

Effective communication and Organizational Performance: A Study of five selected firms in Anambra State

Abstract: This study centered on the relevance of effective communication and organizational performance with a focus on five selected firms in Anambra state. The objective of the study is to find out if effective communication has an effect on workers performance. During the study, different literary works were consulted. This study employed the survey research design. The firms selected for the study were drawn from the three senatorial districts in Anambra state. The population used for the study was 1141; a sample size of 296 was drawn using taro Yamane formulae which were considered adequate for the study. The principal instrument for collection of primary data was the questionnaire which was structured in five point likert scale. A content validity approach was adopted. The test retest method was used for the reliability test. The result gave a reliability coefficient of 70% which indicated an acceptable consistency. Data collected were presented in tables using frequency and percentages. The Pearson product moment correlation coefficient was used to test the hypotheses and T-test at 0.05% was adopted to equally estimate for the significance of the coefficient and to ascertain whether the claim of the null or alternative hypothesis would still remain valid after the test. The findings indicate that there is a relationship between effective communication and organizational performance and communication breakdown negatively affects the performance of organization. It was recommended that Management should also make use of other channels of communication so as to enhance not only its productivity but its image as well since the study found face –face, letters and occasionally, memos as the most used and preferred choices of channel among workers. It was concluded that effective communication is a key component to business success because it helps meet challenges such as advances in technology, growth of globalization and workplace diversity.

Key Words- Effective communication, Organizational performance, Productivity, Management techniques, Information.

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INTRODUCTION

BACKGROUND OF THE STUDY

Business all over the world today is very challenging. To stay profitable in the highly challenging and competitive global market economy, all factors of production, i.e. men, machine and materials, should be wisely managed. Among the factors of production, the human resource constitutes the biggest challenge because unlike other inputs, management demands skilful handling of thoughts, feelings and emotions to secure highest productivity. The most efficient managers are those that understand communication and use it in their organizational environment. For coordination between material and human elements of organization as an efficient network, good communication is essential. For instance, it has been found that effective communication improves job satisfaction and which in turn improves productivity (Holtzhausen, 2002). The competition is heating up; information is being disseminated faster than ever thanks to rapid development in technology (Dortok, 2006). Dortok (2006) further asserts that given the changing conditions of the market, it is now a must that not only production, finance and business processes, but also communication processes are managed strategically. In parallel with these developments organization management are obliged to develop new management techniques to struggle even harder competition conditions. These modern management techniques to a large extent aim to raise employees' performance by using the power of effective communication (Erogluer, 2011 in Asamu, 2014).

Effective communication is regarded as the foundation of organizations today. Communication is essential to effective team performance and for any organization is like blood flow in the human body. Managers and researchers have long agreed that communication processes are a major factor in organizational success. Employees who have open lines of communication with managers are more likely to build effective work relationships with those managers, to increase their organizational identification and enhance their performance, and to contribute to organizational productivity (Gray Laidlaw, 2004, Chuang, and Hsieh, 2009). There is strong evidence that different aspects of effective management communication, such as high frequency, openness and accuracy, performance feedback, and adequacy of information about organizational policies and procedures, are positively related to employees' performance (Kacmar, Witt, Zivnuska and Gully, 2003). Chen, Silverthorne, and Hung, J.Y. (2006) pointed out that research is lacking in examining employee satisfaction with communication process. There is therefore the need to explore the relationship between organizational communication and workers performance since communication integrates different units and functions in the organization.

This research work therefore examined effective communication as a strategy for enhancing organizational performance in Nigerian organizations with reference to selected firms in Anambra state.

STATEMENT OF THE PROBLEM

Inability of 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 being in disarray. In communication, there are many unwanted interference that can distort a message such as communication overloading which bogs down the entire system, failure to communicate fear, distrust to the communicator, mechanical inefficiency which includes lack of public facilities such as telephone, telex, internet, Poorly designed organizations, ineffective processes, bureaucratic systems, unaligned rewards, unclear customer/partner focus, fuzzy visions, values, and purpose, unskilled team leaders and members, cluttered goals and priorities, low trust levels, and weak measurements and feedback loops all cause communication problems. This has caused several organizations in diverse ways ranging from jobs left undone resulting in low productivity, to loss of revenue through reduction in sales as well as the company's image (Ober, 2006).

Effective strategies have been developed to combat the excesses of ineffective communication. Despite this, organizations in recent times are still faced with all these challenges. It is against this backdrop that the study is poised to examine effective communication on workers performance in selected firms in Anambra state.

OBJECTIVES OF THE STUDY

The overall objective of this research is to investigate effective communication as a strategy for enhancing organizational performance in selected firms in Anambra state, Nigeria. In order to achieve this, the research attempted to achieve the following objectives;

- 1) To determine the impact of effective organizational communication on workers performance.
- 2) To determine the extent to which effective organization communication affects the level of workers commitment.
- 3) To ascertain the impact of effective communication on job satisfaction.
- 4) To ascertain if the skills of the communicator is vital in managing organizational performance.

