

ENHANCING ORGANIZATIONAL PERFORMANCE THROUGH EFFECTIVE COMMUNICATION

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ABSTRACT

The research is on “Enhancing organizational performance through effective communication, a study of selected commercial banks in Abia State, Nigeria”. Data were collected from both primary and secondary sources. The sample size of 80 respondents was statistically derived from a population of 100. Data collected were analyzed by use of percentage and table (descriptive statistics) and the three hypotheses were tested using spearman rank correlation with the aid of SPSS statistical tool. Based on the analysis, the study found that communication has a significant effect on the performance of an organization. Communication breakdown negatively affects the performance of organizations. Effective communication creates mutual understanding between management and workers which helps in building genuine relationship among both parties in the organization. Based on the findings the researcher recommends among others that managers and employees should be trained in communication skill as it increases the effectiveness. For effectiveness, room should be given for suggestions. A comprehensive feedback system of communication should be adopted in both private and public sector organizations in Nigeria.

Keywords: *Effective Communication, Communication Barriers, Organizational Performance, Feedback, Communication Skills, Communication Techniques.*

INTRODUCTION

Communication no doubt is a very vital tool in carrying out our day to day activities. Communication is the human activity that links people together and create relationship. This means that individuals relate with each other by means of communication. It is the glue that binds people together in an organization. Everyone needs communication with people around to share experience, jobs, frustration, hopes and fears from childhood. We all learn to communicate as children, we are able to recognize and identify happiness and annoyance in our parent’s faces or words. At school, we learn how to write and interpret numbers and diagram; we also come to

understand the salient language of communication expressed in faces, gestures and body movement that is the body language of non-verbal communication. This array of skills has helped us to be active members of the family, school and work group. It is only when people have come to know others through work, play or study that they are prepared to open up and adjust other, play or study that themselves, their inner thought share of themselves, their inner thought reactions and feelings. Nwachukwu (1988, p.216) contends that communication is at the root of personal administration. It is the transaction and interpretation of information for the efficient operation of an enterprise. He went further to state that effective communication requires that their climate that promote the exchange of ideas as well as one that permits every member of the organization to actualize his view without fear.

Despite the numerous advantages of effective communication, business all over the world today is challenging. To stay profitable in the highly challenging and competitive global market economy all factors of production, the 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 skillful handling of thought, feelings and emotions to secure highest productivity. Organizational 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. In recent years, communication has been tipped as a management function because of its growing importance in large organization and also because it has been realized that communication is not forced but to be learnt to enhance performance of every organization.

STATEMENT OF THE PROBLEM

In trying to increase performance through effective communication, barriers occur which reduces productivity. These barriers are problems and they include: communication overloading which bogs down the entire system, lack of planning to communicate fear, failure to communication, and distrust of the communicator, mechanical inefficiency which includes lack of public facilities like telex, telephone. Where there is lack of effective communication in an organization it will lead to low level of workers commitment, workers will be lackadaisical in carrying out their various

activities in doing that there won't be much to achieve. It is pertinent to say also that breakdown in communication will affect the performance of an organization. Similarly, organizations in Nigeria 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 resource poor leadership skills, low level of real income, and poor infrastructural facilities to mention but a few. It is in this research that this study examines the effect of communication on workers performance and general commitment to work in the three selected commercial banks.

OBJECTIVES OF THE STUDY

The broad objective of this study is to determine the effect of communication on organizational performance. The specific objectives are to:

- i. To examine how communication influences organizational performance.
- ii. To determine the impact of organizational communication on workers performance.
- iii. To determine the extent to which communication breakdown negatively affect the performance of organization.

Research Questions

- i. To what extent has communication influenced organizational performance?
- ii. What are the impacts of organizational communication on workers performance?
- iii. How can communication breakdown negatively affect the performance of organization?

Statement of Hypotheses

H0₁: There is no relationship between communication and organizational performance.

H0₂: There is no significant relationship between organizational communication and workers performance.

H0₃: There is no significant relationship between communication breakdown and organizational performance.

