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An Evaluation of Agility of Communicated Messages towards Adoption of Extension Services

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ABSTRACT

Research in agriculture comes up with innovation that improves performance in agricultural sector. The innovation must be packaged into agile message that can easily be adopted by the farmer. Agile messaging is crucial in promoting sustainable practices among farmers. The purpose of this study was to examine agility of messages communicated to farmers of orange fleshed sweet potatoes. Objectives of study were to examine agility of messages in terms of simplicity, clarity, timeliness and relevance of the message as well as conciseness of instructor in message delivery. The study population consisted of 279 farmers who participated in Accelerated Value Chain Development Project that was implemented by International Potato Centre (CIP) in Migori and Homa Bay Counties in the years 2017 and 2018. Quantitative data was collected by Kobo collect android application. The following levels of message agility was established; simplicity (97%), relevance (90%).timeliness (89%), clarity (84%), and conciseness (55%), Extension agents need to put a lot of emphasis in making message conciseness to be more agile if the messages are to be beneficial to farmers.

Keywords: *Agile Messages, Communication, Adoption, Extension services*

INTRODUCTION

Extension education is a science concerned with creating, transmitting, and applying knowledge to bring about planned behavioral changes that improve livelihoods (Reddy, 1993). Effective communication is foundational to extension education, particularly in delivering technical knowledge from extension officers to farmers. Claude Shannon and Warren Weaver (1948) emphasized that communication may fail when the intended message is not correctly decoded by the receiver, often due to the use of inappropriate elements or channels. According to Agbamu (2006), access to the right information is a critical and indispensable step in adopting agricultural innovations. Agile communication plays a vital role in enabling behavioral change among farmers by ensuring that messages are both accurate and impactful. Rogers' (2003) Diffusion of Innovation Theory posits that individuals adopt innovations only when the new information adds value to their existing knowledge. Similarly, Green (1984) suggests that during communication, audiences selectively assemble memory elements, which influence whether they adopt new practices. Therefore, the content structure and delivery method significantly affect the effectiveness of the message. Agile messaging—borrowed from Agile project management methodologies—emphasizes simplicity, clarity, conciseness, relevance, and timeliness. In contrast to traditional, documentation-heavy communication plans, Agile messaging is iterative and responsive, enabling communicators to adapt messages based on ongoing feedback. As Agile teams learn progressively, they address emergent communication needs rather than relying on static plans, which may become counterproductive in dynamic environments. Agile messaging also promotes the use of multiple communication channels to reduce ambiguity and enhance message delivery. Daft and Lengel (1986, 1988) argue that each communication channel possesses unique characteristics, making it suitable for specific contexts. Guo and Sanchez (2005) support this, noting that the medium of communication can carry symbolic meaning that influences how a message is interpreted. This aligns with McLuhan's famous assertion that "the medium is the message," indicating that the delivery channel affects message perception. For communication to be effective, extension officers (as sources) must have well-formed ideas, encode them into suitable language, and transmit them through appropriate channels to farmers (receivers). Schramm (1954) and Scudder (1980) emphasize that communication is incomplete without encoding, decoding, and feedback. Feedback is particularly vital in participatory communication, where the adoption of innovations reflects the effectiveness of message delivery.

Greene's (2015) Action Assembly Theory explains that individuals do not respond automatically to messages but rather engage in cognitive processes that transform thought into communicative behavior. This is especially relevant in agricultural extension, where a farmer's decision to adopt an innovation is mediated by psychological and social influences. Tucker and Napier (2000) highlight that agricultural extension messages should be