RESEARCH QUESTIONS

The following research questions were formulated to achieve the objectives of the study:

- 1) How does effective organizational communication impact on workers performance?
- 2) To what extent has effective organization communication affect the level of workers commitment in the organization?
- 3) What is the impact of effective communication on job satisfaction?
- 4) Are the skills of the communicator vital in managing organizational performance?

RESEARCH HYPOTHESES

HO1: Effective organizational communication has no significant impact on workers' performance.

HYPOTHESIS TWO

HO2: Effective organization communication has no significant effect on the level of workers commitment.

HYPOTHESIS THREE

Ho3: There is no significant impact of effective communication on job satisfaction.

HYPOTHESIS FOUR

Ho4: There is no significant influence of the skills of the communicator in managing organizational performance.

REVIEW OF RELATED LITERATURE

Concept of Effective Communication

Communication has been widely accepted by scholars and academics as the life blood of an organization, because communication is needed for exchanging information, exchanging opinions, making plans and proposals, reaching agreement, executing decisions, sending and fulfilling orders and conducting sales (Blalock, 2005; Alyssa, 2006; Kotler, 2006). Communication is the process by which people attempt to share meanings via the transmission of symbolic messages (Stoner and Freeman 2002).

According to Hoy and Miskel (2001) they see communication as simply the process of transmitting, information from one person to another. A more accurate definition of communication can be found by looking at its original meaning. The Oxford English dictionary lists the Latin root of communicate as *communicare*, which means to make common to many shares. According to this definition, when people communicate they express their ideas and feelings in a way that is understandable (Common) to each of them.

According to Kotler, (2006), communication is the means by which firms attempt to inform, persuade and remind consumers – directly or indirectly – about the products and brands that they sell. In a sense, communication represents the “voice” of the brand and is a means by which it can establish a dialogue and build relationships with consumers.

Literature shows that poor communication can result in missed opportunities in business and poor performance in the office. Poor communication can be a bane for any company or organization, small or large (Sriussadaporn, 2006). Employees are ambassadors of the company therefore once they effectively communicate with a client and answer her questions clearly, it can raise the client's confidence in the company as well enhance the company's image. Information on its own is quite static and lifeless. It simply exists waiting to be interpreted and have meaning attached by people.” In the view of Nabeth et al (2002) information needs interpretation by people - knowledge workers in an organization. Knowledge he said, could be assimilated to objects that can be identified, separated from their initial context and handled in information system.

According to Blalock (2005), there are three reasons why good communication is important to individuals and their organizations. Firstly, ineffective communication is very expensive and the ability to communicate was rated as the most important factor in making a manager “promotable” by subscribers to Harvard Business Review. Secondly, the changing environment and increasing complexity of the 21st century workplace make communication even more important and the collaboration that allows organizations to capitalize on the creative potential of a diverse workforce depends on communication. Thirdly, the world's economy is becoming increasingly globalized. By the end of the 20th century, 80% of U.S. products were competing in

international markets. The direct investment of foreign-based companies in the U.S grew from \$9trillion in 1966 to more than \$300 trillion in 2002. Many product assume to be Americans', are made overseas while many brands thought to be international are made in the United States. In other words, the ways in which information flows in an organization is critical to the way that personnel understand their relationship to and within the organization.

THEORETICAL LITERATURE

Effective Communication on Workers Performance

Effective communication is needed for management to develop and sustain a competitive advantage for organizational performance and improvement (Avioli, Lado, Boyd and Wright, 1992; Rowe, 2001). Performance is defined as a function of individual ability and skill and effort in a given situation. In the short run, employee's skills and abilities are relatively stable. Therefore, for the purpose of the study, the researcher defines the performance in terms of effort extended to the job of an employee.

Effective communication between leaders and employees is critically important for the potential success of a company. Leaders need to enact strategies to improve communication that could lead to positive work consequences (Gray and Laidlaw, 2002). Improvements in supervisor-subordinate communication will assist organizations toward the goal of managing diversity by promoting equality and integration in the workplace.

Foong (2001) concludes that managers use leadership behaviours to influence employees. Lee and Chuang (2009) explain that an excellent leader not only inspires subordinates, giving them the potential to enhance efficiency, but also meets their requirements in the process of achieving organizational goals. How a leader communicates is as important as to how he leads. The leader is the guiding force within a group and organization. A leadership style that resonates with followers will allow the leader to achieve greater employee productivity. Conversely, poor leadership styles lead to poor communication and can have negative effects on organization performance and in turn productivity.

Thus, the flow of communication can create identification with workers internalizing desirable values, as regarding an organizations goals and objective. However, better performance can be achieved only when there is a reasonable level of expectation-fit and when the social exchange between managers and employees is fair and equal (Wang, 2005). Within the perspective of human resource management, it has often been theorized that employees' knowledge, abilities and skills will enable them to be good performers when they are hired. Thus, the management must gear its policies and objectives in such a manner that employees perform their work and do their assigned task. . Effective workplace performance is the key element in the success of an organization and the effectiveness of the workers employed will determine just how successful the organization will be.

