in order to grow as an individual, as an organization, and as a country. To make a country develop and also to reduce its unemployment rate. As a company grows properly, more employees are being required. So, the objective is to provide opportunities standard to all the Cameroonian graduates and why not to the non-graduate within and out of the organization and country.

Since the topic is; The importance of communication in fulfilling managerial tasks. A study of organizations in Douala Cameroon, this research will be about the ones in Cameroon specifically in Douala which is the economical capital of Cameroon. Also, recalling that communication can be internal (the employers, heads of departments, employees, associate etc.) and external (consumers, suppliers collaborators, local authority etc.), this research will focus on the following stakeholders that influences the communication chain for the company's success from the manager's point of view which are;

Internal communication with; the employers, the heads of departments, the employees, the associate.

External communication with: the consumers, the suppliers the collaborators, the local authority.

3.5 Decision Making in Communication

Decision making may be done by a single leader, a committee or a large group of people depending on the structure of the organization. When communication is clear and accurate, information tends to be more clear and effective.

Making decisions in a company can be stressing especially if you are a manager. Every decision being made will affect the company either positively or negatively. As a manager or employee, making decisions on communication technics/methods or information transmitted from one person to the other within or out of the company is important.

In decision making, communication can be operative if certain features are being taken seriously; such as

- Working more effectively and efficiently with others within the organization.
- Participating and influencing in constant decision making within the organization.
- Anticipating the types of questions necessary in making decision.
- Partnering with others to help identify options related to an impending decision.
- Comparing and using the most effective means of communication in the organization and making sure the chosen means are adapted to each particular situation at hand.

In Cameroon in general and Douala in particular, some companies have a communication manager, but in the absence of this manager, the general manager can assign his secretary (general secretary), the marketing manager or human resources manager to be in charge of communication within the organization. Unfortunately, in some of the companies in Douala, not all the decisions making are been respected

hierarchically. Most of the manager prefers to give the responsibility to his direct hierarchy subordinate and this usually causes confusion in the flow chart of the information received from manager to employee. The best way of decision making in communication remains organizing meetings where every manager of every department (accounting, marketing, technical, human resource, administrative etc.) of an organization gives weekly or monthly report of the activities in their various departments, and from then, decisions are being taken.

3.6 Importance of Communication in the Management of its Human Resources

Department (employees)

Internal management does not only involve managers to workers, but also managers to managers, managers to suppliers, managers to associates etc. Same with internal communication; is the communication not only done from managers to workers or a worker to managers though generally is like that. Apart from managers and workers' internal communication also involves supplies and associates. (Samuel & Aiken, 1977:365) explains that Communication is essential for an organization but unfortunately many companies in Douala Cameroun are not focused on the internal aspect of communication. They are mostly focused on the external aspect of the communication basically through marketing as a majority plan aspect of the communication done in the organization.

When a manager decides not to communicate with his subordinates/employees, the organization is being affected, as well as the motivation of the employees. Employees' satisfaction is essential to an organization. In his research titled; the relationship between communication and Job satisfaction (Downs, 1997), managers should go forward to the employees/workers/subordinates in order to destroy this gate of lack of confidence. Managers should create a peaceful environment so as to motivate the subordinates to do their work better; by securing this zone of comfort for the employees in an organization, the manager can improve the well-being of the workers and as well develop self-confidence and effectiveness in executing their work. This can be done within the organization through effective communication.

For example: A manager named John is always rude and impolite to his subordinates at work. He always threatened them and put them under pressure during work. He never smiles at them nor encourage them on the work being well done. Another manager named Paul is always welcoming, shows appreciations, motivates and encourages his subordinates. He smiles at them and correct them when they are wrong, give them respect, and sometimes ask about their personal life if he notices there is something wrong going on. Well as a worker/subordinate/employee many will definitely love to work with the manager Paul, because except from being the kind boss he seems to be, he will also respect his subordinate as a human being first and then as a worker. All this can only be effectively done through effective communication, and all this shows how operational communication can help in the management of employees. Operational communication in an organization is not done through shouting, this doesn't necessarily mean you are being understood or right.

The figure below summarises the importance of employees' satisfaction to an organization (Saunders, Rafat & Agarwal, 2012).

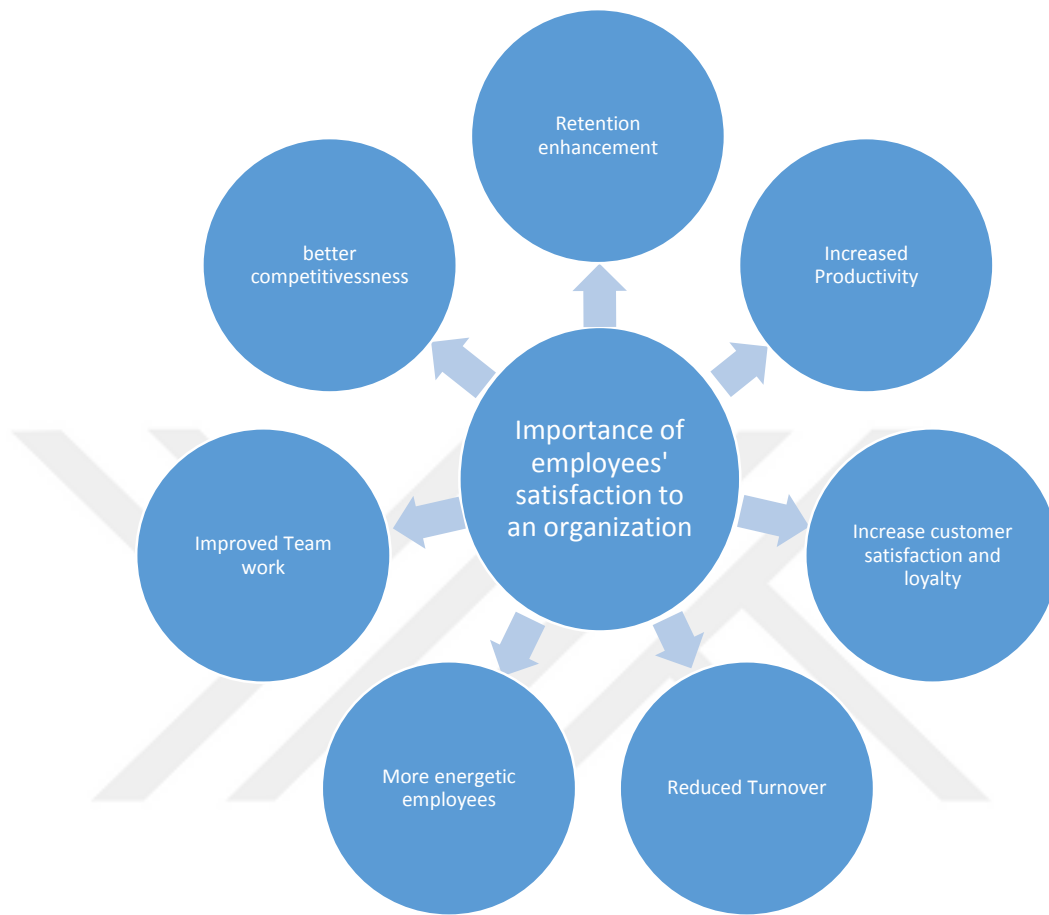


Figure 3.3: The Importance of Employees' Satisfaction to an Organization

Source: Saunders, Rafat & Agarwal, 2012:35

The employee being at the centre of an organization is the most valuable resource that has been experienced in organizations as they grow. Therefore, it should come as no surprise that research has attributed a lot of importance to employees' satisfaction in an organization. Satisfied employees are more energetic, this energy brings positive morals in the work place thus making it a good environment for work. Employees' satisfaction also helps the organization in saving a lot of money in recruitment and training cost in the sense that fewer employees will be willing to leave the organization if they are satisfied. From the research (Lali, 2016:38), it was understood that satisfied employees will likely have team work spirit and the willingness to work as a unit. This is good for

the organization as it promotes feeling of being together to achieve a mutual goal in an organization.

From conclusions made from past research titled; the impact of communication on workers Performance in selected Organizations in Lagos State, Nigeria (Asamu, 2014:75-80), effective communication creates mutual understanding between managements and workers which helps to build genuine relationship among both parties in the organization. This also implies that poor communication can affect workers' performance, therefore organization should regularly articulates its objectives, policies and goals to workers in order to improve work performance. Communicating with workers permits the managers to get feedback, offer suggestions and react according to this in order to prevent confusion about future job assignments; doing this will lead to increase in workers' efficiency and increase in organization's productivity.

3.7 Importance of Communication in the Commercialization of its Products and Services

Considering communication in the commercialization of its products and services, this implies the selling of goods and services of an organization through communication, in other words this is marketing.

According to (Philip Kotler, 1994:6); marketing is the social process by which individuals and groups obtain what they need and want through creating and exchanging products and values with others. Marketing is the management process through which goods and services move from concept to the customer. It includes the coordination of four elements called the four P's of marketing (Business Dictionary, 2017);

- Identification, selection and development of a product,
- Determination of its price,
- Selection of a distribution channel to reach the customer's place,
- Development and implementation of a promotional strategy.

For example, new Samsung android products are developed to include improved applications and systems, their prices vary depending on how much capability the customer's wishes and desires are sold in places where other Samsung android product

are being sold. Well this is the best method of communication for commercialization of goods and services being used in some companies in Douala. It is believed that, if the marketing of your organization is been handled properly then your organization will be successful even if the internal communication is poor. When managing this aspect of communication, many organizations can either hire a marketing manager/marketer for the small companies or creating a marketing department with at its head the marketing manager for bigger companies. Many responsibilities lie on the marketers, or/and the marketing manager of the marketing department since they are responsible of the company's image from the external viewers like the public, potential customers, investors and even government representative / local authority (Eribo & Tanjong, 2002:168).

Presenting the image of the organization through marketing can be done in very different ways. Some of the ways can be through the following; newspapers, flyers, radios, televisions, sign boards, showrooms, magazines etc. Depending on the company, the products produced or the services provided, the managers have to identify and decide which one is most effective for the company. Communicating with the public can be very sensible, if the right information is not communicated, the public may reject the goods and/or the services. These shows how important communication can be when trying to sell the goods and/or services that the organization offers. In Cameroon in general and in Douala in particular, many companies work hard on the marketing of the commercialization of their goods and services through operational communication.

To better understand how important this is, try to figure out an organization specialized in events planning for example. In Douala Cameroon, there are few of them, since everyone prefers to personally organize their events; weddings, anniversaries etc. so when the event planners realize an event, they should find a way to distribute their professional cards. They can for example with the permission of their clients distribute their flyers to the guests at the ceremony they organize. Also apart from waiting for a job opportunity they can make some advertisements about the event planning company on TV and on the radio stations. This gives them a broader knowledge about the firm; being spread to wider potential future employers.

These are only few examples to demonstrate how communication can be important in the commercialization of goods and services offered by an organization.

3.8 Importance of Communication in the Management of its Environments

Environmental communication involves the internal environment and also the external environment, the management of these two (02) environments is relatively different when it comes to how managers should react or conduct themselves towards both. In previous work, communication has been related to management so as to figure out its importance related to the management and the productivity of the organization (Downs, 1991).

The Internal environment in communication management is referred to as the environment where the managers, the employees, the suppliers as well as associates are main subjects of communication; they have to communicate with each other through this environment. Effective internal environment is related to communication. To encourage employees to share their ideas in an internal environment, it might be useful to assign clear contact in persons to each department, because employees may be unwilling to approach colleagues directly with internal environment-related suggestions (Christa & Nurkka, 2010).

The External environment in communication management is referred to as the environment where the relationship exists between managers, clients, collaborators, and even the local authority. They are the main subject of this communication environment.

3.8.1 Importance of communication on internal environment

3.8.1.1 Importance on employees

The employees are being influenced by energy surrounding them; let it be positive or negative. Employees are being influenced through effective communication, and its importance can impact employees through the few following ways:

- Motivates in their effectiveness.
- Improve self and social development.
- Creates environment of trust and happiness.

- Gives freedom of speech.
- Creates feeling of belonging.
- Gain of interest on their work.
- Increases in productivity.

3.8.1.2 Importance on suppliers

This can be internal environment as well as external environment. Suppliers can be considered as internal environment since it can immediately affect the productivity of an organization. If treated with respect and kindness, the joy to always supply the goods on time and in good condition will always be priority to them. So their attitude towards the manager can be affected by the effective communication done with them some few impacts are as follows:

- Creates respect, self-esteem and kindness.
- Delivers goods on time and of good quality.
- Motivates in order to ameliorate their selves.
- Can help in counselling on particular goods.

3.8.1.3 Importance on associates

Associates that come together to build something beneficial for themselves usually finds it easier to communicate and understand themselves since they have a close or same vision of the organization's future. While associates coming together, after individually establishing and creating a partnership finds it difficult to understand themselves, especially if they are of different characters and even from different industries of productions or services rendered, they might have various ways of understanding or interpreting (Hemanta, 2009). So each word must be used with precaution. Communication can then impact on the relationship within associates in an organization.

Some of the impacts that can exist are as follows:

- Creates mutual respect.
- Provides better understanding.

- Development of ideas and ease of realization.
- Diversity seen differently.
- Job posts created.

3.8.2 Importance of communication on external environment

3.8.2.1 Importance on sales

Sales represent the productivity of an organization; it shows how well or bad the organization is growing throughout a certain period like the months or even the years.

Effective communication can impact sales by some of the following ways:

- Productivity increase.
- View on new product and services.
- Capital increase.
- Better quality provided.
- Provides jobs.
- Effective promotions of products.
- Shows importance to the organization.
- Openly make suggestions in order to improve on the sales and quality of services and products.
- Increase/ creates loyalty.

3.8.2.2 Importance on consumers

If sales are being impacted on, this means consumers/customers are being influenced as well. If effective communication is done, there can be an increase in the number of clients consuming the goods and services which are an impact of the effective communication realised. Some of the other impacts on consumers are:

- Creates loyalty of the consumer.
- Increase consumption quantity.
- Demand for variety.
- Ease to access products and services.
- Mouth to mouth advertisement.

- Creates trust on the organization.
- Promotions on sales.
- Personalized customer care and after sale services.
- Presentation of new products and services.

3.8.2.3 Importance on suppliers

This can be internal environment as well as external environment. Suppliers can also be considered as external environment since it can immediately affect the consumption of the products from an organization. If treated with respect and kindness, the joy to always supply your goods on time and in good condition will always be priority to them. The suppliers' attitude can be affected by the effective communication done with them; some few impacts on the external environment are as follows:

- Can advertise on the goods and services to direct consumers by making some good remarks on the goods and services.
- Motivates in order to ameliorate their selves.
- Can help in counselling on particular goods directly to customers.
- Motivated to work harder.
- Provides better understanding of expectations towards them.
- Creates loyalty.

3.8.2.4 Importance on collaborators

Same as associate, they are mostly regarded as collaborators since they can be part of the organization without being present all the time (Hemanta, 2009). They can be impacted through effective communication in these ways:

- Getting in touch with the well-being of the collaboration.
- Transmitting a better knowledge of the organization.
- Mutual respect.
- Provides better understanding.
- Development of ideas and ease of realization.
- Diversity seen differently.

- Job posts created.
- Developing loyalty.

3.8.2.5 Importance on Local authorities/Government

The local authority plays an important role in the story of each organization. If they receive good reports through effective communication, they can help you achieve some organization's goals. Some government officials can be more interested than others. Showing examples of a good organization responsible of its surrounding to other organization even by helping in reducing pollution, the government may implement and officialise these methods if effective. Some of the impacts effective communication have on government are:

- Helps in relating different industries.
- Can create jobs.
- Sometimes can make advertisement (mouth to mouth) from one local authority to the other.
- Awareness on new regulations/ rules to organizations.

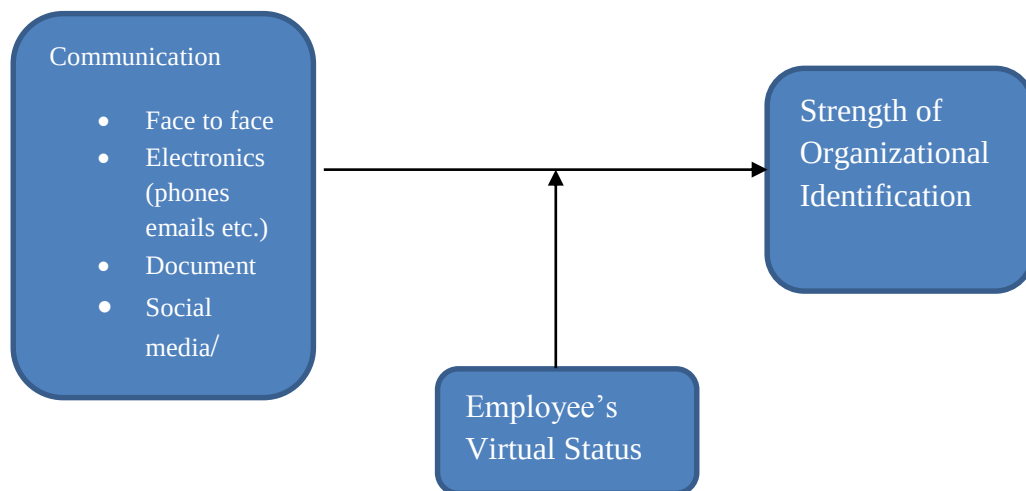


Figure 3.4: Virtual Status, Communication and Organizational Identification.

Source: Wiesenfeld, Raghuram & Garud, 1999:782.

3.9 Organization Sample of the Research Study

The purpose of sampling is to get an approximate number of workers and sales in an organization related to the productivity of the organization due to the effective communication. Since the research is being done in Douala Cameroun, the first 10 organizations in Douala Cameroon will be chosen as samples.

Table 3.7: The First Ten (10) Companies in Douala Cameroon.

Organizations	Approximate Number of Workers	Present Estimated Capital Value in FCFA
Total Cameroon Sa	>200	12439850000 FCFA
Societe Anonyme des Brasseries Du Cameroun (Sabc)	>200	57363630000 FCFA
Cameroon Oil Transportation Company (Cotco)	>200	----
Mobile Telephone Network Ltd (Mtn)	>200	20 000 000 000FCFA
Eneo	>200	4 770 000 000 FCFA
Tradex	>200	5 036 000 000 FCFA
Orange Cameroon	>200	15 010 000 000 FCFA
Razel Fayat Cameroon	>200	100 000 000 FCFA
Cam Water	>200	6 500 000 000 FCFA
Nestle Cameroon	>200	35 000 000 000 FCFA

Source: National Institute of Statistics of Cameroon (2010).

3.10 Sources and Methods of Data Collection for Research

The sources are being gathered through a questionnaire made up of a total 30 questions; 10 concerning the Company, and 20 concerning the communication aspect for management of the firm. This will be done through different methods of media depending on the communication manager or the representative of the sampled organization in question, that is either emails, or phone calls interviews. Some additional information may be collected from the internet and organization's web page.

The questions related to the company in general and the representatives of the sampled organizations will be as follows;

1. Which post do you occupy in the organization?
2. In which industry is your organization and which economic sector best describe your organization (private/public)?
3. Who is the founder of the company? In which year was your company founded/created?
4. Can you explain the average social characteristics of your organization?
5. What is the capital and amount of sales revenue? At the creation and the present one.
6. Where are you located in other city and/or countries?
7. How many workers do you have in Douala Cameroon (branches)?
8. How will you describe the relationship between workers within the organization?
9. Do you think your workers prefer to work independently or as a team?
10. Do you have a performance management system in your organization? If yes, for what reasons? Who sets them?

