

## The Effect of Communication Styles on Information Sharing and Team Performance in Nigeria Breweries, Kakuri, Kaduna State, Nigeria

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### Abstract

This study was conducted with the primary objective of investigating the effects of communication styles on information sharing and team performance at Nigeria Breweries Kakuri, Kaduna State, adopting a correlational research design and grounded in the 'contingency theory.' The target population of the study consisted of 500 employees, and a sample of 222 employees was selected using the 'proportionate stratified random sampling' technique. The study used quantitative data, which were collected primarily through a questionnaire, while data analysis was carried out using descriptive statistics (frequency, percentage, mean, and standard deviation) and OLS regression analysis with the aid of Statistical Package for the Social Sciences, version 25 (SPSS 25). Findings from the study revealed that 'Communication Styles' has a significant positive impact on 'Information Sharing' among teams in Nigeria Breweries Kakuri ( $\beta_1 = 0.412$ ,  $P = 0.000$ ). Findings revealed that 'Communication Styles' has a significant positive effect on 'Team Performance in Nigeria Breweries Kakuri' ( $\beta_1 = 0.340$ ,  $P = 0.000$ ). Findings also revealed that the communication styles have significantly different impacts on information sharing and team performance in Nigeria Breweries Kakuri ( $F(4, 196) = 15.046$ ,  $p = 0.000$ ). Based on the findings, the study concludes that communication styles have a significant positive effect on information sharing and team performance in Nigeria Breweries Kakuri. The study recommends, among others, that leaders, supervisors, and other staff in Nigeria Breweries Kakuri should endeavor to effectively communicate among themselves using communication styles that have a high likelihood of boosting and sustaining robust information sharing within teams in the institution.

**Keywords:** *Communication Styles, Effects, Information Sharing, Staff, Team Performance*

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### **Background to the Study**

All organizations depend on communication for their effective functioning (Musheke & Phiri, 2021). Communication is used for the transmission of information from management to their audience about the organization's vision and mission, policies, procedures, tasks and duties, and several happenings within the organization (Musheke & Phiri, 2021). As simple as communication may sound or look, research has shown that it can build or mar the existence of an organization. The term “communication” is derived from the Latin word “communis,” which means “to share” (Musheke & Phiri, 2021). Thus, this implies sharing would enable one to partake and cooperate; therefore, it is a social activity. Nevertheless, if there are no common comprehension outcomes from the communication (oral or non-oral), there is no communication (Donnelly, Gibson, & Ivancerich, 1984). Effective communication is premeditated for the attainment of organizational goals. Nevertheless, ineffective communication in an organization may lead to uncertainty, apprehension, and dissatisfaction among employees, which may lead to poor productivity in the organization (Musheke & Phiri, 2021). Hence, it is important for managers to communicate with employees in a manner that is effective.

Consequently, this study investigates the intricate relationship between communication styles and their impact on information exchange and team performance within the Nigeria Breweries, Kakuri, Kaduna State. Through analysis of various communication styles employed within the company, the study aims at shedding light on the effects of these styles on organizational performance and the implications on collaborative efforts and overall outcomes.

### **Statement of the Problem**

The main problem faced by Nigeria Breweries Plc in Kaduna State revolves around a lack of comprehensive understanding among employees regarding the profound impact of diverse communication channels on teamwork, information sharing, and overall team performance. Despite the organization's emphasis on effective information exchange and recognizing the critical role communication plays in team dynamics, a significant gap exists in employees' comprehension of how varied communication styles directly influence collaborative efforts. This deficiency has resulted in consistently low levels of information sharing and suboptimal team performance within the organization, posing a pressing concern that warrants in-depth research investigation to identify and address the root causes and develop strategic interventions for improvement.

### **Objectives of the Study**

The main objective of this study was to investigate the effects of communication styles on information sharing and team performance in Nigeria Breweries Kakuri, Kaduna State. The specific objectives are:

1. To examine the impact of communication styles on information sharing within teams at Nigeria Breweries Kakuri, Kaduna State.
2. To assess the effect of communication styles on team performance in Nigeria Breweries Kakuri, Kaduna State.

3. To identify the most effective communication styles that contributes positively to both information sharing and team performance in Nigeria Breweries Kakuri, Kaduna State.

### **Research Questions**

Based on the specific objectives of the study, the study seeks to provide valid answers to the following research questions:

1. What is the impact of communication styles on information sharing within teams in Nigeria Breweries, Kakuri, Kaduna State?
2. What is the effect of communication styles on team performance in Nigeria Breweries Kakuri, Kaduna State?
3. Do different communication styles have different effectiveness on information sharing and team performance in Nigeria Breweries, Kakuri, Kaduna State?

### **Research Hypotheses**

**H01:** Communication styles have no significant impact on information sharing within teams in Nigeria Breweries. Kakuri, Kaduna State.

**H02:** Communication styles have no significant effect on team performance in Nigeria. Breweries Kakuri,

**H03:** All communication styles have equal impacts on information sharing and team performance in Nigeria Breweries Kakuri, Kaduna State.

### **Literature Review**

The literature review section discusses and clarifies some basic concepts in the study and reviews previous related empirical studies and the theoretical framework upon which the study is anchored.