Effective communication between employees and managers is crucial in that employees will need to know what is expected of them, managers will need to provide a clear job description for every employee which would make employees have immediate access to the necessary tools to complete each assignment given to them. Communication covers all activities that the management does to enhance workers performance. Despite the above numerous advantage of effective communication business all over the world today is very challenging.

Effective Communication and Its Effect on the Level of Workers Commitment

Effective communication it's something the whole organisation is responsible for and is at the heart of achieving business outcomes. It is also a critical aspect of employee commitment, which in turn promotes better performance, employee retention and wellbeing. It is the process by which employees are made aware of organizational goals and their involvement in the achievement of them is recognized to play an important role in fostering job commitment (Anderson and Martin; Haskins in Asamu, 2014).

Employees are more committed when information flows freely and they are aware of organisational activities and management decisions that affect their job. The association between employee satisfaction and job performance suggests that an important contributor to the employee's commitment within the organization is the leader employee relationship. The success or failure of an organization is closely related to the effort and motivation of its employees. The motivation of employees is often the product of their commitment towards their job. Carriere and Bourque (2009) express that satisfaction from organizational communication is an intermediate variable in influencing work commitment. Chen et al. (2006) find that in organizations where organizational communication is more continuous and open, work commitment is higher. They consider organizational communication in the form of communication networks, find that subordinates who show a similar degree of work commitment, tend to establish communication networks among them and that negative superior-subordinate relationship reduces work commitment seriously.

Employees, who perceive that they are respected and that their ideas are allowed to contribute to the organization, tend to work more willingly. In addition, thanks to the democratic approach, the employees may have the opinion that they can have communication with different levels of management and such communication allows their ideas to circulate in a widespread manner throughout the organization. In this case, employees are expected to act more carefully and show more sensitive approaches to their works.

Effective Communication on Job Satisfaction

Communication is one of the most important elements of the management process. Effective and proper communication in organization has always been essential part of success in management. Communications at all

levels of the organization improve organizational success and employee relations. Asamu (2014) consider job satisfaction as a psychological factor and define it as a kind of emotional adjustment to the job requirements, meaning that if the job provides ideal conditions, the person will be satisfied with the job. But if the job does not provide satisfaction and joy, the person starts reproaching job and will possibly leave the job.

Organizational communication, in the form of open communication, is beneficial for job satisfaction. An example belongs to Yüksel (2005), who finds that factors such as openness in communication, receiving feedback and constructive criticism have a direct positive effect on the job satisfaction. Similarly, Halis (2000) concludes that job satisfaction increases when superiors establish a courteous and continuous communication with subordinates; receive feedback according to the nature of the work performed, and when the participation of the employees to achieve organizational goals are maintained (Pettit Jr. in Asamu, 2014) express that organizational communication significantly affects job satisfaction and an open, positive communication increases the satisfaction. Ayrancı (2011) acts with a different approach and while he chooses the job satisfaction of business owners as his subject, he reveals that communication of business owners with the employees thereof is by itself a job satisfaction factor, and the fact that business owners consider communication as one of the determinants of organizational performance.

Job satisfaction is a key factor in many individual behavior features and affects organization functions; job satisfaction increases productivity and commitment to the organization, ensures the person's physical and mental health and also increases a person's hope. Some of the consequences of lack of job satisfaction include performance, absenteeism, transportation, delay for job and desertion. Undoubtedly managers must be sensitive about employees' dissatisfaction. The importance of job satisfaction and consequences of job dissatisfaction in the workplace and consequently in society cause the special attention of directors and officers of each company to that. Managers can find a solution to problems by measuring job satisfaction and identifying employees' major issues.

Communication Skills and Organisational Performance

Communication skill is very important and is needed for efficient management; through which managers establish and maintain interactions between employees to perform necessary daily tasks properly (Abbas poor and Barootian, 2010). Kass and PatryksvnBamba (2010) in a study done in Australia on the executive directors concluded that effective communication skills, are problem solving, being elastic, fluid speech, interpersonal skills, writing skills, and proficiency. But one of the most comprehensive internal investigation conducted research to identify the communication skills of managers ZareiMatin and Yusef-Zadeh (1389) are Self-openness, positivism, self-awareness, self-discipline,

motivation, empathy, social skills, idealized influence, inspiration, stimulate the development oriented educators and support groups. In this research the needs of each of the seven components were used in the following explanation (from ZareiMatin, Yusef-Zadeh, 1389) explains:

- 1) Self-openness: This normally contains information about you. Generally, individuals are responsible for their own feelings and thoughts and do not try to separate it and give it to other people unless they are forced to have a specific purpose.
- 2) Empathy: Empathy is the ability of a person to understand another person's experience. It is also the point to feel compassion for another person, or in other words to create a different feel on the inside.
- 3) Positivism: Positivism in an interpersonal relationship with various factors relies on at least three aspects. First, the relationship between the individual, when properly formed, and will foster a positive and a certain respect for ourselves in the mind. Second, the relationship between the individual, when properly formed, and its development approach, which feel good to level of your opponent to move. Third, a positive and pleasant feeling about the general condition governing communications between two or more persons to engage or act effectively is vital and important.
- 4) Social skills: Social skills enables individual to learn and interact with one another people. It enables people to communicate with others, to stir emotions and inspire others to be.
- 5) Idealized influence and inspiration: Idealized influence, which includes the influence of beliefs, ideals and influence beyond the ordinary. "Idealized influence" as a replacement for the word "charisma" is a cut scene. Characteristics that leaders inspire followers are facing many expectations and stimulating their emotions to fulfill the expectations of profits across the board. Inspiration can be as a result of increasing energy and stimulating the mind.
- 6) Intellectually Stimulating: These include those that promote individual and collective initiative and creativity leads followers.

THEORETICAL FRAMEWORK

The theoretical foundation of this study is anchored on systems theory. First identified in the 1940s, systems theory achieves insights into communication (Heath & Bryant, 2000). Especially influential on organizational communication, systems theory explains how and why people form groups, each of which is a system as well as part of a larger system. Its focus is on the whole system

rather than on its parts, and how these parts interact to affect the whole system.

Rancer and Womack (1997) define a system as a hierarchical set of interdependent units working together to adapt to a changing environment. It can be divided into smaller subsystems or incorporated with other systems to create larger systems, referred to as supra systems or environments (Heath & Bryant, 2000). A systems approach to organizational communication expands the basic model of sender-receiver to feature communication networks; this explains how systems adapt to their environments (Heath & Bryant, 2000). Rancer and Womack (1997) explain it, "every system is like a cake in the sense that if you take away or change one individual part, the entire system is affected. The focus of organizational communication is on the whole system, rather than on parts of the system (Katz & Kahn, 1996). Communication systems, such as public affairs, are "open" systems — they interact with their environments. Open systems "continually take in new information, transform that information and give information back to the environment" (Shockley-Zalabak, Ellis, and Winograd 2000). By contrast, "closed" systems are characterized by a lack of input communication, making it difficult to make good decisions and stay current with the needs of the environment (Shockley-Zalabak, Ellis, and Winograd 2000). Closed systems lean toward entropy, chaos or total disorganization (Rancer & Womack, 1997). Applying the open systems approach to organisations requires a purposeful sensing of the environment to anticipate and detect changes that affect the organization's relationships with its publics (Cutlip, Center & Broom, 1985). Ultimately, the systems approach should serve as the foundation for a more effective management practice.

EMPIRICAL REVIEW

Caroline (2014) examined the relationship between communication strategies and organizational performance. The study aims at investigating the effects of communication strategies on organizational performance at Kenya Ports Authority. Descriptive research design was used in this study. The target population consisted of 200 employees derived from the corporate service division specifically the corporate development department. From the 200 questionnaires distributed, 132 employees responded. The findings from the research is that Communication strategies are common in the business world, where they are used as part of a business' plan, detailing how to communicate with various groups of people. The main conclusion drawn from the research was communication strategies play a central role in high-performance.

Pedro and Eisenberger (2012) examined Management Communication and Employee Performance: The Contribution of Perceived Organizational Support. The study used across-lagged panel design to examine the temporal relationship between management communication and perceived organizational support (POS), and its consequences for performance.

It assessed management communication and POS 2times, separated by a 3-year interval, in a social services organization (N=236). The result shows that management communication was positively associated with a temporal change in POS. In addition, that POS fully mediates the relationship between management communication and both in-role and extra-role performance. The conclusion indicates that management communication affects performance mainly because it signals that the organization cares about the well-being and values the contributions of its employees.

Oladele and Osibanjo (2011) examined effective communication as a strategic tool for managing organizational conflict. The main aim of the study was to establish if effective communication exerts a significant influence on the management of organizational conflicts and ascertain whether or not the communication skills of the manager are vital in putting such conflicts under control. It adopted the survey method with structured questionnaire, distributed in two multinational organizations in Lagos, Nigeria. The result of the study shows that effective communication is vital in reducing organizational conflicts and that the skills of the communicator are crucial in managing or resolving the conflicts. It emphasizes the need for organizations to properly communicate their objectives to staff that will help in actualizing their vision. It stresses they must endeavour to reduce communication barriers, create good rapport between management and staff and constantly promote upward communication within the system as a way of facilitating feedback information.

Udegbe, Udegbe, Ogundipe and Akintola (2012) examined the impact of Business Communication on organizational performance in Nigerian companies. This study was carried out to investigate the relationship between business communication and organizational performance in Nigeria (a less developed economy) using a contextualized and literature based research instrument to measure the application of the investigated "constructs". Using the survey method, the study obtained sample data from 100 small and large manufacturing and service companies operating in Lagos State of Nigeria. Data were analyzed using descriptive statistics, percentages and t- test analysis. The study found that effective business communication is emphasized to a reasonable extent in the surveyed Nigerian companies. However, the 'level of emphasize' is a question of degree. It was also found that the extent of practices of effective business communication, were related to the category of business (service versus manufacturing) and its size.

