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Effects of Management Issues in Business and Organisational Communication: A Study of Information and Communication Technologies (ICTs)

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Abstract
The study sought to investigate the role and benefits of information communication technologies in organisational communication and the challenges of business and organisational communication and how to tackle these challenges with ICTs. The study is anchored on Two-way symmetrical model of public relations propounded by Grunig and Hunt in 1984.Library research method was adopted to generate data for the study. Findings revealed that, ICTs facilitate faster, wider and cost- saving communication which has been made possible by video conferencing. ICTs are used in managing relationships between an organisation and its various stakeholders using strategies like omnichannel, personal selling and customer-centric marketing. Managing and storing organisational data is

another benefit of using ICTs in business and organisational communication, with cloud saving organisations can have their document stored digitally without need for large rooms for record and file cabinets. ICTs are also used to enhance operational efficiency by streamlining and optimizing business operations. Finding further revealed that, ICTs facilitate data-driven decision making by providing originations with data to make decisions geared towards customer satisfaction, this is so in that, data has become the lifeblood of modern businesses and an essential asset for informed decision-making. Findings revealed that, not listening to the communicator in a communication situation, inability to select the right word or the use of grandiloquent and outdated words, inconsistent communication channels and lack of employee engagement or low employee engagement were all challenges with business and organisational communication. It was concluded that, organisations need to use and continue to use ICTs to build relationships with their various customers and that ICTs have made immediate feedback possible and this is in line with the major tenet of Two-way Symmetrical Model which is centered on feedback. It was recommended among others that, the use of ICTs in business and organisational communication in the 21st century should not be relegated to the background because it is important for gathering data and making informed decisions.

Keywords: Business, Managing, Organisation, Communication, ICTs

Introduction

The criticality of communication to the survival of organisations cannot be over emphasised. Managers give directives through communication, employees achieve their task(s) through communication, organisations relate with their customers through communication. Similarly, Sule (2022) cited Pate (2014) who observes that, communication not only facilitates access to power but also creates connection between the government and the governed. Again, An American President of old, John Kennedy

according to Sullivan (2001) in Sule (2022) once said, the flow of ideas, the capacity to make informed choices and the ability to criticize largely depend on communication. Communication is a vital asset for any living organism. Without it individuals and organisations would find themselves irrelevant in the scheme of things (Udomisor 2007 in Tartsea-Anshase &Suemo 2014). In view of the foregoing it can be argued that about 75% of human activities revolve around communication. Communication is the exchange of ideas, thoughts, feelings etc between a sender and a receiver. This exchange is usually based on predetermined symbols or signs that are understood by the receiver and the sender. Communication cannot be effective if the symbols and signs are not understood by the recipient. The preceding point is buttressed by Ineji (2003) who opines that, in order to make meaning, in a communication situation symbols are used to express ideas and feelings. Communication is critical to the survival of businesses and organisations globally. Information Communication Technologies have greatly improved the way businesses and organisations communicate today. This assertion holds true in that, ICTs have provided businesses and organisations with new communication capabilities. Business and organisations can now communicate with people from different parts of the globe using videos , instant messaging, social media sites like Face book and Twitter(X) which allow people to remain in contact, communicate and share information easily and on regular basis (IPL, n.d). ICTs can save a company the cost of traveling to other parts of the world or country of operation to have meetings with clients and business associates. The preceding point is echoed in Shrivastava (2012) who opines that, ICT has provided a realistic alternative to physical meetings, he continued that, ICT is a powerful tool that can help an organisation to reduce travel. This means that ICTs have made a positive impact on the way businesses and organisations communicate, this is true in that, ICTs have made communication easier and cheaper. ICTs have provided so many different ways of communicating without face-to-face meeting. A

lot of people tend to just communicate over the internet or by texting as this is now easier than arranging to meet up. ICTs are concerned with how data can be stored, retrieved and transmitted digitally. This means that ICTs refer to how digital technology can help organisations and businesses in using information. This is true in that, advancement in technology has altered the way businesses, organisations and individuals communicate (Omula 2021).

