

TITLE PAGE

**EFFECT OF COMMUNICATION SKILLS ON THE PERFORMANCE
OF EMPLOYEES IN SELECTED ORGANIZATIONS IN KADUNA
METROPOLIS**

BY

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**BEING A RESEARCH PROJECT SUBMITTED TO THE
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AWARD OF HIGHER NATIONAL DIPLOMA (HND) IN OFFICE
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DECLARATION

I hereby declare that this research work was solely conducted by me under the guidance and supervision of Hajiya Aisha Musa of the Department of Office Technology and Management, College of Business and Management Studies Kaduna Polytechnic. All authors and materials consulted were duly acknowledged.

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APPROVAL PAGE

This is to certify that this project is an original work undertaken by **ASMAU ABDULKARIM** with theRegistrationNumber **KPT/CBMS/19/47289** and was prepared in accordance and compliance with the regulation governing the preparation and presentation of the project in the Department of Office Technology and Management, Kaduna Polytechnic for the award of Higher National Diploma

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DEDICATION

This Project is dedicated to Almighty Allah for His unquantifiable kindness and mercies over me. May His name be praised.

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My acknowledgement goes to Almighty Allah for his guidance, preservation and protection throughout this journey of my academic. He has been my shield, fortress refuge and present help in my time of need. His mercy has kept and is still keeping me.

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TABLE OF CONTENTS

Title page	i
Declaration	ii
Approval Pages	iii
Dedication Page	iv
Acknowledgements	v
Table content	vi
List of Tables	vii
Abstract	viii

CHAPTER ONE: INTRODUCTION

1.1	Background of the Study	1
1.2	Statement of the Problems	2
1.3	Purpose of the Study	3
1.4	Research Question	4
1.5	Significance of the Study	4
1.6	Scope of the Study	5
1.7	Definition of Terms	6

CHAPTER TWO: LITERATURE REVIEW

2.1	Conceptual framework	7
-	Concept of communication	7
-	Concept of Effective Communication skills	9
-	Concept of an Office Professional	10
2.2	Relevance of Effective Communication Skill among Office Professional	11
2.3	Factors Affecting Effective Communication Skills	13
2.4	Effect of Communication Skills in an organization	16

2.5	Ways necessary to Minimize Skills in Effective Communication	17
2.6	Summary of the Chapter	19

CHAPTER THREE: RESEARCH METHODOLOGY

3.1	Research Design	20
3.2	Area of study	20
3.3	Population of the study	21
3.4	Sample Size and Sampling Techniques	21
3.5	Instruments for Data Collection	22
3.6	Validation of Instrument	22
3.7	Administration of the Instrument	22
3.8	Data Analysis Technique	23

CHAPTER FOUR: DATA PRESENTATION AND INTERPRETATION

4.1	Introduction	24
4.2	Answer to Research Question	24
4.3	Major Findings	29
4.4	Discussion of the findings	31

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1	Summary	33
5.2	Conclusion	34
5.3	Recommendations	34
5.4	Area for further Studies	35

Reference/Bibliography

Appendix

LIST OF TABLE

TABLE	TITLE	PAGES
Table 3.1	Populations for the Study	23
Table 3.2	Sample size for the Study	23
Table 4.1	Respondents Rating On research Question One	26
Table 4.2	Respondents Rating on Research Question Two	28
Table 4.3	Respondents Rating on Research Question Three	29
Table 4.4	Respondents Rating on Research Question Four	30