evaluated against criteria such as relevance, timeliness, accuracy, cost-effectiveness, reliability, usability, exhaustiveness, and the appropriate level of aggregation. However, achieving such communication quality requires careful selection of message performance indicators. When messages are not simple, clear, concise, relevant, or timely, communication fails, leading to a lack of information uptake and, ultimately, no change in farmer behavior. Although existing literature acknowledges the importance of message quality in agricultural extension, limited empirical studies have focused on the effectiveness of Agile messaging, particularly in relation to the four core indicators—simplicity, clarity, conciseness, and relevance/timeliness. Most research emphasizes traditional models of communication that may not suit the dynamic, feedback-driven nature of modern agricultural systems. The recent study conducted on the orange-fleshed sweet potato value chain in Homa Bay and Migori counties demonstrates the potential of Agile messaging in improving farmer behavior. However, its narrow focus on the production link limits generalizability to other crops or sectors. As such, there is a compelling need for further investigation into Agile messaging across broader agricultural contexts.

MATERIALS AND METHODS

The study was undertaken between 28th July 2023 and 26th September 2023. It employed a case study design to examine agility of communicated messages. Case study design was employed due to its ability to enable in depth examination of a specific case thereby enabling generalizability. Orange fleshed sweet potato extension had an organized extension system promoted by Accelerated Local Value Chain Development Project (AVCDP), 2018. The project was implemented in four counties of Western Kenya covering Bungoma, Busia, Homa Bay and Migori with Nairobi, Kenya's capital, as the main center for marketing roots. By the end of the three years, farmers under the AVCD program had increased production of OFSP during the long rainy season as well as the crop area in both seasons. This improved the consistency of supply and access to OFSP roots by traders and processors and for home consumption (www.sweetpotatoknowledge.org)

.The sample frame for this study comprised of orange fleshed sweet potato farmers who have practiced growing of the crop over the years. A sample size is a sub-set of the total population that is used to give the general views of the target population (Kothari 2004). The sample size must be a representative of the population on which the researcher would wish to generalize the research findings.

Qualitative research describes a phenomenon of communicative action, (Habermas,1981) and the channels employed to make the communication a success. Observation, questionnaires, key informant interviews were used to gather data (Gall and Borg, 2007).

To obtain study sample Fisher's formula for calculating sample size was used. Fisher's formula is appropriate for population up to 10,000. The study had adopted a sample frame of

1011 orange sweet potatoes farmers.

Fisher formula:

This calculator uses the following formula for the sample size n:

$$n = N^*X / (X + N - 1). \qquad \mathbf{X= \frac{Z\,\alpha/2^2 * P*(1-P)}{e^2}}$$

$Z\alpha/2$ is the critical value of the Normal distribution at $\alpha/2$ (e.g. for a confidence level of 95%, α is 0.05 and the critical value is 1.96), e is the margin of error, 5%, p is the sample proportion, 0.5, and N is the population size, 1,011.

$$X= 1.962 \text{ x } 0.5 \text{ x } 0.5$$

$$(0.05)2$$

$$X=384.16$$

$$n= 1011 \text{ x } 384.16$$

$$384.16 +1011-1$$

$$n=279$$

A total of 279 participants was identified for the interview through multi stage sampling as explained below;

Firstly; Purposive sampling; Orange Fleshed Potato farmers were chosen because of their experience in growing Orange Fleshed Sweet Potato (OFSP) under organized agricultural extension system. High concentration of these farmers is found in Rachuonyo East Sub county of Homa Bay county and Kuria West Sub county of Migori county. Purposive technique allowed the researcher to use cases that have the required information with respect to the objectives of the study. The counties were chosen because they are sites where International Potato Centre (CIP) implemented Accelerated Value Chain Development in 2017 and 2018 i.e Homa Bay and Migori. These counties possess the required characteristics (Mugenda & Mugenda, 2003). Proportionate sampling will be applied to obtain the desired cases (Borg & Gall, 1993). The number of respondents in each county was allocated proportionately, i.e the county with more potato farmers received a higher allocation than the one with a smaller number of farmers.