### **Concept of Communication**

Every managerial function and activity involves some form of direct or indirect communication. Communication can be defined as the process of transmitting information and common understanding from one person to another (Keyton, 2011). In many times, individuals think that they are communicating, but the element of understanding may not be occurring. The word communication is derived from the Latin word 'communis,' which means common. This definition underscores the fact that unless a common understanding results from the exchange of information, there is no communication (Lunenburg, 2010). Communication as an interpersonal process of sending and receiving symbols with meanings attached to them (Ansah, 2020). Communication is also a means through which tasks and resources required to carry out an assignment, as well as the roles and duties and expected results of an organization, are made known to subordinates (Ansah, 2020). This implies that communication is the transfer of information or a message from one individual to another, with the receiver of the message comprehending and acting accordingly.

### **Patterns of Communication within an Organization**

According to Ansah (2020), it is usual to find two dimensions of communication in every organization, notably vertical and horizontal. Vertical communication is the process of

transmitting information among different levels in an organizational structure (Ansah, 2020). This form of communication takes the pattern of either downward or upward direction; that is, it could emanate from superiors to subordinates or from subordinates to superiors in the organization (Ansah, 2020).

Horizontal communication, on the other hand, is the transmission of information among people, divisions, departments, and units within the operational structure of an organization (Ansah, 2020). Horizontal communication occurs among peers in the institution. This type of communication is progressively usual with the leveling of the hierarchical structure and the introduction of matrix organizations (Greenberg & Baron, 2008). Therefore, horizontal communication is the transmission of information between persons, divisions, departments, or units within the same level of organizational hierarchy. This type of communication within an organization is a laudable mode for an efficient and effective transmission of information, which also enables synchronization among peers (Robbins, Judge, & Campbell, 2010).

### **Concept of Information Sharing**

Information sharing refers to the sharing of information on a firm's financial, production, and market activities (Kim & Song, 2013). It is a significant factor in integrating the supply chain, as firms within the chain can benefit from such information. De Toni, Nonino, and Pivetta (2011) maintained that information sharing is the most important strategy for businesses. Information sharing is also critical within the supply chain because efficient information sharing improves performance (Zhou & Benton, 2007).

### **Concept of Team Performance**

Performance is a concept that is shown by organizations' prominent employees while fulfilling their tasks. This is why organizations' success is directly proportionate to the performance of organizational teams (Fassl, 2018). Team performance refers to the effectiveness and efficiency of a group of individuals working together towards achieving common objectives or goals in an organization (Fassl, 2018). He further stated that team performance encompasses diverse aspects, which include productivity, quality of work, collaboration, innovation, and achievement of goals. High-performing teams usually have clear-cut objectives, complementary skills, effective communication, and a strong sense of commitment and accountability (Yildiz, 2010).

### **Empirical Review**

Ansah (2020) examined the relationship between communication styles and employees' performance in Takoradi Technical University, adopting a quantitative correlational research design. The population of the study was 378, which was also used as the sample. The study used quantitative data, which were collected primarily using a questionnaire, while data analysis was carried out using multiple linear regression analysis. Findings from the study revealed that communication styles significantly affect employees' performance in Takoradi Technical University.

Musheke and Phiri (2021) investigated the effects of effective communications on organizational performance using the systems theory in consultancy companies in Lusaka,

adopting a quantitative research design. The target population of the study comprised all the staff at three human resource consultancy companies in Lusaka, while a sample of 138 staff was selected using the stratified random sampling technique. The study used quantitative data, which were collected primarily using a questionnaire, while data analysis was carried out using descriptive statistics (frequency distribution and percentages) and Pearson correlation analysis. Findings from the study revealed that effective communication has a significant positive effect on organizational performance in consultancy companies in Lusaka.

Maulanin, Serrano Jr., and Yango (2023) investigated the relationship between leadership communication styles, information sharing, and supply chain performance among selected private supply chain companies in Laguna, adopting a descriptive-correlational research design. The population of the study consists of all employees working in the supply chain of selected private companies in Laguna, while a sample of 100 employees was selected using the stratified random sampling technique. The study used quantitative data, which were collected primarily through a questionnaire, while data analysis was done using descriptive statistics (frequency, percentage, mean, and standard deviation), Pearson correlation analysis, and multiple regression analysis. Findings from the study revealed that there is a significant relationship between leadership communication styles, information sharing, and supply chain performance among selected private supply chain companies in Laguna.

Lee and Kim (2021) empirically investigated the effect of collaborative communication and information sharing on the supply chain performance of South Korean pharmaceutical companies adopting a quantitative survey research design. The population of the study comprised all the employees of South Korean pharmaceutical companies, while a sample of 244 employees was randomly selected. The study used primary data, which were collected through a questionnaire, while data analysis was carried out using descriptive statistics (frequency, percentage, mean, and standard deviation) and correlation analysis. Findings from the study revealed that collaborative communication has a positive effect on information sharing in South Korean pharmaceutical companies. Findings also revealed that collaborative communication has no significant positive relationship with the supply chain performance of the companies.

Ali (2016) assessed the effect of internal communication channels on employee performance at Help Leads to Hope (HLH), Somalia, adopting a descriptive research design. The target population of the study comprised 300 employees of the Help Leads to Hope (HLH) organization, while a sample of 136 employees was selected using the stratified random sampling technique. The study used quantitative data, which were collected primarily using a questionnaire, while data analysis was done using descriptive statistics (frequency and percentage) and correlation analysis. Findings from the study revealed that internal communication channels have a significant positive effect on employee performance in Help Leads to Hope (HLH), Somalia.

