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## **THE ROLE OF EFFECTIVE COMMUNICATION ON ORGANIZATIONAL PERFORMANCE: A STUDY OF NNAMDI AZIKIWE UNIVERSITY, AWKA**

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### **Abstract**

This study examines the Role of Effective Communication on Organizational Performance, Nnamdi Azikiwe University, Awka. 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 Academic and Non-academic staff of UNIZIK. 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. Chi-square  $\chi^2$  was used to analyze the hypotheses. For instance, there is a significant relationship between effective communication and employee performance in UNIZIK. 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 ways 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

### **Introduction**

Communication is a means of bringing about change. It is the mainstream of any organization growth. There is need for interaction and understanding of management-employee relations this will bring about increased performance of all parties involved in the communication process or chain. According to Banihashemi (2011), communication as a medium, a means to performance ends, or as constitutive, as the end in itself. Communication is a process of transmitting information from one person to another. According to Stephen (2011),

communication is a critical factor in directing and mobilizing the workforce towards the accomplishment of the organizational goals or objectives. By creating understanding it enhances co-operation and promote effective performance. According to Williams (2007) smart managers understand that the end effective, straight forward communication between managers and employees is essential for success

According to (Mckinney,Barker, Smith& Davis,2004)communication is essential to effective team performance and communications for any organization is like blood flow in the human body. Therefore any organization that understands the importance of communication uses it in their organizational environment. Since, it ensures coordination of factors of production and most importantly material and human elements of organization as an efficient network of change and advancement. According to Snavely (2001) as cited by Robins(2006), communication process is initialed through the following means the sender-encoding-the message-the channel-decoding-the receiver- noise and feedback. It is estimated that managers spend over 80% of their day communicating with others. Since most of the basic management process- planning, organizing, leading and controlling – cannot be performed without effective communication.

Importantly, the relevance of communication keeps advancing as the world becomes a Global village. The need to become visible to the world has made many organizations to embrace new technology that would increase organizational performance. There are also many issues affecting communication ranging from difference in sex, role of silence, inference of government and cross- cultural inference. Many of sure organization is the NnamdiAzikiwe University, as it explores the e-learning and e- training to empower its staff and student in the use of the internet in communicating policies, lectures, staff development and lot more. This would stand as a mile stone for the university as a whole networked for effective communication and performance. Therefore it becomes important to emphasize on innovation and effective use of communication medium or channel to bring about high performance rate. Hence anybreakdown in communication process or chain can have serious adverse effects on organizational performance.

Furthermore knowing fully that poor communication rank as the single most important reason that people do not advance in their career as stated by Lepsinger&Luacia (1997) it becomes necessary that Governing Council of UNZIK determines the best “channel” in transmitting “messages” to their staff or student for effective and positive feedback. Thou there are many barriers to communication; filtering, selective perception, information overload, personal bias, language and communication apprehension. Hence management must try to address these barriers for effective result.

Therefore, the purpose of this paper isto identify the roles played by management (NAU) in transmitting and managing information to increase the performance of its staff. Effective communication brings about high performance. However, the future of NAU to inform and weigh the opinion of its staff before introducing new methods and technology has adversely affected the relationship between the employer(management) and employee(staff) in the university. Firstly we shall explain briefly the concepts, importance of effective communication, relationship between communication and organizational performance. Also empirical studies would be gathered and analysis would be made using our area of

study; Nnamdi Azikiwe University, Awka. The outcome of the research would be to increase the use of the internet among the staff and students of the university. This would lead to networking of the university and high rating in the world chart of university. Also staff would be more equipped to deal with new technology and best practices which most private universities have embraced. Finally the relevance of effective communication and new innovations would ensure high performance of both staff and students of the organization under study

### **Statement of the Problem**

Many industrial disputes originate due to failure in communication. Hence it is important to stress that in communication, emotions, environment, psychological and technical characteristics of the medium is relevance to enhance the organizational performance. In the view of Okoye (2004), psychologically transmission goes beyond reception of information but understanding and feedback. Most organizational conflict has been traced to breakage in communication as supported by (Lee, 2003; Scott, 2004). According to Chudi –Oji (2013), In spite of the laudable roles of effective communication in improving organizational performances, it is regrettable that some faculties pay lip service to the maintenance of effective communication systems. Change is a gradual and continuous process, giving room for inputs and adjustments. The new innovations, e-classroom, ICT awareness and appraisal methods are good in itself but the medium and level of communication is problematic.