Within Migori and Homa Bay counties the sub counties with the highest concentration of farmers of orange fleshed sweet potatoes were identified. Agricultural officers in the respective sub counties generated lists of all orange fleshed sweet potato farmers in their areas and these formed the sample frames. Individuals in the sample were picked through systematic sampling. Sampling

Secondly; Proportionate sampling; the number of OFSP farmers in Migori (580) were more than those found in Homa Bay County (411). Proportionate sampling gave Migori 160 famers and Homa Bay 119 farmers out of the total sample of 279 famers to be interviewed.

Thirdly; Systematic sampling; the actual respondents interviewed in each site were identified through systematic random sampling. The total number of farmers in each site divided by the allocated sample in that site gave the sampling interval. Where identified respondent was absent at the time of interview or was not willing to participate in the study, enumerators in consultation with the supervisor identified a replacement from the sample frame. Sample sizes for the two sub counties is given below;

Table 1: Sample sizes

S/N	County	No. OFSP farmers	Sample size
1	Homa Bay	431	119
2	Migori	580	160
	TOTAL	1011	279

The study used KoBoCollect tool of data collection.in quantitative data collection. KoBoToolbox that houses KoBoCollect is an open-source suite of tools for data collection and analysis in humanitarian emergencies and other challenging environments.
Enumerators were taken through the items in the tool to familiarize themselves and also to develop translation in local language. Pretest was done in few households that were not targeted and this this helped to gauge time required to finish interviewing one household.
Kobo toolbox provides a good platform to collect data using smartphones and computer, additionally it has built in online server where all kobo collect data is stored. Data is filled in online forms and data exportation to MS Excel is easy. Kobo toolbox has a great user friendly interface, does not require knowledge of complex coding language and can work both online and offline. . Data analysis and visualization is done real time.
. Sub County Agricultural Officers in the two sub counties availed themselves for Key Informant's Interviews.

FINDINGS

The study investigated agility of messages communicated towards enhancing extension services. Agility was operationalized and measured through the quality of the message that was communicated. A message is defined as information conveyed by words (in speech or writing), and/or other signs and symbols. Message content was operationalized based on simplicity, conciseness, clarity, relevance and timeliness of the message. A message (verbal or nonverbal, or both) is the content of the communication process. The four indicators were measured through the messages communicated to the farmers of orange fleshed sweet potatoes for adoption.

Simplicity of message

Simplicity was measured based on the farmer's familiarity with the terminologies used during training, the findings are as shown in the *table 2:*

Table 2; Farmers familiarity with terminologies used in training

Site	More Familiar	Averagely Familiar	Not familiar
Rachuonyo East Sub county	85	29	3
Kuria West Sub county	57	100	8
Total	142	129	11
% familiarity with terminologies	51%	46%	3%

(Source (Author, 2025)

It was found out that 51% of participants in the training were more familiar with terms used during training, 46% participants in the training were averagely familiar with the terms used in the training whereas 3% of people trained were not familiar at all with the terms used in the training. When the total of those who are averagely familiar and more familiar with the terms used during training add up to 97% familiarity, it means that the terms used in the training were simple and were at the level of most farmers. This is a positive thing and therefore means the facilitators had studied their audience and packaged the content appropriately. Only 3% of people trained were disadvantaged as they were not familiar with the terminologies used in the training. The level of familiarity shows the message was highly agile.

Conciseness of instructor to deliver message

Conciseness was measured based on delivery of the message by the instructor. Participants rated the instructor on a scale of 0 to 10 according to the ranges provided; a scale of 10 under the following categories; 0-5, Low conciseness, 5-7 moderately concise and 7-10. Highly concise

The following findings were realized *as* shown in Table 3

Table 3: Conciseness of the instructor on delivery of messages

Rating Scale	Kuria West Sub County(Conciseness)	Rachuonyo East Sub County(Conciseness)	Both Sub Counties (Conciseness)	% conciseness
7-10	58	95	153	55%
5 - 7	93	24	117	42
0- 5	9	0	9	3%

(Source (Author, 2025)

