

## **An Evaluation on the Role of Effective Communication as a Tool in the Management of Organization in Nigeria: Performance of the Public Relations in Kogi State**

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### **Abstract**

This study examines the Role of Effective Communication on Organizational Performance, Kogi State. The problem that led to the study is the disputes and delays in the access to information that would increase performance of staff. The survey research method was adopted for the study and the study relied much on secondary and primary data. The population of this research work was drawn from the Ministries and staff of Kogi State. The population is made up of 170 non-academic and 130 Academic Staff. The sample size of 166 was determined using Taro Yamane technique and stratified random sampling. Chisquare  $\chi^2$  was used to analysis the hypotheses. For instant, there is a significant relationship between effective communication and employee performance in Kogi State. The findings from the study show that effective communication is the remedy to effective and efficient management performance of employees in an organization. The researcher recommends that there is need for every organization to endeavour and make effective communication an essential integral part of its management strategies and map out a strategic way of storing information's; for this will also reduce loss of essential information and it will help to minimize organizational conflict, less misunderstanding and enhance information management.

**Keywords:** *Management, Strategies, Performance Measurement, Organizational*

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### **Background to the Study**

This research study was undertaken in order to assess the impact of effective communication on the organizational performance. This paper presents the background to the study, statement of the problem, objectives of the study, research questions, and scope of the study and significance of the study (Sulaiman, 2017).

According to Jefkins (2017), Effective communication is a two-way communication between internal and external bodies in an organization. Effective communication is the way of communication where it involves the sending of information which will be correctively received and well understood by the two parties the receiving and sending parties. Globally, often little more than lip or pen service is paid to the concept of two-way communication. Many organizations need to question seriously whether two-way communication information activity is productive (Ajiteru, 2019).

Today's employees expect communications but even in the most sophisticated companies in the most advanced countries, too many employees are communicated at rather than Contrary to many employer's views, the staff is the primary stakeholders for any organization and effective communication facilities their day-to-day activities in organizations in Africa (Abalaka, 2018). The real objective of real employee communication must be created through understanding and support among employees to enable them co-operate more effectively, a work force that is in communication with the employees respects its management, has pride in its management and believes that it is being treated like a family which is the key factor in organizational success (Abalaka, 2018).

According to Warren (1992), the better informed employees are, the less likely they are to spread biased and possibly damaging miss information. The importance of effective communication is not only building and maintaining a good relationship between employers and their staff, but also in giving a sense of belonging and ownership to the organization. which ensures improved development for customers both local and international thus leading to delivery of the organization's goals (Ajiteru, 2019).

### **Statement of the problem**

Effective communication helps to drive organizational change and success. It ensures improved delivery to customers. The problem that lies in today is that the organizations are often not accepting the responsibility to communicate; it is considered that the main barriers to accept this responsibility are the middle managers. The managers are unable to communicate to the employees to know all information to perform better. For the case of Public Relations Association of Kogi State, Nigeria. it seems that the concept has been taken for granted especially seen in the way management denies employees freedom to participate in decision making process, consultative meeting and the way the channels of communication have been blocked. So it's really disturbing the researcher that there are no detailed studies that have been carried out to examine the impact of effective communication on the organizational performance; a content that forces the researcher into the study with particular interest at Public Relation Association of Kogi State, Nigeria. The researcher therefore

intends to find out the tricks used by different organizations in communication and how to deal with misinformation because some organizations give wrong information intentionally (Ajiteru, 2019).

## **Objective of the Study**

### **General Objective**

The purpose of the study was to generate new knowledge on how effective communication affects organizational performance in the Public Relations Association of Kogi State, Nigeria.

### **Specific Objective**

To examine the impact of effective communication on the organizational performance in the Public Relations Association of Kogi State, Nigeria.

- i. To establish the factors that affect effective communication in the Public Relations Association of Kogi State, Nigeria.
- ii. To ascertain the relationship between effective communication and organizational performance in the Public Relations Association of Kogi State, Nigeria.

## **Research Questions**

What is the impact of effective communication on the organization performance?

What are the factors that affect effective communication on the organizational performance?

Is there any relationship between effective communication and organizational performance?