And 20 others questions related to the communication aspect of the organization's management;

- 11 Describe a difficult communication situation in your organization / project and how you overcame it.
- 12 Who is responsible for the general communication within and out of the organization? Is the hierarchy respected?
- 13 What are the means (emails, social media, phone calls etc.) of communication in your organization? Do you think the methods used in communication are effective?
- 14 How much is the internal and external communication effective in your organization?
- 15 In general, how satisfied are you with communication methods in your organization?
- 16 Which best describe your impression of communication within your company?

- 17 What is the best thing about communication in the organization?
- 18 Do you receive feedback from internal and external communication?
- 19 Do you think the communication done within your organization helps in bringing in more profit/advantages to your organization?
- 20 What have you learned from your organization's mistakes from poor communication?
- 21 Compared to a year ago how will you rate your knowledge about communication being done in your organization?
- 22 Has there been any improvement in your communication methods from the time of creation till today?
- 23 What have been the advantages brought to your organization due to effective communication?
- 24 What are the topics you do feel important for the employees and managers to know more about and should be included in future communication?
- 25 What do you think about social media as part of communication media within an organization? Which information item (email, meetings, phone calls, videoconferences etc.) do you believe it's important for communication within an organization?
- 26 What do you think will happen next year if effective communication is not done or stop to be used?
- 27 What do you think made your clients to have been loyal for a while, is it quality of goods and services promotion or what else?
- 28 Do you get informed on which methods of communications are being made by your competitors? If yes by what means? If no, why? Considering it can be of help in updating.
- 29 As a manager, what are the advices/suggestions you will give to newly created company's managers concerning the organization's communication abilities in order to improve performances and effectiveness.
- 30 Will you conclude by saying communication is important in management when effective?

The questions were being taken from literature review, past researches and articles related to managers and the communication system in an organization (Alison, 2018). From the publisher balance, for questions such as (9, 11, 17, 21, 26, 27) of the questionnaire, and from the articles for example explained by (Rajasekar, Philominathan & Chinnathambi, 2013:14-16) on communication of the publisher question pro, questions such as (13, 14, 15, 22, 24, and 25) just to name these ones. Some questions where being adapted for the research on communication originating from other researches such as (Asamu, 2014:75-80).



4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

From this research study, it has been shown that communication is essential for the increase in development and productivity of a firm. From the results obtained of the interview questions made with representatives of sampled organizations. The data collected will be presented and interpreted. The results from the research question and hypothesis will be answered. Finally, the impact of lack of communication will also be discussed; the impact on internal and external environment of an organization.

4.2 Data Presentation of Research

The data collected is actually the answers received from the sampled organizations representative during the interview. The results show that if an organization does not work on the internal as well as the external communication, the effectiveness and productivity may never be improved, the goals may be hardly reached. From the interview, the data was recorded, translated and summarized. For this research, the interviewees' answers had to be recorded, translated and summarized since the interview was been made in another language (local language; (French) of Douala Cameroon and translated into the language of the study which is English. Due to distance the interview could not be done face to face, so was done through phone calls and emails.

It should be noted that during this research, some representatives were interviewed instead of managers because they were not available to answer the questions so assigned the interview to another representative for example the human resources manager. Furthermore, some of the sampled organizations' representatives refused to be recorded during the interview or did not provide all the answers to the questions asked directly.

During the research, it was discovered that from a past researchers' work on employee's participation in organization development through effective communication (Asamu,

2014:75-80), explained how descriptive statistics can be used to understand the impact of employees on communication. Frequency and percentage table were used for the descriptive statistics. Also explained in an article published by the (World Bank Group, 2015:13-38), Cameroon has a vast variety of working characteristics according to age, educative level, sex, and age. The Ten (10) sampled organizations from the National Institute of Statistics (NIS) of Cameroon for this research were all contacted through emails and 4 of them replied through phone calls. An estimation of about 10 workers in each company was been made and so making about 100 workers for the overall research. In order to realize the social characteristics of the overall research in those organizations based in Douala Cameroon, value from past researches were being used so as to better understand and interpret these characteristics.

The social characteristics of organizations selected for the research in Douala Cameroon can be represented in the following table;

Table 4.1: Social Working Characteristics of Organizations in Cameroon.

Age	Frequency	Percentage
21-29	42	42.0
30-39	28	28.0
40-49	25	25.0
50-59	5	5.0
Total	100	100%
Sex		
Male	74	74.0
Female	26	26.0
Total	100	100%
Marital Status		
Single	53	53.0
Married	42	42.0
Divorced	5	5.0
Total	100	100%
Educational Level		
BEPC/GCE O/L/CAP	15	15.0
BAC/ GCE A/L/ BAC TECH	18	18.0
HND/BTS	16	16.0
Bachelor degree	34	34.0
Master Degree	14	14.0
P.H.D.	3	3.0
Total	100	100%

Source: Asamu, 2014:79; Index Mundi, 2018; & World Bank Group, 2015:13-38. Researcher's Survey Evaluation, 2017.

The above table answers the question to the SRQ1, concerning the social work characteristics of organizations in Cameroon according to age, sex, marital status, educational level in the working industry of Cameroon.

4.3 Analysis and Interpretation

Data analysis procedure is considered the most important and difficult part of quantitative research and it is required to be carried out with high accuracy. It may sometimes include testing, classifying, rearranging and sometimes comparing and combining the gathered data to get new outcome (Yin, 2009). The analysis at the end of this research is to compare and interpret the sampled organizations to the literature

review for the research. To know if they were faithful or not to the literature review concerning communication in organizations. Ten (10) organizations participated in this research interview method, they replied to the questions of the interview by emails and phone calls.

Considering the fact that they all are from different industries for example posts and telecommunication, brewing industry, production and distribution of water, electricity and gas, transport and storage etc. Majority of these companies actually followed the literature review or with time have learned to do the right interpretation of the literature review because they noticed from past experience that communication is important in achieving organizational goals.

It was understood that few organizations have problems in hierarchy communication, this eventually affects their internal communication, and they are presently searching for the appropriate way to improve that. The companies that understood the importance of communication, in an organization always make sure the communication aspect within and out of the organization are being taken serious.

This research study shows that some rectifications and ameliorations can be done regarding the communication aspect of organizations in Douala Cameroon. This will be discussed in the conclusion of this research. Hoping that these suggestions will be useful for organizations in order to reach their organizational goals and as well for future research studies.

Questions of this interview's research will be answered according to the questions asked (thematic questions), it should be recalled that the questions were answered in French and translated to English for this research; some organization's representative decided to keep their identities anonymous. The questions were being classified according to categories so as to ease the transition between questions i.e. from one question to another. Grouping the questions for fluency during interviewing, this grouping can be placed in the following categories for example; priority, importance, logical, and technical.

The Thematic questions were made as a summary of the interview questions. The Thematic questions were derived from the questions of the research's interview. For ethical as well as anonymous reasons of their answers, the organizations were labelled with letters A, B...J. NB: The whole interview questions are found in the appendix E of this work.

The Thematic questions derived from the research's interview are as follows:

1. Describe a difficult communication situation in your organization / project and how you overcame it.
2. Who is responsible for the general communication within and out of the organization? Is the hierarchy respected?
3. What method of communication do you use and can you tell if they are effective?
4. Do you receive feedback from internal and external communication?
5. What have you learned from your organization's mistakes from poor communication?
6. Compared to a year ago how will you rate your knowledge about communication being done in your organization?
7. What have been the advantages brought to your organization due to effective communication?
8. What do you think about social media as part of communication media within an organization? Which information item (email, meetings, phone calls, videoconferences etc.) do you believe it's important for communication within an organization?
9. What do you think made your clients to have been loyal for a while, is it quality of goods and services, promotions or what else?
10. As a manager, what are the advices/suggestions you will give to newly created companies' managers concerning the organization's communication abilities in order to improve performances and effectiveness.

Organization A

- 1 Describe a difficult communication situation in your organization / project and how you overcame it. **ANS:** we rarely go through such difficulties but in the past years it was about the feedback from employees.
- 2 Who is responsible for the general communication within and out of the organization? Is the hierarchy respected? **ANS:** As the communication manager, I am responsible for communication within/out of the company.
- 3 What methods of communication do you use and can you tell if they are effective? **ANS:** We pay much attention to the communication, so we use basically most of the medium of communication available. They are effective since we receive feedback.
- 4 Do you receive feedback from internal and external communication? **ANS:** Yes we do especially internal communication. Concerning the external communication, it's much more delicate knowing the feedback from customers are not clearly made.
- 5 What have you learned from your organization's mistakes from poor communication? **ANS:** We have learned a lot; in summary poor communication can cause a downfall in the production of goods and services.
- 6 Compared to a year ago how will you rate your knowledge about communication being done in your organization? **ANS:** As time goes on, we've learned more about means and types of communication developed with time. So as technology grows we also try to adapt so as to grow in our communication aspects.
- 7 What have been the advantages brought to your organization due to effective communication? **ANS:** When communication is improved, feedback is also improved, thus improving productivity and improving customer's satisfaction.
- 8 What do you think about social media as part of communication media within an organization? Which information item (email, meetings, phone calls, videoconferences etc.) do you believe it's important for communication within an organization? **ANS:** Social media is a good means of communication. I believe as far as it's a favourable means of communication, it should be considered important.

- 9 What do you think made your clients to have been loyal for a while, is it quality of goods and services promotions or what else? **ANS:** We are specialized in services to customer's activities, sometimes we receive negative feedback but we also work towards solving the problems that rises. We always try to be close to customers.
- 10 As a manager, what are the advices/suggestions you will give to newly created companies' managers concerning the organization's communication abilities in order to improve performances and effectiveness. **ANS:** Hard work, Loyalty and Communication are the keys.

Organization B

1. Describe a difficult communication situation in your organization / project and how you overcame it. **ANS:** we have overcome late delivery of primary goods, but we are working towards solving the problem. Some amelioration has been made. Demand for products is always growing.
2. Who is responsible for the general communication within and out of the organization? Is the hierarchy respected? **ANS:** I am (Communication Manager), yes it is and I will say it's effective.
3. What method of communication do you use and can you tell if they are effective? **ANS:** Internet, telephone, emails and even social media have been efficient for communication and advertising. Also, media such television and radio have a great influence on our external communication.
4. Do you receive feedback from internal and external communication? **ANS:** Absolutely, especially from external communication (customers feedback).
5. What have you learned from your organization's mistakes from poor communication? **ANS:** late deliveries, wrong destinations problems, so much can be lost when communication is not well handled.
6. Compared to a year ago how will you rate your knowledge about communication being done in your organization? **ANS:** As technology evolves, we try to follow it. We learned how to keep our communication system more effective as time goes on.

7. What have been the advantages brought to your organization due to effective communication? **ANS: Communication methods as a whole since, new methods always comes up so we can constantly improve ourselves.**
8. What do you think about social media as part of communication media within an organization? Which information item (email, meetings, phone calls, videoconferences etc.) do you believe it's important for communication within an organization? **ANS: I personally think social media if correctly used can be a plus in the communication system of any organization. But if wrongly handled can be a very big deficit for the organization.**
9. What do you think made your clients to have been loyal for a while, is it quality of goods and services, promotions or what else? **ANS: Good service and products, listen to the customers and their feedback.**
10. As a manager, what are the advices/suggestions you will give to newly created companies' managers concerning the organization's communication abilities in order to improve performances and effectiveness? **ANS: Treat your employees with respect for themselves and for their work. Always encourage them in what they do. be a leader not a boss that gives orders and shout all the time. If employees are happy, work is effective.**

Organization C

1. Describe a difficult communication situation in your organization / project and how you overcame it. **ANS: There are always difficulties but we work hard in order to avoid them from happening and solve them if they had occurred already.**
2. Who is responsible for the general communication within and out of the organization? Is the hierarchy respected? **ANS: I will say Marketing Department.**
3. What method of communication do you use and can you tell if they are effective? **ANS: Most used are phone calls but of course emails and social media also plays a specific role in our communication medium. They are effective.**
4. Do you receive feedback from internal and external communication? **ANS: More from internal, external too but can be ameliorated especially concerning the customers.**

5. What have you learned from your organization's mistakes from poor communication? **ANS: In summary poor communication can cause a downfall in the production of goods and services.**
6. Compared to a year ago how will you rate your knowledge about communication being done in your organization? **ANS: As technology improves, the means and types of communication also improve. So as technology grows we also try to adapt so as to grow in our communication aspects as well.**
7. What have been the advantages brought to your organization due to effective communication? **ANS: When communication is improved, feedback is also improved, thus improving productivity and improving customer's satisfaction.**
8. What do you think about social media as part of communication media within an organization? Which information item (email, meetings, phone calls, videoconferences etc.) do you believe it's important for communication within an organization? **ANS: Social media can be a good means of communication. I believe as far as it's a favourable means of communication, it should be considered important. This is so when it doesn't distract the employee's work.**
9. What do you think made your clients to have been loyal for a while, is it quality of goods and services, promotions or what else? **ANS: We are specialized in services to customer's activities, sometimes we receive negative feedback but we also work towards solving the problems that rises. We always try to be close to customers.**
10. As a manager, what are the advices/suggestions you will give to newly created companies' managers concerning the organization's communication abilities in order to improve performances and effectiveness. **ANS: Hard work, Communication and employee's welfare are the keys.**

Organization D

1. Describe a difficult communication situation in your organization / project and how you overcame it. **ANS: we went through a lot to be where we are today. I remember we had an important order for a company and the order was not delivered on time. Fortunately we found out early enough to solve the problem**

and we had to make some compensation in order to keep the customer and our reputation.

2. Who is responsible for the general communication within and out of the organization? Is the hierarchy respected? **ANS: The communication manager.**
3. What method of communication do you use and can you tell if they are effective?

ANS: Internet, telephone, emails and even social media have been efficient for communication and advertising. Also, media such television and radio have a great influence on our external communication.

4. Do you receive feedback from internal and external communication? **ANS: Absolutely, we need to know how things are going on.**
5. What have you learned from your organization's mistakes from poor communication? **ANS: Much money can be lost when information is not properly handled and passed to the suppliers.**
6. Compared to a year ago how will you rate your knowledge about communication being done in your organization? **ANS: As technology evolves, we try to follow it. We learned how to keep our communication system more effective as time goes on.**
7. What have been the advantages brought to your organization due to effective communication? **ANS: The employer/employee relationship has been improved even through discussions on our forums; we have gained new clients at a higher rate.**
8. What do you think about social media as part of communication media within an organization? Which information item (email, meetings, phone calls, videoconferences etc.) do you believe it's important for communication within an organization? **ANS: For us, social media is a good way for socializing the relationships between co-workers, though sometimes become distractive.**
9. What do you think made your clients to have been loyal for a while, is it quality of goods and services, promotions or what else? **ANS: Good quality and services; goods delivered on time. Customer's satisfaction.**

10. As a manager, what are the advices/suggestions you will give to newly created companies' managers concerning the organization's communication abilities in order to improve performances and effectiveness. [ANS: Decentralization and also socialization between co-workers and managers.](#)

Organization E

1. Describe a difficult communication situation in your organization / project and how you overcame it. [ANS: Learning how to overcome such situations is the most important to move forward, in the past years it was about the feedback from employees.](#)
2. Who is responsible for the general communication within and out of the organization? Is the hierarchy respected? [ANS: Communication manager.](#)
3. What method of communication do you use and can you tell if they are effective? [ANS: Internet, telephone, emails and even social media have been efficient for communication and advertising. Media such as television and radio also have a great influence on our external communication.](#)
4. Do you receive feedback from internal and external communication? [ANS: Yes we do, marketing is done in such a way that it continuously increase the trust, loyalty of the customers on our goods and services. Though the feedback from customers are not always positive.](#)
5. What have you learned from your organization's mistakes from poor communication? [ANS: In summary poor communication can cause a downfall in production of goods and services.](#)
6. Compared to a year ago how will you rate your knowledge about communication being done in your organization? [ANS: In Cameron in general we are known to be everywhere and it has improved due to the advanced in technology. So I will say it has improved.](#)
7. What have been the advantages brought to your organization due to effective communication? [ANS: More customers, organization expansion and view, employees' motivation and feeling of belonging, just to name these.](#)

8. What do you think about social media as part of communication media within an organization? Which information item (email, meetings, phone calls, videoconferences etc.) do you believe it's important for communication within an organization? **ANS:** For us, social media is a good way for socializing the relationships between co-workers, though sometimes becomes distractive.
9. What do you think made your clients to have been loyal for a while, is it quality of goods and services, promotions or what else? **ANS:** It's the quality of goods but also the services rendered in the client's. I will also say it's our expansion and view to the world. I mean marketing.
10. As a manager, what are the advices/suggestions you will give to newly created companies' managers concerning the organization's communication abilities in order to improve performances and effectiveness? **ANS:** Just make sure to be visible and also work on your employees' empowerment, increase the respect and trust in them. If these are done, your communication will surely be good thus will improve your effectiveness.

Organization F

1. Describe a difficult communication situation in your organization / project and how you overcame it. **ANS:** we went through a lot to be where we are today. We once had an order for a company and the order was not delivered on time. Fortunately we found out early enough to solve the problem and we had to make some compensations in order to keep the customer and our reputation.
2. Who is responsible for the general communication within and out of the organization? Is the hierarchy respected? **ANS:** The communication manager.
3. What method of communication do you use and can you tell if they are effective? **ANS:** Internet, telephone, emails and even social media have been efficient for communication and advertising. Also, media such as television and radio have a great influence on our external communication.
4. Do you receive feedback from internal and external communication? **ANS:** More from internal, external too but can be ameliorated especially concerning the customers.

5. What have you learned from your organization's mistakes from poor communication? **ANS:** To summarize, poor communication can cause a downfall in production of goods and services.
6. Compared to a year ago how will you rate your knowledge about communication being done in your organization? **ANS:** As technology improves, the means and types of communication also improve. So as technology grows we also try to adapt so as to grow in our communication aspects.
7. What have been the advantages brought to your organization due to effective communication? **ANS:** The employer/employee relationship has been improved even through discussions on our forums; we have new clients at a higher rate.
8. What do you think about social media as part of communication media within an organization? Which information item (email, meetings, phone calls, videoconferences etc.) do you believe it's important for communication within an organization? **ANS:** Social media is a good way for socializing the relationships between co-workers, though sometimes become distractive.
9. What do you think made your clients to have been loyal for a while, is it quality of goods and services, promotions or what else? **ANS:** Good quality and services; goods delivered on time.
10. As a manager, what are the advices/suggestions you will give to newly created companies' managers concerning the organization's communication abilities in order to improve performances and effectiveness. **ANS:** Decentralization, communication and also socialization between co-workers and employers.

Organization G

1. Describe a difficult communication situation in your organization / project and how you overcame it. **ANS:** learning how to overcome such situations is the most important to move forward, in the past years it was about the feedback from employees.
2. Who is responsible for the general communication within and out of the organization? Is the hierarchy respected? **ANS:** Communication manager.