Fassal (2018) evaluated the effect of communication on team performance in entrepreneurial firms in Austria, adopting a qualitative research design. The target population of the study comprised all leaders of entrepreneurial firms in Austria, while a sample of 9 leaders was

selected using the snowball sampling technique. The study used qualitative data, which were collected primarily using an interview guide, while data analysis was done using thematic and content analyses. Findings from the study revealed that internal communication has a positive effect on the team performance of entrepreneurial firms in Austria.

### **Theoretical Framework**

This study is anchored on the “contingency theory” propounded by Fred Edward Fiedler in his 1964 landmark article, “A Contingency Model of Leadership Effectiveness” (Saowalux & Peng, 2007). Contingency theory emphasizes the significance of both a leader's personality and the situation in which the leader operates. The theory states that “communication style influences employees' performance, and that the effectiveness of these styles depends on the situation in which managers and supervisors use them. Fiedler divided the situation into three contextual aspects or factors: the leader-member relations, the position power, and the task structure. The efficiency of the communication styles depends on these dimensions (Fiedler, 1967).

**Leader-Member Relation:** The degree of trust between them and the loyalty, respect, and attachment from the group towards the leader, or the willingness of the group to follow the leader's instructions, are considered in this dimension (Fiedler, 1965).

**Leader Position Power:** this dimension is related to the formal power the leader has over his followers, that is given by the position he has within the organization. It becomes easier to lead when the leader is in a powerful position (Fiedler, 1965).

**Structure of the Task:** it becomes harder to lead when a task is ambiguous and unstructured than when it is well defined and structured (Fiedler, 1965). Fiedler (1967) asserts that if employees' performance is to be improved, we must cope not only with the leader's behavior or communication styles but also with the situational factors that influence him or her. Fiedler stated that leaders have a dominant fixed style and should hence be matched to the specific situation at hand in a given organizational unit when selecting leaders. Organizations can be improved either by the leader's fit to the situation or the situation's fit to the leader.

The theory is relevant to this study because it helps to explain the relationship between communication styles, information sharing, and team performance in Nigeria Breweries Kakuri, Kaduna State, which is appropriate in order to attain organizational objectives and optimal team performance.

### **Research Design**

This study adopts a correlational research design. This design allows for the examination of relationships between variables without manipulating them. This research design enables the researcher to employ a probabilistic method in determining an ideal sample size for the study, the use of descriptive and inferential statistical tools for data analysis, and the generalization of findings from the sample to the entire population. Hence, it is suitable for investigating the impact of communication styles on information sharing and team performance in Nigeria Breweries Kakuri, Kaduna State.

### Population of the Study

The population of the study comprises 500 employees in the Nigeria Breweries Kakuri (HRM's office, 2025). The 500 employees are spread across six departments: Human Resources, Planning, Research and Statistics, Logistics, Marketing/Sales, Engineering/Maintenance, and Public Relations. A breakdown of the population is given in Table 1:

**Table 1:** Population of the Study

S/N	Department	Number of Employees
1.	Human Resources	82
2.	Planning, Research and Statistics	75
3.	Logistics	97
4.	Marketing/Sales	88
5.	Engineering/Maintenance	90
6.	Public Relations	68
	<b>Total</b>	<b>500</b>

**Source:** Human Resource Dept., 2025

### Sampling Size

Before selecting members of the target population as respondents in the study, an ideal sample size was determined using the Yamane sample size determination technique (Yamane, 1967).

The Yamane formula is given as:

$$n = \frac{N}{1+N(e)^2} \text{ ----- (1)}$$

Where:

n = Ideal sample size

N = Total population size

e = Margin of error

With a target population of 500, the study was designed to achieve a minimum precision level of 95%. This dictates a margin of error of 5%, or 0.05 (represented as e = 0.05), which is then used as a value in the subsequent formula.

$$\begin{aligned} n &= \frac{500}{1+500(0.05)^2} \\ &= \frac{322}{1+500(0.0025)} \\ &= \frac{500}{1+1.25} \\ &= \frac{500}{2.25} \\ n &= 222.2 \approx 222 \end{aligned}$$

To achieve a minimum accuracy of 95% for this study, a sample size of 222 staff members is required.

### Justification for the Sample Size

The sample size of 222 participants in this study is justified on two main grounds. First, practical limitations, including time and financial constraints, made it impractical to survey the entire population of 500 employees. Second, the sample size was determined using the Yamane formula, a recognized statistical method that incorporates a specified margin of error. This approach ensures that the chosen sample is both adequate and representative of the population, thereby enhancing the validity of the research findings.

### Sampling Technique

Given the availability of a sampling frame and the stratification of the population into departments, this study adopted a proportionate stratified random sampling technique for selecting participants from the target population. This method involves dividing the overall population into distinct sub-populations, referred to as strata, and then randomly selecting members from each stratum to form the sample (Fayose & Adebara, 2018). Compared to other random sampling approaches, proportionate stratified random sampling is advantageous as it minimizes both selection bias and sampling errors (Fayose & Adebara, 2018). An additional strength of this method is that it ensures adequate representation of all segments of the population in the sample (Alvi, 2016). To maintain proportionality in the present study, Bowley's proportional allocation technique was applied, and the formula is expressed as follows (Bowley, 1926):

$$n_h = x N_h \text{ ----- (2)}$$

Where:

$n_h$  = Sample size for stratum  $h$

$N_h$  = Sub-population size for stratum  $h$

$N$  = Total population size

$n$  = Ideal sample size for the study

Given that the total population size for this study is 500, with an ideal sample size of 222, it follows that  $N = 500$  and  $n = 222$ . The target population is distributed across six departments, represented as  $N_1, N_2, N_3, N_4, N_5,$  and  $N_6$ . Accordingly, Bowley's proportional allocation formula was applied to determine the sample size for each department, with calculations presented as follows:

For Human Resources,  $N_1 = 82$ . Hence,  $n_1 = \frac{222}{500} \times 82 \approx 37$

For Planning, Research and Statistics,  $N_2 = 75$ . Hence,  $n_2 = \frac{222}{500} \times 75 \approx 33$

For Logistics,  $N_3 = 97$ . Hence,  $n_3 = \frac{222}{500} \times 97 \approx 43$

For Marketing/Sales,  $N_4 = 88$ . Hence,  $n_4 = \frac{222}{500} \times 88 \approx 39$

For Engineering/Maintenance,  $N_5 = 90$ . Hence,  $n_5 = \frac{222}{500} \times 90 \approx 40$

For Public Relations,  $N_6 = 68$ . Hence,  $n_6 = \frac{222}{500} \times 68 \approx 30$

Table 2 provides a summary of the results obtained from Bowley's proportional allocation.

**Table 2:** Bowley's Proportional Allocations

S/N	Department	Sub-Population (N <sub>h</sub> )	Proportional Allocation (n <sub>h</sub> )
1.	Human Resources	82	37
2.	Planning, Research & Stat	75	33
3.	Logistics	97	43
4.	Marketing/Sales	88	39
5.	Engineering/Maintenance	90	40
6.	Public Relations	68	30
	<b>Total</b>	<b>500</b>	<b>222</b>

**Source:** Researcher's Bowley's Proportional Allocations, 2025

### Data Collection Instrument

The primary instrument employed for data collection in this study was a structured, self-administered questionnaire. The questionnaire was carefully designed with closed-ended questions and organized into four sections: A, B, C, and D. Section A focused on the socio-demographic characteristics of respondents, including variables such as sex, age category, educational background, and years of work experience at Nigeria Breweries, Kakuri, Kaduna State. Section B comprises close-ended questions designed to capture respondents' perspectives on communication styles. Section C focuses on respondents' views concerning information sharing, while Section D addresses their perceptions of team performance.

### Method of Data Collection

A total of 222 employees were selected for the study. Upon obtaining their consent, the research questionnaire was administered for completion and subsequent submission. Respondents were given two weeks to fill out the questionnaire at their convenience and return the completed copies. During this period, the researcher provided clarifications on the instructions and addressed questions that appeared unclear to some participants. At the end of the two weeks, the completed questionnaires were retrieved from the respondents. This process constituted the method through which the data for the study were collected.

### Validity of Instrument

To ensure the validity of the research instrument, it was reviewed by two lecturers and one independent research expert. Their evaluation indicated a high level of consensus that the instrument possessed strong validity. Based on this outcome, the questionnaire was deemed suitable for generating reliable data to examine the effects of communication styles on information sharing and team performance in Nigeria Breweries, Kakuri, Kaduna State.

### Reliability of Instrument

Before administering the questionnaire to the selected respondents, a pilot study was conducted to pretest the instrument and establish its reliability. The pilot test was carried out at the Federal Cooperative College, Kaduna, using a sample of 20 staff who voluntarily participated. Copies of the questionnaire were distributed, completed, and retrieved for

analysis. The returned questionnaires were carefully examined to ensure completeness, after which data were extracted for trial analysis. Frequency and percentage analysis were employed for preliminary examination, and the reliability of the instrument was assessed using Cronbach's alpha test. The analysis yielded a Cronbach's alpha coefficient of 0.762, indicating that the questionnaire demonstrated good internal consistency and reliability. This aligns with Taber (2018), who stated that a Cronbach's alpha coefficient within the range of 0.71 to 0.80 is indicative of good reliability and consistency.

**Study Variables and Their Measurements**

**Dependent Variables:** The dependent variables in this study are Information Sharing and Team Performance. Information sharing refers to the extent to which team members exchange relevant knowledge within Nigeria Breweries Kakuri. It is assessed based on both the frequency and the quality of information exchanged. Team performance, on the other hand, represents the overall outcomes achieved by teams within Nigeria Breweries Kakuri. It is evaluated using indicators such as task completion, quality of output, level of collaboration, and overall team effectiveness.

**Independent Variable:** The independent variable for this study is *Communication Style*. Within Nigeria Breweries Kakuri, communication styles are assessed based on the frequency with which staff utilize different forms of communication. Specifically, these include verbal, non-verbal, written, formal, and informal modes of communication.

**Model Specification:** This study adopts two distinct models to examine how communication styles influence information sharing and team performance within Nigeria Breweries, Kakuri, Kaduna State.

**Model #1:**

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon \text{-----} (2)$$

Where;

Y = Information Sharing

X1 = Communication Style

$\beta_0$  = Intercept or Constant of the model

$\beta_1$  = Slope of the model corresponding to 'Communication Style'

$\varepsilon$  = Random error term

**Model #2:**

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon \text{-----} (3)$$

Where;

Y = Team Performance

X1 = Communication Style

$\beta_0$  = Intercept or Constant of the model

$\beta_1$  = Slope of the model corresponding to 'Communication Style'

$\varepsilon$  = Random error term

**Method of Data Analysis:** The data collected for this study were analyzed using frequency and percentage distribution, descriptive statistics, Ordinary Least Squares (OLS) regression analysis, and the One-Way Analysis of Variance (ANOVA). Given the large volume of data and the computational complexity associated with estimating OLS regression parameters and conducting ANOVA, the Statistical Package for the Social Sciences (SPSS), version 25.0, was employed to facilitate the data analysis.