## **Research Hypotheses**

**H<sub>1</sub>:** There is a significant relationship between effective communication and employee performance in Kogi State, Nigeria.

**H<sub>2</sub>:** Communication techniques enhance staff performance in Kogi State, Nigeria.

**H<sub>3</sub>:** Communication gap has negative effect on administrative procedure in Kogi State, Nigeria.

## **Scope of the Study**

### **Geographical Scope**

The study was carried out at Public Relations Association of Kogi State, Nigeria base office that was along Nkrumah Road in the city centre. Christeve house 3<sup>rd</sup> floor, it is accessible by the researcher in terms of transport and language. It is an individual, nongovernmental, non-partisan and not for profit only an umbrella organization of all public relations practitioners.

### **Content Scope**

The study was focused on assessing the impact of effective communication on the organizational performance, effective communication as an independent variable, and organizational performance as the dependent variable since the two are inter linked.

### **Time Scope**

The study covered the operations of Public Relations Association of Kogi State, Nigeria from 2022 up to date because this is the period when communication and performance worked hand in hand to bring a difference in the organization.

### **Significance of the study**

The findings of the study are significant in the following ways:

- i. Public Relations Association of Kogi State, Nigeria and other organizations**
  - a. From the study findings, the Public Relations Association of Uganda was highlighted on the importance of an organization having an effective communication strategy which should take full account of its vision and values.
- ii. Government**
  - a. The research may help the government to know the tactics that can be applied to increase performance in government organizations through ensuring effective communication methods.
- iii. Academicians**
  - a. The findings may help the future academicians who would wish to expound more on the area of study for reference.

### **Review of Related Literature**

In explaining the meaning of effective communication; it is good to look at the subject matter of communication in details. Meaningful communication informs and educates employees at all levels and motivates them to support the strategy (Ajiteru, 2019). Communication is viewed by Haiemann (2021) as the imparting of ideas and making oneself understood by others. It is also the process by which information is passed between individuals and/or organizations by means of previously agreed symbols. Communication is the process by which one party (a sender) transmits information (i.e. message). It is a continuous process between the two parties involved and it occurs in many levels, such as intra-individual communication level (Keith, 2014). Information is transmitted in two ways: - e.g. from a sensory organ to the brain and secondly, interpersonal level is a situation in which the transmission of information is just between two individuals. Communication can also occur within or between an individual or group (Abalaka, 2018). Effective communication is a process by which sender of message, received feedback from receiver in intended (Peter, 2015). Effective communication starts from the sender to its decoding by the receiver. It is said to be ineffective communication when receiver of the message did not decode the intended of the sender (Abalaka, 2018). It is through feedback that information achieves its desired results. Berrels (2020), said effective communication takes place when the person to whom it is intended, subsequently, the receiver understand the meaning intended and reacts accordingly. *Effective communication is a transaction of ideas, directory command or guide into oral or written words, or actions on the path of the communicator in such a way that the receiver gets the same message and reacts in manner envisaged by the communicator* (Sulaiman, 2017).

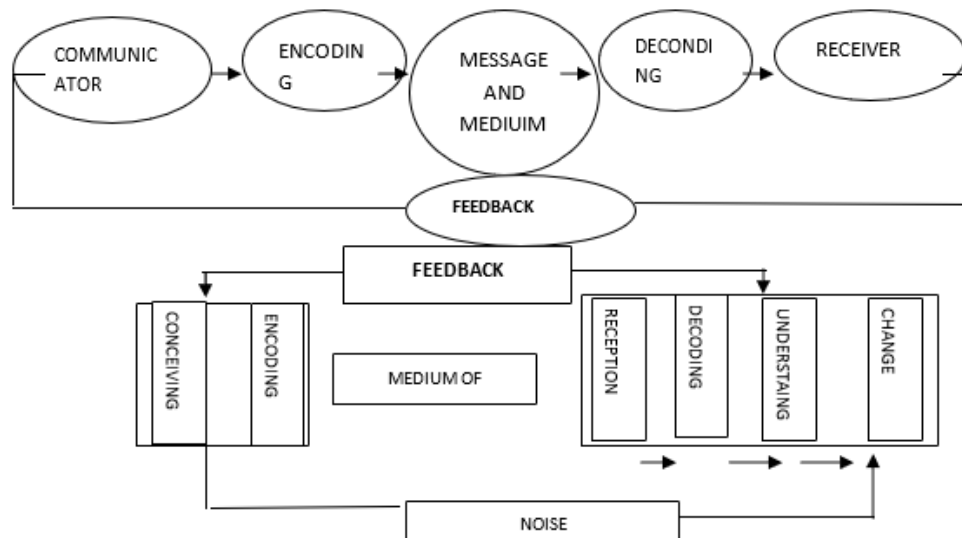
It is believing by a lot of experts that communication could consciously or unconsciously take place by writing, reading, taking, listening or moving and any part of the body. All these things mean something to some person, or group. It has to be stressed that communication in an organization can take place in any of these means. Communication is a process of effecting change to a system. As long as organization reforms and globalization is evident, new communication techniques should be developed to stand the change (Sulaiman, 2017). Therefore it becomes important for positive attitudes to change to lead to vital successful