REVIEW OF RELATED LITERATURE

The term communication was derived from Latin word "*communes*" which means common when translated in English. This in effect means that communication is aimed at achieving some forms of communality of

understanding among two or more person. It is the transfer of facts, information, ideas, suggestions, orders, requests, grievances etc from one person to another so as to impact a complete understanding of the subject matter of communication to the recipient therefore; the evoking and desired response from the recipient to such communication. Communication basically could be said to be the process of transmitting intended messages or meaning from sender to receiver. Communication involves the transference and the understanding of meaning among members of any group. Communication can only be considered effective if the exact information sent is also understood by the receiver. However the study aims to examine how effective communication will enhance organizational performance. The basic elements in communication process are; the communicator, encoding, the message, the medium, decoding, the receiver, feedback and noise. There are three primary methods of communication in an organization which are: written communication, oral communication and non-verbal. These methods may be combined. The discussion to use any of the method combination of the method is usually influenced by several factors, the audience (where or not the audience is physically present), the nature of the message (whether it is urgent or recognize secrecy) and the cost involved in the transmission process. There are two major channels available which are: formal and informal channels.

Following the different management styles, the types of communication associated with the three approached appear as distinct patterns to meet communication goals and practices. The table displays a summary of communication in the classical, human relations, and human resources organization.

Table 1: Communication in Classical Human Relations, and Human Resources Organization

	Classical approach	Human relations approach	Human resources Approach
Communication content	Task	Task and social	Task, social and innovation
Communication direction	Vertical (downward)	Vertical and horizontal	All directions team-based
Communication channel	Usually written	Often face to face	All channels
Communication style	Formal	Informal	Both, but especially informal

Source: Miller K (2009): Organizational Communication Approaches and Process. 5th ed. p. 49.

Generally speaking, the three main kinds of communication at a workplace are task-related communication, innovation related communication (new

ideas) and maintenance-related communication (social topics that maintains human relationship) (France, Monger and Russell 1977). Communication in the classical approach narrowly focuses on task-related issues. It discourages innovation-related communication since employees capabilities are not believed to be good enough to improve the current ideas in the organization, while maintenance-related communication is also discouraged since it is considered to be counterproductive to achieve the organizational goals.

Asamu (2014) in his work “the impact of communication on worker’s performance in selected organizations in Lagos State” found out that a relationship exists between effective communication and worker’s performance and commitment. The study recommended that managers will need to communicate with employees regularly to improve workers commitment and performance. Seyyed (2011) examined theoretical framework of communication in organization for managers due to a better understanding of the dimensions and aspects of it and improve communication quality in their organization. The methodology of this research is achieving type which exploited of various foreign articles and books. The results of this paper indicate that managers, who want to have appropriate communication, after selection of communication channel, should have a comprehensive plan according to their environment and organization.

Altin (2014) in his work communication and its influence on the effectiveness of the organization examined communication presents an unquestionable importance and an issue, in which managers are focused and engaged in a continuous process of improvement communication appears with a key role towards organizational cultures. An effective interpersonal communication is accompanying by a better collective action, especially in terms of achieving the organizational goals. Also communication is seen in continuity as a key component in the execution of strategy.

Azadeh (2012) investigated the effect of employee’s participation and communication on employee’s job satisfaction. Questionnaire was designed to determine level of employee’s satisfaction and effect of employees’ communication and participation on job satisfaction. The data collected from employees of three promote airlines were analyzed through descriptive statistics and simple regression analysis. The findings suggest that both employee’s participation and communication have significant and

positive effect on employee's job satisfaction. Ndubuka (2014) examined effective communication as a management tool in an organization in selected firms in Port Harcourt. The work explored the intricacies of communication as a tool for organizational effectiveness. Under the methodology, data used were collected mainly from primary and secondary sources. Population of 125, the sample size of 95 was obtained. The data was analyzed using simple percentage and chi-square. The findings of the study were that effective communication led to the achievement of organizational goals.

Ezioha (2013) examined the role of communication in the effectiveness of an organization using a case study of Unilever Nigeria plc, data were collected using research instruments of a questionnaire, interviews, the data analyzed using simple percentages, table. The study was tested using chi-square. The research study shows there is significant relationship between effective communication and organizational performance. It is therefore recommended that for the effectiveness of an organization a combination of all the types of communication flows should be adopted.

RESEARCH METHODOLOGY

The researcher adopted descriptive survey research design which uses mainly questionnaire and personal interview. Primary and secondary data were used. The questionnaire used a 5-point Likert scales ranging from strongly agree to strongly disagree. The target population for the study is 100 as obtained from the company records of the three selected commercial banks in Umuahia, Abia State. The sample size of 80 respondents was statistically determined using Taro Yamene (1964) formula. The researcher during selection of the respondents used stratified sampling method. The statistical model employed to test the hypotheses is Spearman Rank Correlation Coefficient while the tables were analyzed using (SPSS version 20).