According to the respondents, 55% of the instructors scored above 7 on their conciseness in delivery of content under discussion. 42% scored between 5 and 7 and only 3% scored below 5. No instructor in Rachuonyo East Sub County scored below 5%. Most extension officers are concise in their content delivery and do deliver highly agile messages to the farmers. This agrees with the position of SCAO of Rachuonyo East when he says;

> *'The cadre of staff I have is adequate but the number is inadequate because the staff are more qualified with all having either diploma in Agriculture or Horticulture. Inadequate because a Ward is supposed to be manned by one staff but the prevailing situation currently is that two Wards are manned by a staff.*

Clarity of message

Clarity of message was measured by the amount of time the trainer spent in explaining a point to the satisfaction of the audience. The duration was either little time, enough time or a lot of time, according to the audience. The different times received are presented in the table 4 ;

Table 4; Amount of time spent by instructor to explain a point.

Sub county	Little time	Enough time	A lot of time

Rachuonyo East Sub county	1	91	27
Kuria West sub county	5	143	12
Total	6	234	39
% of time spent explaining a point	2	84	14

(Source; Author, 2025)

A total of 84% of respondents reported that the instructor spent enough time to explain a point during the trainings they had. 14 % felt that the instructor spent a lot of time whereas a paltry 2% felt that little time was spent to explain a point. Enough time to explain a point to audience points to high agility of the message.

Relevance of message

Relevance of the message of communication was measured by the amount of impact the training had on the lives of the people who were trained. This impact depended on the extent to which the training addressed the challenges faced by farmers in their farming activities. The responses ranged from 'not at all' for those who realized no impact to 'Very much' to those who reaped greatest benefit. The responses received are presented in the table 5;

Table 5; Impact of training of farmers.

Sub county	Very Much	Much	Little	Very Little	Not All	Total
Kuria West Sub County	44	92	18	4	2	160
Rachuonyo East Sub County	62	54	3	0	0	119
Total	106	146	21	4	2	279
%	38	52	8	1	1	100

Source (Author,2025)

A total of 38% of respondents reported that their farm activities were impacted very much by the trainings that they attended while 52% were much impacted by the trainings. Cumulatively 90% of respondents were either much impacted or very much impacted by the trainings they attended. This depicts relevance of the messages disseminated during the training. The degree of impact realized depends on effort of the farmer. 10% of the respondents had little, very little or no impact at all.

Timeliness of message

The timeliness of message was investigated based whether the training was conducted. The training was conducted before the corresponding farm operation, during farm operation. or after the farm operations. Timely training on subject matter is timely when it is done before farm operation or during farm operation so as to accord farmers opportunity to put into practice what they learnt. The different times the trainings were done is given in the figure below;

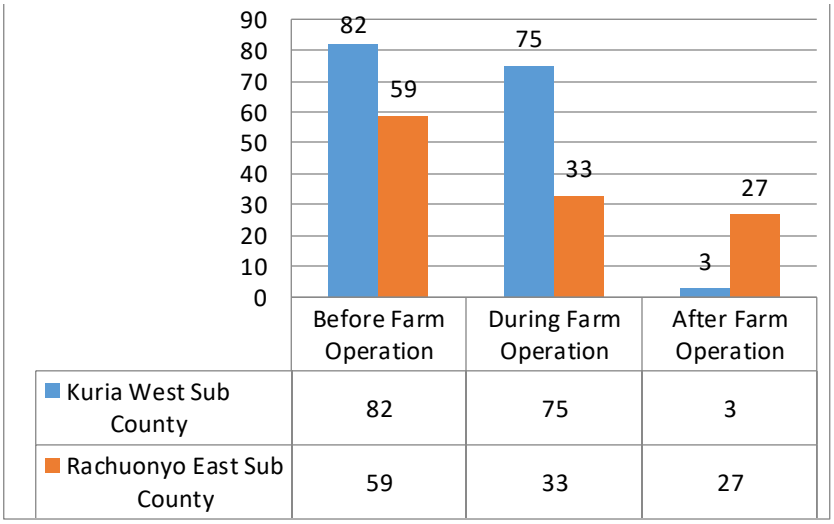

Figure 6: Time when training was held.