ABSTRACT

This project investigated the effects of communication skills on the performance of employee in selected organization in Kaduna Metropolis. In order to achieve this, four research questions were generated from the objectives of the study to guide the researcher; Literatures from various authors were reviewed to provide a sound theoretical framework for the study. The population of 108 was used for the study and the entire population was used for sampling, a set of questionnaire was distributed as instrument for data collection and out of 108 that was distributed 92 were turned which is 97% of the entire questionnaires distributed; while data were analyzed using sample mean statistical techniques. Findings from the study revealed that the effective communication leads to higher performance and higher productivity, leads to better understanding optimum utilization of organizational resources among office professionals and also effective communication promotes good relationships with co-workers. Based on the findings of the study the researcher recommends amongst other that having established that effective communication is vital in an organization it recommended that management of organizations should organize seminar and workshops to enlighten their professionals on the effect of communication skills on their performance, senders of messages should be well constructed and encoded to allow effective communication.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Effective communication is important to every organization. In view of the fact that, communication is a vital management tool that involves the exchange of messages between people for the purpose of achieving common goals of an organization. Hence, its central objective is the transmission of sense from one person to another or group as the case maybe (Koontz, 2011).

Communication particularly in a business organization provides a means by which people in the organization interact, exchange information, ideas, plan proposal and execute them. It is a medium through which relationships are established and maintained. It is also a means by which commendation is given and condemnation is handed down. Business and organizational communication helps to orientate office professionals to their jobs as well as helping the supervisors monitor activities of the office professional.

Communication is an extremely invaluable asset in human organization. This is because at all levels in the organization among and between executives, managers, staff, supervisors, foremen and employees, the communication process is always in action conveying information, ideas, attitude and feelings among individuals and groups .

On the other hand, an office professional is a person whose work consists of supporting management including executives, using a variety of project management, communication and organisational skills, computer skills and so on. (American

Society of Administrative Professionals, 2012). It was further explained that an office professional is just like an assistant to the manager of an organization.

Communication serves as instrument of social interaction. Many scholars have defined communication in various ways. James et al (2010) states that communication is any means by which thought is transferred from one person to another. He added that communication is the process by which the person (or group) share and impact information to another.

Ajibade (2011) defined communication as the generation and attribution of meaning. In other words, communication helps to orient workers to one another and to achieve the goals of organization. It is the means by which such goals can be attained, sustained and improved upon if only the skills to effective communication can be avoided or eradicated.

However, effective communication is a two way information sharing process which involves one party sending a message that is easily understood by the receiving party. Effective communication by business managers facilitates information sharing between company employees and can substantially contribute to its commercial success. Skills to this communication can be any hindrances that can limit the amount of information to be understood by other parties (Norman, 2007). To this end, it is perceived that in organizations where there are skills to effective communication, the workers will not be able to efficiently and effectively carry out their work and achieve the organizational objective.

1.2 Statement of the Problem

The effects of communication skills in an organization cannot be overemphasised. Communicationskillsin the organization today are not effective due to low level of education and understanding among staff who find it difficult to express themselves when handling issues or instruction to act upon which make communication ineffective. Other areas observed includes, insufficient downward communication, inattention, human attitude, noise and distortion, Lack of Planning, Semantic Problems, Cultural Skills,Socio-psychological Skills.

Unchecked inflow of information very often becomes another barrier to communication. It may stifle the senior executive or bore and frustrate him. When people are bogged down with too much information they are likely to make errors.

They may also delay processing or responding to information/message at least for some time. And delay may become a habit, causing serious communication problems. People may also become selective in their response, and selectivity is not communication-friendly. On the other hand it is a communication problem.

1.3 Purpose of the Study

The purpose of the study is to identify the effects of communication skills on the performance of employee in selected organization. However, the specific objectives include to:

1. Examine the Relevance of Effective Communication among Office Professionals
2. Find out the Factors Affecting Effective Communication among office professionals.
3. Identify the Effect of Communication in an organization.
4. Find out the Ways necessary to Minimize in Effective Communication.

1.4 Researcher Questions

In order to achieve the stated objective above the following research questions are put forward to guide the study:

1. What are the Relevance of Effective Communication among Office Professionals?
2. What are the Factors Affecting Effective Communication among office professionals?
3. What are the Effect of Communication in an organization?
4. What are the Ways necessary to Minimize in Effective Communication?