Business communication is a communication that is intended to assist a business achieve fundamental goals, by sharing information between and among employees as well as people outside the company. An effective business communication is a communication that involves the exchange of information within and outside an organisation, this type of communication is intended to, ensure interaction between employees and management. For communication to be effective Gisclard-Biondi (2021) avers that, the 7Cs of communication should reflect in such communication situation. The 7Cs continued Gisclard-Biondi(2021) are: (i)**Clear** This means that the communicator's goal or objective should be expressed in a straightforward way.(ii)**Concise** this means the message is informative and to the point (iii) **Concrete** The communicator can provide examples and solid details if need be **. (iv) Correct.** The communicator should always have the audience in mind by ensuring that they can understand the message, this he can achieve by making sure the message is correct. (v) **Coherent** The communicator is expected to make use of logical connectors to structure his ideas.(vi) Complete the communicator must ensure that the message is complete by not leaving out any important information. (vii) **Courteous** The communicator should be friendly and avoid been rude in his approach. With the aforementioned 7Cs businesses and organisations can achieve effective communication. The need for effective communication stems from the fact that, communication is fundamental to businesses. This is so in that, the success of a

company is to a large extent determined by the way it operates and communicates with its various stakeholders. This implies that business communication is a process that involves sharing, listening and understanding messages between different groups through written and verbal formats. The foregoing connotes that, two-way communication is fundamental to the success of business communication. Two-way communication according to Omula (2021) provides the organisation with a means that creates a level playing ground for negotiation between an organisation and its employees, customers and other stakeholders. Two-way communication also maintains the best interests of both an organisation and that of its various stakeholders in the most fair and balanced way.

Organisational communication is the kind of communication that takes place within the workplace. This can be between employees and between employees and management. Paynton & Hahn (n.d) sees organisational communication as the type of communication that involves the sending and receiving of messages between particular environment and setting among interrelated individuals, with the aim of achieving individual and common goals. This position is echoed in Sambe (2002) who opines that, organisational communication is a communication within work setting like ministries and companies. Sambe maintained that, every organisation can be seen as an information processing system in which messages of all sort are imported, sorted, analysed and disseminated with a view to achieving specific pre-determined results. This shows that, organisational communication helps employees to accomplish their tasks; it can also help in building relationships between and among employees and managers that support daily and continuous operations in an organisation. Organisational communication according to Paynton & Hahn (n.d) focuses largely on relationship building and interactions among internal organisational members and interested external publics. This shows that, there are two approaches to organisational

communication. The first is the conventional approach which focuses on communication within organisations. The second approach is communication as organisation, which is more encompassing than the former. Information communication technologies have made business and organisational communication faster, cheaper and have greatly enhanced audience ability to give instant feedback to messages coming from the organisation. In view of the preceding point Beirut Arab University (2024) states that, ICTs make business and organisation communication more efficient, effective and promptly respond to customers need. Hence the need to incorporate ICTs into business and organisational communication.

Statement of Problem

ICTs have made business and organisational communication faster and cheaper communication. Equally important is the fact that ICTs have also transformed the way business and organisations communicate today. This study investigates the benefits of using ICTs in business and organisational communication, and how ICTs can be used to tackle challenges with business and organisational communication. Thus the study sought to find out the role and benefits of ICTs in organisational and business communication in the 21st^{t} century. Also to ascertain the challenges with organisational and business communication and how to manage such challenges using ICTs.

Theoretical Framework

This study is anchored on the Two-way Symmetric Model of Public Relations. This model according to Otuekere-Ubani (1996) is one of the four models propounded by Grunig and Hunt in 1984. The Two-way Symmetric Model provides organisation managers a new role, no longer is the manager a persuader and a one-way communicator. Rather the manager has now become the mediator between an organisation and its publics. The foregoing suggests that, the thrust of Two-way Symmetric Model is to ensure that there exists a two-way communication between an organisation

and its various stakeholders. This connotes that an organisation manager is expected to ensure flow of information from his organisation to its various stakeholders and also from the stakeholders to the organisation. This implies that one of the core tenet of the Two-way Symmetric Model is allowing feedback from the others (stakeholders).

The Two-way Symmetric Model argues that, organisation executives should serve as a liaison between an organisation and key stakeholders, rather than as a persuader. Here, organisations managers and executives are negotiators and use communication to ensure that all involved parties benefit, not just the organisation that employs them. The term is used because the model attempts to create mutual beneficial situation. The Two-way Symmetric Model is deemed the most ethical model, one that organisation managers should aspire to use in their everyday strategies. (Omula 2021).