3. What method of communication do you use and can you tell if they are effective? [ANS: Internet, telephone, emails and even social media have been efficient for communication and advertising. Media such as television and radio have a great influence on our external communication.](#)
4. Do you receive feedback from internal and external communication? [ANS: The feedbacks may not always be positive but we make sure to get feedback from our goods and services.](#)
5. What have you learned from your organization's mistakes from poor communication? [ANS: Much money can be lost when information is not properly passed to the users and suppliers.](#)
6. Compared to a year ago how will you rate your knowledge about communication being done in your organization? [ANS: Greatly improved, technology facilitates so many things so we continue improving in that sense and even growing partnership with communication media.](#)
7. What have been the advantages brought to your organization due to effective communication? [ANS: The employer/employee relationship has been improved even through discussions on our forums; we have new clients at a higher rate.](#)
8. What do you think about social media as part of communication media within an organization? Which information item (email, meetings, phone calls, videoconferences etc.) do you believe it's important for communication within an organization? [ANS: I don't think social media should interfere in an employees work except to for personal and professional researches and development. We prefer to use other formal means such as emails and phone calls for more formal communication.](#)
9. What do you think made your clients to have been loyal for a while, is it quality of goods and services, promotions or what else? [ANS: Good quality and services, customer satisfaction.](#)
10. As a manager, what are the advices/suggestions you will give to newly created companies' managers concerning the organization's communication abilities in order to improve performances and effectiveness. [ANS: Decentralization, Communication and also socialization between co-workers. Respect for each](#)

other's work and personal motivation to achieve employee's personal goal and the organization goals as well.

Organization H

1. Describe a difficult communication situation in your organization / project and how you overcame it. **ANS:** we rarely go through such difficulties but in the past years it was about the feedback from employees.
2. Who is responsible for the general communication within and out of the organization? Is the hierarchy respected? **ANS:** The department in charge of such is the Marketing and Human resources department.
3. What method of communication do you use and can you tell if they are effective? **ANS:** Most often Emails and phone calls, but all the mentioned methods are used. We don't really use social media.
4. Do you receive feedback from internal and external communication? **ANS:** The feedbacks may not always be positive but we make sure to get feedback from the goods and services we provide.
5. What have you learned from your organization's mistakes from poor communication? **ANS:** We have learned a lot; in summary poor communication can cause a downfall in production of goods and services.
6. Compared to a year ago how will you rate your knowledge about communication being done in your organization? **ANS:** Greatly improved, technology facilitates so many things so we continue boosting in that way and even growing partnership with communication media.
7. What have been the advantages brought to your organization due to effective communication? **ANS:** Sales on goods and services. Improve in our methods. Employees' motivation and encouragement. Being a leader in a very competitive environment.
8. What do you think about social media as part of communication media within an organization? Which information item (email, meetings, phone calls, videoconferences etc.) do you believe it's important for communication within an organization? **ANS:** I don't think social media should interfere in an

employees work except to for personal and professional researches and development. We prefer to use other formal means such as emails and phone calls.

9. What do you think made your clients to have been loyal for a while, is it quality of goods and services, promotions or what else? **ANS:** In Cameroon, our biggest customer is the Cameroonian government so we get feedback from them. Other clients are focused on our products, the quality is good.
10. As a manager, what are the advices/suggestions you will give to newly created companies' managers concerning the organization's communication abilities in order to improve performances and effectiveness. **ANS:** I will greatly suggest that, communication, employees' welfare and hard work are the keys.

Organization I

1. Describe a difficult communication situation in your organization / project and how you overcame it. **ANS:** As it's an international company, every continent or country have different cultural differences and adapt to its social difficulties. Communication may be part of it, I can't exactly go into details but communication is really essential.
2. Who is responsible for the general communication within and out of the organization? Is the hierarchy respected? **ANS:** I will say our Marketing Director is usually in charge of communication especially external communication. As for the internal communication the head of each department delegate an employee for his departments. The hierarchy is respected.
3. What method of communication do you use and can you tell if they are effective? **ANS:** we usually communicate through emails to make things look formal, and also through calls when a record of the communication is not really necessary. The methods are effective since the information is passed and taken seriously.
4. Do you receive feedback from internal and external communication? **ANS:** Yes we do, marketing is done in such a way that it continuously increase the trust, loyalty of the customers of our goods and services.

5. What have you learned from your organization's mistakes from poor communication? **ANS:** Poor communication has cost us some customers, within the organization, the past years were more difficult in communicating but thanks to technology it became more and more practical.
6. Compared to a year ago how will you rate your knowledge about communication being done in your organization? **ANS:** In Cameroon in general and in Douala in particular we have improved due to the advanced in technology. So I will say it has improved.
7. What have been the advantages brought to your organization due to effective communication? **ANS:** More customers, organization expansion and view, employees' motivation and feeling of belonging, just to name these.
8. What do you think about social media as part of communication media within an organization? Which information item (email, meetings, phone calls, videoconferences etc.) do you believe it's important for communication within an organization? **ANS:** social media may be a positive as well as a negative asset in the communication aspect of an organization since its becoming the best methods of communication but can also be a serious distraction for the employee. As for the information item; phone calls and meetings are the most effective compared to emails.
9. What do you think made your clients to have been loyal for a while, is it quality of goods and services, promotions or what else? **ANS:** It's the quality of goods but also the services rendered in the client's. I will also say it's our expansion and view to the world. I mean Marketing.
10. As a manager, what are the advices/suggestions you will give to newly created companies' managers concerning the organization's communication abilities in order to improve performances and effectiveness? **ANS:** Just make sure to be visible and also work on your employees' empowerment and increase the respect and trust in them. If these are done, your communication will surely be good thus will improve your effectiveness.

Organization J

1. Describe a difficult communication situation in your organization / project and how you overcame it. **ANS:** we have overcome late delivery of goods, but we are working towards solving the problem. Some amelioration has been made.
2. Who is responsible for the general communication within and out of the organization? Is the hierarchy respected? **ANS:** I am (Communication Manager), yes it is and I will say it's effective.
3. What method of communication do you use and can you tell if they are effective? **ANS:** All the mentioned methods, they are effective.
4. Do you receive feedback from internal and external communication? **ANS:** Most of the times especially from external communication (customers' feedback).
5. What have you learned from your organization's mistakes from poor communication? **ANS:** Due to lack of communication, sales have also been low and these have as well affected delivery of goods.
6. Compared to a year ago how will you rate your knowledge about communication being done in your organization? **ANS:** It has improved and continues improving.
7. What have been the advantages brought to your organization due to effective communication? **ANS:** Feedback on products and services granted to customers, happy workers making effective work.
8. What do you think about social media as part of communication media within an organization? Which information item (email, meetings, phone calls, videoconferences etc.) do you believe it's important for communication within an organization? **ANS:** I personally think social media if correctly used can be a plus in the communication system of any organization. But if wrongly handled can be a very big deficit for the organization.
9. What do you think made your clients to have been loyal for a while, is it quality of goods and services, promotions or what else? **ANS:** Good service and products, listen to the customers and their feedback.
10. As a manager, what are the advices/suggestions you will give to newly created companies' managers concerning the organization's communication abilities in

order to improve performances and effectiveness. **ANS:** Treat your employees with respect for themselves and for their work. Always encourage them in what they do, be a leader not a boss that gives orders and shout all the time. If employees are happy, work is effective.

4.3.1 Resume of the overall interview of the different organization

Table 4.2: Summary of Data Collected from Organization's Interview.

No	Questions	Answers
1	Describe a difficult communication situation in your organization / project and how you overcame it.	Most of the organizations have gone through such situations, but they all have learned from their mistakes.
2	Who is responsible for the general communication within and out of the organization? Is the hierarchy respected?	From the interview it was determined that, in many organizations the communication manager are responsible, and in some the marketing or human resources department are responsible.
3	What method of communication do you use and can you tell if they are effective?	Internet, telephone, emails and even social media have been efficient for communication and advertising. Also, media such television and radio have a great influence on the external communication.
4	Do you receive feedback from internal and external communication?	All the organizations said yes, especially as it concerns the external communication and lesser when it concerns internal.
5	What have you learned from your organization's mistakes from poor communication?	Poor communication can cause loss of money, a downfall in productivity, and a reduction in the number of customers.
6	Compared to a year ago how will you rate your knowledge about communication being done in your organization?	As technology improves, the means and types of communication also improve. So as technology grows organizations try to adapt so as to grow in their communication aspects.
7	What have been the advantages brought to your organization due to effective communication?	More customers gained organization expansion and view, employees' motivation and feeling of belonging, just to name these.

Table 4.2: Summary of Data Collected from Organization's Interview (Continuation).

No	Questions	Answers
8	What do you think about social media as part of communication media within an organization? Which information item (email, meetings, phone calls, videoconferences etc.) do you believe it's important for communication within an organization?	For most organization, social media is a good way for socializing; the relationships between co-workers, though sometimes become distractive. Two organizations (G & H) were not very convinced of the interference of social media on an employees' work and was considered as distractive for workers.
9	What do you think made your clients to have been loyal for a while, is it quality of goods and services, promotions or what else?	Good quality and services; goods delivered on time. Customer's satisfaction.
10	As a manager, what are the advices/suggestions you will give to newly created companies' managers concerning the organization's communication abilities in order to improve performances and effectiveness.	In summary, Hard work, Loyalty and Communication are the keys to succeed in managerial duties.

4.4 Discussions of Research Finding

Though this study was predominantly based on qualitative research method, it may have some quantitative analysis findings interpreted related to the research topic. The quantitative analysis will be discussed, and then the qualitative analysis of the research's study findings will also be discussed.

4.4.1 Quantitative analysis

The quantitative analysis here implies the improvement on productivity and the goals that have been reached since communication has been made effective. The more the communication is effective, the greater the productivity. The effective communication has some great impact on an organization, as it's properly done; it's seen that the organization grows wider in clients, in sales, in products and services produced. Some

aspects noticed from the quantitative analysis of effective communication within and out of an organization are:

- Amelioration / increase of sales.
- More products and services created and offered.
- Improvement number of the company's clients.
- Increase in the organizational capital.
- Can cause an increase in the employment rate of the country.
- Productivity increased.
- Greater view of the organization through proper external communication (promotions, sign boards, TV, Radio, flyers etc.).
- Reduction on budget.

4.4.2 Qualitative analysis

The improvement of the quality of products and services can be increased if the communication is improved. Qualitative analysis implies understanding the qualitative benefit received from effective communication in managing an organization. Most of the organizations contacted for the research, have gained much in this aspect. As stated before, the more the communication is effective, the greater the productivity. There can be an increase in the quality of the services and products introduce in the market and to customers of the goods and services. Some of the aspects being noticed from the qualitative analysis of effective communication within and out of an organization are:

- Better quality of products and services.
- Organization better known by the public (customer, suppliers, and even local authority).
- Productivity increased.
- Greater view of the organization through the proper external communication (promotions, sign boards, TV, Radio, flyers etc.).
- Better introduction of newly created products and services.
- Wider range of customers and collaborators.
- Employees' Satisfaction Improved.

Based on the data analysis, interview and observation, can be concluded that; employee's work motivation is classified into high and employee performance is classified as high (Haris, Sopia, and Elfia, 2018:225).

As the Research Hypothesis of this study was stated in previous chapters which are;

RH1: There is significant relationship between effective communication and organization's growth.

RH2: There is substantial relationship between operational communication and managerial tasks.

RH3: There is noteworthy relationship between effective communication, work performance, productivity and workers commitments.

It has been showed from literature review and interview with the organizations that, RH1& RH2 were being explained in literature review of this research. As for the RH3, it was clearly understood that organizations all agreed to say that effective communication has a strong relationship when it comes to workers performance, and satisfaction, productivity and commitment. So the research hypotheses were being agreed on.

4.4.3 Research analysis

A comparison between interviews made with sampled organizations representatives was found during this research work. It may be noted that from the above analysis, organizations are susceptible to have advantages as effective communication is being properly made. From the research of this study, an analysis about the interview could be made.

As seen in table 4.2 a summary of the responses were been made, some examples of the comparisons between these organizations can be discussed as follows; in seven (07) of the organizations the communication manager is responsible of the communication in the organization. In two (02) of them is the marketing manager is responsible and in one (01), the human resources manager is responsible.

Another comparison may be about the importance of social media to be part of an organizations' communication aspect, two (02) organizations reported social media was good for them, five (05) of the sampled organizations said it can be good if restricted to avoid some distractions during working hours, two (02) said they prefer to use other means and didn't find social media at work beneficial during working hours, and finally one (01) discussed the fact that it may have positive as well as negative aspects when it comes to social media usage in an organization.

As another example, it was also understood that managers of newly created organizations should put the following as priority to make its organization successful; hard work, loyalty, communication, respect motivation, welfare of employee, socialization.

These are the few comparisons that could be done from the responses of the interviewees according their respective organizations. As conclusion you it was found that they all agree to the fact that communication is important when it comes to management of an organization. As stated before, these comparisons is also summarised in table 4.2.

4.5 Results of Research's Interview

The interviews made for this research was set to proof that communication is important in fulfilling managerial skills, which may lead to more productivity as shown from the research (Ruppel C. & Harrington, 2000:313).

From the previous chapter, the following can be understood, if effective communication is being done in an organization, the productivity of the company, the effectiveness of the workers, the commitment of the workers, the managerial work in the organization will be improved. This applies as well for organizations in Douala Cameroon.

From the interview done, comparisons of the answers made, all the sampled organizations agreed to the fact that communication is important in management. As interview research method was the research technics used for this research, interviews done through phone calls and especially emails may have some advantages and disadvantages.

4.5.1 Advantages of interview (Phone call and Emails)

- Cost: it is less costly to interview through the phone and email than face to face, since it takes more time, money and energy to travel towards the interviewee's location.
- Presence of Anonymity: many representative of organizations where more cooperate because they can't be identified following the ethical aspect of the interview that can relate to them. So anonymous to the answers they provide.
- No necessity to postpone: especially through emails, they can have time to respond.
- Personal style: during face-to-face interview (like body movement, facial expressions etc.), interviewees can be influenced by the way and style the questions are being asked. So through phone calls and emails, they are more comfortable and so open to reply.
- Global Consideration: due to cultural differences, interviewees may be influenced to answer the questions, curiosity to know about the topic of the research.

4.5.2 Disadvantages of interview (Phone calls and Emails)

- Duration to reply (emails): it can take a very long time to get the response from interviewees. Also due to the network problem in Cameroon sometimes, may affect the speed of the reply.
- Incomplete answers to questions: some answers may be omitted when answering and has to be emailed or recall. Some answers may not be well developed (E.g in the case of emails).
- Low interaction (emails): since it will not be really straight forward interactive, the participation is said to be low.

5. FINDINGS, DISCUSSIONS, RECOMMENDATIONS AND CONCLUSIONS

5.1 Introduction

The topic of this research is titled; The importance of communication in fulfilling managerial tasks. A study of Organizations in Douala Cameroon. Communication let it be internal or external, is essential for the growth and development of the organization. It has been shown from this research that organizations in Douala Cameroon are more effective on the external communication through marketing which include; TV, Show room, Radio, internet, flyers, sign boards, sales promotion etc., and less on internal communication, except for meetings and conferences.

5.2 Findings

Based on the findings of this research, the study has been able to reveal that effective communication creates mutual understanding and respect between management and workers to help build a genuine relationship among all the parties in the organization. This research also shows that poor communication can affect all the parties/stakeholders thus reducing productivity and effectiveness of all the parties concerned within the organization. Communication is a means through which the tasks and the resources needed to carry out an assignment, the roles, the duties and the result expected from each party in and organization which make work easier for better performances (Asamu, 2014:80).

For an organization to be productive, to increase its sales, to be more effective, to be more visible to customers, on the internet, or other media, communication must be effective. If there is no communication, an organization is running towards its bankrupt. As you increase the communication effectiveness, the productivity also increases.

Communication can also be used as a weapon toward other competitors (Morrison & Sheng, 1992). For example: if you are more visible through effective communication, a

wider population may become potential clients. Another example is, communicating with your team will always be noticed even from outsiders and this can play an important role in keeping the organization's team members on the same side. In management, communication within a team is important in meetings and to the public, since it leads to a better understanding and mutual respect (Clampitt & Downs, 1993:5-28).

Every organization should work hard to keep their communication effective in order to reach the organization's goal and objectives. So yes, it is important that communication should be made with the organization in order to provide satisfactory goods and services for consumers. Eventually if consumers are satisfied by the services and products provided, then the productivity and sales will be increased. The importance of communication in fulfilling managerial task. A study of Organizations in Douala Cameroon, as topic of this research has shown how communication is important in management.

As managers, communication should be seen as a basic tool in fulfilling their work with their team. Being open minded and respectful can really help boost their team's self-confident and thus productivity. Managers have noticed that the more effective communication is made, the more the working environment, the productivity, the sales, the consumers' number and the wider view to the public increases. Organizations in Douala are working hard on how to improve their methods of communication in order to improve their productivity.

The hypotheses behind this study were being verified using the literature review and the interview done with representatives of the sampled organizations. It has been showed from literature review and interview with the organizations that, RH1& RH2 were being explained in literature review of this research. As for the RH3, it was clearly understood that organizations all agreed to say that effective communication has a strong relationship when it comes to workers performance, satisfaction, productivity and commitment. So the research hypotheses were being agreed on.

5.3 Discussions

This study is to make understand how effective communication can affect managerial duties, management and productivity in an organization. Data is collected using interview (Semi-structured Interview), by contacting organizations representatives in Cameroon. Additionally, this data can be recorded and reviewed several times by the researcher (when necessary) to help producing an accurate interview report (Berg, 2007). As stated before lack of communication can really impact on the productivity of an organization. In underdeveloped countries like Cameroon, organizations give more priorities to the external communication and not to the internal communication. This study investigates the extent at which communication in an organization is being done and its importance. Since communication implies transmitting information, from one person to another. Access to information in organizations found in developing countries should be taken more seriously. This study is limited to organizations in Douala Cameroon, ten (10) selected from the list of the first 100 companies in Cameroon (National Institute of Statistics of Cameroon (N.I.S.), 2010).

Management in an organization is concerned with the employer and the employee. Usually the person concerned with the managing duties are the managers in a direct hierarchical order. While managing, communication can flow from Downward (from manager to employee), Upward (from employee to manager), and Horizontal (between same hierarchical level in different department) in an Organization. The roles of managers are specific namely; planning, organizing, staffing, directing and controlling. The concept of managerial communication involves the types of managerial communication (internal and external communication), objectives of managerial communication, the methods, means and factors that determine the appropriate method of managerial communication.

In the research some effects associated to managerial communication on sales are listed and explained, this involves the precautions taken for managerial communication effectiveness on sales, the means by which organization's sales increased through managerial communication, and the empirical researches about the relationship between managerial communication and sales. The impact of lack of communication is

discussed; let it be on the internal communication or the external communication. Theoretical framework discussed the pattern which this research will take; that is the input, process, output and its feedback.

The research methodology, involves the methods used in this research in other to collect data. The different ways of data collection in a research study are being discussed in this study (Berg, 2001:167). The research design study used in this particular work was described; which is semi-structured interview and the process in decision making in communication as well. The importance of communication in management of the employees, in the commercialization of its product and services, and also its importance in management of its environments (internal environment and external environment). The internal environment composed of employees, suppliers, and associates, the external environment composed of sales, consumers, suppliers, collaborators, and government. The organizations' sample research study discussed the source and method of data collection for the research as well.

The data collected through the interview was being introduced, presented, and interpreted. During the process of data collection, some advantages and disadvantages of the interview method (semi-structured interview) of data collection are observed. The analysis and interpretation of the data collected, discussed is being done on both quantitative and qualitative and the overall research point of view.