Table 2: Distribution of respondents according to their Banks

Banks	No Distributed	%	No Returned	%	No not returned	%
First Bank	40	50	33	51.56	7	43.75
Fidelity	20	25	12	18.75	8	5.00
Diamond	20	25	19	29.69	1	6.25
Total	80	100	64	100	16	100

Source: field work 2016

Table 3. Category of Net Respondents to Questionnaire

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid First Bank	33	51.6	51.6	51.6
Fidelity Bank	12	18.8	18.8	70.3
Diamond Bank	19	29.7	29.7	100.0
Total	64	100.0	100.0	

From Table 2 and 3, a total number of 80 copies of the questionnaires were distributed to the three selected banks. A total number of 64 were returned and 16 not returned in the order below: First Bank: returned 33 (51.56%) while 7 (43.75%) were not returned. Fidelity Bank: returned 12 (18.75%) while 8(5.10%) were not returned. Diamond Bank: returned 19(29.69%) while 1 (6.25%) were not returned.

Table 4: Respondents View on Improved Communication and Organizational Performance

Option	No of Respondents	Percentage %
Strongly Agree	39	60.94
Agree	24	37.5
Undecided	1	1
Disagree	-	56
Strongly Disagree	-	-
Total	64	100

Source: field survey, 2016

Responses presented in table 4 shows that 39 (60.94%) respondents indicated strongly agree, followed by Agree (37.50%) and 1 (1.56%) respondent indicated undecided according to the question improved communication and organizational performance.

Table 5: Responses on Improved Relationship between Members of Organization

Option	No of Respondents	Percentage %
Very much	35	54.69
Much	27	42.19
No idea	2	3.13
Little	-	-
Very little	-	-
Total	64	100

Source: field survey, 2016

From Table 5, responses show that 35 (54.69%) respondents indicated very much, followed by much 27 (42.19%) and 2(3.12%) indicated no idea as improved relationship between members of the organization.

Table 6: Respondents view on Communication Breakdown and Organizational Performance

Option	No of Respondents	Percentage %
Strongly Agree	42	65.63
Agree	19	29.69
Undecided	-	-
Disagree	1	1.56
Strongly Disagree	2	3.12
Total	64	100

Source: field survey, 2016

Table 6 shows that it is the opinion of 42 (65.63%) respondents that communication breakdown affects organizational performance, 19 (29.69%) respondents Agree with the above statements, 1 (1.56%) disagree while 2 (3.12%) respondents strongly disagree.

Table 7: Respondents view on Impacts of Communication Workers Performance

Option	No of Respondents	Percentage %
Very much	44	68.75
Much	15	23.44
No idea	4	6.25
Little	-	-
Very little	1	1.56
Total	64	100

Source: field survey, 2016

Table 7 shows that 44(68.75%) indicated very much supported was 15 (23.44%) who indicated much, 4 (6.25%) indicated no idea and 1 (1.56%) indicated very little. This shows that the impact of communication on workers performance is very much.

Table 8: Respondents View on Degree of Consequences of Ineffective Communication.

Option	No of Respondents	Percentage %
Very much	37	57.81
Much	18	28.12
No idea	1	1.56
Little	6	9.38
Very little	2	3.13
Total	64	100

Source: field survey, 2016

Responses presented in table 8 shows that 37(57.81%) responded very much, 18 (28.12%) responded much, 1 (1.56%) indicated no idea, 6 (9.38%) went for little, while 2 (3.13%) indicated very little. The table analyze that degree of consequences of ineffective communication is very much.

Table 9: Responses on Consequences of Ineffective Communication

Option	No of Respondents	Percentage %
Loss of morale	5	7.81
Low performance	54	84.38
Conflict	4	6.25
Absenteeism	1	1.56
Turnover	-	-
Total	64	100

Source: field survey, 2016

Responses presented in table 9 shows that 5 (7.81%) indicated loss of morale, 54 (84.38%) supported low performance 4 (6.25%) indicated conflict while 1 (1.56%) indicated absenteeism. It analyze that consequences of ineffective communication can lead to low performance.

Table 10: Respondents View on Communication Flow and the Organization

Option	No of Respondents	Percentage %
Downward	10	15.63
Upward	16	25
Diagonal	5	7.81
All of above	33	51.56
Total	64	100

Source: field survey, 2016

From table 10 analysis, 33 (51.56%) respondents were of the opinion of combination of all, while 16 (25%) are of the opinion of upward. This goes to show that the organization flow should be combination of all.