change programs (Kotter, 1996), as resistance to change is one of the biggest barriers to overcome. Likewise, effective communication requires a degree of 'cognitive organizational reorientation' comprehension and appreciation of the proposed change. Elving and Hansma (2018), carried out an interview research between management and employees during organizational change. The most important conclusion drawn was that the success of the dissemination and adaptation of organizational change significantly depend upon communicative and informative skills of managers at all levels. Although leaders appear to be aware of fast change within organization (Bolden and Gosling, 2016), communicating that change is difficult. Abalaka (2018), found that along with the role of management on the contribution of the workforce to the impending change, distribution of information and actual communication regarding the need for the change and the objectives of the modification in business organization are also critical

### The Communication Process

The communication process consists of seven steps (Sulaiman, 2017), message, encoding, transmitting, receiving, decoding, understanding and feedback. Communication is not an easy task, but attempt have been made to simplify it through illustration below:

**Figure 1:** Communication Process Model:



**Source:** Barrelas, A. (2010), an experimental Approach to organization communication

### Effective Communication within an Organization

Heron (2017), identified certain elements necessary for effective communication. His work outlined goals, attitudes, and criteria for effective communication. Credit is attributed to him for outlining two-way communications between employees and management in the existing organizational communication literature (Ajiteru, 2019). He suggested that “communication



is a line function, a two-way sharing of information. This demands the freedom and opportunity to ask questions, get answers and exchange ideas". However, Abalaka (2018) pointed out that effective communication can only be possible if management and employees collaborate and work together. The findings of his study demonstrated that employees were significantly important to the success of internal communication and internal communication played a great positive role in shaping or moulding employee performance within the organization (Sulaiman, 2017).

Effective communication can encourage employees to improve their work environment through positive contributions. Antony (2018) conducted a study which examined the impact of effective communication on labour productivity in civil engineering projects at Kampala Central division. A measure of the existing relationship between effective communication and labour productivity, and other explanatory variables included work duration spent in a company, educational qualifications, timely information on changes at work, cooperation at work and adequate training provided to employees. It was discovered that asking for clarity in communication and timely information about changes affecting work are meaningful to labour productivity. Also, to achieve the targeted productivity level, managers should confirm clarity or understanding of instructions, provide enough training to employees, make sure cooperation at work exists by providing incentives and finally, develop a good communication plan for timely information delivery on changes affecting work (Abalaka, 2018).

### **Organizational Performance**

Organizations perform various activities to accomplish their organizational objectives (Abalaka, 2018). It is these repeatable activities that utilize processes for the organization to be successful that must be quantified to ascertain the level of performance and for management to make informed decisions on where, if needed, within the processes to initiate actions to improve performance. The research project by Kube (2016), whose main objective was to investigate the effects of communication strategies on organizational performance at Kenya Ports Authority, sought to find out how open-door policy of communication influences organizational performance, to assess how group effort enhances organizational performance, to analyze how organizational structure can improve organizational performance and to identify the roles of formal communication channels on organizational performance (Ajiteru, 2019). The main conclusion drawn from the research was communication strategies play a central role in high-performance (Abalaka, 2018). The research concluded that for any organizational performance to be effective, the communication should be an open communication environment is one in which all members of the organization feel free to share feedback, ideas and even criticism at every level. Inclusive is one in which explicit steps are taken to decisions that affect their day-to-day work. Organizations with a secretive communication environment shut people out, which can stifle involvement and result in lost ideas and opportunities. Companies whose managers successfully engage employees in conversations about their work, their ideas and their perspectives on issues related to products, services, customers, and the business environment develop a culture of inclusiveness that generates results. Result driven-Business communication should be measurable results. Organizations need to think about what