**Ethical Considerations:** The researcher ensured that both the institutional authorities and all participating staff clearly understood the purpose of the study and any potential risks involved. The following ethical measures were carefully observed before the commencement of the research:

- i. Participation was entirely voluntary, and no staff member was compelled to take part in the study.
- ii. Only staff who provided informed consent were included as participants.
- iii. Information provided by respondents was treated with strict confidentiality and was not disclosed to their employers or any unauthorized individuals within or outside the institution.
- iv. To safeguard anonymity, participants completed the questionnaires without disclosing personal identifiers such as names, addresses, departments, or phone numbers, thereby ensuring that their responses could not be traced back to them.

**Data Analysis and Results:**

**Response Rate:** A total of 222 copies of the research questionnaire were administered to randomly selected respondents for completion and return. Out of these, 201 were duly completed, retrieved, and considered valid for analysis. This represents a response rate of 90.5 percent, which is regarded as highly satisfactory for this study. Accordingly, data analysis was conducted based on the 201 valid responses rather than the entire 222 distributed copies. The detailed response rate is presented in Table 3.

**Table 3:** Response Rate Analysis

Questionnaire Administered	Retrieved/Returned Filled Quest.	Response Rate
222	201	90.5%

**Source:** Researcher's Return Rate Analysis, 2023

**Cronbach's Alpha Reliability Test:** To assess the internal consistency and reliability of the questionnaire employed for quantitative data collection in this study, the Cronbach's alpha reliability test was conducted. The outcome of this test is presented in Table 4.

**Table 4:** Reliability Statistics

Cronbach's Alpha	Number of Items
0.762	25

**Source:** Researcher's SPSS Cronbach's Alpha Reliability Test Output, 2023

The Cronbach's alpha reliability test produced a coefficient of 0.762 across the 25 questionnaire items. This result indicates that the instrument used for data collection demonstrates good internal consistency and reliability, with a reliability level of approximately 75.2 percent. This finding aligns with Taber's (2018) submission that a Cronbach's alpha coefficient within the range of 0.71 to 0.80 reflects an instrument with satisfactory reliability and internal consistency.

## Data Analysis and Presentation of Results

### Distributions of Socio-Demographic Characteristics of Respondents:

**Table 5:** Socio-Demographic Characteristics of Respondents

Variable	Frequency	Percent
<b>Sex</b>		
Male	121	60.2
Female	80	39.8
<b>Total</b>	<b>201</b>	<b>100.0</b>
<b>Age Category</b>		
18-25 years	13	6.5
26-35 years	27	13.4
36-45 years	51	25.4
46-55 years	88	43.8
55 years +	22	10.9
<b>Total</b>	<b>201</b>	<b>100.0</b>
<b>Educational Background</b>		
High School	43	21.4
Bachelor's Degree	69	34.3
Master's Degree	28	13.9
Doctorate	8	4.0
Others	53	26.4
<b>Total</b>	<b>201</b>	<b>100.0</b>
<b>Years of Experience in Nigeria Breweries Kakuri</b>		
0-2 years	15	7.5
3-5 years	35	17.4
6-10 years	63	31.3
11-15 years	58	28.9
16 years +	30	14.9
<b>Total</b>	<b>201</b>	<b>100.0</b>

**Source:** Researcher's Field Survey, 2025

The first panel of Table 5 presents the sex distribution of respondents. Out of the total sample, 121 (60.2%) were males, while 80 (39.8%) were females. This indicates that the majority of respondents were male, reflecting the male-dominated composition of the workforce at Nigeria Breweries Kakuri.

The second panel of the table displays the age distribution of respondents. The majority, 88 (43.8%), fell within the '36–45 years' age category, whereas the smallest group, 13 (6.5%), belonged to the '18–25 years' category. This suggests that the workforce is largely concentrated within the '36–45 years' bracket.

The third panel shows the educational qualifications of respondents. Most of them, 69 (34.3%), possessed a Bachelor's degree, while the smallest group, 8 (4.0%), held a Doctorate degree. This demonstrates that a significant proportion of the workforce holds a Bachelor's degree.

The fourth panel highlights respondents' years of work experience at Nigeria Breweries Kakuri. A considerable proportion, 63 (31.3%), reported having '6–10 years' of experience, while the least, 15 (7.5%), had only '0–2 years' of experience. This reflects that the majority of staff have accumulated between 6 and 10 years of work experience in the organization.

**Communication Style, Information Sharing, and Team Performance:**

**Table 6:** Which type of communication style does your team mostly use?

	Frequency	Percent
Verbal	14	7.0
Non-verbal	36	17.9
Written	31	15.4
Formal	71	35.3
Informal	49	24.4
Total	201	100.0

**Source:** Researcher's Field Survey, 2025

Table 6 presents the distribution of responses regarding the predominant communication styles adopted by respondents' teams. The results indicate that the majority of respondents, 71 (35.3%), reported the use of a formal communication style, while the smallest number of respondents, 14 (7.0%), identified verbal communication as the most frequently used style. This finding suggests that formal communication is the dominant style among teams in the study, further implying that most teams within Nigeria Breweries Kakuri primarily rely on formal channels of communication.