Yuksel (2005) examined communication skill levels in Turkish prospective teachers. The author tested whether Turkish prospective teachers' levels of communication skill differed significantly according to submissive acts, self-images drawn from social comparisons, and several other personal variables. A total of 274 persons participated in the study. The communication skills assessment scale (korkut, 1996), the submissive acts scale (gilbert and allan, Turkish version sahin and sahin, 1992), the social comparison scale (gilbert and allan, Turkish version sahin

and sahin, 1992) and a personal information form developed by the author were used for data collection. Results showed that individuals with a positive self-image, those who perceived themselves as popular and assertive, those coming from a higher income status, and individuals with perceived democratic parental styles reported higher levels of communication skills. No significant differences were found in prospective teacher's communication skills according to submissive acts.

Sheikh and Kandlousi (2010) examined communication satisfaction: the role of formal and informal communication. Social sciences (SPSS) program was used for descriptive analysis. Statistical packages for these relationships were tested by 231 survey completed by respondents from electrical manufacturing industry in Iran. The results of the study found out that Formal and informal education were found to predict communication satisfaction. He concluded that communication satisfaction in work environment is positively related to OCB which is an aspect of job performance.

Abdullahi Z. (2014) examined the relationship between communication satisfaction and teachers' job satisfaction in the Malaysian primary school. The model of communication satisfaction questionnaire which was developed by Downs and Hazenin 1977 was used in the study to examine the relationships. 226 questionnaires were completed by primary school teachers from Johor, Malaysia. The data analysis used was inferential analysis (Pearson correlation coefficient analysis) to study the relationship between supervisory communication and job satisfaction. The main findings show there is a small but significant positive relationship between communication satisfaction and job satisfaction. He concluded that there is still a necessity for school management to develop good quality communication environment for teachers in order to improve job performance even though the influence or effect of communication satisfaction on teachers' job satisfaction is small or almost negligible.

Asamu (2014) examined the Impact of Communication on Workers' Performance in Selected Organizations in Lagos State, Nigeria. The data analysis uses was Chi square. This study examined the relationship between communication and workers' performance in some selected organizations in Lagos State, Nigeria. Data for the study were collected through questionnaire with sample population of 120 respondents. The result of this study reveals that a relationship exists between effective communication and workers' performance, productivity and commitment. The study recommended that managers will need to communicate with employees regularly to improve workers commitment and performance.

Ogunola (2015) examined the relationship between organizational communication and job performance of employees in selected Nigerian brewing industries. The study focuses on the relationship between organizational communication and job performance of selected Nigerian brewing industries. The study made use of two brewing industries in Oyo and Osun states of Nigeria.

A sample of 200 employees was selected from the two industries. Two research instruments, the communication satisfaction questionnaires (CSQ) and the role-based performance scale (RBPS) were used in generating data. The results showed that there is a significant relationship between organizational communication and job performance. The study recommended that managers need to ensure that the transfer of information within the organization is well organized and provide feedbacks for the employees for the qualities of the performance they puts into their jobs.

RESEARCH METHODOLOGY

The population of the study was drawn from five selected firms in Anambra state. There were Intafact Beverages Limited, Onitsha, Juhel Pharmaceutical Limited, Awka, Innoson groups of company, Ibetu Groups Limited, Nnewi and Millennium Industries Limited, Awka. The population of the study was estimated to about 1123. Taro Yamane will be the formula used for determining sample size and it was estimated to about 295. Random sampling technique was used for the selection of the respondents. Information was gathered from respondents through close-ended structured questionnaires. The questionnaire was divided into two parts i.e. demographic characteristics of the respondents and the analysis of the survey questions on effective communication. It followed the likert attitudinal ordinal measurement scale of; strongly agreed (SA) = 5points, Agreed (A) = 4 points, Undecided (UD) = 3 Points, Disagreed (D) = 2 points, strongly agreed (SD) = 1 point. The reliability of the questionnaires used for data collection was tested. This was done by administering 40 copies of it to 40 workers of the selected organizations chosen randomly. Also, the researcher distributed the same set of questionnaire to the same people after a 2-weeks interval to discover if the responses are similar in the two cases. The resulting sets of responses from the sample were analyzed using spearman rank order correlation coefficient and the sectional coefficients and the average were respectively 0.70, 0.60, 0.80, and 0.70. The implication of this result is that the respondents were 70% consistent in their opinions on the issues surrounding the study.

DATA PRESENTATION AND ANALYSIS

Demographic Profile of the Respondents.

This table represents the analysis of the socio-economic profile of staff of the selected firms in Anambra state.