employees need to know to do their jobs effectively, to interact with customers effectively and to serve as ambassadors outside of the organization (Abalaka, 2018).

Organizations should try to incorporate effective communication strategies that will help enhance the organizational performance. A case study conducted by Kuria (2018) on the National Hospital Insurance Fund in Nairobi to determine effective communication on organizational performance discovered that lack of proper communication is a challenge to organizational performance. This was mainly seen in the issue of effective customer service. If information was not transmitted by one person to the other exhaustively, the customer was likely to not get quality service which is the gauge that measures employee efficiency and overall organizational performance (Ajiteru, 2019).

Performance, therefore, can be defined as the evaluation of the constituents that try to assess the capability and ability of a company in achieving the constituents' aspiration levels using efficiency, effectiveness, or social referent criteria. Quantitatively, performance and the dimension of scale are interrelated, i.e., it is generally quantifiable in different dimensions. As an example, the performance level can be expressed as a percentage or an absolute value in a way that makes it easy to understand for directors. According to Macleod et al. (2017), the quantitative expression of performance targets is the only way to render them meaningful. Furthermore, performance refers to the nature and quality of an action performed in a company to achieve the accomplishment of its primary functions and tasks to produce profit. Communication is an integral component of any performance improvement approach. Organizations are eager to accomplish strategic goals establish well defined communication strategies (Ajiteru, 2019). A well-defined strategy is one that engages employees and aligns with the organization's business goals. According to Richard et al. (2019) organizational performance encompasses three specific areas of firm outcomes: financial performance (profits, return on assets, return on investment); product market performance (sales, market share) and shareholder return (total shareholder return, economic value added).

### **Systems Theory**

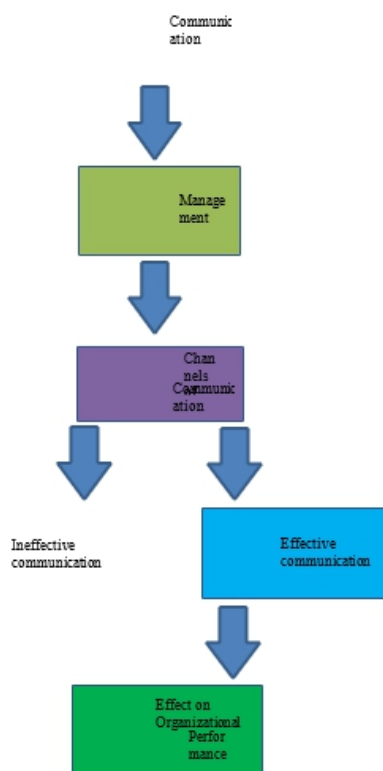
Because of origins from multiple disciplines, systems theory is meant to be applicable to organisms and human behaviours in different disciplines (Sulaiman, 2017). When applied to communication, the systems theory is meant to understand the interconnectedness of the human communication and not just focus on one aspect of it (Abalaka, 2018). According to systems theory, components of each system are structured in a hierarchical ordering, and components are interdependent with one another in the system to the extent that one component cannot function without the support of other components. At the organizational level, the organizations and other organizations in the environment are also interdependent on one another (Ajiteru, 2019). The outcome of an organization's communication has consequences on its functioning and hence it can be seen in its overall performance. Various theories have attempted to explicate this contingency view of organization-environment relationships (Sulaiman, 2017).