The use of two-way symmetric communication by organisation managers who function at the strategic management level also allows for audience to have a voice at the executive table. This implies that Two-way Symmetric Model provides the organisation with a means that creates a level playing ground for negotiation between an organisation and its employees, customers and other stakeholders. Again Two-way symmetric communication maintains the best interests of both an organisation and that of its publics in the most fair and balanced way. The relevance of this model to this study lies in the fact that the model underscores the need for feedback in communication situations that involves an organisation and its various stakeholders. This implies that organisation needs to listen to the opinions of her customers, employees, suppliers, investors etc and decisions made should reflect the interest of the various stakeholders based on their opinions, in line with the mode's idea for two-way flow of information from the organisation to its various stakeholders and vice versa.

Methodology

The method adopted for this study is the library research method. This means that the study is based on secondary data. Library research according to IGI Global (n.d) refers to the act of using a library either in print or online, to find information which satisfies or answers a question. A research library is a library that contains in-depth collection of materials on one or several subjects. Research libraries exist to carter for the research needs of researchers. Such libraries are usually stocked with authentic materials with quality contents. Library research methods according to Keghku & Omula (2021) is a method that allows the researcher to depend completely on secondary sources of data to arrive at conclusion .This connotes that research library provides researchers with scholarly and non-fiction materials such as: journals, newspapers, periodicals research projects etc. A researcher using research library does not need to gather information from any given population sample (Keghku & Omula 2021). This implies that, the method is centered on the use of secondary data (information).The implication is that, the study is based on consultations of theoretically related studies carried out by other scholars. Conclusion and recommendations were based on consultation of textbooks, journal articles and online materials.

Literature Review

Role and Benefits of ICTs in Business and Organisational Communication

Today information and Communication Technologies (ICTs) have greatly improved the way communication is done in workplace. Boinott (2007) in Omula (2021) posits that, technologies have eliminate the walls between members of the public and a company, shorten the time a company has to react to relevant stories. There is the need for organisations and businesses to embrace these technologies because of the numerous advantages that come with using them at workplace and for businesses. The use of ICTs in business and organisations can enhance Communication, security

employee efficiency, ICTs can also save time and money. Equally important is the fact that Information and Communication Technologies when employed at workplace ensure faster, wider and more efficient communication, with clients, employees investors and potential customers. Blockman (2024) opines that, video conferencing gives people the capability to host live, interactive meetings using computer with high speed internet connection, with software such as Skype and web camera. The foregoing connote that, with the use of video conferencing technologies like Zoom and Skype organisations can conveniently hold meetings with people from various geographical locations in the world. Communication within an organisation can be made a lot easier with apps like Slack and Asana, which can also be used to track projects, details on tasks and deadline. Emails newsletter, social media and other platforms are important resources for communication in an organisation, they can be used to reach out to employees within and those in remote locations. With the increase in cybercrime and data breaches organisations can use technology to protect their data. Little wonder, Them You and Me (n.d) notes that, technology has increased the efficiency of systems, products and services. Technology helps to track and streamline processes, maintaining data flow and manage contact and employee records. Technology, according to Them You and Me (n.d) can bring about rapid growth of a business because it reduces cost and increases operational efficiency. Time and money is another benefit of using technology in business communication, this is so because it saves time and money. This means that, technology can help organisations absd businesses to achieve more in less time with no detriment to the quality of product and service.

One of the benefits of using ICTs for business and organisational communication is that it can be used to build relationship between the organisation and its customers. Relationship building is fundamental to the survival of every business entity, a mutual relationship can ensure continuous patronage, and customer loyalty

.In view of the foregoing, Amos (n.d) posits that ICT strategy focuses on customer relationship management (CRM) systems and omnichannel communication can greatly enhance customer interactions. Whether through personalized marketing campaigns or efficient query resolution, Amos (n.d) continued that, a customer-centric ICT strategy contributes to customer satisfaction and loyalty. In view of the foregoing it can be said that, omnichannel, personalised selling and customer- centric strategy are marketing strategies that can be actualized using ICTs. Omnichannel is a business strategy that is geared towards ensuring a seamless shopping experience across various channels. The seamless nature of this kind of experience tends to strengthen the relationship between the customer and the organisation. Personalised selling on the other hand enables the company to personalise a message and then direct such a message to individual customer. One of the hallmarks of personalised selling is relationship building and not just about making a sale (Amos n.d). Customer-centric strategy, is the ability of a company or an organisation to get to understand, the perceptions, situations and expectations of its customers or prospects. Customers- centric strategy will help the company or the organisation make decisions that put the customers at the forefront of everything that the organisation does. Simply put customer- centric strategy is more concerned with customer satisfaction.