**Table 7:** How frequently is information shared within your team?

	Frequency	Percent
Rarely	25	12.4
Occasionally	45	22.4
Frequently	92	45.8
Always	39	19.4
Total	201	100.0

**Source:** Researcher's Field Survey, 2025

Table 7 presents the distribution of responses on the frequency of information sharing within respondents' teams. The results show that the largest proportion of respondents, 92 (45.8%), reported that information was shared 'frequently' in their teams, while the smallest proportion, 25 (12.49%), indicated that information was shared 'rarely.' This suggests that most respondents perceived information sharing in their teams to occur frequently. Consequently, it can be inferred that teams in Nigeria Breweries Kakuri generally engage in regular information sharing.

**Table 8:** Overall, how would you rate your team's performance?

	Frequency	Percent
Poor	20	10.0
Fair	48	23.9
Good	69	34.3
Excellent	64	31.8
Total	201	100.0

**Source:** Researcher's Field Survey, 2025

Table 8 presents the distribution of respondents' ratings regarding the overall performance of their teams. The results show that the majority, 69 respondents (34.3%), rated their team's overall performance as good, while the smallest proportion, 20 respondents (10.0%), rated it as poor. This suggests that most respondents perceived their teams' overall performance to be good, indicating that the majority of teams in Nigeria Breweries are generally performing at a satisfactory level.

### Descriptive Statistics

**Table 9:** Descriptive Statistics

Variable	N	Mean	Std. Deviation
Communication Style	201	3.52	1.233
Information Sharing	201	2.72	0.918
Team Performance	201	2.88	0.972

**Source:** Researcher's Descriptive Statistics Output, 2025

Table 9 presents the results of the descriptive statistics analysis, which summarizes the means and standard deviations of both the dependent and independent variables in the study. The analysis shows that the variable *Communication Style* recorded a mean value of 3.52 with a standard deviation of 1.233. Similarly, *Information Sharing* had a mean of 2.72 and a standard deviation of 0.918, while *Team Performance* reported a mean of 2.88 with a standard deviation of 0.972.

### OLS - Simple Regression Analysis:

The simple regression analysis was employed to examine the effect of communication style on information sharing as well as on team performance in Nigeria Breweries, Kakuri. The estimation was conducted using the Ordinary Least Squares (OLS) method, with the aid of SPSS (Version 25.0).

### Model #1: Impact of Communication Style on Information Sharing

Table 10: Model Summary

R	r <sup>2</sup>	Adjusted r <sup>2</sup>	Std. Error of the Estimate
0.553	0.306	0.303	0.766

Source: Researcher's SPSS OLS – Simple Regression Analysis Output, 2025

The model summary presented in Table 10 of the OLS regression analysis, which examines the effect of communication style on information sharing in Nigeria Breweries Kakuri, indicates a correlation coefficient (r) of 0.553. This suggests that communication style has a positive relationship with information sharing within the organization. Furthermore, the coefficient of determination (r<sup>2</sup>) and the adjusted r<sup>2</sup> were found to be 0.306 and 0.303, respectively. These values imply that the regression model explains between 30.3% and 30.6% of the variation in information sharing among teams, while the remaining 69.4% to 69.7% of the variation is attributable to other factors not captured in the model and thus accounted for in the error term.

The standard error of the estimate was 0.766, which is relatively small compared to the mean of the dependent variable, Information Sharing (0.918). A smaller standard error relative to the mean is generally considered an indication of reliability and a good model fit. Accordingly, since the standard error (0.766) is less than the mean (0.918), the OLS regression model used in this study is deemed reliable and provides an adequate fit for explaining the relationship between communication styles and information sharing in Nigeria Breweries, Kakuri, Kaduna State.

Table 11: Regression ANOVA

Model	Sum of Squares	DF	Mean Square	F	Sig.
Regression	51.582	1	51.582	87.871	0.000
Residual	116.816	199	0.587		
Total	168.398	200			

Source: Researcher's SPSS OLS - Regression Analysis Output, 2025

Table 11 presents the regression ANOVA results, which assess the overall statistical significance of the OLS regression model examining the relationship between communication style and information sharing in Nigeria Breweries, Kakuri. The results indicate that the model is statistically significant,  $F(1, 199) = 51.582, p = 0.000$ . Table 11 is the regression ANOVA table that shows the overall statistical significance of the OLS regression model used in explaining the relationship between communication style and information sharing in Nigeria Breweries, Kakuri. The table revealed that the regression model has an overall statistical significance ( $F(1, 199) = 51.582, P = 0.000$ ).

**Table 12:** OLS—Regression Coefficients

	B	Std. Error	t	P
(Constant)	1.271	0.164	7.753	0.000
Communication Style	0.412	0.044	9.374	0.000

**Source:** Researcher's SPSS OLS - Regression Analysis Output, 2025

Table 12 presents the regression coefficients of the OLS regression analysis. The results indicate that the intercept (constant) of the model is 1.271 with a corresponding P-value of 0.000. Since this value is below the 5% significance threshold ( $0.000 < 0.05$ ), the intercept is statistically significant. This suggests that, even in the absence of communication styles, information sharing in Nigeria Breweries Kakuri remains significantly positive at the 5% level of significance ( $\beta_0 = 1.271, P = 0.000$ ).