Furthermore, the constant delay in accessing information by staff seems to limit their academic performance, which could create maladministration in coordinating of organizational activities. Therefore, performance of employees in relation with their duties and responsibility seems to question their communication techniques in terms of performance in The University. Exposure of staff to the innovations in the university in terms of communication channels have experienced shortcoming which if not adequately addressed may lead to poor performance of the university in the stream of affairs among other universities in the country. These problems mentioned above, has posed the following questions that would guide the study and thereby enhance quality of effective communication in the Nnamdi Azikiwe University

### **Objective of the Study**

The broad objective of this study is to examine the effects of effective communication on employee performance in Nnamdi Azikiwe University, Awka, Anambra State. The specific objective includes;

1. To investigate the relationship between effective communication and employee performance in Nnamdi Azikiwe University, Awka, Anambra State.
2. To examine the communication techniques that enhances performance in Nnamdi Azikiwe University, Awka, Anambra State.
3. To ascertain whether communication gap has affected administration structure procedure in Nnamdi Azikiwe University, Awka Anambra State.

### **Research Questions**

1. Is there a relationship between effective communication and employee performance in Nnamdi Azikiwe University, Awka Anambra State?
2. How effective has the communication techniques enhanced employee's performance in Nnamdi Azikiwe University, Awka Anambra State?

3. To what extent has communication gap affected administration structure procedure in Nnamdi Azikiwe University, Awka Anambra State?

### **Research Hypotheses**

- H<sub>i</sub>:** There is a significant relationship between effective communication and employee performance in Nnamdi Azikiwe University, Awka Anambra State.
- H<sub>i</sub>:** Communication techniques enhance staff performance in Nnamdi Azikiwe University, Awka Anambra State
- H<sub>o</sub>:** Communication gap has negative effect on administrative procedure in Nnamdi Azikiwe University, Awka Anambra State

### **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 (Barrett, 2002). Communication is viewed by (Haiemann, 2011) 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. 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. It is through feedback that information achieves its desired results. Berrels A. (2010), 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 (Victor Akam; 2011).*

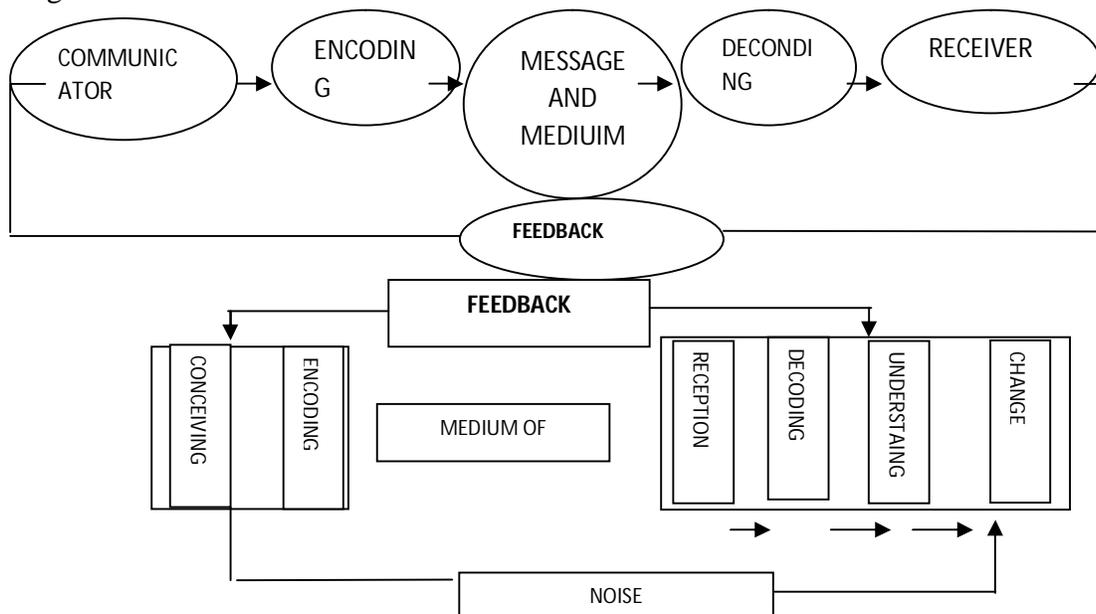
It is believe by a lot of experts that communication could consciously or unconsciously take place by writing, reading, taking, listening or moving and any part of the body. All these things mean something to some person, or group. It has to be stressed that communication in an organization can take 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. 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 & Hansma (2008) 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 & Gosling, 2006), communicating that change is difficult. Bennebroek-Gravenhorst et al. (2006) 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 (Shannon & Weaver, 1949): 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 I a Communication Process Model:



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

### **Communication in the organization**

According to Banihashemi, (2011) all aspects and points to effective communication in the organization, it gain in conclusion that channels of communication is one of the most effective way in a relationship, and qualified managers have to pass over all stages of communication. Communication is a basic element in organizational structure and functioning. It is the key mechanism for achieving integration and coordination of the activities of specialized units at different levels in the organization. Organizational communication can be horizontal, upward, and downward:

*Horizontal (lateral) communication* aims at linking related tasks, work units and divisions in the organization. The importance of horizontal communication increases with task specialization and

diversity in organizational structure. The need for lateral or horizontal communication was first stressed by Fayol (1949), when he suggested a 'gang plank' between similar hierarchical positions.

*Downward communication* provides information from higher levels to lower levels. Being superior-subordinate communication, it follows the chain of command through the line of authority. Downward communication can be of four types (Katz & Kahn, 1966): Namely

1. Communication designed to provide job rationale to produce understanding of the task and its relation to other organizational tasks;
2. Communication about organizational procedures and practices;
3. Feedback to the subordinate about his or her performance; and
4. Communication to foster inculcation of organizational goals.

□ *Upward communication* serves as a control system for the organization

### **Organization performance a source of organizational effectiveness**

Performance when compared to goals and objectives. Within private or public sector differs. In a private sector the three primary performance outcomes are financial performance, market performance and shareholder value performance. However, the public sector is concerned with service delivery, public opinion/satisfaction and distributive development of the economy. In fact, a Performance Management system aims at improving the results of people's efforts by linking these to the organization's goals and objectives. Importantly employees' performance can be improved by ensuring appropriate recognition and reward for their efforts, and by improving communication, learning and working conditions. It is also a common practice in public sector performance management literature to talk about the three Es: Economy, Efficiency, and Effectiveness (Javier 2002; Gondal&Shahbaz, 2012). According to Beirut, (2003) Performance is referred to as being about doing the work, as well as being about the results achieved. It can be defined as the outcomes of work because they provide the strongest linkage to the strategic goals of an organization, customer satisfaction and economic contributions. Jain, Apple & Ellis (2015) defines Performance is an act or process of carrying out actions and activities to accomplish an intended outcome. We live in a performance-based culture whether in our personal or professional lives. To achieve improvement in any given performance however, one must first know what defines a quality performance. It is therefore important to understand the factors that play a relevant role in any performance. Performance measurement is the process of collecting, analyzing, and/or reporting information on the performance of an individual, group, organization, system, or component (Upadhya, Munir, & Blount, 2014). It can involve a review of processes, strategies, approaches, and parameters to track performance against intended targets. O'Boyle & Hassan, (2014) measured performance on bases of capabilities in carrying out obligations by personnel in an organisation. Bayle & Robinson (2007) suggest there are three principles that performance depends upon: the system of governance; the quality of the organisation's network (affiliations, supporting bodies); and the positioning of the organisation within its particular sport. The study refers to these principles as 'The Strategic Performance Mix'. At the operational level, Bayle & Robinson (2007) study suggests there are three further performance issues that facilitate overall organisational performance: forms and levels of professionalisation; the presence of a participatory organisational culture; and adopting a partnership approach. Performance means quality, condition, or function. According to Shafique, Ahmad, Abbas&Hussain(2015) Organizational performance was not only the outcome it was

continuous process of different activities. Capabilities were the effort to do activities, which were the processes that lead to the organizational performance.