Besides, this study goes ahead to highlight the importance of employee's satisfaction, with respect to them communicating effectively. It is observed that there is a considerable level of effective communication in a majority of the sampled organizations, resulting from employees' satisfaction and moderate rate of motivation from the employers. Nevertheless, it appears that more efforts should be done towards employees by employers in organizations, so as to encourage, motivate and reward employees, thus implementing beneficiary practices towards the organization for its growth.

5.4 Recommendations

The main objective of this research was to evaluate the importance of communication in fulfilling managerial duties in organizations found in Douala Cameroon and it has been understood that with effective communication, organizations productivity and goals are easily reached. Organization should eliminate the barriers on communication and create efficient participative and transparent communication medium to improve worker's commitment. Organizations in Douala Cameroon have to be very effective in order to reach their fixed goals; they should not neglect any party/stakeholder within the organization. Managers should be leaders, they should pay attention to their team members behaviour, creates a surrounding of respect and trust. They should encourage their team, to give their opinion during meetings and conferences, promote their work and congratulate them when necessary. Help in improving themselves effectively by telling them their errors and directing them towards the correct path.

Managers should encourage effective communication in order to get feedback from their workers; these feedbacks will eventually enable the managers to know if the goals and the objectives of a particular work was been achieved or if there are some rectifications/ adjustments to be made. Communicating effectively will definitely affect clients, positively since effective communication will increase productivity of products and services, a wider view and knowledge of the goods and services to the clients. So if communication is effective, productivity is increased.

Managers in Douala Cameroon should not just focus on the external communication, but also on the internal communication within the organization. Considering the fact that, if communication within the organization is effective, the workers will consider their selves important and will be devoted to their work. In order to avoid uncertainty about future work, assigning the roles and duties and expected results of each employee could be essential through effective communication.

5.4 Conclusions

As technology is improving, the need of transmitting information increases. In the developing countries, like Cameroon organizations are learning how to improve knowledge of this new technology, this can be done through effective communication.

Though managerial skills can be well accomplished using appropriate tools, effective communication should be an Organization's priority in transmitting information. In an organization, the major role players are the managers and workers. In this research, the importance of communication in management is being discussed and understood. Data is being collected through interview from sample organizations in Douala Cameroon. From the data collected, results are analysed and interpreted and some conclusions made from the data.

Though in Douala, Cameroon organizations are improving in their communication skills in order to improve their productivity and expansion, however some efforts have to be done towards encouraging and motivating the employees in order to be more productive and contributing in the organization's growth and development. Based on the data analysis, interview and observations, it can be concluded that; employee's work motivation is classified into high and employee performance is classified as high. The employee being at the centre of an organization is the most valuable resource that has been experienced in organizations as they grow. Therefore it should come as no surprise that research has attributed a lot of importance to employees' satisfaction in an organization.

From research's results, the research study agrees to the hypothesis that there is significant relationship between effective communication and organization's growth, work performance, productivity and workers commitments. In Douala Cameroon, communication is important when fulfilling managerial duties in Organizations.

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APPENDICES

Appendix A: Ethical Report Approval Letter

Appendix B: The First 100 Organizations in Cameroon In Terms Of Capital.

Appendix C: The First 100 Organizations in Cameroon In Terms Of Numbers Of Employees

Appendix D: Lists of Organizations by Industry Sector and Age.

Appendix E: Interview Responses From The Sampled Organizations.

Appendix F: Percentage Corresponding To People Using Media Sources Everyday/Never As A Means Of Communication (Cameroon).

Appendix G: Cameroon Map.

Appendix H: Cameroon Flag.

Appendix A: Ethical Report Approval Letter

Evrak Tarih ve Sayısı: 10/08/2018-4597



T.C.
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10/08/2018

Sayın MARCELLE MALIEUGOUE TCHOUABEH

Enstitümüz Y1512.130086 numaralı İşletme (İngilizce) Anabilim Dalı İşletme Yönetimi (İngilizce) tezli yüksek lisans programı öğrencilerinden MARCELLE MALIEUGOUE TCHOUABEH'in "THE IMPORTANCE OF COMMUNICATION IN FULFILLING MANAGERIAL TASKS IN CAMEROON" adlı tez çalışması gereği "Interview Questions" ile ilgili anketi 07/03/2018 tarihli ve 2018/09 sayılı İstanbul Aydın Üniversitesi Etik Komisyon Kararı ile etik olarak uygun olduğuna karar verilmiştir.

Bilgilerinizi rica ederim.

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Appendix B: The first 100 Organizations in Cameroon in Terms of Capital.

Le Répertoire des Entreprises du Cameroun : Principaux résultats

Edition
2010

Les cent premières entreprises en termes de chiffre d'affaires*

N°	Raison sociale	Sigle	Ville siège	Branche d'activité
1	SOCIETE NATIONALE DE RAFFINAGE	SONARA	LIMBE	RAFFINAGE DE PETROLE COKEFACTION ET TRANSFORMATION D AUTRES
2	TOTAL CAMEROUN SA	TOTAL CAMEROUN SA	DOUALA	COMMERCE DE GROS ET DE DETAIL
3	SOCIETE ANONYME DES BRASSERIES DU CAMEROUN	SABC	DOUALA	INDUSTRIE DE BOISSONS
4	PECTEN CAMEROUN COMPANY LLC	PCC	DOUALA	EXTRACTION D'HYDROCARBURES ET DE PRODUITS ENERGETIQUES
5	CAMEROUN OIL TRANSPORTATION COMPANY	C.O.T.C.O	DOUALA	TRANSPORT ENTREPOSAGE ET COMMUNICATION
6	MOBILE TELEPHONE NETWORK LTD	MTN CAMEROUN LTD	DOUALA	POSTES ET TELECOMMUNICATIONS
7	AES-SONEL	AES SONEL	DOUALA	PRODUCTION ET DISTRIBUTION D ELECTRICITE GAZ ET EAU
8	COMPAGNIE D'OPERATIONS PETROLIERES SCHLUMBERGER	SHLUMBERGER	DOUALA	EXTRACTION D'HYDROCARBURES ET DE PRODUITS ENERGETIQUES
9	ORANGE CAMEROUN SA	ORANGE	DOUALA	POSTES ET TELECOMMUNICATIONS
10	TOTAL E & P CAMEROUN	TOTAL E & P CAMEROUN	DOUALA	EXTRACTION D'HYDROCARBURES ET DE PRODUITS ENERGETIQUES
11	TEXACO CAMEROUN SA	TEXACO	DOUALA	COMMERCE DE GROS ET DE DETAIL
12	COMPAGNIE CAMEROUNAISE DE L'ALUMINIUM	ALUCAM	EDEA	FABRICATION DES PRODUITS METALLURGIQUES DE BASE ET D'OUVRAGE EN METAUX
13	TRADEX SA	TRADEX	DOUALA-AKWA	COMMERCE DE GROS ET DE DETAIL
14	LES CIMENTERIES DU CAMEROUN	CIMENCAM	DOUALA BONABERI	FABRICATION D AUTRES PRODUITS MINERAUX NON METALLIQUES MATERIAUX DE CONSTRUCTION
15	CONGELCAM S.A	CONGELCAM	DOUALA BONANJO BASE NAVALE	COMMERCE DE GROS ET DE DETAIL
16	LIBYA OIL CAMEROON	OILIBYA	DOUALA AKWA	COMMERCE DE GROS ET DE DETAIL
17	CAMEROON DEVELOPMENT CORPORATION	C.D.C	LIMBE	AGRICULTURE INDUSTRIELLE ET D'EXPORTATION
18	TELCAR COCOA LTD	TELCAR COCOA LTD	DOUALA	COMMERCE DE GROS ET DE DETAIL
19	OLAMCAM SARL		BONANJO	COMMERCE DE GROS ET DE DETAIL
20	CAMEROON TELECOMMUNICATION	CAMTEL	YAOUNDE	POSTES ET TELECOMMUNICATIONS
21	PLANTATION DU HAUT PENJA	PHP	NJOMBE	AGRICULTURE INDUSTRIELLE ET D EXPORTATION
22	SOCIETE GENERALE DE BANQUES AU CAMEROUN	SGBC	DOUALA BONANJO	ACTIVITES FINANCIERES
23	CAMEROON MOTORS INDUSTRIES	CAMI	DOUALA BONABERIE	COMMERCE DE GROS ET DE DETAIL
24	CAMRAIL SA	CAMRAIL SA	DOUALA	TRANSPORT ENTREPOSAGE ET COMMUNICATION
25	SOCIETE SUCRIERE DU CAMEROUN.S.A	SOSUCAM	NKOTENG	INDUSTRIE DU CACAO DU CAFE DU THE ET DU SUCRE
26	SOCIETE NATIONALE DES HYDROCARBURES	SNH	YAOUNDE	EXTRACTION D'HYDROCARBURES ET DE PRODUITS ENERGETIQUES
27	SHO CAMEROUN	SHO	DOUALA-BASSA	COMMERCE DE GROS ET DE DETAIL
28	LES GRANITES DU CAMEROUN	GRANIT-CAM.SARL	PENJA	EXTRACTION D HYDROCARBURES ET DE PRODUITS ENERGETIQUES
29	BANQUE INTERNATIONALE DE CREDIT ET D'EPARGNE DU CAMEROUN	BICEC	DOUALA	ACTIVITES FINANCIERES
30	SOCIETE CAMEROUNAISE DE TRANSFORMATION DE L'ALUMINIUM	SOCATRAL	EDEA ENTRE PREMIER ET 2 ^e PONT	FABRICATION DES PRODUITS METALLURGIQUES DE BASE ET D OUVRAGE

N°	Raison sociale	Sigle	Ville siège	Branche d'activité
31	ADER	ADER	DOUALA	COMMERCE DE GROS ET DE DETAIL
32	SOCIETE DE DEVELOPPEMENT DU COTON DU CAMEROUN.	SODECOTON	GAROUA	INDUSTRIES DU TEXTILE ET DE LA CONFECTION
33	SOCIETE FOKOU-FOBERD		YAOUNDE II(MOKOLO)	COMMERCE DE GROS ET DE DETAIL
34	GUINNESS CAMEROUN S.A	GCSA	DOUALA NDOG BONG	INDUSTRIE DE BOISSONS
35	NESTLE CAMEROUN SA.	NESTLE	DOUALA	INDUSTRIE DU LAIT DES FRUITS ET LEGUMES ET DES AUTRES PRODUITS
36	DOUALA INTERNATIONAL TERMINAL	DIT	DOUALA/BONANJO	TRANSPORT ENTREPOSAGE ET COMMUNICATION
37	ALPICAM INDUSTRIES SARL		DOUALA	INDUSTRIES DU BOIS SAUF FABRICATION DES MEUBLES
38	SOCIETE CAMEROUNAISE DE RAFFINAGE MAYA ET CIE	SCR MAYA ET CIE	BONABERI-DOUALA	INDUSTRIE DES OLEAGINEUX ET D'ALIMENTS POUR ANIMAUX
39	PORT AUTONOME DE DOUALA	PAD	DOUALA	TRANSPORT ENTREPOSAGE ET COMMUNICATION
40	ABEREC LIMITED	ABEREC LTD	DOUALA	FABRICATION DE MACHINES D APPAREILS ELECTRIQUES ET MATERIELS ELECTRONIQUES
41	SOCIETE HOTELIERE DE L'EST	HOTEL MANSANGA	BERTOUA-MOKOLO	RESTAURATION ET HOTELIERIE
42	CA SCB CAMEROUN	CA SCB	YAOUNDE	ACTIVITES FINANCIERES
43	LABOREX CAMEROUN SA	LABOREX	DOUALA AKWA	COMMERCE DE GROS ET DE DETAIL
44	CHOCOLATERIE CONFISERIE DU CAMEROUN	CHOCOCAM	DOUALA	INDUSTRIE DU CACAO DU CAFE DU THE ET DU SUCRE
45	CABINET NANA		GAROUA	ACTIVITES DE SERVICES AUX ENTREPRISES
46	SIC CACAOS		DOUALA-CITE SIC	INDUSTRIE DU CACAO DU CAFE DU THE ET DU SUCRE
47	LA PASTA S.A	LA PASTA S.A	DOUALA	TRAVAIL DES GRAINS ET FABRICATION DES PRODUITS AMYLACES
48	SOCIETE CAMEROUNAISE DE PALMERAIS	SOCAPALM	DOUALA	INDUSTRIE DES OLEAGINEUX ET D'ALIMENTS POUR ANIMAUX
49	RAZEL CAMEROUN	RAZEL	YAOUNDE	CONSTRUCTION
50	AFRILAND FIRST BANK	FIRST BANK	YAOUNDE	ACTIVITES FINANCIERES
51	THE PRINTING AND PACKAGING COMPANY	PRINTPAK SA	DOUALA BONABERI	FABRICATION DE PAPIER ET D'ARTICLES EN PAPIER IMPRIMERIE ET EDITION
52	GMGHEVEA CAMEROUN S.A	GMG-HEVECAM SA	NIETE	PRODUCTION DE CAOUTCHOUC ET FABRICATION D'ARTICLES EN CAOUTCHOUC
53	SOCIETE GRAND MOULIN DU CAMEROUN	SGMC	DOUALA/BONANJO	TRAVAIL DES GRAINS ET FABRICATION DES PRODUITS AMYLACES
54	UNITE CAMEROUNAISE PHARMACEUTIQUE	UCPHARM	DOUALA BASSA	COMMERCE DE GROS ET DE DETAIL
55	COMMERCIAL BANK CAMEROON	CBC	DOUALA	ACTIVITES FINANCIERES
56	CHANTIER NAVAL ET INDUSTRIEL DU CAMEROUN	CNIC	DOUALA DEIDO BONATONE	FABRICATION DE MATERIEL DE TRANSPORT
57	BRITISH AMERICAN TOBACCO	BAT	DOUALA	COMMERCE DE GROS ET DE DETAIL
58	SOCIETE FORESTIERE ET INDUSTRIELLE DE LA DOUME	SFID.SA	DOUALA-BONAPRISO	EXPLOITATION FORESTIERE
59	DTP TERRASSEMENT	DTP TERRASSEMENT	YAOUNDE	CONSTRUCTION
60	SCAC DELMAS VIEUX (SDV)	SDV	DOUALA BONANJO	TRANSPORT ENTREPOSAGE ET COMMUNICATION
61	SOCIETE DE COMMERCE ET DE PRESTATION DE SERVICES	SARL SOCOPRES	YAOUNDE	COMMERCE DE GROS ET DE DETAIL
62	GROUPEMENT DES ENTREPRISES DE TRANSPORT MARITIME ET	GETMA	DOUALA BONANJO BASE NAVALE	TRANSPORT ENTREPOSAGE ET COMMUNICATION

N°	Raison sociale	Sigle	Ville siège	Branche d'activité
	AERIEN			
63	SOCIETE INDUSTRIELLE DE MBANG	SIM	YAOUNDE	INDUSTRIES DU BOIS SAUF FABRICATION DES MEUBLES
64	ECOBANK		DOUALA AKWA	ACTIVITES FINANCIERES
65	AEROPORTS DU CAMEROUN SA	ADC SA	YAOUNDE	TRANSPORT ENTREPOSAGE ET COMMUNICATION
66	SOCIETE ANONYME DE GERANCE ET D'ARMEMENT	SAGA	DOUALA BONANJO	TRANSPORT ENTREPOSAGE ET COMMUNICATION
67	EURO OIL LIMITED		DOUALA-BONANJO (BASE NAVALE)	EXTRACTION D'HYDROCARBURES ET DE PRODUITS ENERGETIQUES
68	MEDITERRANEAN SHIPPING COMPANY S.A	MSC	DOUALA-BONANJO (BASE NAVALE)	EXTRACTION D'HYDROCARBURES ET DE PRODUITS ENERGETIQUES
69	CFAO TECHNOLOGIES SA	CFAO TECHNOLOGIES SA	DOUALA	ACTIVITES DE SERVICES AUX ENTREPRISES
70	COTONNIERE INDUSTRIELLE DU CAMEROUN	CICAM	DOUALA/NDOKOTI	INDUSTRIES DU TEXTILE ET DE LA CONFECTION
71	SOCIETE CAMEROUNAISE DE TRANSFORMATION DE BLE	SCTB	DOUALA BASSA	TRAVAIL DES GRAINS ET FABRICATION DES PRODUITS AMYLACES
72	HUILE ET DIVERS DU CAMEROUN SARL	H.D.C SARL	DOUALA BONABERI	AGRICULTURE INDUSTRIELLE ET D EXPORTATION
73	ED&F MAN CACAO	MAN	DOUALA	COMMERCE DE GROS ET DE DETAIL
74	SOCIETE CAMEROUNAISE DE VERRERIE	SOCAVER SA	DOUALA/NDOGBONG	FABRICATION D'AUTRES PRODUITS MINERAUX NON METALLIQUES MATERIAUX DE CONSTRUCTION
75	STE ZEPOL (BOULANGERIE PATISserie)	ZEPOL	DOUALA BLD DE LA LIBERTE AKWA	FABRICATION DE PRODUITS A BASE DE CEREALES
76	HYGIENE ET SALUBRITE DU CAMEROUN	HYSACAM	DOUALA	AUTRES ACTIVITES FOURNIS A LA COLLECTIVITE SERVICES SOCIAUX
77	SOCIETE ALIMENTAIRE DU CAMEROUN	SOACAM SARL	YAOUNDE	COMMERCE DE GROS ET DE DETAIL
78	SOCIETE DE DISTRIBUTION ET D'ACHAT DIVERS	SDAD	DOUALA	COMMERCE DE GROS ET DE DETAIL
79	YARA CAMEROUN		DOUALA	COMMERCE DE GROS ET DE DETAIL
80	COMPLEXE CHIMIQUE CAMEROUNAIS	CCC	DOUALA ZONE INDUSTRIELLE BASSA	INDUSTRIES CHIMIQUES ET FABRICATION DE PRODUITS CHIMIQUES
81	ORGANISATION DES PRODUCTEURS DE COTON DU CAMEROUN	OPCC GIE	GAROUA	COMMERCE DE GROS ET DE DETAIL
82	QUEEN FISH CAMEROON S.A		DOUALA BONEBELA	COMMERCE DE GROS ET DE DETAIL
83	SOCIETE CAMEROUNAISE DE SAVONNERIE SARL	S.C.S	BAFOUSSAM/BAMOUGOUM/KAMKOP	INDUSTRIES CHIMIQUES ET FABRICATION DE PRODUITS CHIMIQUES
84	WIJMA DOUALA	G.W.Z	DOUALA BONANJO	EXPLOITATION FORESTIERE
85	SUMOCA SA	SUMOCA SA	DOUALA	ACTIVITES DE SERVICES AUX ENTREPRISES
86	SOCIETE BUNS	SOCIETE BUNS	YAOUNDE	CONSTRUCTION
87	SOCIETE DES PLANTATIONS DE MBANGA	SPM	DOUALA	AGRICULTURE INDUSTRIELLE ET D EXPORTATION
88	COMPLEXE CHIMIQUE INDUSTRIEL DU CAMEROUN	CCIC S.A	DOUALA	INDUSTRIES CHIMIQUES ET FABRICATION DE PRODUITS CHIMIQUES
89	SOCIETE ARNO	ARNO	DOUALA-AKWA	COMMERCE DE GROS ET DE DETAIL
A	SOCIETE AFRICAINE FORESTIERE ET AGRICOLE DU CAMEROUN	SAFACAM	DIZANGUE KM3	INDUSTRIE DES OLEAGINEUX ET D ALIMENTS POUR ANIMAUX
91	CAMEROUNAISE DES EAUX	CDE	DOUALA KOUMASSI	PRODUCTION ET DISTRIBUTION D ELECTRICITE GAZ ET EAU
92	COMPAGNIE EQUATORIALE DE	CEP	DOUALA	INDUSTRIES CHIMIQUES ET FABRICATION

N°	Raison sociale	Sigle	Ville siège	Branche d'activité
	PEINTURES			DE PRODUITS CHIMIQUES
93	GALAXIE NET COM		DOUALA MADAGASCAR	PRODUCTION ET DISTRIBUTION D ELECTRICITE GAZ ET EAU
94	ENGELE CAM		YAOUNDE ANGUISSA	PRODUCTION ET DISTRIBUTION D ELECTRICITE GAZ ET EAU
95	ENERGIE CAMEROUN		YAOUNDE ESSOS	PRODUCTION ET DISTRIBUTION D ELECTRICITE GAZ ET EAU
96	ZION CONTRACTOR SARL	ZC	YAOUNDE	PRODUCTION ET DISTRIBUTION D ELECTRICITE GAZ ET EAU
97	AMPCI AIR MINERAL PRODUCT CAMEROUN	AMPC	DOUALA	PRODUCTION ET DISTRIBUTION D ELECTRICITE GAZ ET EAU
98	STANDARD CHARTERED BANK		DOUALA	ACTIVITES FINANCIERES
99	SOCIETE DES PALMERAIS DE LA FERME-SUISSE PALM'OR	S.P.F.S. PALM'OR	APOUH	AGRICULTURE INDUSTRIELLE ET D'EXPORTATION
100	ALPI PIETRO ET FILS		DOUALA-BONABERI	EXPLOITATION FORESTIERE



Appendix C: The First 100 Organizations in Cameroon in Terms of Numbers of Employees.