Furthermore, the table shows that the independent variable, *Communication Style*, has a coefficient of 0.412 with an associated P-value of 0.000. Given that this value is also below the 5% significance level ( $0.000 < 0.05$ ), it can be concluded that communication style exerts a significant positive effect on information sharing in Nigeria Breweries Kakuri ( $\beta_1 = 0.412, P = 0.000$ ). The implication is that a one-unit improvement in communication style leads to an increase of 0.412 units in information sharing. Overall, the findings from the OLS regression analysis (Table 12) establish that the regression model effectively explains the influence of communication style on information sharing in Nigeria Breweries Kakuri.

$$\text{Information Sharing} = 1.271 + 0.412 \text{ Communication Style} + \varepsilon$$

Where;  $\varepsilon$  = Error term

### **Model #2: Effect of Communication Style on Team Performance**

**Table 13:** Model Summary

r	r <sup>2</sup>	Adjusted r <sup>2</sup>	Std. Error of the Estimate
0.432	0.186	0.182	0.879

**Source:** Researcher's SPSS OLS – Simple Regression Analysis Output, 2025

The model summary presented in Table 10 of the OLS regression analysis, which examines the effect of communication style on team performance at Nigeria Breweries Kakuri, reveals that the coefficient of correlation ( $r$ ) is 0.432. This indicates a positive relationship between communication style and team performance. Furthermore, the coefficient of determination ( $r^2$ ) and the adjusted  $r^2$  are reported as 0.186 and 0.182, respectively. These values suggest that communication style accounts for approximately 18.2% to 18.6% of the variation in team performance, while the remaining 81.4% to 81.8% is attributable to other factors not captured in the model and is reflected in the error term.

In addition, the model's standard error is 0.879, which is relatively small when compared to the mean value of team performance (0.972). A small standard error generally indicates that a

regression model provides a reliable and adequate fit, whereas a larger value would suggest less reliability. Given that the standard error (0.879) is lower than the mean of the dependent variable (0.972), it can be inferred that the OLS regression model employed in this study offers a reliable and reasonably good fit in explaining the relationship between communication style and team performance at Nigeria Breweries Kakuri.

**Table 14:** Regression ANOVA

Model	Sum of Squares	DF	Mean Square	F	Sig.
Regression	35.246	1	35.246	45.578	0.000
Residual	153.889	199	0.773		
Total	189.134	200			

**Source:** Researcher's SPSS OLS - Regression Analysis Output, 2025

Table 14 presents the regression ANOVA results, which assess the overall statistical significance of the OLS regression model employed to examine the relationship between communication style and team performance in Nigeria Breweries, Kakuri and Manchok. The findings indicate that, for Nigeria Breweries Kakuri, the model is statistically significant ( $F(1, 199) = 45.578, P = 0.000$ ), confirming the robustness of the regression model in explaining the relationship between communication style and team performance. Table 14 is the regression ANOVA table that shows the overall statistical significance of the OLS regression model used in explaining the relationship between communication style and team performance in Nigeria Breweries Kakuri and Manchok. The table revealed that the regression model used in explaining the relationship between communication style and team performance in Nigeria Breweries Kakuri has an overall statistical significance ( $F(1, 199) = 45.578, P = 0.000$ ).

**Table 15:** OLS—Regression Coefficients

	B	Std. Error	T	P
(Constant)	1.682	0.188	8.938	0.000
Communication Style	0.340	0.050	6.751	0.000

**Source:** Researcher's SPSS OLS - Regression Analysis Output, 2025

Table 15 presents the regression coefficients of the OLS regression analysis. The results indicate that the model's intercept (constant) is 1.682 with a P-value of 0.000. Since this value is below the 5% significance threshold ( $0.000 < 0.05$ ), the intercept is statistically significant. This finding suggests that, even in the absence of communication style, team performance in Nigeria Breweries Kakuri remains significantly positive at the 5% level ( $\beta_0 = 1.682, P = 0.000$ ).

Furthermore, the table reveals that the independent variable, 'Communication Style,' has a coefficient of 0.340 with a corresponding P-value of 0.000. Given that this P-value is also below the 5% significance level, it confirms that communication style exerts a significant positive influence on team performance in Nigeria Breweries Kakuri ( $\beta_1 = 0.340, P = 0.000$ ). In practical terms, this implies that a unit increase in communication style leads to an average increase of 0.340 units in team performance. Overall, the findings from the OLS regression

analysis (Table 15) provide strong evidence that the regression model effectively explains the impact of communication style on team performance in Nigeria Breweries Kakuri.

$$\text{Team Performance} = 1.682 + 0.340 \text{ Communication Style} + \varepsilon$$

Where;  $\varepsilon$  = Error term

### Tests of Hypotheses:

The research hypotheses were tested using the results obtained from the OLS regression analyses presented in Tables 12 and 15, alongside the findings of the one-way ANOVA tests.

#### Research Hypothesis #1

**H01:** Communication style has no significant impact on information sharing within teams in Nigeria Breweries, Kakuri, Kaduna State. The results of the OLS regression analysis presented in Table 12 show that 'Communication Style' has a coefficient of 0.412 with an associated p-value of 0.000. Since this value is below the 5% significance threshold ( $0.000 < 0.05$ ), the null hypothesis (H01) is rejected. This finding indicates that communication style exerts a significant positive effect on information sharing within teams in Nigeria Breweries, Kakuri, Kaduna State ( $\beta_1 = 0.412, p = 0.000$ ).