Information and Communication Technologies in the 21st century can go a long way to assist an organisation in managing and storing data. This means that ICTs can provide an organisation with an effective data management system. Giving credence to the above assertion, Mackechine (2019) posits that, data management system is one of the important roles of ICTs in business and organisational communication. In times past organisations have large rooms and filing cabinets that were used to store important data about employees, customers and the company. Most companies today, on the contrary have their documents in digital

versions in storage devices and servers. These documents are easily accessible to employees of the companies and organisations irrespective of their geographical location. This position is echoed in Mackechine (2019) who opines that, organisations can store and maintain huge amounts of historical data economically and that workers in the company benefit from immediate access to the documents they need. In view of the foregoing it can be argued that it is a lot cheaper to store an organisation's data digitally using Information and Communication Technologies. Equally important is also the fact that an effective data management system via ICTs, provide employee easy access to information.

Another benefit of using ICTs in organisational communication is that it gives an organisation advantage over its competitors in that line of business. This position holds true in that, when an organisation employs adequate and efficient information technologies, that organisation will have the required tools to make itself a pacesetter in its industry. This is so because the organisation can predict what would happen and be ready to take the right steps. (Joseph, 2019). With analytics and Artificial Intelligence an organisation can predict pattern of behavior of its customers. Analytics uses machine learning to find meaningful pattern in data, it helps a business organisation to have total understanding of its customer across various devices and platforms. Analytics and Artificial Intelligence are key to relationship building as they are central to customer- centric marketing in the 21st century. The preceding point is echoed in Joseph (2019) who opines that, information technologies provide adequate information about your business market. The business organisation can then analyze the information and use it to avoid any problem that might pop up. Amos (n.d) argues that, a well-crafted ICT strategy can bring about a well- developed and sustained competitive advantage. Businesses continued Joseph, position themselves as industry leaders by leveraging technology to differentiate products or services, optimize operations, and

respond swiftly to market changes. There is no gainsaying the fact that ICTs can give an organisation advantage over its competitors, because of the numerous benefits of ICTs that will make the organisation do things differently from its competitors. To optimize the operations of an organisation means to make the best possible use of what the operation entails, so as to achieve maximum result. ICTs can therefore help an organisation optimize its message disseminations strategy, the platforms, relationship building strategy. To respond swiftly means to respond quickly, ICTs have made it possible for organisations to react almost immediately to messages and changes.

Enhancing operational efficiency according to Joseph (2019) is another benefits of using ICTs in organisational communication. One of the fundamental purposes of ICT strategy is to streamline and optimize business operations. This can be achieved by employing advanced technologies like Enterprise Resource Planning (ERP) systems. With this businesses and organisations can achieve better coordination among different departments, reduce manual errors, and enhance overall efficiency. This efficiency translates into cost savings and a more agile response to market demands. (Joseph 2019). One way to achieve operational efficiency according to Focusnet (n.d) is to automate process wherever possible, this would allow the employees to work in more productive areas. Customer service for instance can be automated by implementing an AI chatbot in the company's website that can help to automate customer service by providing customers with answers to frequently asked questions. Automated hiring software can be used to hire qualified candidates by searching for specific keywords and qualifications rather than manually searching through a plethora of applications. Social media management service allows an organisation to schedule multiple posts at once and publish them in different profiles, instead of publishing every social media posts on every platform. Improved communication and collaboration according focusnet

(n.d) is another way ICTs can enhance operational efficiency. With the use of ICTs those who work remotely can do collaborative work with those far away from them. Presentations can be done by those who work remotely through video calling services like Zoom and Microsoft Team Again Google suite online services like Docs, Sheets and Drive can be used to allow easy access to projects and data for multiple users .Making use of the cloud is another way of achieving operational efficiency .The cloud provides opportunity to consolidate any overlapping and redundant systems and database into a single centralized online presence(Focus net n.d) Cloud data storage, is a type of computer data storage where digital data is stored on a server in off-site locations. The servers are maintained by a third- party provider who is responsible for hosting, managing and securing data stored on its infrastructure. Cloud storage allows an organisation or a business to store, access and maintain data so that they do not need to operate data centers. Operational efficiency simply refers to using ICTs to save cost and at the same time improve on service delivery.