Le Répertoire des Entreprises du Cameroun : Principaux résultats

Edition
2010

Les cent premières entreprises en termes d'effectifs employés*

N°	Raison sociale	Sigle	Ville siège	Branche d'activité
1	CAMEROON DEVELOPMENT CORPORATION	C.D.C	LIMBE	AGRICULTURE INDUSTRIELLE ET D EXPORTATION
2	PLANTATION DU HAUT PENJA	PHP	NJOMBE	AGRICULTURE INDUSTRIELLE ET D EXPORTATION
3	GMGHEVEA CAMEROUN S.A	GMG-HEVECAM SA	NIETE	PRODUCTION DE CAOUTCHOUC ET FABRICATION D ARTICLES EN CAOUTCHOUC
4	G4S SECURITY		YAOUNDE	ACTIVITES DE SERVICES AUX ENTREPRISES
5	AES-SONEL	AES SONEL	DOUALA	PRODUCTION ET DISTRIBUTION D ELECTRICITE GAZ ET EAU
6	HYGIENE ET SALUBRITE DU CAMEROUN	HYSACAM	DOUALA	AUTRES ACTIVITES FOURNIS A LA COLLECTIVITE, SERVICES SOCIAUX
7	GROUPEMENT PROFESSIONNEL DES ACCONIERES DU CAMEROUN	GPAC	DOUALA	AUTRES ACTIVITES FOURNIS A LA COLLECTIVITE, SERVICES SOCIAUX
8	CAMEROON TELECOMMUNICATION	CAMTEL	YAOUNDE	POSTES ET TELECOMMUNICATIONS
9	CAMEROUNAISE DES EAUX	CDE	DOUALA	PRODUCTION ET DISTRIBUTION D ELECTRICITE GAZ ET EAU
10	CAMRAIL SA	CAMRAIL SA	DOUALA	TRANSPORT ENTREPOSAGE ET COMMUNICATION
11	SOCIETE DE DEVELOPPEMENT DU COTON DU CAMEROUN	SODECOTON	GAROUA	INDUSTRIES DU TEXTILE ET DE LA CONFECTION
12	SOCIETE DES PLANTATIONS DE MBANGA	SPM	DOUALA	AGRICULTURE INDUSTRIELLE ET D'EXPORTATION
13	CAMEROON RADIO TELEVISION	CRTV	YAOUNDE	POSTES ET TELECOMMUNICATIONS
14	SOCIETE ANONYME DES BRASSERIES DU CAMEROUN	SABC	DOUALA	INDUSTRIE DE BOISSONS
15	SOCIETE SUCRIERE DU CAMEROUN S.A	SOSUCAM	NKOTENG	FABRICATION DU SUCRE DU THE ET DU SUCRE
16	SOCIETE AFRICAINE FORESTIERE ET AGRICOLE DU CAMEROUN	SAFACAM	DIZANGUE	INDUSTRIE DES OLEAGINEUX ET D ALIMENTS POUR ANIMAUX
17	SOCIETE FOKOU-FOBERD		YAOUNDE	COMMERCE DE GROS ET DE DETAIL
18	SOCIETE CAMEROUNAISE DE PALMERAIS	SOCAPALM	DOUALA	INDUSTRIE DES OLEAGINEUX ET D ALIMENTS POUR ANIMAUX
19	SOCIETE FORESTIERE ET INDUSTRIELLE DE LA DOUME	SFID.SA	DOUALA	EXPLOITATION FORESTIERE
20	CAMEROON POSTAL SERVICES	CAMPOST	YAOUNDE	POSTES ET TELECOMMUNICATIONS
21	ALPICAM INDUSTRIES SARL		DOUALA	INDUSTRIES DU BOIS SAUF FABRICATION DES MEUBLES
22	AFRICA SECURITY CAMEROON		DOUALA	ACTIVITES DE SERVICES AUX ENTREPRISES
23	COTONNIERE INDUSTRIELLE DU CAMEROUN	CICAM	DOUALA	INDUSTRIES DU TEXTILE ET DE LA CONFECTION
24	PAMOL PLANTATIONS PUBLIC LIMITED COMPANY	PPLC	LOBE	INDUSTRIE DES OLEAGINEUX ET D ALIMENTS POUR ANIMAUX
25	INTERINA	INTERINA	DOUALA	ACTIVITES DE SERVICES AUX ENTREPRISES
26	PORT AUTONOME DE DOUALA	PAD	DOUALA	TRANSPORT ENTREPOSAGE ET COMMUNICATION
27	AEROPORTS DU CAMEROUN SA	ADC SA	YAOUNDE	TRANSPORT ENTREPOSAGE ET COMMUNICATION
28	RAZEL CAMEROUN	RAZEL	YAOUNDE	CONSTRUCTION
29	CONGELCAM S.A	CONGELCAM	DOUALA	COMMERCE DE GROS ET DE DETAIL
30	HOPITAL LAQUINTINIE DE DOUALA	HLD	DOUALA	SANTE ET ACTION SOCIALE
31	SOCIETE ANONYME DE GERANCE ET D'ARMEMENT	SAGA	DOUALA	TRANSPORT ENTREPOSAGE ET COMMUNICATION
32	PARI MUTUEL URBAIN CAMEROUNAIS	P.M.U.C	DOUALA	AUTRES ACTIVITES FOURNIS A LA COLLECTIVITE, SERVICES SOCIAUX
33	ORANGE CAMEROUN SA	ORANGE	DOUALA	POSTES ET TELECOMMUNICATIONS

N°	Raison sociale	Sigle	Ville siège	Branche d'activité
34	MOBILE TELEPHONE NETWORK LTD	MTN CAMEROUN LTD	DOUALA	POSTES ET TELECOMMUNICATIONS
35	COMPAGNIE CAMEROUNAISE DE L'ALUMINIUM	ALUCAM	EDEA	FABRICATION DES PRODUITS METALLURGIQUES DE BASE ET D'OUVRAGE EN METAUX
36	BANQUE INTERNATIONALE DE CREDIT ET D'EPARGNE DU CAMEROUN	BICEC	DOUALA	ACTIVITES FINANCIERES
37	SOCIETE GENERALE DE BANQUES AU CAMEROUN	SGBC	DOUALA	ACTIVITES FINANCIERES
38	HOPITAL GENERAL DE YAOUNDE	H G Y	YAOUNDE	SANTE ET ACTION SOCIALE
39	ARAB CONTRACTORS CAMEROON LTD		YAOUNDE	CONSTRUCTION
40	SOCIETE CAMEROUNAISE DE RAFFINAGE MAYA ET CIE	SCR MAYA ET CIE	DOUALA	INDUSTRIE DES OLEAGINEUX ET D ALIMENTS POUR ANIMAUX
41	CHANTIER NAVAL ET INDUSTRIEL DU CAMEROUN	CNIC	DOUALA	FABRICATION DE MATERIEL DE TRANSPORT
42	SCAC DELMAS VIELJEUX (SDV)	SDV	DOUALA	TRANSPORT ENTREPOSAGE ET COMMUNICATION
43	SOCIETE NATIONALE DE RAFFINAGE	SONARA	LIMBE	RAFFINAGE DE PETROLE COKEFACTION ET TRANSFORMATION D'AUTRES PRODUITS ENERGETIQUES
44	WIJMA DOUALA	G.W.Z	DOUALA	EXPLOITATION FORESTIERE
45	SOCIETE DES GRUMES DU CAMEROUN	GRUMCAM	DOUALA	EXPLOITATION FORESTIERE
46	CA SCB CAMEROUN	CA SCB	YAOUNDE	ACTIVITES FINANCIERES
47	LES CIMENTERIES DU CAMEROUN	CIMENCAM	DOUALA	FABRICATION D AUTRES PRODUITS MINERAUX NON METALLIQUES MATERIAUX DE CONSTRUCTION
48	PLACAGE DU CAMEROUN	PLACAM	DOUALA	INDUSTRIES DU BOIS SAUF FABRICATION DES MEUBLES
49	SOCIETE DE TRANFORMATION DE BOIS DE LA KADEY	S.T.B.K	BATOURI	EXPLOITATION FORESTIERE
50	SHO CAMEROUN	SHO	DOUALA-BASSA	COMMERCE DE GROS ET DE DETAIL
51	FOOD CASH CROP ANIMAL HUSBANDRY AND MEDICINAL PLANT PROMOTION	FDCAHMEPRO	NITOP III ROAD READING TO AZIRE NEW CHURCH	AGRICULTURE VIVRIERE
52	UNION DES GROUPE D'INITIATIVES COMMUNE DES AGRICULTEURS MODERNES	UGAMO	OSSOESSAM	AGRICULTURE VIVRIERE
53	SUCCURSALE SOGEA-SATOM CAMEROUN	SOGEA-SATOM	YAOUNDE	CONSTRUCTION
54	SOCIETE CAMEROUNAISE DE PRODUITS LAITIERS	CAMLAIT	DOUALA	INDUSTRIE DU LAIT DES FRUITS ET LEGUMES ET DES AUTRES PRODUITS ALIMENTAIRES
55	SOCIETE CAMEROUNAISE DE TRANSFORMATION DU BOIS	SCTB SARL	YAOUNDE	FABRICATION DE MEUBLES ACTIVITES DE FABRICATION NCA ET RECUPERATION
56	PAMOL PLANTATION		DOUALA	INDUSTRIE DES OLEAGINEUX ET D ALIMENTS POUR ANIMAUX
57	FABRIQUE CAMEROUNAISE DE PARQUET	FIPCAM	YAOUNDE	EXPLOITATION FORESTIERE
58	GUINNESS CAMEROUN S.A	GCSA	DOUALA	INDUSTRIE DE BOISSONS
59	SOCIETE INDUSTRIELLE DE MBANG	SIM	YAOUNDE	INDUSTRIES DU BOIS SAUF FABRICATION DES MEUBLES
60	HOPITAL GENERAL DE DOUALA	HGD	DOUALA BEEDI	SANTE ET ACTION SOCIALE
61	AGENCE POUR LA SECURITE DE LA NAVIGATION AERIEENNE EN AFRIQUE ET A MADAGASCAR	ASECNA	DOUALA	ACTIVITES DE SERVICES AUX ENTREPRISES
62	STE NOUVELLE DES CONTREPLAQUETS DU CAMEROUN	SN.COCAM	DOUALA	INDUSTRIES DU BOIS SAUF FABRICATION DES MEUBLES
63	PREMIER INTERNATIONAL COMPLEX		GAROUA	EDUCATION
64	ELEGANCE PRESSING		DOUALA	AUTRES ACTIVITES FOURNIS A LA COLLECTIVITE SERVICES SOCIAUX
65	HOPITAL GYNCO-OBSTETRIQUE ET PEDIATRIQUE DE YAOUNDE	HGOPY	YAOUNDE-NGOOUSSO	SANTE ET ACTION SOCIALE

N°	Raison sociale	Sigle	Ville siège	Branche d'activité
66	SOCIETE D'EXPLOITATION DES PARCS A BOIS DU CAMEROUN	SEPBC	DOUALA	TRANSPORT ENTREPOSAGE ET COMMUNICATION
67	STE D'EXPLOITATION DES BOIS DU CAMEROUN	SEBC SARL	DOUALA	COMMERCE DE GROS ET DE DETAIL
68	SOCIETE IMMOBILIERE DU CAMEROUN	SIC	YAOUNDE CENTRE VILLE	ACTIVITES IMMOBILIERES
69	SOCIETE DES SUPER BAZAR	SOCSUBA SARL	YAOUNDE NKOLNDONGO	COMMERCE DE GROS ET DE DETAIL
70	GROUPEMENT PANTECHNIKI-EDOK ETER		DOUALA	CONSTRUCTION
71	SOCIETE QUIFEROU CAMEROUN	SOQUICAM SARL	DOUALA	COMMERCE DE GROS ET DE DETAIL
72	CAMEROUN TEA ESTATES SA	C.T.E	DOUALA	AGRICULTURE INDUSTRIELLE ET D EXPORTATION
73	SECURITY DOG	SECURITY DOG	YAOUNDE	ACTIVITES DE SERVICES AUX ENTREPRISES
74	IMPRIMERIE NATIONALE		YAOUNDE	FABRICATION DE PAPIER ET D ARTICLES EN PAPIER IMPRIMERIE ET EDITION
75	AFRILAND FIRST BANK	FIRST BANK	YAOUNDE	ACTIVITES FINANCIERES
76	SOFAVINC SARL		YAOUNDE 3EME	COMMERCE DE GROS ET DE DETAIL
77	UNITED TRANSPORT AFRICA (CAMEROUN) S.A.	U.T.A (CAM)	DOUALA	TRANSPORT ENTREPOSAGE ET COMMUNICATION
78	SOCIETE D'EXPLOITATION FORESTIERE ET AGRICOLE DU CAMEROUN SA	S.E.F.A.C SA	DOUALA	EXPLOITATION FORESTIERE
79	NESTLE CAMEROUN SA.	NESTLE	DOUALA	INDUSTRIE DU LAIT DES FRUITS ET LEGUMES ET DES AUTRES PRODUITS
80	SOCIETE DE PRESSE ET D'EDITIONS DU CAMEROUN	SOPECAM	YAOUNDE MVOG ATANGANA MBALLA	FABRICATION DE PAPIER ET D ARTICLES EN PAPIER IMPRIMERIE ET EDITION
81	BOULANGERIE PATISserie ACROPOLE	ACROPOLE SARL	YAOUNDE	FABRICATION DE PRODUITS A BASE DE CEREALES
82	COMMERCIAL BANK CAMEROON	CBC	DOUALA	ACTIVITES FINANCIERES
83	KETCH SARL	KETCH SARL	YAOUNDE	CONSTRUCTION
84	UNION CAMEROUNAISE DES BRASSERIES	UCB	DOUALA	INDUSTRIE DE BOISSONS
85	SOFAMAC SARL		YAOUNDE SOA	COMMERCE DE GROS ET DE DETAIL
86	CHOCOLATERIE CONFISERIE DU CAMEROUN	CHOCOCAM	DOUALA	INDUSTRIE DU CACAO DU CAFE DU THE ET DU SUCRE
87	CAMEROON MOTORS INDUSTRIES	CAMI	DOUALA	COMMERCE DE GROS ET DE DETAIL
88	GLOBAL SECURITY SYSTEM	GSS	DOUALA	ACTIVITES DE SERVICES AUX ENTREPRISES
89	AFRICA OMNIBUSINESS-SARL	AFROMNI	GAROUA	ACTIVITES DE SERVICES AUX ENTREPRISES
90	CENTRE HOSPITALIER UNIVERSITAIRE DE YAOUNDE	CHUY	YAOUNDE/MELN	SANTE ET ACTION SOCIALE
91	PALLISCO SARL	PALLISCO	DOUALA BONANJO	EXPLOITATION FORESTIERE
92	CAMEROON HOTELS CORPORATION SA	HILTON HOTEL	YAOUNDE	RESTAURATION ET HOTELIERIE
93	CHINA ROAD AND BRIDGE CORPORATION	CRB CO	DOUALA	CONSTRUCTION
94	OK PLAST-CAM	OKPLAST	DOUALA	PRODUCTION DE CAOUTCHOUC ET FABRICATION D ARTICLES EN CAOUTCHOUC
95	ALPI PIETRO ET FILS		DOUALA	EXPLOITATION FORESTIERE
96	SOCIETE INDUSTRIELLE ET FORESTIERE DE LA LEKOUNDJE	SFIL	DOUALA	INDUSTRIES DU BOIS SAUF FABRICATION DES MEUBLES
97	CAMEROON CIVIL AVIATION AUTHORITY	CCAA	YAOUNDE MVAN	ACTIVITES DE SERVICES AUX ENTREPRISES
98	TRANSFORMATION TROPICALE DU SUD	TTS CAMEROUN	DOUALA	INDUSTRIES DU BOIS SAUF FABRICATION DES MEUBLES
99	SOCIETE CAMEROUNAISE D'OPERATIONS MARITIMES	SOCOMAR	DOUALA	TRANSPORT ENTREPOSAGE ET COMMUNICATION
100	GARANTI EXPRESS COMPANY LTD		BAMENDA	TRANSPORT ENTREPOSAGE ET COMMUNICATION

Appendix D: Lists of Organizations by Industry sector and Age.