A total of 50% (141) of respondents reported that the farmer training were held before farm operations, 39% (108) of respondents attended trainings during farm operations whereas 11% (30) reported that the trainings took place after farm operations. Trainings that were convened before and during farm operations were both timely and hence agile.

Summary of Findings

This study investigated agility of messages communicated to farmers of orange fleshed sweet potatoes in Migori and Homa Bay counties .Bulk of the data was obtained from household questionnaires administered to farmers who took part in Accelerated Value Chain Development Project that improved production and utilization of orange fleshed sweet potatoes in the areas. Qualitative data was gathered from staff of Ministry of Agriculture. Literature related to objectives of study was reviewed to expose existing gaps.

From the study; Simplicity of communicated messages was ranked at 97%. Finding shows that terminologies used by instructors are fairly simple and can be understood by most participants. This makes the messages communicated to be of high agility.

From the study conciseness of instructor to deliver messages was ranked at 97%. Most participants felt that instructors delivered the messages in good proportion and within acceptable time. In their judgments all instructors scored 5 and above out of a possible 10. This makes the messages communicated to be of high agility.

Clarity of messages communicated was ranked at 84%. The instructor spent enough time to explain a point and to respond to questions and clarifications sought by the audience. This makes the messages communicated to be of high agility.

Relevance of messages communicated was ranked at 90%. This resulted into 90% of participants reaping impact when they put into use what they learnt in the trainings. This makes the messages communicated to be of high agility.

Timeliness of messages communicated was ranked at 89%. Most trainings were conducted either before the field operation of during the farm operation, for example , some trainings were held during planting of the potato vines and this gave opportunity for participants to practice. When trainings which are held too early or too late for the corresponding farm operations, farmers find it difficult to recall what they learnt and implementation becomes a challenge.

DISCUSSION

Simplicity of messages communicated

Simplicity of communicated messages was ranked at 97%. Finding shows that terminologies used by instructors are fairly simple and can be understood by most participants. This makes the messages communicated to be of high agility. When a great percentage of audience is familiar with terms used in training, it means there was

adequate audience analysis (Aristotle, 1983) leading to formulation of appropriate message guided by Action Assembly Theory (Green, 1984). In many occasions the easiest way to make a simple message is to choose correctly the words and expressions to use. Simple vocabulary, though rigorous, can be the key to unlock the understanding between the parties (Top 10 Features And Characteristics Of Good Communication.. (crgsoft.com). It is however important to note that not all botanical terms have their translation in local dialects. This can be a handicap on the part of instructor.

More research is also required to find ways of simplifying harvesting, particularly when terminal drought occurs, making the soil surface hard to break. (Forum For Agricultural Research In Africa, 2018)
The above capacity building can only be realized when instructors deliver simple, concise, clear, reliable and timely messages to farmers of orange fleshed sweet potatoes

Conciseness of instructor to deliver message
From the study conciseness of instructor to deliver messages was ranked at 97%. Most participants felt that instructors delivered the messages in good proportion and within acceptable time. In their judgments all instructors scored 5 and above out of a possible 10. This makes the messages communicated to be of high agility

In order to avert semantic barriers, the message should be conveyed in easy, concise and understandable language. The expressions or signs chosen for communicating the message must be suitable to the reference and understanding of the recipient. The interlocutor must know the content well so as to be able to explain the facts to the audience. He has to include enough information to highlight all the key points, but it should not be too much to bore otherwise the sender loses attention of the people (Top 10 Features And Characteristics Of Good Communication.. (crgsoft.com). A skilled communicator keeps his audience more glued to him and this can be achieved my use of life examples in between the learning experience. Only a knowledgeable instructor will be concise in his or her presentation.