Table 4.1.1 DEMOGRAPHIC DATA OF RESPONDENTS

ITEM	RANGE (YEARS)	FREQUENCY	PERCENTAGE %
No: Males	-	161	68
Females	-	76	32
Total	-	237	100
AGE	Below 25 years	32	13
	26-35 years	56	24
	36-40 years	85	36
	41 years and above	64	27
TOTAL	-	237	100
Marital status	Single	92	39
	Married	145	61
Total	-	237	100
Educational Qualification	GCE/WASCE	48	20
	A' LEVEL/OND	71	30
	BSC/HND/BA	94	40
	MSC/MBA	24	10
TOTAL	-	237	100
Work status	Manager	-	-
	Senior administrative staff	71	30
	Junior administrative staff	145	61
	Others	21	9
TOTAL	-	237	100
Work Experience	> 1 year	18	7
	1-5 years	101	43
	6 years and above	118	50
Total	-	237	100

SOURCE: Field Survey, 2016

161staff are males while 76 are females. This is presented by 68% and 32% respectively. Concerning the age, majority is within the age range of 36-40 and 41 years and above. These are represented by 85 respondents and 36% and 64 respondents and 27%. The minorities are within the range of 26-35 years represented by 56 and 24% and below 25 years represented by 32 and 13%. Concerning the educational qualification, majority of the workers shows that they obtained tertiary educational qualification. This is represented by 40%. Concerning the work status, 71% are senior administrative staff, 145% are junior administrative staff while others are 21%. About work experience, most of the staff has about 6 years experience and it is represented by 118 respondents and 50%. The minorities are within the range of > 1 year represented by 18 and 7% and 1-5 years represented by 101 and 43%.

TESTING OF RESEARCH HYPOTHESES

Under this section, the research hypotheses will be tested.

Hypothesis One

Hypothesis one sought out to determine if effective organizational communication has an effect on workers' performance.

Ho: Effective organizational communication has no significant effect on workers' performance.

Hi: Effective organizational communication has a significant effect on workers’ performance.

To test the null hypothesis, relevant data that suggest opinions of the respondents on the issue of effective

Organizational communication has an effect on workers’ performance.

Table 4.1.2 Calculation of Correlation Coefficient for Hypothesis one

S/ N	OPTIONS	X POINTS	Y RESPONSES	XY	X ²	Y ²
1	Strongly Agree	5	105	525	25	11025
2	Agree	4	88	352	16	7744
3	Undecided	3	10	30	9	100
4	Disagree	2	20	40	4	400
5	Strongly Disagree	1	14	14	1	196
	TOTAL	15	237	961	55	19465

SOURCE: Field Survey, 2016

Using the Pearson product moment correlation coefficient formula given as:

$$r = \frac{n\sum xy - \sum x \cdot \sum y}{\sqrt{[n\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2]}}$$

From the data of table 4.1.2, we have

$$r = \frac{5(961) - (15)(237)}{\sqrt{[5(55) - (225)][5(19465) - (56169)]}}$$

$$\frac{1250}{1435}$$

R= 0.87

The correlation coefficient $r = 0.87$ as shown above is an indication that effective organizational communication has a significant effect on workers’ performance. Nevertheless, there was a need to equally estimate for the significance of the coefficient and to ascertain whether the claim of the null hypothesis would still remain valid after the test. T-test for test of significance was adopted as follows:

$$T_{cal} = 0.87 \sqrt{\frac{5-2}{1-(0.87)^2}}$$

$$T_{cal} = 3.053$$

But $t_{0.05, 3} = 2.35$

Therefore the null hypothesis was rejected since $T_{cal} = 3.053 > T_{tab} = 2.35$, and the alternative which suggest that effective organizational communication has a significant effect on workers’ Performance will be accepted.

Hypothesis Two

Hypothesis two sought out to determine if effective organization communication affect the level of workers commitment.

Ho: Effective organizational communication has no significant effect on workers’ commitment.

Hi: Effective organizational communication has a significant effect on workers’ commitment.

To test the null hypothesis, relevant data that suggest opinions of the respondents on the issue of effective organizational communication has an effect on workers ‘commitment.

Table 4.1.3 Calculation of Correlation Coefficient for Hypothesis two

S/N	OPTIONS	X POINTS	Y RESPONSES	XY	X ²	Y ²
1	Strongly Agree	5	114	570	25	12996
2	Agree	4	88	352	16	7744
3	Undecided	3	8	24	9	64
4	Disagree	2	19	38	4	361
5	Strongly Disagree	1	8	8	1	64
	TOTAL	15	237	992	55	21229