1.5 Significance of the Study

It is hoped that the outcome of this research will be useful to the following: office professionals, managers, business communities and future researchers

Office professionals: This study will be of benefits to office professionals as this will help them to identify the best way to communicate among one another so as to be able to communicate necessary information among themselves.

Managers: This will be of much benefit to managers as organizations become of the standard position in organizations and in decision making. If the top is bad in communication skills, definitely it will affect the bottom too. So managers have to know how skills to effective communication can affect organizational performance.

Business Community: With this research, a business person will know the right communication process to convey information to fellow business members without allowing the skills to delay the flow of communication.

Students: This research will also be useful to students because with the knowledge of communication skills and ways to avoid them, students can relate well with their lecturers and fellow student.

Future Researcher: This research will serve as a guide for anybody wishing to carry out further research on the same subject matter or related topics.

1.6 Scope of the Study

The scope of this study will be on the following; concept of effective communication, concept of an office profession, relevance of effective communication to office professionals, factors affecting effective communication in an organization, effect of communication skills in an organization and ways are necessary to minimize skills in effective communication among office professionals. Geographically, the research work will be conducted in four selected organization in Kaduna metropolis namely, Guaranty Trust Bank Murtala Square, Access Bank Plc Bida Road, Fidelity Bank Ungwan Sarki and Sky Bank Kano Road.

1.7 Limitations of the Study

There is no doubt that the researcher experienced some difficulties in the course of this research which somehow affected the quality of the study. Such limitations are Time constraints. Enough time to sufficiently administer interviews to a wider cross section of the employees is being envisaged with a serious hindrance.

Finance, is another envisage constraint variable in the study, the whole exercise was expensive as the researcher had to go the selected organizations within Kaduna metropolis several times in order to obtain the data required for the project.

Consequently, due to the nature of organizational work, most of the staff was reluctant to provide answer to the questions in the questionnaire and the interview

conducted despite the meticulous efforts of the researcher in trying to explain to them that the exercise was intended for academic purposes.

1.8 Definition of Terms

Skills:	A problem, rule or situation that prevents somebody from doing something or that makes it possible.
Communication:	Communication is the process of exchanging information or messages between two parties, with the aim of having such messages understood.
Data:	Data are those raw facts and figures about people, object, machines and places etc. which are unprocessed.
Efficient:	Doing something well and thoroughly it no waste of time, money or energy.
Information:	Information is processed data, from logical manipulation of data which allows decision making.
Metropolis:	Metropolis is a very large city or urban which is a significant economic, political and culture center for a country.
Organization:	Is a group of people who work together efficiently to achieve a common goals and abide by the written rules set.
Receiver:	Receiver referred to the person receiving the message.
Sender:	Sender referred to the person who initiate an idea and wishes to share with people.
Strategies:	ways at which a particular problem can be solved.
Superior:	Superior refers to Senior Staff in an Organization.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

In this chapter, the researcher consulted relevant books, journals and various internet websites of writers/authors in relation to “skills to effective communication among office professionals” and the following sub-headings are discussed in this chapter.

- 2.1 Concept of Communication
- 2.2 Concept of Effective Communication skills
- 2.3 Concept of an Office Professional
- 2.4 Relevance of Effective Communication Skill among Office Professional
- 2.5 Factors Affecting Effective Communication Skills
- 2.6 Effect of Communication Skills in an Organization
- 2.7 Ways necessary to Minimize Skills in Effective Communication
- 2.8 Summary of the Chapter

2.1 Concept of Communication

Communication is anything that prevents us from receiving and understanding the messages others use to convey their information, ideas and thoughts. They can interfere with or block the message you are trying to send. This research will help you to recognize the skills to communication experience and knowledge. Each person's uniqueness comes from personal characteristics such as:

- Race
- Gender
- Education
- Age

- Ability
- Lifestyle
- Experience

Communication skills are important to the individual, organization and society at large. The term can be defined to suite organization or individual depending on the area of discipline. The civil engineer thinks of road, bridges etc. when communication is mentioned, the sociologist thinks of newspapers, broadcast etc. Hence, we shall see various definitions of communication as contributed by various scholars.