Le Répertoire des Entreprises du Cameroun : Principaux résultats

Edition
2010

	Branche d'activité	Nombre d'entreprises et établissements	En % du total
	activités financières	1 606	1,7
	activités immobilières	136	0,1
	activités de services aux entreprises	5 329	5,7
	administrations publiques et sécurité sociale	38	0,0
	Education	2 828	3,0
	santé et action sociale	1 667	1,8
	autres activités fournis à la collectivité services sociaux et personnels	5 741	6,1
	sous total	80 109	85,3
	ND	1 361	1,4
	Total	93 969	100,0

Répartition des entreprises selon l'âge

âge	Nombre d'entrepr ises	En % du total	âge	Nombre d'entrepr ises	En % du total	âge	Nombre d'entrepr ises	En % du total	âge	Nombre e d'entrepr ises	En % du total
0 an	16 219	17,3	27 ans	207	0,2	54 ans	8	0,0	81 ans	2	0,0
1 an	11 977	12,7	28 ans	90	0,1	55 ans	12	0,0	82 ans	6	0,0
2 ans	11 583	12,3	29 ans	262	0,3	56 ans	24	0,0	83 ans	6	0,0
3 ans	8 138	8,7	30 ans	162	0,2	57 ans	25	0,0	84 ans	3	0,0
4 ans	5 502	5,9	31 ans	151	0,2	58 ans	14	0,0	85 ans	1	0,0
5 ans	5 212	5,5	32 ans	76	0,1	59 ans	35	0,0	86 ans	2	0,0
6 ans	3 031	3,2	33 ans	70	0,1	60 ans	13	0,0	87 ans	25	0,0
7 ans	2 703	2,9	34 ans	105	0,1	61 ans	14	0,0	88 ans	2	0,0
8 ans	2 042	2,2	35 ans	148	0,2	62 ans	40	0,0	89 ans	2	0,0
9 ans	2 742	2,9	36 ans	52	0,1	63 ans	4	0,0	90 ans	1	0,0
10 ans	2 504	2,7	37 ans	71	0,1	64 ans	9	0,0	91 ans	0	0,0
11 ans	1 277	1,4	38 ans	38	0,0	65 ans	2	0,0	92 ans	0	0,0
12 ans	915	1,0	39 ans	79	0,1	66 ans	5	0,0	93 ans	0	0,0
13 ans	758	0,8	40 ans	54	0,1	67 ans	5	0,0	94 ans	0	0,0
14 ans	732	0,8	41 ans	52	0,1	68 ans	1	0,0	95 ans	0	0,0
15 ans	835	0,9	42 ans	27	0,0	69 ans	4	0,0	96 ans	0	0,0
16 ans	421	0,4	43 ans	18	0,0	70 ans	9	0,0	97 ans	1	0,0
17 ans	483	0,5	44 ans	28	0,0	71 ans	3	0,0	98 ans	3	0,0
18 ans	318	0,3	45 ans	30	0,0	72 ans	1	0,0	99 ans	3	0,0
19 ans	702	0,7	46 ans	50	0,1	73 ans	8	0,0	ND	11 675	12,4
20 ans	604	0,6	47 ans	24	0,0	74 ans	2	0,0	Total	93 969	100,0
21 ans	291	0,3	48 ans	17	0,0	75 ans	7	0,0			
22 ans	276	0,3	49 ans	42	0,0	76 ans	2	0,0			
23 ans	199	0,2	50 ans	29	0,0	77 ans	3	0,0			
24 ans	233	0,2	51 ans	29	0,0	78 ans	2	0,0			
25 ans	221	0,2	52 ans	14	0,0	79 ans	5	0,0			
26 ans	121	0,1	53 ans	15	0,0	80 ans	1	0,0			

Appendix E: Interview Responses from the Sampled Organizations.

Organization A

1. Which post do you occupy in the organization? **ANS: Communication Manager**
2. In which industry is your organization and which economic sector best describe your organization (private/public)? **ANS: Private Hydroelectric Power**
3. Who is the founder of the company? In which year was your company founded/created? **ANS: Cameroon government founded (Powercam), then EDC. Later SONEL, and changed to AES (American) part of AES cooperation, and today is owned by British.**
4. Can you explain the average social characteristics of your organization? **ANS: We have a majority of men than women in average workers and the average age is around 25-40 years.**
5. What is the capital and amount of sales revenue? At the creation and the present one. **ANS: 4 770 000 000 FCFA is the estimated value of the present capital.**
6. Where are you located in other city and/or countries? **ANS: Based in Douala Cameroon, in Africa and the world.**
7. How many workers do you have in Douala Cameroon (branches)? **ANS: An average of 4000 in all Cameroon.**
8. How will you describe the relationship between workers within the organization? **ANS: Friendly and Professional.**
9. Do you think your workers prefer to work independently or as a team? **ANS: Depending on a specific job at hand, workers have to adapt to either alone or as a team.**
10. Do you have a performance management system in your organization? If yes, for what reasons? Who sets them? **ANS: Usually the human resources manager is in control of such. This can be helpful for appraisal and/or encouragement when the appropriate time arises.**

And 20 others questions related to the communication aspect of the organization for management;

11. Describe a difficult communication situation in your organization / project and how you overcame it. **ANS: we rarely go through such difficulties but in the past years it was about the feedback from employees.**
12. Who is responsible for the general communication within and out of the organization? Is the hierarchy respected? **ANS: As the communication manager, I am responsible for communication within/out of the communication.**
13. What are the means (emails, social media, phone calls etc.) of communication in your organization? Do you think the methods used in communication are effective? **ANS: We pay much attention to the communication, so we use**

basically most of the medium of communication available. They are effective since we receive feedback.

- 14 How much is the internal and external communication effective in your organization? **ANS:** I will say Effective.
- 15 In general, how satisfied are you with communication methods in your organization? **ANS:** Completely satisfied, when meetings are done, reports are being taken, phone calls are being made, and the right information is passed at the right time to the right person.
- 16 Which best describe your impression of communication within your company? **ANS:** Satisfactory.
- 17 What is the best thing about communication in the organization? **ANS:** Is the satisfaction of receiving feedback from employees.
- 18 Do you receive feedback from internal and external communication? **ANS:** Yes we do especially internal communication. Concerning external communication it's much more delicate knowing the feedback from customers are not clearly made.
- 19 Do you think the communication done within your organization helps in bringing in more profit/advantages to your organization? **ANS:** I know it does. Since we emphasised much on the communication.
- 20 What have you learned from your organization's mistakes from poor communication? **ANS:** We have learned a lot; in summary poor communication can cause a downfall in production of goods and services.
- 21 Compared to a year ago how will you rate your knowledge about communication being done in your organization? **ANS:** As time goes on, we've learned more about means and types of communication developed with time. So as technology grows we also try to adapt so as to grow in our communication aspects.
- 22 Has there been any improvement in your communication methods from the time of creation till today? **ANS:** Sure, as technology grows we also try to adapt so as to grow in our communication aspects. In order to keep update.
- 23 What have been the advantages brought to your organization due to effective communication? **ANS:** When communication is improved, feedback is also improved, thus improving productivity and improving customer's satisfaction.
- 24 What are the topics you do feel important for the employees and managers to know more about and should be included in future communication? **ANS:** Follow hierarchy and respect communication flow chart. It should concern all aspects in an organization not only the communication aspect.
- 25 What do you think about social media as part of communication media within an organization? Which information item (email, meetings, phone calls, videoconferences etc.) do you believe it's important for communication within an organization? **ANS:** Social media is a good means of communication. I

believe as far as it's a favourable means of communication, it should be considered important.

- 26 What do you think will happen next year if effective communication is not done or stop to be used? **ANS: Productivity will surely drop. Customer's satisfaction will also drop.**
- 27 What do you think made your clients to have been loyal for a while, is it quality of goods and services, promotions or what else? **ANS: We are specialised in services to customer's activities, sometimes we receive negative feedback but we also work towards solving the problems that rises. We always try to be close to customers.**
- 28 Do you get informed on which methods of communications are being made by your competitors? If yes by what means? If no why? Considering it can be help in updating. **ANS: Not really, since we are the only company providing electricity in Cameroon. We don't have competitors.**
- 29 As a manager, what are the advices/suggestions you will give to newly created companies' managers concerning the organization's communication abilities in order to improve performances and effectiveness. **ANS: Hard work, Loyalty and Communication are the keys.**
- 30 Will you conclude by saying communication is important in management when effective? **ANS: Definitely as I said before, it's crucial for an organization to make its communication effective and operational for the organization's growth.**

Organization B

- 1 Which post do you occupy in the organization? **ANS: Communication Manager.**
- 2 In which industry is your organization and which economic sector best describe your organization (private/public)? **ANS: Brewing Company Private.**
- 3 Who is the founder of the company? In which year was your company founded/created? **ANS: Opened in 1948 owned by BGI Caster (75%) and Heineken (8.8%).**
- 4 Can you explain the average social characteristics of your organization? **ANS: We have a majority of men than women in average workers and the average age is around 25-40 years. And Cameroon's president is another major shareholder.**
- 5 What is the capital and amount of sales revenue? At the creation and the present one. **ANS: about 57363630000 FCFA**
- 6 Where are you located in other city and/or countries? **ANS: The main office is in Douala, and other factories with breweries are in Bafoussam, Douala, Garoua, and Yaounde.**
- 7 How many workers do you have in Douala Cameroon (branches)? **ANS: we employ about 200000 people in different activities sectors all over the country.**

- 8 How will you describe the relationship between workers within the organization? **ANS:** Will say Friendly and Awesome.
- 9 Do you think your workers prefer to work independently or as a team? **ANS:** depending on the post the worker occupies I will say work independently as well as in a team. We also try to encourage group work in order to share and develop ideas.
- 10 Do you have a performance management system in your organization? If yes, for what reasons? Who sets them? **ANS:** Of course we do, because customer satisfaction is very important and essential to the company. The Human Resources Departments.

And 20 others questions related to the communication aspect of the organization for management;

- 11 Describe a difficult communication situation in your organization / project and how you overcame it. **ANS:** we have overcome late delivery of primary goods, but we are working towards solving the problem. Some ameliorations have been made. Demand for products is always growing.
- 12 Who is responsible for the general communication within and out of the organization? Is the hierarchy respected? **ANS:** I am (Communication Manager), yes it is and I will say it's effective.
- 13 What are the means (emails, social media, phone calls etc.) of communication in your organization? Do you think the methods used in communication are effective? **ANS:** Internet, telephone, emails and even social media have been efficient for communication and advertising. Also, media such television and radio have a great influence on our external communication.
- 14 How much is the internal and external communication effective in your organization? **ANS:** As the company grows and expands more care is being done in that sector and yes communication is effective.
- 15 In general, how satisfied are you with communication methods in your organization? **ANS:** Our approval rating on communication has been high.
- 16 Which best describe your impression of communication within your company? **ANS:** Satisfactory
- 17 What is the best thing about communication in the organization? **ANS:** It avoids repetition of the work to be done and also inaction due to proper information of our personnel about the elaboration of every phase of production or transportation, as well as marketing.
- 18 Do you receive feedback from internal and external communication? **ANS:** Absolutely, especially from external communication (customers feedback).
- 19 Do you think the communication done within your organization helps in bringing in more profit/advantages to your organization? **ANS:** Yes of course.

- 20 What have you learned from your organization's mistakes from poor communication? **ANS:** late deliveries, wrong destinations problems, so money can be lost when communication is not well handled.
- 21 Compared to a year ago how will you rate your knowledge about communication being done in your organization? **ANS:** As technology evolves, we try to follow it. We learned how to keep our communication system more effective as time goes on.
- 22 Has there been any improvement in your communication methods from the time of creation till today? **ANS:** Sure as technology improves methods of communicating also improves, this is also the case in our company it's improves as technology grows.
- 23 What have been the advantages brought to your organization due to effective communication? **ANS:** Communication methods as a whole since, new method always comes up so we can constantly improve ourselves.
- 24 What are the topics you do feel important for the employees and managers to know more about and should be included in future communication? **ANS:** Communication methods as a whole since, new method always comes up so we can constantly improve ourselves.
- 25 What do you think about social media as part of communication media within an organization? Which information item (email, meetings, phone calls, videoconferences etc.) do you believe it's important for communication within an organization? **ANS:** I personally think social media if correctly used can be a plus in the communication system of any organization. But if wrongly handled can be a very bid deficit for the organization.
- 26 What do you think will happen next year if effective communication is not done or stop to be used? **ANS:** It will affect our sales, and the customer's services will not be longer effective and as such, we may not able to satisfy the customer's needs.
- 27 What do you think made your clients to have been loyal for a while, is it quality of goods and services, promotions or what else? **ANS:** Good service and products, listen to the customers and their feedback.
- 28 Do you get informed on which methods of communications are being made by your competitors? If yes by what means? If no why? Considering it can be help in updating. **ANS:** Learning from others can be profitable but to be leaders others have to learn from you. So we want to offer special services not offered elsewhere.
- 29 As a manager, what are the advices/suggestions you will give to newly created companies' managers concerning the organization's communication abilities in order to improve performances and effectiveness. **ANS:** Treat your employees with respect for them and for their work. Always encourage them in what they

do.be a leader not a boss that gives orders and shout all the time. If employees are happy, work is effective.

- 30 Will you conclude by saying communication is important in management when effective **ANS: I will definitely say yes. Without communication management can't be successful.**

Organization C

- 1 Which post do you occupy in the organization? **ANS: Assistant Manager.**
- 2 In which industry is your organization and which economic sector best describe your organization (private/public)? **ANS: it's a Private. Water distribution Company.**
- 3 Who is the founder of the company? In which year was your company founded/created? **ANS: Founded by the Cameroonian government with the name SNEC, then it was divided into two parts, the Production "CAMWATER", the Distribution (Morocco) was done by "La Camerounaise des eaux". Today, it totally belongs to the Cameroonian government with the name CAM WATER.**
- 4 Can you explain the average social characteristics of your organization? **ANS: The average age is around 25-45 years. We have a majority of men than women in average workers.**
- 5 What is the capital and amount of sales revenue? At the creation and the present one. **ANS: Average estimated capital: 6 500 000 000 FCFA.**
- 6 Where are you located in other city and/or countries? **ANS: Douala is the official location but it's found and represented all over Cameroon.**
- 7 How many workers do you have in Douala Cameroon (branches)? **ANS: An average of 4000 workers all over the Country.**
- 8 How will you describe the relationship between workers within the organization? **ANS: Professional.**
- 9 Do you think your workers prefer to work independently or as a team? **ANS: Team work always makes things easier considering the fact that the load of work is divided. But in some cases it's better to go on alone (independent work).**
- 10 Do you have a performance management system in your organization? If yes, for what reasons? Who sets them? **ANS: In order to encourage and motivate the workers, we have to reward the best workers at the best time. So it's essential for us to have such system in order to know who to reward. it is supervised by the Human Resource department.**

And 20 others questions related to the communication aspect of the organization for management;

- 11 Describe a difficult communication situation in your organization / project and how you overcame it. **ANS: There are always difficulties but we work hard in**

order to avoid them from happening and solve them if they have occurred already.

- 12 Who is responsible for the general communication within and out of the organization? Is the hierarchy respected? **ANS: I will say Marketing Department.**
- 13 What are the means (emails, social media, phone calls etc.) of communication in your organization? Do you think the methods used in communication are effective? **ANS: Most used are phone calls but of course emails and social media also plays a specific role in our communication medium.**
- 14 How much is the internal and external communication effective in your organization? **ANS: Satisfactory but not always effective especially concerning customer's feedback.**
- 15 In general, how satisfied are you with communication methods in your organization? **ANS: I will say it's Satisfactory. Some work is to be done on customer's feedback and within departments in the organization.**
- 16 Which best describe your impression of communication within your company? **ANS: Satisfactory.**
- 17 What is the best thing about communication in the organization? **ANS: The information is being done and passed within the organization, from one department to another.**
- 18 Do you receive feedback from internal and external communication? **ANS: More from Internal, External too but can be ameliorated especially concerning the customers.**
- 19 Do you think the communication done within your organization helps in bringing in more profit/advantages to your organization? **ANS: Sure, since to operate as a service provider company we need to communicate. So helps in bringing in more profit and customer's satisfaction.**
- 20 What have you learned from your organization's mistakes from poor communication? **ANS: In summary poor communication can cause a downfall in production of goods and services.**
- 21 Compared to a year ago how will you rate your knowledge about communication being done in your organization? **ANS: As technology improves, the means and types of communication also improve. So as technology grows we also try to adapt so as to grow in our communication aspects.**
- 22 Has there been any improvement in your communication methods from the time of creation till today? **ANS: Definitely, at a time it was letter, now phones calls and emails. As technology improves we follow it so we improve our methods of communication as well.**
- 23 What have been the advantages brought to your organization due to effective communication? **ANS: When communication is improved, feedback is also improved, thus improving productivity and improving customer's satisfaction.**

- 24 What are the topics you do feel important for the employees and managers to know more about and should be included in future communication? **ANS: Follow hierarchy and respect communication flow chart. It should concern all aspects in an organization not only the communication aspect.**
- 25 What do you think about social media as part of communication media within an organization? Which information item (email, meetings, phone calls, videoconferences etc.) do you believe it's important for communication within an organization? **ANS: Social media can be a good means of communication. I believe as far as it's a favourable means of communication, it should be considered important. This is so when it doesn't distract the employees work.**
- 26 What do you think will happen next year if effective communication is not done or stop to be used? **ANS: Productivity will surely drop. Customer's satisfaction will also drop.**
- 27 What do you think made your clients to have been loyal for a while, is it quality of goods and services, promotions or what else? **ANS: We are specialised in services to customer's activities, sometimes we receive negative feedback but we also work towards solving the problems that rises. We always try to be close to customers.**
- 28 Do you get informed on which methods of communications are being made by your competitors? If yes by what means? If no why? Considering it can be help in updating. **ANS: No, we are the only company providing Water in Cameroon.**
- 29 As a manager, what are the advices/suggestions you will give to newly created companies' managers concerning the organization's communication abilities in order to improve performances and effectiveness. **ANS: Hard work, Communication and employee's welfare are the keys.**
- 30 Will you conclude by saying communication is important in management when effective? **ANS: Definitely as I said before, it's crucial for an organization to make its communication effective and operational for the organization's growth.**

Organization D

- 1 Which post do you occupy in the organization? **ANS: Assistant Manager.**
- 2 In which industry is your organization and which economic sector best describe your organization (private/public)? **ANS: Transportation of oil and maintenance of the pipeline between Cameroon and Chad. Storage/warehouse and communication. Private and Public.**
- 3 Who is the founder of the company? In which year was your company founded/created? **ANS: The collaboration between Cameroon and Chad governments and some few private oil institutions.**

- 4 Can you explain the average social characteristics of your organization? **ANS:** We have a majority of men than women in average workers and the average age is around 25-40 years.
- 5 What is the capital and amount of sales revenue? At the creation and the present one. **ANS:** -----
- 6 Where are you located in other city and/or countries? **ANS:** Douala in Cameroon.
- 7 How many workers do you have in Douala Cameroon (branches)? **ANS:** More than 200 in Cameroon without considering the contractors
- 8 How will you describe the relationship between workers within the organization? **ANS:** Serein
- 9 Do you think your workers prefer to work independently or as a team? **ANS:** Depending on the position workers have to work together according to reach a fixed general objective.
- 10 Do you have a performance management system in your organization? If yes, for what reasons? Who sets them? **ANS:** YES, for accountability and updates in our working strategies, as well as the impact, and quality of our product, with respect to time and resources used.

And 20 others questions related to the communication aspect of the organization for management;

- 11 Describe a difficult communication situation in your organization / project and how you overcame it. **ANS:** we have been going through a while to be where we are today. I remember we had an order for a company and the order was not delivered on time. Fortunately we found out early enough to solve the problem and we had to make some compensation in order to keep the customer and our reputation.
- 12 Who is responsible for the general communication within and out of the organization? Is the hierarchy respected? **ANS:** The communication manager
- 13 What are the means (emails, social media, phone calls etc.) of communication in your organization? Do you think the methods used in communication are effective? **ANS:** Internet, telephone, emails and even social media have been efficient for communication and advertising. Also, media such television and radio have a great influence on our external communication.
- 14 How much is the internal and external communication effective in your organization? **ANS:** I will say almost 98% effective; we still have some amelioration to do.
- 15 In general, how satisfied are you with communication methods in your organization? **ANS:** Very satisfied.
- 16 Which best describe your impression of communication within your company? **ANS:** Harmonized.