In comparing public sector organizations, with their peers in the private sector are different. It means maximization of Profit is not desired and the ability of such organizations to lower revenues, and overall, there are no agreed indicators to performance measurement. For this reason some scholars know performance measuring impossible in public sector. Hence some scholars have also begun to focus on the performance of these entities with a number of studies in recent years affording attention to various performance issues within these organisations such as governance (Ferkins, Shilbury, & McDonald, 2009; Hoye& Doherty, 2011; Shilbury, Ferkins, & Smythe, 2013; Yeh& Taylor, 2008) their performance through effective policy- making and analysis of some key performance indicators. Moreso, Sink (1991) viewed performance measuring as a complex task, difficult, challenging, and important. Performance level is a function of the efficiency and effectiveness of enterprise operations, Therefore, measurement of performance is the process of quantifying the efficiency and effectiveness of an organization.

### **Implications of effective communication on organizational performance**

Husain (2013) identified that the role played by communication during change in the business organizations as essential for successful change management. The employees are the key sources to bring about change in organizations. To encourage employees for desired change, organizations must address the apprehensions and issues related with them. Job insecurity should be decreased and a sense of community should be created so that employees may feel their responsibilities. The need for change and its advantages will motivate the staff to participate in change plan and execute it.

According to Kibe (2014) investigated the effects of communication strategies on organizational performance. A descriptive research design was used in this study. 132 questionnaires were distributed employees. The findings of this research showed the importance of both the theoretical level and practical level. It concluded that for any organizational performance to be effective, an open communication environment should be encouraged. Once members of the organization feel free to share feedback, ideas and even criticism at every level it increases performance.

Bery, Otieno ,Waiganjo&Njeru (2015), explored the effect of employee communication on organization performance in Kenya's horticultural sector. This study was carried out in flower farms in Kenya. The population of this study was all flower farms in Kenya which were the 14 flower farms registered in the KFC directory (2013) and based in Naivasha. A total of 2460 respondents were targeted by the study out of which 1888 responded giving a response rate of 76.7%. Correlation and regression analysis were used to test on the relationship between the variables of the study. The study found that communication facilitates exchange of information and opinion with the organization, that communication helps in improving operational efficiency thus improving organization performance. It concluded that communication is a major determinant of organization performance. The study recommended that organizations should develop effective communication strategies since it will facilitate passing of information both within and outside the organization thus improving performance.

Neves & Eisenberger (2012) reviewed that management communication was positively associated with a temporal change in POS, mediates the relationship between management communications and implications of practice. Specifically, it revealed that management communication affects performance mainly because it signals that the organization cares about the well-being and values the contributions of its employees. This study also adopted the use the perceived organization support in terms of communication as indicators on the effect of communication on organization performance. Rho (2009) assessed the impacts of organizational communication on the perception of red tape by comparing internal communication with external, especially client-oriented, communication in both public and nonprofit organizations. In the view of Inedegbor ,Ahmed, Ganiyat, & Rashdidat (2012) practices of effective business communication, were related to the category of business (service versus manufacturing) and its size.

Ogbo, Onekanma&Ukpere (2014) emphasized that flexibility in inventory control management is an important approach to achieving organizational performance. The study also found that there is a relationship between operational feasibility, utility of inventory control management in the customer related issues of the organization and cost effectiveness technique are implemented to enhance the return on investment in the organization.

Nnamani & Ajagu (2014) examined the relationship between the employees and their work environment, to assess the extent of employee performance on productivity and to find out the extent environmental factor has enhance to performance. The survey method and the research tool was questionnaire. The study had a population size of 1,152, out of which a sample size of 297. Two formulated hypotheses were tested using Pearson's correlation coefficients and z-test statistical tools. Study reveal that there was unsafe and unhealthy work place environment, poor motivation, lack of innovation, high cultural interference and allow organizational interpretation process caused low productivity in the company.