Cuffee (2008) defined “communication as the transmission of information and meaning from one individual or group to another”. It is further defined as the transfer of information from one person to another with the information being understood by the receiver. Robert (2010) sees communication as the means whereby people in an organization exchange information regarding the operation of the enterprise”.

Nwachukwu (2009) in management theory and practice viewed communication as “an indispensable management tool”. He went further to buttress this assertion that “the key management functions in organization - planning, organizing, staffing, directing, controlling depend absolutely on effective communication”. Communication is also the process of transmitting information and common understanding from one person to another (Keyton, 2011).

Karth, Bartol and David (2014) view communication as “the exchange of messages between people for the purpose of achieving common meaning. It is clear from the above definitions that communication plays one of the key roles in attainment of organizational objectives. Since, management is concerned with getting things done through people, workers in organizations must be well informed and stay

informed of their responsibilities and what is expected of them otherwise no success will be recorded.

2.2 Concept of Effective Communication Skills

The process of communication has multiple skills. The intended communiqué will often be disturbed and distorted leading to a condition of misunderstanding and failure of communication. The Skills to effective communication could be of many types like linguistic, psychological, emotional, physical, and cultural etc. We will see all of these types in detail below.

Linguistic Skills

The language barrier is one of the main skills that limit effective communication. Language is the most commonly employed tool of communication. The fact that each major region has its own language is one of the Skills to effective communication. Sometimes even a thick dialect may render the communication ineffective.

As per some estimates, the dialects of every two regions changes within a few kilometers. Even in the same workplace, different employees will have different linguistic skills. As a result, the communication channels that span across the organization would be affected by this.

Thus keeping this barrier in mind, different considerations have to be made for different employees. Some of them are very proficient in a certain language and others will be ok with these languages.

Psychological Skills

There are various mental and psychological issues that may be skills to effective communication. Some people have stage fear, speech disorders, phobia,

depression etc. All of these conditions are very difficult to manage sometimes and will most certainly limit the ease of communication.

Emotional Skills

The emotional IQ of a person determines the ease and comfort with which they can communicate. A person who is emotionally mature will be able to communicate effectively. On the other hand, people who let their emotions take over will face certain difficulties.

A perfect mixture of emotions and facts is necessary for effective communication. Emotions like anger, frustration, humour, can blur the decision-making capacities of a person and thus limit the effectiveness of their communication.

2.3 Concept of an Office Professional

Traditionally, an office professional is an employee in an office, who deals with correspondence, kept records, make arrangements and appointment for particular members of staff but in today's world, the office professional with improved training and technological advancement is much more than this.

Isiaka (2013) states that an office professional can be defined as an executive assistant who has mastery of office skills, demonstrates the ability to assume responsibility without direct supervision, exercises initiative and judgment and makes decision within the scope of assigned authority.

According to Ugiagbe (2012) office professionals are now referred to as office managers by some people because of their activities, education and skill acquisition, knowledge and even expectations from their bosses, customers, clients and even the general public.

Office professionals are employed by large corporations, non-profits, governmental agencies, small businesses and many other types of organizations. Onifade (2019) defines an office professional as “an assistant to an executive, who was trained to type and perform many office duties.” He or she possesses personal and business attributes and guards his or her professional ethics of confidentiality, superb appearance and absolute loyalty. Onifade further explained that there are legal, medical and bilingual specialists in their own way. The personal attributes of an office professional include adaptability and self-confidence while his or her business attributes include secretarial skills and responsibility.

From the above definitions, office professional is an important officer in any organization. The contribution and effectiveness of an office professional can either enhance or diminish the efficiency of the organization and the need for motivation cannot be over emphasized especially in this recessed economy of the nation.

2.4 Relevance of Effective Communication to an Office Professional

Effective communication is an inseparable part of successful individual and organizations. According to Akanksha (2014) effective communication ensures productivity, job satisfaction, better relationships at workplace and utilization of resources.