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Facilitating data-driven decision making is another huge benefits that organisations can derive from using ICTs. Today's customers are found online and a lot of information about these customers can also be found online. Besides, AI and analytics can assist a company to gather and interpret data on pattern of behavior of customers and prospects. Such data can help a company or an organisation to make sound decisions. This position is consented to by Amos (n.d) who avers that, data has become the lifeblood of modern businesses and an essential asset for informed decision-making. It allows companies and organisations to understand their customers better, identify trends and patterns in the market, and make well-informed decisions based on evidence rather than intuition alone. An effective ICT strategy according to Amos (n.d) ensures that companies and organisations can harness the power of data for informed decision-making. Through the implementation of

Business Intelligence (BI) tools and data analytics, businesses can gain valuable insights into customer behavior, market trends, and operational performance. This, in turn, allows for strategic decision-making that aligns with organisational goals. Corroborating this view Joseph(2019) states that, a company needs to have an efficient information communication technology system as it is useful when there is need to make certain decisions. Whenever a company is about to take a step that has high stakes especially such that could define its earnings, there is need to have sufficient information to back up such decisions. Such information can be gotten through ICTs.

Challenges of Business and Organisational Communication and how to tackle these challenges using ICTs

One of the challenges of business and organisational communication according to Lorette (2019) is listening to learn and not just to respond. A communication situation where the receiver is just waiting for the communicator to finish so that he can respond is not a healthy one. The importance of listening is stressed by Indeed Editorial Team (2024) who states that, listening skills allows you to better understand what someone is saying rather than just hearing them. Little wonder Lorette (2019) asserts that, the most important aspect of communication is listening. This is true in that in listening the receiver will understand the meaning of the message and be able to act appropriately. Lorette (2019) asserts that, because of the pressure to maintain success, managers and business executives may not have the time to sit and listen to the needs of the employees and the customers. Managers need to create time to truly listen to the needs of employees and customers. Managers, need not assume that they know what is best for the employees and customers without truly listening to them. The success of business and organisation is to some extent dependent on how well policies, directives, messages are disseminated, and listening can play effective role in the success of business and organisational communication. One way to listen to customers in

today's world is to use Artificial Intelligence to gather information about audience preference and then come up with personalized messages for the various customers. AI algorithms according to Valin (2024) can help provide insights into consumer behaviors and preferences, therefore allowing communicator's to craft messages aimed at specific demographics.

Effectiveness in organisational communication cannot be achieved when the communicator fails to use the right word. Simply put the communicator needs to select the right word; this means using words that are correct and relevant to each circumstance. Sambe (2002) identifies two types of words which are: functional and content words. Functional words have one unchanging meaning in any given context. In other words functional words have denotative meanings, which make the listener thinks of one quality of the word. Sambe opines that, conjunctions, prepositions, articles and pronouns are examples of functional denotative words. Content or connotative words on the other hand, are multi - dimensional and therefore subjected to plethora of interpretations. Parts of speech like: nouns, verbs, adjective and adverbs are considered as content or connotative words because they have derived meaning or contextual meaning. The communicator is free to use both content and functional words, however, achieving communication effectiveness depends on the ability of the communicator to select the right words for his message. In dealing with customers online AI can assist the communicator to select words that that are more suitable for specific target audience. This is true in that personalized information system according to Reis & Carvalho (2012) are applications that exhibit personalized behavior ,adjusted to preferences or needs of their users.

The use of outdated and high- sounding words according to Sambe (2002) is another challenge with organisational communication. In an attempt to impress the audience sometime communicators resort to using outdated and high-sounding words that may not make

meaning to the audience. Outdated words are expressions that are no longer fashionable. The use of such phrases and expressions in communication may obscure meaning especially in written communication (Sambe 2002). It is best for communicators to write as if they were having a face-to-face communication. Sometimes communicators use high-sounding words when they want to 'project' themselves, this must be avoided in business and organisational communication. The essence of communication is to express oneself in the best way possible by using vocabularies that can easily be understood by the listeners or the receivers. The use of grandiloquent words shows that the communicator is trying to impress rather than express himself. Communication cannot be effective in a situation where you impress your audience with grandiloquent words. This is so because you may have impressed your audience but did not pass across your message. Communication is said to be effective when the message is understood by the audience. The communicator must also endeavor to break –up compound sentences connected by the conjunction "and"--- into separate or simply sentences so as to be able to achieve clarity and easy understanding. Or the communicator should try as much as possible to use less and less of compound and complex sentences (Sambe 2002).