Weimann, Hinz, Scott & Pollock ( 2010) reviewed that communication culture and tools of the distributed teams of a large German manufacturer is nether perfect nor complete due to the communication behaviours and tools used by these real distributed teams working together in different settings on international projects. The findings show that regular face-to-face meetings, email and phone still play a pivotal role in team communications, even though a variety of communication tools is available. The case study concluded that team member satisfaction and team success can only be accomplished if the communication culture in the company takes into account the technologies used and the distributed work setting.

Likewise, Schiller & Mandviwalla (2007) suggests that media vary in the levels of richness they provide. Media might differ in the number of cues they are able to convey, the timeliness of feedback, and the capacity for natural expression. The more of these factors a medium covers the richer it is. Therefore face-to-face can be considered as the richest medium. It permits timely feedback, allows the simultaneous communication of multiple cues like body language, facial expression and tone of voice, and uses high-variety natural language that conveys emotion. Video conferencing, phone, chat (instant messaging), email, text messaging, addressed written documents (e.g., notes, memos, letters), and unaddressed documents (e.g., bulletins, standard reports) follow face-to-face communication in media richness in a descending order.

Today organizations believe that the major source of competitive advantage is attained from an organization's human resources and to enhance organizational performance by effectively utilizing their human resources. Though, this was not always the case, as human resources were usually perceived as a cost in the past (Gondal&Shahbaz, 2012). Elving (2005), shows the implication of communication in resistance to change. The framework leads to six propositions in which aspects of communication, such as information, feelings of belonging to a community, and feelings of uncertainty, have an influence on resistance to change, which will affect the effectiveness of the change effort. The findings reviewed that a distinction between the informative function of communication and communication as a means to create a community was made. In the suggested model communication has an effect not only on readiness for change, but also on uncertainty.

Shafique, Ahmad ,Abbas &Hussain (2015) The research identified the problem of enhancing the organizational performance through customer relationship management capabilities (Customer interaction management Capability and Customer relationship upgrading Capability) in the presence of competition. The findings show that, Customer relationship management capabilities had positive relationship with organizational performance and Customer interaction management capability had positive relationship with organizational performance

Adegbuyi, Adunola, Worlu, Rowland &Ajagbe, (2015) The study was able to ascertain from various literature reviewed that business strategies such as (customer orientation, employee autonomy, communication, training and development job satisfaction, corporate social responsibility, motivational factors) have major role to play in organizational performance. Recognizing the causes of organizational performance is important especially in the perspective of the current global crises because it helps an organization to identify those factors that should be given priority attention in order to improve the organizational performance. Hence, this study recommends that business organizations should adopt appropriate strategies that would enhance adequate organizational performance. Many authors have adequately addressed effective communication and performance on organization. However, they failed to address the effect of communication on attitude of lecturers to students and their work. New technology and innovations are welcomed development to the educational environment. But it is also important to address the negative effect and challenges that comes with "change"

### **Theoretical framework**

In this study, the researchers' theoretical framework was built on "The Cybernetics theory" propounded by W. Ross Ashby and Norbert Wiener in 1960 emphasized on mathematics theory of communication and control systems through regulatory feedback. Feedback can be positive (when the required result is achieved) or negative; instantaneous (when the response is immediate) or delayed. Feedback is used to gauge the effectiveness of a particular message put forth or situation that has taken place. Cybernetics is the study of the communication and control of regulatory feedback both in living and lifeless systems (organisms, organizations, machines), and in combinations of those. Its focus is how anything (digital, mechanical or biological) controls its behavior, processes information, reacts to information and changes or can be changed to better accomplish those three primary tasks.