- 17 What is the best thing about communication in the organization? **ANS:** It avoids repetition of the work to be done and also inaction due to proper information of our personnel about the elaboration of every phase of production or transportation, as well as marketing.
- 18 Do you receive feedback from internal and external communication? **ANS:** Absolutely, we need to know how things are going on.
- 19 Do you think the communication done within your organization helps in bringing in more profit/advantages to your organization? **ANS:** YES, it does.
- 20 What have you learned from your organization's mistakes from poor communication? **ANS:** Much money can be lost when information is not properly passed to the suppliers.
- 21 Compared to a year ago how will you rate your knowledge about communication being done in your organization? **ANS:** As technology evolves, we try to follow it. We learned how to keep our communication system more effective as time goes on.
- 22 Has there been any improvement in your communication methods from the time of creation till today? **ANS:** Yes great improvement, the company has groups on social media making it easier to keep to date with all the branches on the territory.
- 23 What have been the advantages brought to your organization due to effective communication? **ANS:** The employer/employee relationship has been improved even through our discussion on forums; we have new clients at a higher rate.
- 24 What are the topics you do feel important for the employees and managers to know more about and should be included in future communication? **ANS:** How to also satisfy the customers by doing what we know best. How to ameliorate working conditions.
- 25 What do you think about social media as part of communication media within an organization? Which information item (email, meetings, phone calls, videoconferences etc.) do you believe it's important for communication within an organization? **ANS:** For us, social media is a good way for socializing the relationships between co-workers, though sometimes become distractive.
- 26 What do you think will happen next year if effective communication is not done or stop to be used? **ANS:** We may then have a dysfunctional command/supply service, and this implies lost in visibility worldwide, thus reducing customers and revenue.
- 27 What do you think made your clients to have been loyal for a while, is it quality of goods and services, promotions or what else? **ANS:** Good quality and services; goods delivered on time. Customer satisfaction.
- 28 Do you get informed on which methods of communications are being made by your competitors? If yes by what means? If no why? Considering it can be help

in updating. **ANS:** I will not say competitors and yes, we usually look for the techniques others in the same industry uses around the world.

- 29 As a manager, what are the advices/suggestions you will give to newly created companies' managers concerning the organization's communication abilities in order to improve performances and effectiveness. **ANS:** Decentralization and also socialization between co-workers.
- 30 Will you conclude by saying communication is important in management when effective? **ANS:** Effective communication is extremely important, when controlled, hierarchized and updated.

Organization E

- 1 Which post do you occupy in the organization? **ANS:** Communication Agent.
- 2 In which industry is your organization and which economic sector best describe your organization (private/public)? **ANS:** Posts and telecommunication and Private.
- 3 Who is the founder of the company? In which year was your company founded/created? **ANS:** Created in February 15, 2000. From the acquisition by South Africa's MTN Group. Its owned by 70% owned by MTN International and 30% by Cameroonian society Broadband Telecom.
- 4 Can you explain the average social characteristics of your organization? **ANS:** We have a majority of men than women in average workers and the average age is around 25-40 years.
- 5 What is the capital and amount of sales revenue? At the creation and the present one. **ANS:** About 20 000 000 000FCFA
- 6 Where are you located in other city and/or countries? **ANS:** Base in Douala, and all over the Cameroon territory, it is available everywhere in Cameroon.
- 7 How many workers do you have in Douala Cameroon (branches)? **ANS:** About more 200 employees.
- 8 How will you describe the relationship between workers within the organization? **ANS:** Friendly and Professional.
- 9 Do you think your workers prefer to work independently or as a team? **ANS:** We encourage team work. This avoids making unnecessary errors and improves our communication abilities.
- 10 Do you have a performance management system in your organization? If yes, for what reasons? Who sets them? **ANS:** To ensure everything is done as programmed and expected from everyone and on time. And we can receive feedback in a more elaborated way. The head of each department is in charge of his department.

And 20 others questions related to the communication aspect of the organization for management;

- 11 Describe a difficult communication situation in your organization / project and how you overcame it. [ANS: Learning how to overcome such situations is the most important to move forward, in the past years it was about the feedback from employees.](#)
- 12 Who is responsible for the general communication within and out of the organization? Is the hierarchy respected? [ANS: Communication manager.](#)
- 13 What are the means (emails, social media, phone calls etc) of communication in your organization? Do you think the methods used in communication are effective? [ANS: Internet, telephone, emails and even social media have been efficient for communication and advertising. Also, media such television and radio have a great influence on our external communication.](#)
- 14 How much is the internal and external communication effective in your organization? [ANS: The communication is really important for us. The external communication is our main purpose since it's our image exposed to the external world in which clients are. Marketing is the key. As for internal we usually organize meetings with head of departments to get updates about the evolution of fixed goals.](#)
- 15 In general, how satisfied are you with communication methods in your organization? [ANS: The communication is effective so making everybody's job effective.](#)
- 16 Which best describe your impression of communication within your company? [ANS: The impression will be positive one. Eventhough some amelioration may be made to adjust to the developing world.](#)
- 17 What is the best thing about communication in the organization? [ANS: It avoids repetition of the work to be done and also inaction due to proper information of our personnel about the elaboration of every phase of production or transportation, as well as marketing.](#)
- 18 Do you receive feedback from internal and external communication? [ANS: Yes we do, Marketing is done in such a way that it continuously increase the trust, loyalty of the customers of our goods and services. Though the feedback from customers are not always positive.](#)
- 19 Do you think the communication done within your organization helps in bringing in more profit/advantages to your organization? [ANS: Yes it definitely does, since the Marketing can only bring positive things. And usually the promotions we make through this marketing do bring more customers.](#)
- 20 What have you learned from your organization's mistakes from poor communication? [ANS: In summary poor communication can cause a downfall in production of goods and services.](#)
- 21 Compared to a year ago how will you rate your knowledge about communication being done in your organization? [ANS: In Cameron in general we are known to](#)

be everywhere and we have been improved due to the advanced in technology. So I will say it has improved.

- 22 Has there been any improvement in your communication methods from the time of creation till today? **ANS:** Yes great improvement, the company has groups on social media making it easier to keep to date with all the branches on the territory.
- 23 What have been the advantages brought to your organization due to effective communication? **ANS:** More customers, Organization expansion and view, employees' motivation and feeling of belonging, just to name these.
- 24 What are the topics you do feel important for the employees and managers to know more about and should be included in future communication? **ANS:** How to also satisfy the customers by doing what we know best. How to ameliorate working conditions.
- 25 What do you think about social media as part of communication media within an organization? Which information item (email, meetings, phone calls, videoconferences etc.) do you believe it's important for communication within an organization? **ANS:** For us, social media is a good way for socializing the relationships between co-workers, though sometimes become distractive.
- 26 What do you think will happen next year if effective communication is not done or stop to be used? **ANS:** We prefer to use other formal means such as emails and phone calls for more formal communication.
- 27 What do you think made your clients to have been loyal for a while, is it quality of goods and services, promotions or what else? **ANS:** It's the quality of goods but also the services rendered in the client's. I will also say it's our expansion and view to the world. I mean marketing.
- 28 Do you get informed on which methods of communications are being made by your competitors? If yes by what means? If no why? Considering it can be help in updating. **ANS:** We can always learn from competitors but clients always ask for more so we go for originality and Innovation.
- 29 As a manager, what are the advices/suggestions you will give to newly created companies' managers concerning the organization's communication abilities in order to improve performances and effectiveness. **ANS:** Just make sure to be visible and also work on your employees' empowerment and increase the respect and trust in them. If these are done, your communication will surely be good thus will improve your effectiveness.
- 30 Will you conclude by saying communication is important in management when effective? **ANS:** I will say yes without hesitation, accompanied by hard work and determination of course.

Organization F

- 1 Which post do you occupy in the organization? **ANS: Communication Manager.**
- 2 In which industry is your organization and which economic sector best describe your organization (private/public)? **ANS: Milk production and distribution in Cameroon, Private.**
- 3 Who is the founder of the company? In which year was your company founded/created? **ANS: Henri Nestle in 1867, a German born based in Switzerland, who sold it out to an American based in 1875. Arrive West Africa in 1957 and Cameroon in 1965.**
- 4 Can you explain the average social characteristics of your organization? **ANS: The average age is around 25-50 years. We have a majority of men than women in average workers.**
- 5 What is the capital and amount of sales revenue? At the creation and the present one. **ANS: around about 35 000 000 000 FCFA.**
- 6 Where are you located in other city and/or countries? **ANS: Based Douala but represented all over Cameroon.**
- 7 How many workers do you have in Douala Cameroon (branches)? **ANS: more than 200 in Douala and its surroundings.**
- 8 How will you describe the relationship between workers within the organization? **ANS: Friendly and Professional**
- 9 Do you think your workers prefer to work independently or as a team? **ANS: Team work always makes things easier considering the fact that the load of work is divided. But in some cases it's better to go on alone (independent work).**
- 10 Do you have a performance management system in your organization? If yes, for what reasons? Who sets them? **ANS: In order to encourage and motivate the workers, we have to reward the best workers at the best time. So it's essential for us to have such system in order to know who to reward. it is supervised by the Human Resource department.**

And 20 others questions related to the communication aspect of the organization for management;

- 11 Describe a difficult communication situation in your organization / project and how you overcame it. **ANS: we have been going through a while to be where we are today. I remember we had an order for a company and the order was not delivered on time. Fortunately we found out early enough to solve the problem and we had to make some compensation in order to keep the customer and our reputation.**
- 12 Who is responsible for the general communication within and out of the organization? Is the hierarchy respected? **ANS: The communication manager.**

- 13 What are the means (emails, social media, phone calls etc.) of communication in your organization? Do you think the methods used in communication are effective? **ANS:** Internet, telephone, emails and even social media have been efficient for communication and advertising. Also, media such television and radio have a great influence on our external communication.
- 14 How much is the internal and external communication effective in your organization? **ANS:** I will say almost 97% effective; we are working hard on customers' feedback.
- 15 In general, how satisfied are you with communication methods in your organization? **ANS:** Very Satisfied.
- 16 Which best describe your impression of communication within your company? **ANS:** Satisfactory.
- 17 What is the best thing about communication in the organization? **ANS:** The information is being done and passed within the organization, from one department to another.
- 18 Do you receive feedback from internal and external communication? **ANS:** More from Internal, External too but can be ameliorated especially concerning the customers.
- 19 Do you think the communication done within your organization helps in bringing in more profit/advantages to your organization? **ANS:** Sure, since to operate as a service provider company we need to communicate. So helps in bringing in more profit and customer's satisfaction.
- 20 What have you learned from your organization's mistakes from poor communication? **ANS:** To summarise, poor communication can cause a downfall in production of goods and services.
- 21 Compared to a year ago how will you rate your knowledge about communication being done in your organization? **ANS:** As technology improves, the means and types of communication also improve. So as technology grows we also try to adapt so as to grow in our communication aspects.
- 22 Has there been any improvement in your communication methods from the time of creation till today? **ANS:** Yes great improvement, the company has groups on social media making it easier to keep to date with all the branches on the territory.
- 23 What have been the advantages brought to your organization due to effective communication? **ANS:** The employer/employee relationship has been improved even through our discussion on forums; we have new clients at a higher rate.
- 24 What are the topics you do feel important for the employees and managers to know more about and should be included in future communication? **ANS:** How to also satisfy the customers by doing what we know best. How to ameliorate working conditions.

- 25 What do you think about social media as part of communication media within an organization? Which information item (email, meetings, phone calls, videoconferences etc.) do you believe it's important for communication within an organization? **ANS: Social media is a good way for socializing the relationships between co-workers, though sometimes become distractive.**
- 26 What do you think will happen next year if effective communication is not done or stop to be used? **ANS: Productivity will surely drop. Customer's satisfaction will also drop.**
- 27 What do you think made your clients to have been loyal for a while, is it quality of goods and services, promotions or what else? **ANS: Good quality and services; goods delivered on time. Customer's satisfaction.**
- 28 Do you get informed on which methods of communications are being made by your competitors? If yes by what means? If no why? Considering it can be help in updating. **ANS: We usually look for the techniques others in the same industry uses not always around us but also around the world.**
- 29 As a manager, what are the advices/suggestions you will give to newly created companies' managers concerning the organization's communication abilities in order to improve performances and effectiveness. **ANS: Decentralization, Communication and also socialization between co-workers.**
- 30 Will you conclude by saying communication is important in management when effective. **ANS: Effective communication is extremely important, when controlled, hierarchized and updated.**

Organization G

- 1 Which post do you occupy in the organization? **ANS: Communication Agent.**
- 2 In which industry is your organization and which economic sector best describe your organization (private/public)? **ANS: Posts and telecommunication and it is a Private Organization.**
- 3 Who is the founder of the company? In which year was your company founded/created? **ANS: founded in 1988, formally called Cameroon Mobile Society, SCM Mobilis, a subsidiary of France Telecom, licensed in June 1999 and became operational in February 2000.**
- 4 Can you explain the average social characteristics of your organization? **ANS: We have a majority of men than women in average workers and the average age is around 25-40 years.**
- 5 What is the capital and amount of sales revenue? At the creation and the present one. **ANS: 15 010 000 000 FCFA**
- 6 Where are you located in other city and/or countries? **ANS: Base in Douala, and all over the Cameroon territory, it is available everywhere in Cameroon.**

- 7 How many workers do you have in Douala Cameroon (branches)? [ANS: about 200 employees.](#)
- 8 How will you describe the relationship between workers within the organization? [ANS: Friendly, Serein and Professional.](#)
- 9 Do you think your workers prefer to work independently or as a team? [ANS: We encourage team work. This avoids making unnecessary errors and improves our communication abilities.](#)
- 10 Do you have a performance management system in your organization? If yes, for what reasons? Who sets them? [ANS: To ensure everything is done as programmed and expected from everyone and on time. And we can receive feedback in a more elaborated way. The head of each department is in charge of his department.](#)

And 20 others questions related to the communication aspect of the organization for management;

- 11 Describe a difficult communication situation in your organization / project and how you overcame it. [ANS: learning how to overcome such situations is the most important to move forward, in the past years it was about the feedback from employees.](#)
- 12 Who is responsible for the general communication within and out of the organization? Is the hierarchy respected? [ANS: Communication manager.](#)
- 13 What are the means (emails, social media, phone calls etc.) of communication in your organization? Do you think the methods used in communication are effective? [ANS: Internet, telephone, emails and even social media have been efficient for communication and advertising. Also, media such television and radio have a great influence on our external communication.](#)
- 14 How much is the internal and external communication effective in your organization? [ANS: Effective and successful.](#)
- 15 In general, how satisfied are you with communication methods in your organization? [ANS: completely satisfied, meetings are always done, reports are being taken, phone calls are being made, and the right information is passed at the right time to the right person.](#)
- 16 Which best describe your impression of communication within your company? [ANS: Satisfactory and Effective.](#)
- 17 What is the best thing about communication in the organization? [ANS: The right information is passed at the right time to the right person.](#)
- 18 Do you receive feedback from internal and external communication? [ANS: The feedbacks may not always be positive but we make sure to get feedback from our goods and services.](#)

- 19 Do you think the communication done within your organization helps in bringing in more profit/advantages to your organization? **ANS:** As all effective communication will always bring more opportunities, if there is feedback, there is amelioration in services and goods offered, thus development, and goals achievements.
- 20 What have you learned from your organization's mistakes from poor communication? **ANS:** Much money can be lost when information is not properly passed to the users and suppliers.
- 21 Compared to a year ago how will you rate your knowledge about communication being done in your organization? **ANS:** Greatly improved, technology facilitates so many things so we continue improving in that sense and even growing partnership with communication media.
- 22 Has there been any improvement in your communication methods from the time of creation till today? **ANS:** Yes great improvement, the company has groups on social media making it easier to keep to date with all the branches on the territory.
- 23 What have been the advantages brought to your organization due to effective communication? **ANS:** The employer/employee relationship has been improved even through our discussion on forums; we have new clients at a higher rate.
- 24 What are the topics you do feel important for the employees and managers to know more about and should be included in future communication? **ANS:** Respect instructions at all the chains of production so as to get a satisfactory end result. It should concern all aspects in an organization not only the communication aspect.
- 25 What do you think about social media as part of communication media within an organization? Which information item (email, meetings, phone calls, videoconferences etc.) do you believe it's important for communication within an organization? **ANS:** I don't think social media should interfere in an employees work except to for personal and professional researches and development. We prefer to use other formal means such as emails and phone calls for more formal communication.
- 26 What do you think will happen next year if effective communication is not done or stop to be used? **ANS:** Our values and our work are based on the fact that we can really communicate, in order to be more effective. We try to go closer to the consumers to understand their expectations.
- 27 What do you think made your clients to have been loyal for a while, is it quality of goods and services, promotions or what else? **ANS:** Good quality and services, Customer satisfaction.
- 28 Do you get informed on which methods of communications are being made by your competitors? If yes by what means? If no why? Considering it can be help

in updating. **ANS:** Good quality and services; services delivered on time
Customer satisfaction.

- 29 As a manager, what are the advices/suggestions you will give to newly created companies' managers concerning the organization's communication abilities in order to improve performances and effectiveness. **ANS:** Decentralization, Communication and also socialization between co-workers. Respect for each other's work and personal motivation to achieve employee's personal goal and the organization goals as well.
- 30 Will you conclude by saying communication is important in management when effective? **ANS:** Effective communication is extremely important, when controlled, hierarchized and updated.

Organization H

- 1 Which post do you occupy in the organization? **ANS:** Marketing Manager.
- 2 In which industry is your organization and which economic sector best describe your organization (private/public)? **ANS:** Construction and Civil Engineering. Private company Originated for France.
- 3 Who is the founder of the company? In which year was your company founded/created? **ANS:** Clement FAYAT in 1957 founded the Fayat Group. First created the company in France then it expanded (about 120 countries today) and with the years changed names. Razel Fayat reached Africa and Cameroon by 2008. Now the name is RAZEL BEC FAYAT.
- 4 Can you explain the average social characteristics of your organization? **ANS:** We have a majority of men than women in average workers and the average age is around 25-40 years.
- 5 What is the capital and amount of sales revenue? At the creation and the present one. **ANS:** Capital: 100 000 000 FCFA
- 6 Where are you located in other city and/or countries? **ANS:** We are in almost all the cities of Cameroon specifically based in Douala and Yaoundé and also in about 120 countries in the world.
- 7 How many workers do you have in Douala Cameroon (branches)? **ANS:** more than 250 workers in Douala.
- 8 How will you describe the relationship between workers within the organization? **ANS:** Professional and Friendly.
- 9 Do you think your workers prefer to work independently or as a team? **ANS:** We encourage team work. This avoids making unnecessary errors and improves our communication abilities.
- 10 Do you have a performance management system in your organization? If yes, for what reasons? Who sets them? **ANS:** Yes we do have such. To ensure everything is done as programmed and expected from everyone and on time. And we can

receive feedback in a more elaborated way. The head of each department is in charge of his department.