Ochieng' et al, (2017) in their study entitled 'A Survey Of Farmers' Perceptions And Management Strategies Of The Sweet Potato Weevil In Homa Bay County, Kenya' found out that 93% of the respondents from Homa Bay County stated that sweet potato weevil was the most problematic pest in the county. This is a product of message passed concisely backed by experience of the farmer.

Adequate knowledge of the content is key in formulating agile messages to be communicated to the audience. It is only when the interlocutor is conversant with the subject that he/she is able to develop concise and simple messages. The primary concern of Action Assembly Theory is message production; furthermore, Greene (1986) stated that his primary goal is to address "what information is represented in the mind and what processes operate over that information such that the audience is able to conceive and enact verbal and nonverbal messages".

Clarity of message communicated
Clarity of messages communicated was ranked at 84%. The instructor spent enough time to explain a point and to respond to questions and clarifications sought by the audience. This makes the messages communicated to be of high agility. When enough time is spent to explain a message, the message can be modified and presented a variety of cues to clear equivocality (Daft and Lengel,1986). One of the strengths of face to face communication is the opportunity to seek clarifications. The instructor has the advantage to observe non-verbal cues of the audience. This enables the instructor to adjust his message or method of delivery appropriately. Media Richness Theory (Daft &Lengel, 1986) posits that employing multiple cues in communication enhances understanding of the message by the audience.

The clarity in communication refers to the ability of a message to be easily understood by the receiver. It is the quality of being clear, and unequivocal. Clarity is essential in communication as it helps prevent misunderstandings and conveys the message accurately. (https://aspireatlas.com/what-is-clarity-in-communication).

It is very important that when you try to communicate something, it is done clearly, that is, that the person who receives the message can easily grasp it. That the ideas are understood without requiring a great effort of interpretation on the part of the interlocutor. (Top 10 Features And Characteristics Of Good Communication.. (crgsoft.com). Clear messages require just enough time to be explained by the instructor and to be understood by the audience.

Relevance of message communicated

Relevance of messages communicated was ranked at 90%. This resulted into 90% of participants reaping impact when they put into use what they learnt in the trainings. This makes the messages communicated to be of high agility. The impact of a message is determined by the context in which it is delivered (Dogruel & Schnauber, 2020). The context includes the setting, culture, purpose, values, appropriateness, timing, audience, and other variables that impact communication (8.4 The Context of Communication - College Success | OpenStax). When communicating with people, it is important to consider the setting, culture, and purpose of the communication. Is it a formal or informal setting? Is the communication intended for a specific audience? What is the message trying to achieve?

Relevant message is one that is important to the challenges facing the farmers in their production endeavors. It should therefore be able to meet the farmer at his point of need. This attribute was measured through gauging the extent to which the training addressed the needs of the farmers. According to Wilson and Sperber (2000), a relevant message its technical sense is one from which many conclusions can be drawn at a low processing cost for the addressee. A good message translates into information and eventually graduates into a public good. A good must create demand. (www.lorecentral.org/2018/09/10-characteristics-of-good-communication.html)

Solomon & Rau (2009) noted that planning for message development involves decision-making in three main areas: Determining message concepts that will bring about the desired behavior change, selecting the communication approach. Choosing the message appeal or tone. Determining Message to be communicated depends on target audiences, behaviors to promote and factors likely to influence target audiences to adopt the desired behavior

The relevance of a message is determined by its purpose and form, (Hansen & Paul, 2015). In addition to purpose and form, relevance of a message is determined by context which includes audience, the situation and the medium of communication (Kathleen &Hansen, 2015).

.Impact of a message is determined by the context in which it is delivered, and the perception of the receiver. It is important to consider the context and the receiver's perception when communicating effectively. It is safe to say that the contexts employed by the extension agents were appropriate for a greater part (90%) of the audience. This is the reason the higher proportion reported having realized impact in their farming activities as a result of the trainings they attended.