Better communication skills at workplace enables the office professionals as well as the employer to function smoothly and effectively, which leads to higher performance and higher productivity (stoner, 2008). It is often found that people tend to neglect about the importance of having a good communication in an organization. This often leads to a critical situation and the organization faces difficulties in several aspects such as reduced productivity, wastage of resources, delays in deliveries and workplace conflicts (Shonibu and Akintaro, 2016). They added that communication

gap could be the biggest enemy within a particular organization which hinders creativity among office professionals.

Akanksha (2014) posits that effective communication enhances job satisfaction. Providing job satisfaction to its employees forms the key element for a successful organization. Opencommunication between the managers, subordinates and other vendors creates a hazzle-free environment and each of the employees feels considered upon. This helps to build loyalty and trust within and among office professionals (Keyton, 2011).

Keyton (2011) further added that effective communication increases productivity. Improper communication leads to lack of information and wastage of useful resources, whereas better communication leads to better understanding of the matter, which in turn improves the productivity of the office professionals.

It is on this note that Onifade (2009) view that effective communication promotes good relationships with co-workers. Open communication is highly important for each employee to understand different viewpoints and suggestions. If each person shows willingness to enquire about others' opinions on a particular subjectand feels free to express their own views, then it is easy to maintain better relationships at workplace (Keyton, 2011). Team work is very essential for any organization to be successful. Good relationship among the team members uplifts the team spirit and that leads to a positive well-rounded growth for the employees as well as the organization.

Effective communication is also very relevance to office professionals as it leads to optimum utilization of the resources (Saba, 2013). Miscommunication can result in delays in delivery and reduced quality outputs. Each organization should

make sure that there are enough communication channels established within the organization which helps its employees to have a friendly and healthy environment. Clarity in communication also helps the managers and the employees to plan and schedule different resources so as to ensure optimum utilization. This in turn increases the productivity and performance of the office professionals. Thus effective communication goes hand in hand with the success of an organization or any worker,

2.5 Factors Affecting Effective Communication

Rama (2019) described various factors that influence effective communication in the work organization to include the following:

- a. **The Formal Channels of Communication:** This is a means of communication that is endorsed and probably controlled by managers which includes regular memos and reports and staff meetings, Lesikar (2010) he added that formal channels of communication influence communication effectiveness in two ways such as the formal channels cover an ever widening distance as organizations develop and grew, Stoner, (2008). Further it can inhibit the free flow of information between organization levels. This is the most commonly but difficult to achieve especially if the management is less competent in decision making as well as there is less of control of the subordinates.

Formal channels influences effective communication by keeping employees informed on organization news, policies, standards, objective and various trends. It cut across the whole organization and communicates messages about org. climate environmental issues future plans and /employee concern Koontz, (2011).

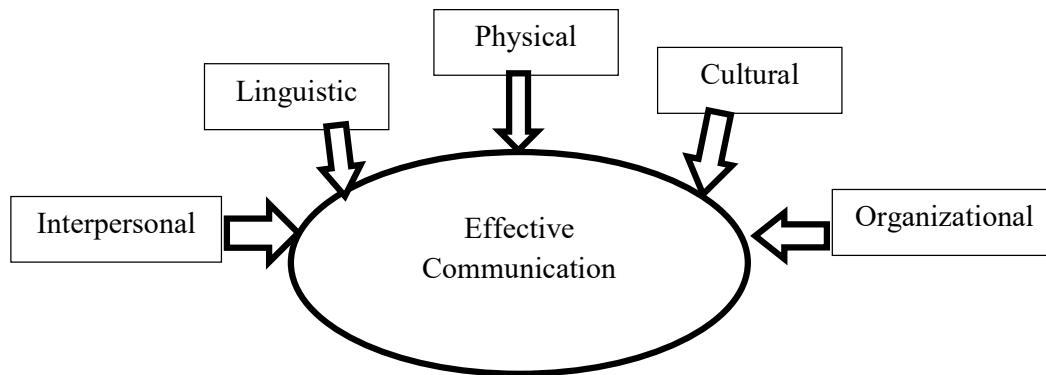
- b. **Authority structure, the organizations:** Authority structure has a similar influence on communication effectiveness. Status and power differences in the

organization help determine who will communicate with whom Rama, (2009). He further explained that the content and accuracy of communication will also be affected by authority differences, for instant, conversation between human resources manager and employee may well be characterized by somewhat politeness and formally.