And 20 others questions related to the communication aspect of the organization for management;

- 11 Describe a difficult communication situation in your organization / project and how you overcame it. **ANS:** we rarely go through such difficulties but in the past years it was about the feedback from employees.
- 12 Who is responsible for the general communication within and out of the organization? Is the hierarchy respected? **ANS:** The department in charge of such is the Marketing and Human resources department.
- 13 What are the means (emails, social media, phone calls etc.) of communication in your organization? Do you think the methods used in communication are effective? **ANS:** Most often Emails and phone calls, but all the mentioned methods are used. We don't really use social media.
- 14 How much is the internal and external communication effective in your organization? **ANS:** I will say really effective.
- 15 In general, how satisfied are you with communication methods in your organization? **ANS:** completely satisfied, meetings are always done, reports are being taken, phone calls are being made, and the right information is passed at the right time to the right person.
- 16 Which best describe your impression of communication within your company? **ANS:** Effective.
- 17 What is the best thing about communication in the organization? **ANS:** The right information is passed at the right time to the right person.
- 18 Do you receive feedback from internal and external communication? **ANS:** The feedbacks may not always be positive but we make sure to get feedback from our goods and services.
- 19 Do you think the communication done within your organization helps in bringing in more profit/advantages to your organization? **ANS:** all effective communication will always bring more clients, if there is feedback, there is amelioration in services and goods offered, thus development.
- 20 What have you learned from your organization's mistakes from poor communication? **ANS:** We have learned a lot; in summary poor communication can cause a downfall in production of goods and services.
- 21 Compared to a year ago how will you rate your knowledge about communication being done in your organization? **ANS:** Greatly improved, technology facilitates so many things so we continue improving in that sense and even growing partnership with communication media.

- 22 Has there been any improvement in your communication methods from the time of creation till today? **ANS:** Definitely, at a time it was letter, now phones calls and emails. As technology improves we follow it so we improve our methods of communication as well.
- 23 What have been the advantages brought to your organization due to effective communication? **ANS:** Sales on goods and services. Improve in our methods. Employees' motivation and encouragement. Being a leader in a very competitive environment.
- 24 What are the topics you do feel important for the employees and managers to know more about and should be included in future communication? **ANS:** Respect instructions at all the chains of production so as to get a satisfactory end result. It should concern all aspects in an organization not only the communication aspect.
- 25 What do you think about social media as part of communication media within an organization? Which information item (email, meetings, phone calls, videoconferences etc.) do you believe it's important for communication within an organization? **ANS:** I don't think social media should interfere in an employees work except to for personal and professional researches and development. We prefer to use other formal means such as emails and phone calls.
- 26 What do you think will happen next year if effective communication is not done or stop to be used? **ANS:** Our values and our work are based on the fact that we can really communicate, in order to be more effective.
- 27 What do you think made your clients to have been loyal for a while, is it quality of goods and services, promotions or what else? **ANS:** In Cameroon, our biggest customer is the Cameroonian government so we get feedback from them. Other clients are focused on our products, the quality is good.
- 28 Do you get informed on which methods of communications are being made by your competitors? If yes by what means? If no why? Considering it can be help in updating. **ANS:** we are leaders; I guess they learn from us. We continue to work hard to be on the top of the market.
- 29 As a manager, what are the advices/suggestions you will give to newly created companies' managers concerning the organization's communication abilities in order to improve performances and effectiveness. **ANS:** I will greatly suggest that, since for me, communication, employees' welfare and hard work are the keys.
- 30 Will you conclude by saying communication is important in management when effective? **ANS:** Definitely as I said before, it's crucial for an organization to make its communication effective and operational for the organization's growth.

Organization I

- 1 Which post do you occupy in the organization? **ANS: Marketing Manager.**
- 2 In which industry is your organization and which economic sector best describe your organization (private/public)? **ANS: it is an Oil and Gas wholesale and retails company, mostly related to automobiles, and also can be said to be a hydrocarbon and energy industry, Private originated from France.**
- 3 Who is the founder of the company? In which year was your company founded/created? **ANS: The company first heard the name of Compagnie Francaises des Petroles (CFP) producing oil, in 1924 in the Middle East and later on expanded all over the world. We diversified into gas, refining, petrochemicals and petroleum product marketing, as well as solar power, bio energies and energy storage. In Cameroon, it was in 1948.**
- 4 Can you explain the average social characteristics of your organization? **ANS: We have a majority of men than women in average workers and the average age is around 25-35 years.**
- 5 What is the capital and amount of sales revenue? At the creation and the present one. **ANS: Capital of about 12,439,850,000 FCFA at present date.**
- 6 Where are you located in other city and/or countries? **ANS: 589, Bld de la Liberté, BP 4048, Douala, Cameroon. As the official address of total in Douala and Cameroon. And about 180 service stations in the Douala. We are in about 130 countries in the world.**
- 7 How many workers do you have in Douala Cameroon (branches)? **ANS: approximately 210 workforces.**
- 8 How will you describe the relationship between workers within the organization? **ANS: There's a hierarchy system that is respected. The relationship between workers is professional and also friendly.**
- 9 Do you think your workers prefer to work independently or as a team? **ANS: I think in all Companies individuals are different but in Total Cameroon we promote working in group but we may as well reward individual's personal achievement.**
- 10 Do you have a performance management system in your organization? If yes, for what reasons? Who sets them? **ANS: We do have such a system since we must be sure every worker is doing the work he/she is to do. In every group of workers exist a head and the work under that person and that person is in charge of verifying their work is being done properly.**

And 20 others questions related to the communication aspect of the organization for management;

- 11 Describe a difficult communication situation in your organization / project and how you overcame it. **ANS: As it's an international company, every continent or**

country have different cultural differences and adapt to its social difficulties. Communication may be part of it, I can't exactly go into details but communication is really essential.

- 12 Who is responsible for the general communication within and out of the organization? Is the hierarchy respected? **ANS:** I will say our Marketing Director is usually in charge of communication especially external communication. As for the internal communication the head of each department delegate an employee for his departments. The hierarchy is respected.
- 13 What are the means (emails, social media, phone calls etc.) of communication in your organization? Do you think the methods used communication is effective? **ANS:** we usually communication through emails to make things look formal, and also through calls when a record of the communication is not really necessary. The methods are effective since the information is passed and taken seriously.
- 14 How much is the internal and external communication effective in your organization? **ANS:** The communication is really important for us. The external communication is our main purpose since it's our image exposed to the external world in which clients are. Marketing is the key. As for internal we usually organize meetings with head of departments to get updates about the evolution of fixed goals.
- 15 In general, how satisfied are you with communication methods in your organization? **ANS:** I will say it's effective so making everybody's job effective.
- 16 Which best describe your impression of communication within your company? **ANS:** The impression will be positive one. Even though some amelioration may be made to adjust to the developing world.
- 17 What is the best thing about communication in the organization? **ANS:** The right information is passed at the right time; it's interpreted and understood by all.
- 18 Do you receive feedback from internal and external communication? **ANS:** Yes we do, Marketing is done in such a way that it continuously increase the trust, loyalty of the customers of our goods and services.
- 19 Do you think the communication done within your organization helps in bringing in more profit/advantages to your organization? **ANS:** Yes it definitely does, since the Marketing can only bring positive things. And usually the promotions we make through this marketing do bring more customers.
- 20 What have you learned from your organization's mistakes from poor communication? **ANS:** Poor communication has cost us some customers. And within the organization, the past years were more difficult in communicating but thanks to technology it became more and more practical.
- 21 Compared to a year ago how will you rate your knowledge about communication being done in your organization? **ANS:** In Cameroon in general and in Douala in Particular we have been improved due to the advanced in technology. So I will say it has improved.

- 22 Has there been any improvement in your communication methods from the time of creation till today? **ANS:** Sure, as time passes new method of communication are created. In the last 20 years for example it was really difficult to communicate but these years we have Facebook, whatsapps etc.
- 23 What have been the advantages brought to your organization due to effective communication? **ANS:** More customers, Organization expansion and view, employees' motivation and feeling of belonging, just to name these.
- 24 What are the topics you do feel important for the employees and managers to know more about and should be included in future communication? **ANS:** I will talk about more respect of the hierarchy of communication. The way of passing information should be made more formal so as to avoid interpretations.
- 25 What do you think about social media as part of communication media within an organization? Which information item (email, meetings, phone calls, videoconferences etc.) do you believe it's important for communication within an organization? **ANS:** social media may be a positive as well as a negative asset in the communication aspect of an organization since its becoming the best methods of communication but can also be a serious distraction for the employee. As for the information item phone calls and meetings are the most effective compared to emails.
- 26 What do you think will happen next year if effective communication is not done or stop to be used? **ANS:** Without communication, there is no development is as simple as that.
- 27 What do you think made your clients to have been loyal for a while, is it quality of goods and services, promotions or what else? **ANS:** It's the quality of goods but also the services rendered in the client's. I will also say it's our expansion and view to the world. I mean marketing.
- 28 Do you get informed on which methods of communications are being made by your competitors? If yes by what means? If no why? Considering it can be help in updating. **ANS:** Usually from their Marketing aspects, we can always learn from competitors but clients always ask for more so we go for originality.
- 29 As a manager, what are the advices/suggestions you will give to newly created companies' managers concerning the organization's communication abilities in order to improve performances and effectiveness. **ANS:** Just make sure to be visible and also work on your employees' empowerment and increase the respect and trust in them. If these are done, your communication will surely be good thus will improve your effectiveness.
- 30 Will you conclude by saying communication is important in management when effective? **ANS:** Without hesitation I will say Yes, accompanied by hard work.

Organization J

- 1 Which post do you occupy in the organization? **ANS: Communication Manager.**
- 2 In which industry is your organization and which economic sector best describe your organization (private/public)? **ANS: It is an Oil and Gas wholesale and retails company, mostly related to automobiles, and also can be said to be a hydrocarbon and energy industry, Private.**
- 3 Who is the founder of the company? In which year was your company founded/created? **ANS: Founded in 1999 by (Société National des Hydrocarbures, SNH), called National Hydrocarbon/oil Company and private investors, TRADEX is a company specialized in the commercialization of petroleum products.**
- 4 Can you explain the average social characteristics of your organization? **ANS: We have a majority of men than women in average workers and the average age is around 25-40 years.**
- 5 What is the capital and amount of sales revenue? At the creation and the present one. **ANS: Capital of about 5 036 000 000 FCFA**
- 6 Where are you located in other city and/or countries? **ANS: In the some countries of the middle-east and some countries of Africa.**
- 7 How many workers do you have in Douala Cameroon (branches)? **ANS: An average of about 200 workers.**
- 8 How will you describe the relationship between workers within the organization? **ANS: Will say Friendly and Awesome.**
- 9 Do you think your workers prefer to work independently or as a team?

ANS: depending on the post the worker occupies I will say work independently as well as in a team. We also try to encourage group work in order to share and develop ideas.

- 10 Do you have a performance management system in your organization? If yes, for what reasons? Who sets them? **ANS: Yes we do have, because customer care is very important and essential to the company. The Human Resources Departments.**

And 20 others questions related to the communication aspect of the organization for management;

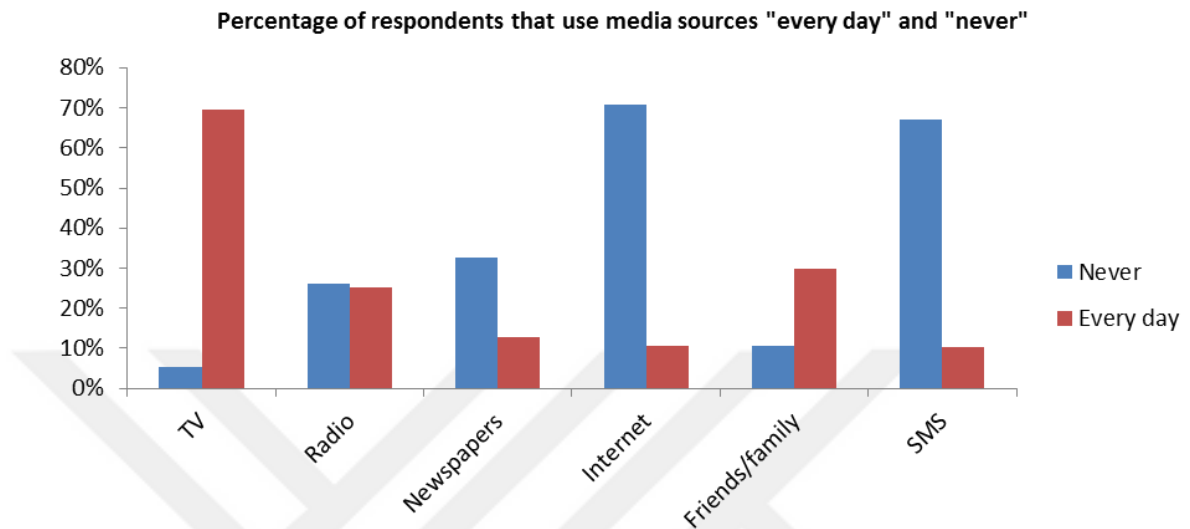
- 11 Describe a difficult communication situation in your organization / project and how you overcame it. **ANS: we have overcome late delivery of goods, but we are working towards solving the problem. Some amelioration has been made.**

- 12 Who is responsible for the general communication within and out of the organization? Is the hierarchy respected? **ANS: I am (Communication Manager), yes it is and I will say it's effective.**
- 13 What are the means (emails, social media, phone calls etc.) of communication in your organization? Do you think the methods used in communication are effective? **ANS: All the mentioned methods, they are effective.**
- 14 How much is the internal and external communication effective in your organization? **ANS: As the company grows and expands more care is being done in that sector and yes communication is effective.**
- 15 In general, how satisfied are you with communication methods in your organization? **ANS: Our approval rating on communication has been high.**
- 16 Which best describe your impression of communication within your company? **ANS: Very high.**
- 17 What is the best thing about communication in the organization? **ANS: Well, communication helps in keeping an update on the customer queries and also with the delivery of products and services, sales are high and keep on growing as we receive feedback.**
- 18 Do you receive feedback from internal and external communication? **ANS: Most of the times especially from external communication (customers' feedback).**
- 19 Do you think the communication done within your organization helps in bringing in more profit/advantages to your organization? **ANS: Yes of course.**
- 20 What have you learned from your organization's mistakes from poor communication? **ANS: Due to lack of communication, sales have also been low and this has also well affected delivery of goods.**
- 21 Compared to a year ago how will you rate your knowledge about communication being done in your organization? **ANS: It has improved and continues improving.**
- 22 Has there been any improvement in your communication methods from the time of creation till today? **ANS: Sure as technology improves methods of communicating also improves, this is also the case in our company it's improves as technology grows.**
- 23 What have been the advantages brought to your organization due to effective communication? **ANS: Feedback on products and services granted to customers, happy workers making effective work.**
- 24 What are the topics you do feel important for the employees and managers to know more about and should be included in future communication? **ANS: Communication methods as a whole since, new method always comes up so we can constantly improve ourselves.**
- 25 What do you think about social media as part of communication media within an organization? Which information item (email, meetings, phone calls, videoconferences etc.) do you believe it's important for communication within

an organization? **ANS:** I personally think social media if correctly used can be a plus in the communication system of any organization. But if wrongly handled can be a very big deficit for the organization.

- 26 What do you think will happen next year if effective communication is not done or stop to be used? **ANS:** It will affect our sales, and the customer's services will not be longer effective and as such, we may not be able to satisfy the customer's needs.
- 27 What do you think made your clients to have been loyal for a while, is it quality of goods and services, promotions or what else? **ANS:** Good service and products, listen to the customers and their feedback.
- 28 Do you get informed on which methods of communications are being made by your competitors? If yes by what means? If no why? Considering it can be help in updating. **ANS:** Learning from others can be profitable but to be leaders others have to learn from you. So we want to offer special services not offered elsewhere.
- 29 As a manager, what are the advices/suggestions you will give to newly created companies' managers concerning the organization's communication abilities in order to improve performances and effectiveness. **ANS:** Treat your employees with respect for them and for their work. Always encourage them in what they do. be a leader not a boss that gives orders and shout all the time. If employees are happy, work is effective.
- 30 Will you conclude by saying communication is important in management when effective? **ANS:** I will definitely say yes. Without communication management can't be effective.

Appendix F: Percentage Corresponding to People Using Media Sources Everyday/Never as a Means of Communication (Caameroun).



Appendix G: Cameroon Map.



Appendix H: Cameroon Flag.



RESUME

Personal Details

Name: Marcelle MALIEUGOUE TCHOUABEH

Nationality: Cameroonian

E-Mail: mmalieugoue@yahoo.fr



Educational Background

- Master in Business Administration (MBA), Istanbul Aydin University Turkey (2018).
- Bachelor in Civil Engineering (B-Tech), Fotso Victor Institut of Science & Technology Cameroon (2015).
- Higher National Diploma (HND) in Civil Engineering, National Polytechnic Bambui. Cameroon (2013).
- CGCE Advanced Level, COPOBIT Cameroon (2011).

Experience Skills

- BILGE OKKULARI Istanbul (from October 2017 to June 2018)
 - Teach English Language to children.
 - Story time, Art and Crafts
 - Show and Tell as a revision of the work done during the week
- HELEN DORON KINDERGARDEN Istanbul (September 2016-July 2017)
 - Teach English Language to children.
 - Learning centre teacher.
 - Realizing activities such as dancing, acting, singing, craft etc.
- AKD KIDS BELIKDUZU, Istanbul (December 2015-June 2016)
 - Teach English Language to children.
 - Realizing crafts with the children on different topics for better understanding.
 - Executing monitory activities, singing dancing, storytelling, circle times etc.
- ARCHIPEL CONSTRUCTION, Douala (January 2015-August 2015)
 - Draw and design of architectural plans.
 - Calculate the quantity estimate of plans.
 - Conduct and control the execution of projects.
 - Counts the number of hours worked by each worker of the company in order to pay their salary.
 - Verify the security and safety of workers during execution of projects on site.

- Use of civil engineering softwares such as Autodesk survey, AutoCAD, Robot structural Analysis etc.
- FEICOM NORTH WEST CAMEROON, Bamenda (September 2012-November 2012)
 - Control project work on site for each sub-division of the North West region of the Cameroon.
 - Write weekly reports of activities realized.
 - Check on the financial status of each sub-division of the North West.
 - Verify each project and make sure there are not errors on the demand of execution.
- RAZEL FAYAT CAMEROON, Douala (June 2012-September 2012)
 - Conduct laboratory tests specifically geotechnical tests.
 - Follow up survey on the site.
 - Write report for each test realized.
 - Secretary work in the Geotechnical service of the company.
 - Participates in security and safety meetings organized in the company.

Computer Skills

- Brain storming and idea sharing. Extensive experience with Internet Explorer, Microsoft Office (Word, Excel and Power Point).
- Able to follow problems to their logical conclusion, Can work with little or no supervision and team spirit and I am a quick learner.

Language Skills

Proficiency in:

- ENGLISH: excellent listening, reading and writing skills.
- FRENCH: excellent listening, reading and writing skills.
- DEUSTCH (German Language): fairly good listening, reading and writing skills. Have certificate for A1 and A2, and participations in B1 classes in Deutsch Language.
- TURKISH: Elementary level of the language.

Key Skills

- Efficiency in the use of civil engineering softwares such as Autodesk survey, AutoCAD, Robot structural Analysis etc.
- Good communication, Able to follow problems to their logical conclusions.
- Organizational skills, Entrepreneurial skills & Management skills.
- Multi-tasks, Can work with little or no supervision & Team spirit.
- Verbal, written and presentation skill.
- Endless curiosity, Ready to learn, quick learner. Open minded and creative.
- Easily adapt to all situations that comes up, Can work with little or no supervision.