It is common knowledge that nobody likes to waste time reading a text or listening to a presentation on a topic in which they have no interest. We must know the recipients of our message and adapt it so that the information given is relevant to them .(https://crgsoft.com)

Timeliness of message communicated

Timeliness of messages communicated was ranked at 89%. Most trainings were conducted either before the field operation of during the farm operation, for example , some trainings were held during planting of the potato vines and this gave opportunity for participants to practice.

Some trainings are conducted during farm operations to give opportunity to participants to take part in live demonstrations. Farmers will learn more when they try their hands on the technology that is being promoted. Demonstrations provide additional channel for communication besides lecture and brainstorming. The use of multiple cues helps to reduce equivocality (Daft and Lengel, 1986) and enhances understanding. This results in success of communication. Sub County Agricultural Officer (SCAO) of Kuria West recommends that;

> *Two regimes of trainings are very important – on crop agronomy and on produce marketing. Therefore, the first trainings should be at the time of land preparation. This is to target improved productivity, crop nutrition, and pest and disease control. The second training should be from the third to fourth month as the potato nears maturity, The focus of this, is to handle post-harvest management for quality control, standardization and eventual sales.*

CONCLUSIONS.

Simplicity of message communicated

The messages communicated were to a very high degree simple. This means that the messages were highly agile and hence favorable to solicit the desired behavior change in their farming activities.

Conciseness of instructor to deliver message
Instructors had good grasp of the message they passed to farmers. This is how they managed to deliver a lot of information within a short time (concisely).

Clarity of message
The messages delivered by the instructors were mostly clear to the benefit of the farmers. Instructors have the technical capacity required to deliver the message clearly to the audience.

Relevance of message
The messages communicated during the trainings were relevant to the needs of the farmers. As a result of this most farmers realized impacts in their enterprises after the trainings they attended,

Timeliness of message communicated
Messages communicated to farmers during the trainings were timely. The impact messages were later used by farmers to improve activities in their enterprises.

The favorable indicators of objectives point out to what contributed to the success of Accelerated Value Chain Development (AVCD) the Project. The project doubled production of sweet potato roots that fetched USD 11,760 in 2018 up from USD 5880 that farmers earned in 2017. There was also increase in mean dietary score of women and children by 16.7% and 14.6% respectively as a result of utilization of orange fleshed sweet potatoes in the project areas. (CIP Report,2019).

RECOMMENDATION

Simplicity
To make the messages delivered even much simpler, Online platforms like WhatsApp can be used to share simple messages from extension staff to farmers or among farmers themselves. Existing farmers groups should be used to reach farmers through online platforms like zoom, google meet and others.

Conciseness
There is adequate technical capacity to deliver relevant messages to farmers. What is a challenge is the high staff farmer ratio as observed by the officer in Kuria West sub county. Use of new media channels like zoom meetings will allow the officer to pass information to more farmers from his office.

Clarity
This was largely based on interpersonal communication, however, mass media has been used in a variety of ways to break down concepts that hitherto appeared very complicated to the farmer. An example is Shamba Shape UP programme that takes the farmers on step by step procedure of starting a dairy enterprise. Efforts should be made to have such programmes in all vernacular TV stations.

Relevance
More research and extension efforts need to be directed towards capacity building of farmers and entrepreneurs in improved agronomic practices, pest and disease management, storage, and processing of sweet potato.
The goal should be that all participants who attend training realize impact in their operations. It should be investigated what made part of the farmers not to realize impact in their operations. If the problem is in shortage of input then this should be addressed appropriately. More resources to the ministry to support participants after the training.

Timeliness
Meteorological department in Kenya and in other countries have used mass media to prepare farmers at the beginning of planting session. This practice has brought message to farmers in a timely manner. Such messages should be devolved so that every region gets only the messages that is appropriate for its context.

FURTHER RESEARCH

What remains for further research are the human elements of communication process i.e. the source (encoder) and the receiver (decoder). Characteristics of the two elements enhance or impede success of disseminating of agile message.

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