

The Role of Managerial Communication in Enhancing Decision-Making Effectiveness in Organizations

Introduction

Organizations of all types and sizes are complex social systems whose survival and development depend on their ability to adapt to internal and external variables. Two vital and intertwined processes lie at the heart of these systems: managerial communication and decision-making. The former acts as the lifeblood that supplies the organization with information, ideas, directives, and feedback, while the latter forms the core of managerial work, guiding efforts toward achieving strategic goals (Drucker, 2007).

No organization can succeed—or even survive—in today’s dynamic environment without an effective communication system that enhances the quality and effectiveness of its decisions.

Managerial communication is considered one of the essential elements for the decision-making process. It is closely linked to human interaction within the organization, aiming to achieve effective communication, exchange of information, experiences, and events among all relevant parties. Without an organized and effective communication network, it becomes difficult to convey instructions and directives to employees, which in turn affects their understanding of roles, duties, and rights—ultimately hindering organizational productivity and effectiveness (Al-Othaimeen, 2004).

The importance of communication emerges as a tool used by managers to develop organizational performance and deliver and interpret information and decisions within and beyond the organization (Kurdi, 2010).

In light of increasing challenges faced by institutions—fierce competition, rapid economic and social changes, and continuous technological advancements—the importance of making timely and accurate decisions continues to grow. This requires a continuous and precise flow of information across all organizational levels and from the external environment to the organization and vice versa. Here, the pivotal role of managerial communication is highlighted—not just as a means of transmitting messages but as an interactive process that fosters shared understanding, coordinates efforts, solves problems, motivates employees, and ultimately facilitates informed decision-making (Kanaan, 2007).

The Essence of Decision-Making

The decision-making process forms the essence of managerial practice, and it is considered a key to solving problems and seizing opportunities. Effective decisions are those that achieve the intended objectives with minimal resources and the highest possible efficiency. Conversely, weak or ineffective decisions can lead to resource waste, declining performance, and even the failure of the entire institution. Many poor decisions are attributed to weaknesses in the communication system—whether due to a lack of information, misinterpretation of available data, or failure to involve relevant stakeholders in the decision-making process (Hajajeh, 2003).

How Communication Enhances Decision-Making

According to administrative literature, effective managerial communication contributes to enhancing decision-making in several ways:

1. **Provides Information:** Communication provides the accurate and comprehensive information necessary to make rational decisions. Without reliable data, decisions become based on assumptions or personal experience, increasing the risk of failure (Talaat, 2003).
2. **Encourages Exchange of Ideas:** Communication enables the exchange of perspectives, experiences, and expertise, enriching the decision-making process and allowing for creative and alternative solutions.
3. **Builds Consensus and Acceptance:** When stakeholders are involved in the decision-making process—or at least informed of the rationale—it increases acceptance and facilitates implementation (Lunenburg, 2010).
4. **Provides Feedback Mechanisms:** Communication provides feedback loops that allow management to evaluate decisions, understand their outcomes, and make improvements to future decisions (Dessler, 2015).

Challenges Facing Managerial Communication

Despite its significance, many institutions face serious challenges in achieving effective communication. These include:

- Weak formal or informal communication channels
- Cultural or organizational barriers to information flow
- Poor communication skills among managers and employees
- Underutilization of technology to support communication (Daft & Marcic, 2017)

If not addressed seriously, these challenges can undermine decision-making ability and, ultimately, the strategic goals of the organization.

Research Problem

Despite widespread recognition of the importance of communication, problems related to poor communication still hinder effective decision-making. Institutions often suffer from:

- Lack of information exchange
- Message distortion
- Weak communication channels
- Resulting in poor or incomplete decisions, wasted resources, and low employee morale

Main Question

What is the role of managerial communication in enhancing decision-making effectiveness in organizations?

Sub-Questions

1. What is the current state of managerial communication in the studied organizations?
2. What are the determinants of effective decision-making in these organizations?
3. Is there a significant relationship between effective communication and information quality?
4. Do formal and informal communication channels affect decision speed and accuracy?
5. What is the role of feedback in improving decision-making?

Significance of the Study

Theoretical Significance

This study contributes to academic literature by analyzing the interactive relationship between managerial communication and decision effectiveness. While previous studies examined both concepts separately, this research offers a deeper understanding of how communication dimensions—such as clarity, accuracy, comprehensiveness, and timing—affect decision indicators like:

- Quality
- Speed
- Acceptance
- Execution efficiency

This helps bridge the research gap and provides a theoretical foundation for future studies and models in this domain.

Practical Significance

The study offers practical recommendations to all types of institutions. By identifying communication strengths and weaknesses and their effects on decisions, managers can:

- Develop communication strategies
- Improve communication channels
- Train staff in communication skills
- Design better information flow mechanisms

This enables organizations to:

- Improve decision quality
- Increase speed and reduce bureaucracy
- Boost acceptance through transparency
- Ensure effective implementation with ongoing feedback

Improving these aspects will enhance operational efficiency, reduce waste, and support the achievement of strategic goals.

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