Table 11: Respondents view on Impacts of Managers' Communication with Employee

Option	No of Respondents	Percentage %
Very high	27	42.19
High	31	48.44
Don't know	2	3.13
Low	2	3.12
Very low	2	3.12
Total	64	100

Source: field survey, 2016

Table 11 shows that 27 (42.19%) were of the opinion of very high, while 31 (48.44%) were of the opinion of high. This shows that impacts of managers communication with employee is high.

Test of Hypothesis One

Ho₁: There is no relationship between communication and organizational performance

HA₁: There is relationship between communication and organizational performance

The tables to be used in testing this hypothesis table 5 and 7.

Nonparametric Correlations

Table 12: Hypothesis 1

			Improved communication on organizational performance.	Impact of communication on workers performance.
Spearman's rho	Improved communication on organizational performance.	Correlation Coefficient Sig. (2-tailed) N	1.000 . 64	.840 .000 64
	Impact of communication on workers performance.	Correlation Coefficient Sig. (2-tailed) N	.840 .000 64	1.000 . 64

Source: table 5 and 7

From table 12, and with the spearman correlation coefficient value of 0.840, there is a very strong positive monotonic correlation between communication and organizational performance. (rs = 0.840, n = 64, P < 0.001).

Decision:

Since Ps (0.000 < 0.05), we reject the null hypotheses and accept the alternative hypotheses indicating that there is a relationship between communication and organizational performance.

Test of Hypotheses Two

Ho₂: There is no significant relationship between organizational communicational and workers performance.

HA₂: There is relationship between organizational communication and workers performance.

Nonparametric Correlations

Table 13: Hypothesis 2

		Improved relationship between members of the organization.	Impact of communication on workers performance.
Spearman's rho	Improved relationship between members of the organization.	Correlation Coefficient	1.000
		Sig. (2-tailed)	.000
		N	64
	Impact of communication on workers performance.	Correlation Coefficient	.756
		Sig. (2-tailed)	1.000
		N	.000
			64

Source: table 5 and 7

From table 13, and with the spearman correlation coefficient, value of 0.756, a strong positive correlation between organizational communication and worker’s performance.

Decisions

Since $P_s (0.000 < 0.005)$, we reject the null hypothesis and accept the alternative hypotheses indicating that there is a strong positive monotonic correlation between organization and workers performance.

Test of Hypotheses Three

H₀₃: There is no significant relationship between communication breakdown and organizational performance.

H_{A3}: There is relationship between communication breakdown and organizational performance.

Nonparametric Correlations

Table 13: Hypothesis 3

			Communicati on breakdown and organizational performance.	Impact of communicati on workers performance.
Spearman's rho	Communication breakdown and organizational performance.	Correlation Coefficient Sig. (2-tailed) N	1.000 . 64	.934 .000 64
	Impact of communication on workers performance.	Correlation Coefficient Sig. (2-tailed) N	.934 .000 64	1.000 . 64

Source: table 6 and 7

A spearman correlation was run from the above table 13 determine the relationship between communication and organizational performance. There was a very strong positive monotonic correlation between communication breakdown and organizational performance.

Decision:

($r_s = 0.935$, $n = 64$, $p < 001$). Therefore we reject the null hypotheses and accept the alternative hypotheses indicating there is a relationship between communication breakdown and organizational performance.

CONCLUSION

Based on the above analyses of data, it is seen that: there is a relationship between communication and organizational performance which brings about high productivity and commitment in the organization. There is a relationship between organizational communication and workers performance. There is a relationship between communication breakdown and organizational performance where there is breakdown in communication there tend to be low performance, conflict, absenteeism among members in the organization. Effective communication creates mutual understanding between management and workers which helps in building genuine relationship among both parties in the organization. Managers need to communicate with employees regularly to get feedback and offer suggestions in other to prevent confusion about future job assignments, this will help improve workers performance and

organizational productively. Communication breakdown negatively affects the performance of organizations. However, the study indicated that these barriers could be overcome and adequately minimized thereby ensuring an effective communication, which improves organizational performance. Finally, improvements in communication can be made by adopting a strategy of ensuring that employees are made aware of communication problems, setting up appropriate machinery for training employees in the relevant techniques.

The study therefore recommends that communication should be done in a language that is commonly understood; written communications should be simple and instructions drafted in such a way that everyone in the organization understand them; communication should flow in all directions in the organizations and the clarity of language used should be concise; managers and employees should be trained in communication shall as it increases the effectiveness of communication; managers must endeavour to be good listeners and seek to be understood as well as room give for suggestions; and finally feedback is an essential element in effective communication hence a comprehensive feedback system of communication should be adopted in both the private and public sector organizations in Nigeria.

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