#### Research Hypothesis #2

**H02:** Communication style has no significant effect on team performance at Nigeria Breweries, Kakuri, Kaduna State. The results of the OLS regression analysis presented in Table 15 indicate that communication style has a coefficient of 0.340 with an associated P-value of 0.000. Since the P-value is below the 0.05 threshold ( $0.000 < 0.05$ ), the null hypothesis (H02) is rejected at the 5% level of significance. This finding demonstrates that communication style exerts a statistically significant and positive influence on team performance at Nigeria Breweries, Kakuri, Kaduna State ( $\beta_1 = 0.340, P = 0.000$ ).

#### Research Hypothesis #3:

**H03:** All communication styles exert equal effects on information sharing and team performance in Nigeria Breweries, Kakuri, Kaduna State. The third hypothesis was evaluated using a one-way ANOVA test to determine whether significant differences exist among the various communication styles in their influence on information sharing and team performance.

**Table 16a:** One-Way ANOVA

Dependent variable: Information Sharing					
Model	Sum of Squares	DF	Mean Square	F	Sig.
Treatments	59.391	4	14.848	26.697	0.000
Error	109.007	196	0.556		
Total	168.398	200			

**Source:** Researcher's SPSS One-Way ANOVA Test Output, 2025

Table 16a presents the results of the one-way ANOVA test conducted to examine whether all communication styles exert equal effects on information sharing within Nigeria Breweries, Kakuri. The findings reveal a statistically significant variation in information sharing among teams, depending on the communication style employed ( $F(4, 196) = 26.697, P = 0.000$ ). Given that the p-value is less than the 5% significance threshold, the third null hypothesis is rejected. Consequently, it is concluded that the communication styles adopted by teams in Nigeria Breweries, Kakuri, exert significantly different impacts on information sharing.

**Table 16b: One-Way ANOVA**

Dependent variable: Team Performance

Model	Sum of Squares	DF	Mean Square	F	Sig.
Treatments	44.432	4	11.108	15.046	0.000
Error	144.702	196	0.738		
Total	189.134	200			

**Source:** Researcher's SPSS One-Way ANOVA Test Output, 2025

Table 16b presents the results of the one-way ANOVA test conducted to examine whether all communication styles exert equal effects on team performance in Nigeria Breweries, Kakuri. The findings indicate a statistically significant difference in team performance based on communication style ( $F(4, 196) = 26.697, P = 0.000$ ). Since the P-value is less than the 5% significance level, the third null hypothesis is rejected. This result leads to the conclusion that communication styles adopted by teams in Nigeria Breweries, Kakuri, have significantly different impacts on team performance.

### Discussion of Findings

This study was conducted to examine the effect of communication style on information sharing and team performance in Nigeria Breweries, Kakuri, Kaduna, employing a correlational research design. A sample of 222 staff was selected through a proportionate stratified random sampling technique. Primary quantitative data were collected using a structured questionnaire, and the analysis involved frequency/percentage distribution, descriptive statistics, and OLS regression analysis. The results were presented in tables, interpreted, and key findings were drawn. These findings are discussed below in relation to existing empirical studies. The demographic analysis revealed that the majority of respondents were male (60.2%), most fell within the age range of 36–45 years (43.8%), a substantial proportion held a bachelor's degree (34.3%), and a significant number had between 6 and 10 years of work experience at Nigeria Breweries Kakuri (31.3%).

With respect to the research objectives, the study found that communication style has a significant positive effect on information sharing among teams in Nigeria Breweries, Kakuri. This finding aligns with the work of Maulanin et al. (2023), who reported a significant relationship between leaders' communication styles, information sharing, and supply chain performance among private supply chain companies in Laguna. Similarly, the result corroborates the findings of Lee and Kim (2021), who demonstrated that collaborative

communication exerts a positive influence on information sharing within South Korean pharmaceutical companies.

The study further revealed that communication style has a significant positive effect on team performance in Nigeria Breweries, Kakuri. This result aligns with the findings of Ansah (2020), who reported that communication styles significantly influence employee performance at Takoradi Technical University. Similarly, Musheke and Phiri (2021) found that effective communication positively affects organizational performance in consultancy firms in Lusaka. The result is also consistent with Ali (2016), who established that internal communication channels significantly enhance employee performance at Help Leads to Hope (HLH) in Somalia, as well as with Fassl (2018), who demonstrated that internal communication positively impacts the team performance of entrepreneurial firms in Austria.

However, the present finding contrasts with that of Lee and Kim (2021), who observed that collaborative communication did not have a significant positive relationship with the supply chain performance of pharmaceutical companies in South Korea.

In addition, the study revealed that communication styles exert significantly different impacts on both information sharing and team performance within Nigeria Breweries, Kakuri, Kaduna State.

### **Conclusion**

This study has established that communication style plays a significant and positive role in enhancing both information sharing and team performance in Nigeria Breweries, Kakuri. Through systematic investigation, the findings consistently demonstrate that effective communication styles foster stronger information exchange and improved collaborative outcomes among employees. Consequently, it can be concluded that communication style is a critical determinant of organizational effectiveness in Nigeria Breweries, Kakuri, Kaduna State.

### **Recommendations**

In line with the findings and conclusions of this study, the following recommendations are proposed:

1. Leaders, supervisors, and employees of Nigeria Breweries, Kakuri, should adopt communication styles that effectively promote and sustain robust information sharing within teams.
2. Leaders and supervisors should ensure that communication with their team members is carried out in ways that strengthen collaboration and enhance team performance.
3. Management and team leaders should encourage the consistent use of communication styles that positively influence both information sharing and team performance, thereby reinforcing organizational efficiency and effectiveness.

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