Inconsistent communication channels according to Baldikov (2022) is a challenge to business and organisational communication. There is the need for an organisation to have a clear plan for internal communication. Baldikov (2022) notes that there should be specific channels of communication for the dissemination of different messages. Having inconsistent communication channels, will lead to waste of valuable time that would have been used to accomplish certain tasks. This is so because employees are more likely to search for information across various channels thereby wasting valuable time. The organisation according to Baldikov (2022) will experience low productivity as a result of inconsistent communication channels. To tackle the

challenge of inconsistent communication channel Baldikov (2022) suggests that, an organisation first needs to decide on the communication tools to use and then recommend how company's message or news is disseminated consistently across specific channel(s). This will help the employee to know which channel carries which news or message. As such the employees will know which channel to visit for which news, which will prevent the waste of valuable time searching for a specific news across various channels. With automation software messages can be programmed and sent to same channels again and again. This true in that automation according to Kanade (2024) is the use of machine or technology to perform tasks without much human intervention. Automation continued Kanade, tries to streamline processes, enhance efficiency and reduce human error.

Lack of employee's engagement or low employee engagement is also a challenge to business and organisational communication. Employee engagement according to Smith (2024)

> Is a human resources concept that describes the level of enthusiasm and dedication a worker feels towards his job. Engaged employees care about their work and about the performance of the company and feel that their efforts make a difference An engaged employees are in it for more than a paycheck and may consider their well being linked to their performance, and thus instrumental to their company's success (p.1).

Lack of employee engagement on the other hand is when the employee lacks passion for the job and derives little or no joy from his/her job. Little wonder Baldikov (2022) opines that, high employee engagement is required for effective workplace communication. This is so because, lack of employee engagement can make employees to have little or no interest in their tasks and the organisation as a whole. Lack of employee engagement would make the manager's effort to facilitate effective workplace

communication yield little or no result. There is need to ensure there is high employee engagement. This according to Baldikov (2022) can transform an organisation for better. The more driven and receptive a company's employees are, the more they will bring to the business (Baldikov, 2022) High employee engagement will bring about improved and better performance, because a committed, dedicated and enthusiastic employee requires little or no supervision. Such employees believe that their contributions matter to the success of their organisation. Lack of motivation can also lead to low employee engagement or lack of employee engagement. Lack of motivation sometimes may come from the fact that, the manager or those at the helm of affairs hardly treat their employees well and talk to them rudely. This is true in that Indeed Editorial Team(2024) notes that, a lack of general interest or motivation often stems from how strong communication with employees is or how they are treated by management. The need for motivation is echoed in Omoile (2020) who states that, motivation can translate to higher performance for the individual which usually has positive impact on the performance and productivity of an organisation. The need for high employee engagement is captured in Ibrahim (2022) who cited Danish & Usman (2010) who say, "Employees are one of the most essential assets as they contribute immensely to growth and development of any organisation (p.35)". ICTs and AI can also be used to make the tasks of employees less cumbersome, faster and easier. This can also bring about a form employee engagement because it shows that the organisation cares about the employee and wants to make thing ease for the employees.

Discussion

Findings of this study have shown that Two-way Symmetrical Model is still relevant to studies like this. The Model is centered on feedback from the audience. And in the 21st century ICTs have provided avenue for immediate feedback, therefore revalidating the tenet of Two- way symmetrical Model. The first objective of

this study was to find out the role and benefits of ICTs in organisation and business communication in the 21st century. Findings revealed that Information and Communication Technologies have made business and organisational communication faster, wider and even more convenient. It was discovered that with ICTs business and organisations' managers can hold meetings in their offices with clients and business partners in other parts of the world. This is in line the position of Blockman (2024) who opines that, video conferencing gives people the capability to host live, interactive meetings using computer with high speed internet connection, with software such as Skype and web camera. This means that, with the use of video conferencing technologies like Zoom and Skype organisation's managers and employees can conveniently hold meetings with people from various locations in the world. In the same vein, Shem & Vakkai (2023) submit that, technologies have enhanced communication in modern day societies, technologies continued, Shem & Vakkai have made instantaneous sharing and reception of information possible. Facilitating data-driven decision making is another role or benefit that organisations derive from using ICTs, this is so because today's customers are found online and a lot of information about these customers can also be found online. Besides, AI and analytics can assist an organisation to gather and interpret data on pattern of behavior of customers and prospects. Such data can help the organisation make sound decisions. This is in line with the position of Amos (n.d) who avers that, data has become the lifeblood of modern businesses and an essential asset for informed decision-making. It allows companies and organisations to understand their customers better, identify trends and patterns in the market, and make well-informed decisions based on evidence rather than intuition alone. Amos (n.d) asserts that through the implementation of Business Intelligence (BI) tools and data analytics, businesses and organisations can gain valuable insights into customer behavior, market trends, and operational performance. Information and Communication