The two approaches commonly cited in studying the role of organizational environments are the population ecology model Sulaiman (2017), and the resource dependence model

(Abalaka, 2018). These two approaches converge on the importance of environments in organizational decisions and structures but diverge on the role of environmental selection. The former emphasizes the processes of how organizations are differentially selected and determined by their fitness, measured by structural forms to their environments, while the latter focuses on active, managerial processes of selection enacted by organizations in adapting themselves to the environment. In other words, selection and adaption are the two key mechanisms that can characterize these two approaches, respectively (Ajiteru, 2019).

### The Conceptual Framework (Figure 2)

The hypotheses were as follows:



**Figure 2:** Conceptual Framework.

### Methodology

The research design used in this research work is the survey design. The study area is Kogi State, Nigeria. The data for this research was collected basically through the primary and secondary sources. A sample size of 166 was selected using the Taro Yamani (1964) formula with 5% error limit of 300 staff of randomly selected for the study. Likewise, a stratified random sampling was applied. There were 15 items in the questionnaire rated with the 5-point likert scale hence, 5(SA), 4(A), 3(N), 2(D) and 1(UD). Furthermore, in analyzing the data the simple percentage statistical tool was used to analyze the respondent's characteristics and for the questionnaire chi-square statistical tool was used to test the hypotheses (Sulaiman, 2017).



**Table 1:** Questionnaire distribution of responds according to organizational in the institute

| Department/ category                  | Frequency  | Percentage (%) |
|---------------------------------------|------------|----------------|
| Top level management (H.O.Ds)         | 40         | 33.33          |
| Middle level management (Lectures)    | 60         | 50             |
| Lower level management (Non-Academic) | 21         | 16.67          |
| <b>Total</b>                          | <b>121</b> | <b>100%</b>    |

**Source:** Field Survey (May, 2015)

The table above indicates that 33.33% constitute of top level management (H.O. Ds) while middle level management (Senior Staff) and Junior level management (Non-Staff) constitute of 50% and 16.67% respectively. Hence there are more Staff in the Ministries and this can help in terms of research and new discovery (Abalaka, 2018).

**Table 2.**

| S/N ITEMS             | OPINIONS   |            |            |            |
|-----------------------|------------|------------|------------|------------|
| 1 Sex/Marriage Status | Male       | Female     | Married    | Single     |
| Response              | 80(66.7%)  | 41(33.3%)  | 80(66.7%)  | 41(33.3%)  |
| 2 Age                 | 21-30      | 31-40      | 41-50      | 51-above   |
| Response              | 5(4.17%)   | 50(41.67%) | 41(33.33%) | 25(20.83%) |
| 3 Educational         | Ph.D       | MS.c       | HND/B.Sc   | Others     |
| Response              | 20(16.67%) | 31(25%)    | 50(41.66%) | 20(16.67%) |
| 4 Working Experience  | 1-10years  | 11-20years | 21-30years | 31-above   |
| Response              | 30(25%)    | 62(51.24%) | 21(17.36%) | 8(6.61%)   |

The table above shows the frequency and percentage of staff, UNZIK Awka. Majority of the staff are male 80(66.7%), the age distribution shows that most of the staff are 31-40years i.e 50 (41.67%) which shows that there are more abled staff with less staff of below 30 years. This is backed up by the years of service of 83staff who have worked for over 11-30years. Hence most of the staff have worked over 10years above while about 6.6% of staff are approaching retirement age. Finally the educational background also shows that majority of the staff hence 83.47% have either a HND/B.Sc or M.Sc/Ph.D. therefore they are adequately knowledgeable in the field of study (Ajiteru, 2019).

**Hypotheses testing and analysis Test of Hypothesis 1**

**H<sub>0</sub>:** There is no significant relationship between effective communication and employee performance in Kogi State, Nigeria.

**H<sub>1</sub>:** There is a significant relationship between effective communication and employee performance in Kogi State, Nigeria.