In applying these theories to the subject of study it is evident that effective communication and organizational performance in UNIZIK is not just dependent on the communication flow in the various Faculties and Departments in UNIZIK. There are fourteen Faculties in the University made up of academic and non-academics. The management should not be satisfied with giving instructions, sending text messages, calling for meeting, writing memos and circulars. There is a need to personally inform staff of new policies and innovations in the university system to enable members of staff to be aware and participate effectively in issues that concern them. This is backed up with the TheBerlo's (1960) SMCR model which focuses on the individual characteristics of communication and stresses the role of the relationship between the source and the receiver as an important variable in the communication process. Hence the source of any information in the Faculty should be clear and from a trusted and creditable "source" i.e the HOD or The Dean. Likewise the channel used should be adequate. Hence they should know when to apply formal or informal mode of communication, since their main objective is to achieve results from staff. Furthermore in applying The Cybernetics theory" it becomes useful for any organization that intends to achieve employee performance to ensure that feedback mechanism should be enough either in the attitude to work, productivity, and high performance of both staff's and students of the University. Conclusively, the Vice Chancellor, The Dean, Heads of Departments ought to communicate and interact effectively, so as to become more productive in the university as a whole. Since is the outcome of the communication can either positive or negative?

### **Methodology**

The research design used in this research work is the survey design. The study area is NnamdiAzikiwe University, AwkaAnambra State. 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.

### **Questionnaire distribution of responds according to organizational in the institute**

<b>Department/category</b>	<b>Frequency</b>	<b>Percentage (%)</b>
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 (Lectures) and lower level management (Non-Academic) constitute of 50% and 16.67% respectively. Hence there are more academics in the Faculty and this can help in terms of research and new discovery

**Source:** field survey (May, 2015)

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.

### Hypotheses testing and analysis

#### Test of Hypothesis 1

**H<sub>0</sub>:** There is no significant relationship between effective communication and employee performance in UNZIK

**H<sub>1</sub>:** There is a significant relationship between effective communication and employee performance in UNZIK

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

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	423	20.79	3.8217
E <sub>9</sub>	5	4.66	456	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 UNZIK and accept H<sub>i</sub> hypothesis which states that There is a significant relationship between effective communication and employee performance in UNZIK

**Test of Hypotheses 2**

**H<sub>0</sub>:** Communication techniques does not enhance staff performance inUNZIK

**H<sub>1</sub>:** Communication techniques enhance staff performance in UNZIK

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

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 x<sup>2</sup>**

Degree of freedom = (R-1) (C-1)

(2-1) (5-1) (at 5% significance)

1×4= 4 under 0.05.

$X^2$  Calculated is 14.6619

$X^2$  Tabulated is 9.488

**Decision Rule**

Since  $X^2$  calculated (14.6619) is  $> X^2$  Tabulated (9.488), we reject  $H_0$  hypothesis which states that communication techniques does not enhance staff performance in UNZIK and accept  $H_1$  hypothesis which states that communication techniques enhance staff performance in UNZIK

**Test of Hypotheses 3**

$H_0$ : Communication gap has negative effect on administrative procedure in UNZIK

$H_1$ : Communication gap has positive effect administrative procedure in UNZIK

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

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)

1×4= 4 under 0.05

$X^2$  Calculated is 14.6619

$X^2$  Tabulated is 9.488

**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 in UNZIK

### **Discussions of Findings:**

Since  $X^2$  calculated (18.9597) is  $> X^2$  Tabulated (9.488), we reject  $H_0$  hypothesis which states that There is no significant relationship between effective communication and employee performance in UNZIK and accept  $H_1$  hypothesis which states that There is a significant relationship between effective communication and employee performance in UNZIK . 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 and Deans of the faculties 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 academic staff do not look into their boxes for information. However, most of the non-academic 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, Deans of Faculties, Students and University Community as a whole. This is evident in the most of the staff both academic and non-academic staff compel with the innovations, rules, and goals lead down. The move of the University 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 does not enhance staff performance in UNZIK and accepted  $H_1$  hypothesis which states that communication techniques enhance staff performance in UNZIK

In terms of, the effect of communication gap on administrative procedure in UNZIK. 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 or Deans of Faculties determines the flow of communication in there various Faculties or 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 UNZIK"

### **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 organisational 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.

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

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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