Technologies in the 21st century can assist an organisation in managing and storing data. This means that ICTs can provide an organisation with an effective data management system. This is in line with the submission of Mackechine (2019) who opines that, organisations can store and maintain huge amount of historical data economically and that workers in the company or organisation benefit from immediate access to the documents they need. With the use of ICTs organisations no longer need to have large room(s) for storing files. ICTs have also made access to information easy for employees, stakeholders and managers in various organisations. As such ICTs have enhanced the relationship between an organisation and its various stakeholders, this is so because ICTs provide avenue for immediate feedback mechanism. ICTs providing avenue for immediate feedback shows the importance of Two-way Symmetrical Model to this study. This is so because the Model is centered on feedback from the audience, and ICTs have provided avenue for immediate feedback, therefore creating avenue for improved relationship building. Amos (n.d) posits that ICTs strategies focusing on customer relationship management (CRM) systems and omnichannel communication can greatly enhance customer interactions. The hall marks of personalized selling that is made possible by ICTs, is relationship building and not just about making a sale. (Amos, n.d)

The second objective of this study was to ascertain the challenges with organisation and business communication and how ICTs can be used to address these challenge. Finding has shown that one of the challenges with business and organisational communication is when the receiver is not listening to the communicator, but only waiting for the communicator to finish so that he can reply. Listening is critical to effective business and organisational communication. Listening skills allows you to better understand what someone is saying rather than just hearing them. Lorette (2019) asserts that, the most important aspect of communication is listening. One way to listen to customers in today's world is to

use Artificial Intelligence to gather information about audience preference and then come up with personalized messages for the various customers. Little wonder AI algorithms according to Valin (2024) can help provide insights into consumer behaviors and preferences, therefore allowing communicator's to craft messages aimed at specific demographics

Inability of communicators to select the right word and the use of high-sounding and outdated words during communication pose as challenges to business and organisational communication. The use of such phrases and expressions in communication may obscure meaning especially in written communication (Sambe 2002). Low employee engagement or lack of employee engagement is a serious challenge to business and organisational communication. Indeed Editorial Team (2024) notes that, a lack of general interest or motivation often stems from how strong communication with employees is or how they are treated by management. The benefit of high employee engagement are numerous, Baldikov (2022) asserts that, high employee engagement can transform an organisation for better, according to Baldikov, the more driven and receptive a company's employees are, the more they will bring to the business. Motivation is one way managers can bring about high employee engagement in their organisations, The preceding point is echoed in Omoile (2020) who asserts that, motivation can translate into higher performance for employees, and that, this can also result in higher performance or productivity in an organisation. Finding has shown that the use of inconsistent communication channel in the dissemination of information in an organisation is a challenge as the employees would have to search for a particular information across various channels. This is in line with the submission of Baldikov (2022) who opines that, the use of inconsistent channels will make the organisation to experience low productivity, because valuable time may be wasted searching for information across various channel. To correct this communication problem in organisations Baldikov (2022) suggests

that, an organisation first needs to decide on the communication tools to use and then recommend how company's messages or news are disseminated consistently across specific channel(s). With automation software messages can be programmed and sent to same channels again and again.

Conclusion

Organisations need to use and continue to use ICTs to build relationships with their various stakeholders, ICTs have made immediate feedback possible and this is in line with the major tenet of Two-way Symmetrical Model which is centered on feedback from the audience.

Recommendation

To achieve effective communication organisations managers need to communicate and treat their employees in a way that would always ensure high employee engagement. In every communication situation the communicator must endeavor to express himself in the best way possible by selecting the right word, using simple sentences and by avoiding grandiloquent words. The use of ICTs in business and organisational communication in 21st century should not be relegated to the background because it is important for gathering data and making informed decision.

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