**Table 3.**

| Sex    | SA | A  | N  | D  | SD | Total |
|--------|----|----|----|----|----|-------|
| Male   | 50 | 8  | 4  | 7  | 5  | 74    |
| Female | 14 | 12 | 10 | 5  | 6  | 47    |
|        | 64 | 20 | 14 | 12 | 11 | 121   |

Source: Field survey, 2015

**Table 4.**

| Cells                        | Fo | Ft    | Fo-Ft  | (fo-ft) <sup>2</sup> | (fo-ft) <sup>2</sup> ft |
|------------------------------|----|-------|--------|----------------------|-------------------------|
| E <sub>1</sub>               | 50 | 39.14 | 10.86  | 17.94                | 3.0133                  |
| E <sub>2</sub>               | 8  | 12.23 | -4.23  | 17.89                | 1.4628                  |
| E <sub>3</sub>               | 4  | 6.56  | -4.56  | 20.79                | 2.4287                  |
| E <sub>4</sub>               | 7  | 7.34  | -0.34  | 0.12                 | 0.0163                  |
| E <sub>5</sub>               | 5  | 6.73  | -1.73  | 2.99                 | 0.4443                  |
| E <sub>6</sub>               | 14 | 24.86 | -10.86 | 117.94               | 4.7442                  |
| E <sub>7</sub>               | 12 | 7.77  | 4.23   | 17.89                | 2.3024                  |
| E <sub>8</sub>               | 10 | 5.44  | 4.56   | 20.79                | 3.8217                  |
| E <sub>9</sub>               | 5  | 4.66  | 0.34   | 0.12                 | 0.0258                  |
| E <sub>10</sub>              | 6  | 4.27  | 0.34   | 2.99                 | 0.7002                  |
| <b>Calculated chi-square</b> |    |       |        |                      | <b>18.9597</b>          |

Source; Field survey, 2015

Degree of freedom = (R-1) (C-1) (2-1) (5-1) (at 5% significance)

1×4= 4 under 0.05.

X<sup>2</sup> Calculated is 18.9597

X<sup>2</sup> Tabulated is 9.488

### Decision Rule

Since X<sup>2</sup> calculated (18.9597) is > X<sup>2</sup> Tabulated (9.488), we reject H<sub>0</sub> hypothesis which states that There is no significant relationship between effective communication and employee performance in Kogi State, Nigeria and accept H<sub>1</sub> hypothesis which states that There is a significant relationship between effective communication and employee performance in Kogi State, Nigeria (Abalaka, 2018).

### Test of Hypotheses 2

H<sub>0</sub>: Communication techniques does not enhance staff performance in Kogi State, Nigeria.

H<sub>1</sub>: Communication techniques enhance staff performance in Kogi State, Nigeria.

**Table 5.**

| Sex    | SA | A  | N  | D | SD | Total |
|--------|----|----|----|---|----|-------|
| Male   | 48 | 9  | 6  | 4 | 6  | 73    |
| Female | 15 | 13 | 10 | 5 | 5  | 48    |
|        | 63 | 22 | 16 | 9 | 11 | 121   |

Source: Field survey, 2015

**Table 6.**

| Cells                        | Fo | Ft    | Fo-Ft | (Fo-Ft) <sup>2</sup> | $\frac{(Fo-Ft)^2}{Ft}$ |
|------------------------------|----|-------|-------|----------------------|------------------------|
| E <sub>1</sub>               | 48 | 38.01 | 9.99  | 99.80                | 2.6256                 |
| E <sub>2</sub>               | 9  | 13.27 | -4.27 | 18.23                | 1.3738                 |
| E <sub>3</sub>               | 6  | 9.65  | -3.65 | 13.32                | 1.3803                 |
| E <sub>4</sub>               | 4  | 5.43  | -1.43 | 2.04                 | 0.3803                 |
| E <sub>5</sub>               | 6  | 6.64  | -0.64 | 0.41                 | 0.0617                 |
| E <sub>6</sub>               | 15 | 24.99 | -9.99 | 99.80                | 3.9936                 |
| E <sub>7</sub>               | 13 | 8.73  | 4.27  | 18.23                | 2.0882                 |
| E <sub>8</sub>               | 10 | 6.35  | 3.65  | 13.32                | 2.0976                 |
| E <sub>9</sub>               | 5  | 3.57  | 1.43  | 2.04                 | 0.5714                 |
| E <sub>10</sub>              | 5  | 4.36  | 0.64  | 0.41                 | 0.0940                 |
| <b>CALCULATED CHI-SQUARE</b> |    |       |       |                      | <b>14.6619</b>         |

Source: Field survey, 2015

### To determine the $\chi^2$

Degree of freedom = (R-1)(C-1) = (2-1)(5-1) = 4 (at 5% significance)  $1 \times 4 = 4$  under 0.05.