Source: Field Survey, 2016

Using the Pearson product moment correlation coefficient formula given as:

$$r = \frac{n\sum xy - \sum x \cdot \sum y}{\sqrt{[n\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2]}}$$

$$r = \frac{5(992) - (15)(237)}{\sqrt{[5(55) - (225)][5(21229) - (56169)]}}$$

$$\frac{1405}{1581}$$

R= 0.89

The correlation coefficient $r = 0.89$ as shown above is an indication that effective organizational communication has a significant effect on workers’ commitment. Nevertheless, there was a need to equally estimate for the significance of the coefficient and to ascertain whether the claim of the null hypothesis would still remain valid after the test. T-test for test of significance was adopted as follows:

$$T_{cal} = \sqrt{\frac{n-2}{1-(r)^2}}$$

Substituting the value of the correlation coefficient $r = 0.87$ in the above formula. We obtained the result:

$$T_{cal} = 0.89 \sqrt{\frac{5-2}{1-(0.89)^2}}$$

$$T_{cal} = 3.36$$

But $t_{0.05, 3} = 2.35$

Therefore the null hypothesis was rejected since $T_{cal} = 3.36 > T_{tab} = 2.35$, and the alternative which suggest that effective organizational communication has a significant effect on workers’ commitment.

HYPOTHESIS THREE

Hypothesis three sought out to determine if effective organization communication affect the level of workers commitment.

Ho: Effective organizational communication has no significant effect on job satisfaction.

Hi: Effective organizational communication has a significant effect on job satisfaction.

To test the null hypothesis, relevant data that suggest opinions of the respondents on the issue of effective organizational communication has an effect on job satisfaction.

Table 4.1.4 Calculation of Correlation Coefficient for Hypothesis three

S/N	OPTIONS	X POINTS	Y RESPONSES	XY	X ²	Y ²
1	Strongly Agree	5	116	580	25	13456
2	Agree	4	77	308	16	5929
3	Undecided	3	10	30	9	100
4	Disagree	2	20	40	4	400
5	Strongly Disagree	1	14	14	1	196
	TOTAL	15	237	972	55	20081

Source: Field Survey, 2016

Using the Pearson product moment correlation coefficient formula given as:

$$r = \frac{n\sum xy - \sum x \cdot \sum y}{\sqrt{[n\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2]}}$$

$$r = \frac{5(972) - (15)(237)}{\sqrt{[5(55) - (225)][5(20081) - (56169)]}}$$

$$= \frac{1305}{1487}$$

r = 0.88

The correlation coefficient r = 0.88 as shown above is an indication that effective organizational communication has a significant effect on workers’ performance. Nevertheless, there was a need to equally estimate for the significance of the coefficient and to ascertain whether the claim of the null hypothesis would still remain valid after the test. T-test for test of significance was adopted as follows:

$$T_{cal} = \sqrt{\frac{n-2}{1-(r)^2}}$$

Substituting the value of the correlation coefficient r = 0.87 in the above formula. We obtained the result:

$$T_{cal} = 0.88 \sqrt{\frac{5-2}{1-(0.88)^2}}$$

$$T_{cal} = 3.21$$

But $t_{0.05, 3} = 2.35$

Therefore the null hypothesis was rejected since $T_{cal} = 3.21 > T_{tab} = 2.35$, and the alternative which suggest that effective organizational communication has a significant effect on job satisfaction.

HYPOTHESIS FOUR

Hypothesis four sought out to determine if the skills of the communicator is vital in managing organizational performance.

Ho: There is no significant influence of the skills of the communicator in managing organizational performance.

Hi: There is a significant influence of the skills of the communicator in managing organizational performance.

To test the null hypothesis, relevant data that suggest opinions of the respondents on the issue on if the skills of the communicator is vital in managing organizational performance.

Table 4.1.5 Calculation of Correlation Coefficient for Hypothesis four

S/N	OPTIONS	X POINTS	Y RESPONSES	XY	X ²	Y ²
1	Strongly Agree	5	114	570	25	12996
2	Agree	4	82	328	16	6724
3	Undecided	3	12	36	9	144
4	Disagree	2	16	32	4	256
5	Strongly Disagree	1	13	13	1	169
	TOTAL	15	237	979	55	20289

SOURCE: Field Survey, 2016

Using the Pearson product moment correlation coefficient formula given as:

$$r = \frac{n\sum xy - \sum x \cdot \sum y}{\sqrt{[n\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2]}}$$

$$r = \frac{5(979) - (15)(237)}{\sqrt{[5(55) - (225)][5(20289) - (56169)]}}$$

$$= \frac{1340}{1505}$$

r = 0.89

The correlation coefficient r = 0.89 as shown above is an indication that effective organizational communication has a significant effect on workers’ performance. Nevertheless, there was a need to equally estimate for the significance of the coefficient and to ascertain whether the claim of the null hypothesis would still remain valid after the test. T-test for test of significance was adopted as follows:

$$T_{cal} = \sqrt{\frac{n-2}{1-(r)^2}}$$

Substituting the value of the correlation coefficient r = 0.89 in the above formula. We obtained the result:

$$T_{cal} = 0.89 \sqrt{\frac{5-2}{1-(0.89)^2}}$$

$$T_{cal} = 3.38$$

But $t_{0.05, 3} = 2.35$

Therefore the null hypothesis was rejected since $T_{cal} = 3.38 > T_{tab} = 2.35$, and the alternative which suggest that there is a significant influence of the skills of the communicator in managing organizational performance.