$\chi^2$  Calculated is 14.6619

$\chi^2$  Tabulated is 9.488

### Decision Rule

Since  $\chi^2$  calculated (14.6619) is  $>$   $\chi^2$  Tabulated (9.488), we reject  $H_0$  hypothesis which states that communication techniques do not enhance staff performance in Kogi State, Nigeria and accept  $H_1$  hypothesis which states that communication techniques enhance staff performance in Kogi State, Nigeria (Sulaiman, 2017).

### Test of Hypotheses 3

$H_0$ : Communication gap has negative effect on administrative procedure in Kogi State, Nigeria

$H_1$ : Communication gap has positive effect administrative procedure in Kogi State, Nigeria

**Table 7.**

| Sex    | SA | A  | N  | D | SD | Total |
|--------|----|----|----|---|----|-------|
| Male   | 40 | 15 | 9  | 4 | 1  | 69    |
| Female | 27 | 11 | 8  | 4 | 2  | 52    |
|        | 67 | 26 | 17 | 8 | 3  | 121   |

**Source:** Field survey, 2015

**Table 8.**

| Cells                        | Fo | Ft    | Fo-Ft | (Fo-Ft) <sup>2</sup> | $\frac{(Fo-Ft)^2}{Ft}$ |
|------------------------------|----|-------|-------|----------------------|------------------------|
| E <sub>1</sub>               | 40 | 38.20 | 1.8   | 3.24                 | 0.0848                 |
| E <sub>2</sub>               | 15 | 14.82 | 0.18  | 0.03                 | 0.0020                 |
| E <sub>3</sub>               | 9  | 9.69  | -0.69 | 0.47                 | 0.0485                 |
| E <sub>4</sub>               | 4  | 4.56  | -0.56 | 0.31                 | 0.0679                 |
| E <sub>5</sub>               | 1  | 1.71  | -0.71 | 0.50                 | 0.2923                 |
| E <sub>6</sub>               | 27 | 22.14 | 4.86  | 23.61                | 1.0663                 |
| E <sub>7</sub>               | 11 | 8.59  | 2.41  | 5.80                 | 0.6752                 |
| E <sub>8</sub>               | 8  | 5.61  | 2.39  | 5.71                 | 1.0178                 |
| E <sub>9</sub>               | 4  | 2.64  | 1.36  | 1.84                 | 0.6969                 |
| E <sub>10</sub>              | 2  | 0.99  | 1.01  | 1.02                 | 1.0303                 |
| <b>CALCULATED CHI-SQUARE</b> |    |       |       |                      | <b>4.982</b>           |

**Source:** Field survey, 2015

To determine the tabulated chi-square value: -

Degree of freedom, = (R-1)(C-1)(2-1)(5-1) (at 5% significance)

$1 \times 4 = 4$  under 0.05

X<sup>2</sup> Calculated is 14.6619

X<sup>2</sup> Tabulated is 9.488

### Decision Rule

Since X<sup>2</sup> calculated (4.982) is < X<sup>2</sup> Tabulated (9.488), we accept H<sub>0</sub> hypothesis which states that communication gap has negative effect on administrative procedure in Kogi State, Nigeria and reject H<sub>1</sub> hypothesis which states that, communication gap has positive effect administrative procedure in Kogi State, Nigeria (Ajiteru, 2019).

### Discussions of Findings

Since X<sup>2</sup> calculated (18.9597) is > X<sup>2</sup> Tabulated (9.488), we reject H<sub>0</sub> hypothesis which states that There is no significant relationship between effective communication and employee performance in Kogi State, Nigeria and accept H<sub>1</sub> hypothesis which states that There is a significant relationship between effective communication and employee performance in Kogi

State, Nigeria. It therefore implies that for any organization to be effective it must make use of adequate, effective, efficient and understandable instrument and channels. It was noticed that in the there are many ways in which the heads of various Departments pass information. For example; text messages, memos, emergence meetings, circulars, queries and face to face dialogue. However, it was observed that most staff response quickly to text messages but they have to be sent memos for it to be effective. This being that most staff claim that they did not see the text messages, especially when they have not been informed personally or received a circular to the effect of such meetings. Moreso, most Heads of Department were of the view that most staff do not look into their boxes for information. However, most of the staff response to information due to fear of queries.