DISCUSSION OF RESULTS

To inspire workers into higher level teamwork, there are things you must be, knowhow and do. These do not come naturally but are acquired through hard work and study. The results of the hypotheses tests formulated from the four objectives of this study were discussed below

The first is that effective organizational communication has a significant effect on workers' Performance will be accepted. However a further test to ascertain whether the claim of the null hypothesis would still remain valid using T-test for test of significance was adopted and it showed validity. This is consistent with the views of Halis (2000), he asserts that organization performance increases when superiors establish a courteous and continuous communication with subordinates; receive feedback according to the nature of the work performed, and when the participation of the employees to achieve organizational goals are maintained.

Management must endeavor to seek ways to increase communication channels and always update their mode of communication to avoid been obsolete.

The second result of the hypothesis shows that effective organization communication on the level of workers commitment. A further test to ascertain whether the claim of the null hypothesis would still remain valid using T-test for test of significance was adopted and it showed validity.

Employees, who perceive that they are respected and that their ideas are allowed to contribute to the organization, tend to work more willingly. This implies that there is a moderating effect of effective communication on workers commitment and the success or failure of an organization is closely related to the effort and motivation of its employees.

The third result of the hypothesis shows that effective communication has an impact on job satisfaction. A further test to ascertain whether the claim of the null hypothesis would still remain valid using T-test for test of significance was adopted and it showed validity. This is consistent with Yüksel (2005), who finds that factors such as openness in communication, receiving feedback and constructive criticism have a direct positive effect on the job satisfaction. This goes to prove that there is a moderating effect of effective communication on job satisfaction job dissatisfaction, primarily reduces efficiency and increases costs in the workplace, but when continues it will weaken individuals' commitment to the values, norms, and social trust and goals.

The fourth result of the hypothesis shows that the skill of the communicator is vital in managing organizational performance. A further test to ascertain whether the claim of the null hypothesis would still remain valid using T-test for test of significance was adopted and it showed validity. Irrelevant details causes' confusion to employees and Positivism, self-discipline, motivation, empathy, social skills of the communicator affects organizational performance.

This research found out that Communication skill is very important and is needed for efficient management.

The world is becoming a global village and management needs to meet up with this challenges. In the old times, managers relied on memos, face to face interactions but now internet; telephones are now the most commonly used mode of communication. Managers have to be good leaders who can influence their employees in a positive way. It was found out in the study that effective leadership communication behavior affects employee performance. Management can motivate employees by communicating with them in a polite way.

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

The major findings of the research work are as summarized below:

- 1) That there are relationship between effective communication and organization performance.
- 2) That communication breakdown negatively affects the performance of organization.
- 3) That poor listening skill of employees affect organizational performance.
- 4) Employee training programs improve workers performance.
- 5) That effective organizational communication impact on workers satisfaction.
- 6) That effective communication in organization affects productivity level in the organization.
- 7) Empowerment and transparency improves worker's performance.
- 8) That management can motivate employees by communicating with them in a polite way.
- 9) That there effective communication affects the level of workers commitment.

CONCLUSION

The significance of effective organizational communication is very critical in retaining worker satisfaction and consequently worker performance in organizations. Effective organizational communication can be possible if organizational leadership improve on their communication methods and create unrestricted access of communication media to their workers. The consequences of poor organizational communication would result in an increased turnover rate of employees in the organization due to a lower level of worker satisfaction.

Conclusively, effective communication is a key component to business success because it helps meet challenges such as advances in technology, growth of globalization and workplace diversity (Bovee et al., 2004). It equally, defines most organizations in terms of their marketing campaigns, productive interpersonal relationships among co-workers and successful customer service resolutions.

5.4 RECOMMENDATIONS

In view of the findings, the following recommendations are made to improve business communication at the selected firms in Anambra state.

- 1) Management should also make use of other channels of communication so as to enhance not only its productivity but its image as well since the study found face –face, letters and occasionally, memos as the most used and preferred choices of channel among workers.
- 2) The inter-personal communication among employees should be improved so that accurate and timely information can be passed on for completion of tasks to cut out on wasted time so that the objectives of the organization can be met.
- 3) Organizations should regularly articulate its policies, goals and objectives to its workers in order to improve work performance.
- 4) Managers need to communicate with employees regularly to get feedback and offer suggestions in order to prevent confusion about future job assignments.
- 5) Organizations should eliminate the barriers on communication and create efficient, participative, and transparent communication medium to improve workers commitment.
- 6) Management must continually allow maturity and humility to be his guiding principles, since these two elements would help tremendously in instilling confidence in the mind of subordinates and at the same time command their respect and gain their loyalty.
- 7) The leader must be intelligent, disciplined, of high integrity, sensitive enough to receive and recognize dangers, detribalized, honest must have the willingness to forge ahead and ability to husband all the resources at his disposal so to achieve the set organizational goals.

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