Likewise, it was observed that communication techniques has enhance the performance of staff in terms of their relationship with the various Heads of Departments. This is evident in the most of the staff both Staff and non-staff compel with the innovations, rules, and goals lead down. The move of the Miniserries to new technology of visibility and quality assurance most of the staff have keyed in into the process of activating their email address while uploading their CVs. However, the inability to meet up with the change has put a stumbling block in their path to success. Furthermore, it is quite evident that awareness of these innovations has exposed the faculty to new ways of doing things. Since we rejected  $H_0$  hypothesis which states that communication techniques do not enhance staff performance in Kogi State, Nigeria and accepted  $H_1$  hypothesis which states that communication techniques enhance staff performance in Kogi State, Nigeria.

In terms of, the effect of communication gap on administrative procedure in Kogi State, Nigeria. It is clear that the breakage in communication is as a result of misunderstanding, lack of cooperation, wrong medium used, delayed information, information overload and personal bias. I was observed that HODs determines the flow of communication in their various Department. Since when the subordinates do not accept the HOD it would at the long run affect the staff attitude to work. Students are the ones who suffer the more from such gap in communication. It's either lateness in submission of results or release of students for project defence and lots more. This is supported by the decision rule "Since  $X^2$  calculated (4.982) is  $< X^2$  Tabulated (9.488), we accept  $H_0$  hypothesis which states that Communication gap has negative effect on administrative procedure in UNZIK and reject  $H_1$  hypothesis which states that, communication gap has positive effect administrative procedure Kogi State, Nigeria"

## **Conclusion**

The finding of this research has shown that effective communication should be highly recommended to every organization in all the sectors of the economy. Any management both government establishment and private that is desirous of ensuring the success and efficiency of its workforce, should be conscious of implementing effective communication programmes to their employees for better performances. Therefore, effective communication process should be an integral part of management strategy because it goes a long way to enhancing the realization of organizational goals. Hence not theoretical, but practical participation of staff in matters that, affect their creativity and performance. The objectives of effective

communication programmes should be clearly stated so that all employee or workforce will be informed. Adequate communication techniques are advisable since it create easy understanding and cooperation in an organization. The study also established that effective communication enhances performances since employees performed better when there are informed or communicated to than those who are not informed. However, inability of train the staff on the new innovations and techniques has made the lecturers insecure and overzealous in carrying out their duties. Thus, organization must spend time to determine the communication needs and finance the cost of it to get employees informed and be able to evaluate the impact of it on organizational activities. Conclusively, effective communication to the management and staff is the panacea for sustained and increased productivity of the workforce and organizational performances. It is not enough to have a good ideal but awareness and participation of staff will go a long way to enhance organizational performance.

### **Recommendations**

The effectiveness of communication is determined by both parties; hence it becomes necessary that they must pursue the same objective, which is high performance rate in all affairs of the institution. All cadres of staff should be involved in decisions and issues that affect their performance, for it will lead to organizational development and positive. Every organization endeavours to make effective communication an essential integral; part in effect management strategies to help minimize organizational conflict, less misunderstanding, improving information management and cordial relationship between management and workforce. Change is needed but when it is badly communicated it will likely lead to poor performance and negative outcome.

1. Consequently, all staff members should key into the Google programme of the university to enable them be at abreast with the use of the google applications and email address. It should also be backed up with work's seminar to enlighten them on the important of effective communication, training and retraining to increase their performance in their academic and administrative responsibility. It also suggested that a result driven- communication since it gives room to measure results and performance as it the communication process within the organization and this in turn impacts on decision making, problem solving as some of the issues undergo a bureaucratic process and this slows down the dispute
2. Finally, an open communication environment is one in which all members of the organization feel free to share feedback, ideas and even criticism at every level, thereby encouraging staff to freely give their views without being victimized by the management. Therefore, follow up of information encouraged for organizational performance.



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