- c. **Job specialization:** According to Rama (2009) job specialization normally facilitates communication within differentiated groups. Members of the same group are likely it share the same interest, objectives time horizons, tasks and personal styles. But the problem of this form of communication there is a likeliness of inhibiting communication between highly differentiated groups due to probably different interests.
- d. **Information ownership:** This means that individual process unique information and knowledge about their jobs. For instance, a head of human resource department may have a particularly effective way of handling conflict among employees. These people they are able to function effectively than others. The main challenge of this form of communication is that; many individuals with such skills and knowledge are unwilling to share this information with others, as results, completely open communication within the organization does not take place Rama (2009) and Gullin (2009).

Ray (2016) states that interpersonal, linguistic, physical, cultural and organizational factors are the major factors that affect effective communication in an organization.

It is further expressed in the diagram below:



Interpersonal factors: This factor affect effective of communication in has interpersonal factors such as active listening, active participation, and retentive memory is needed in order to understand what is being pass across to others.

Organizational factors: All organizations have its own ethos and set of acceptable behavior that is allowed in communication which may serve as a barrier to effective communication. Therefore the need to understand the organization beliefs and value (Free Management Ebook, 2013).

Cultural factors: The world is made up of diverse cultures. cultural barrier arises when two individuals in an organization belong to different religions, states and countries Egwuaja, (2015).

Linguistic Factor: Language that describes what we would want to e-press and communicate to others may at times, serve as a barrier to them. In today's global scenario the greatest compliment we can pay to another person is by speaking and effectively communicating to them in their local language. We need to understand that the native language of members innational association of mass communication students can be different from anyone else's Houston, (2010).

Physical Skills: Research shows that one of the key factors in building strong and integrated teams is proximity. Most offices have closed doors and cabins for those at

higher levels of the organizational ladder while the large working areas are physically placed far apart. This kind of barrier forbids team members from effective interaction with each other Egwuaja, (2015).

2.4 Effects of Communication Skills in an Organization

Common elements of negative communication include rumours, misinformation, misinterpretation, incomplete information and employee slander Houston, (2010). While many of the elements are purposely initiated for instance employee slander, other elements occur without any intent of malice such as unknowingly relaying incomplete information Egwuaja, (2015).

According to Schramm, (2014), stated that conflict is one of the major effect of communication breakdown in an organization, when a member of an employee of an organization spreads false rumours about other employee, the result can often be a verbal or physical altercation between the two parties. Low morale is one of the effects, whether intended or not, negative communication can have an effect on staff morale Okunna, (2009). Persistent intended negative communication can add stress to the workplace which makes it difficult to develop a productive work environment.

Free Management Ebook (2013) added that Unintentional negative communication can be forgiven up to a point, but when it becomes habitual it can lead to a drop in both staff and customers confidence in the organization.

Generally, communication skills can result to low organizational productivity since the moral, confidence and conflict can arise as a result of communication skills. Ray (2016) states that poor communication between employees, front-line supervisors and top management can lead to a significant waste of time. According to HR Magazine, 48 percent of employees polled said they regularly received confusing

directions that led to an average of 40 minutes of lost productivity per day, and that adds up. Supervisors often cannot clearly relay instructions, or wrongly assume that employees know how to perform a task. A breakdown in communications not only leads to reduced productivity, but also can cause negative customer reactions and ultimately lost business.

Employee who are concerns and keep employees updated on the status of the business through effective communication retain their best workers more effectively than those businesses with a secretive culture Ray, (2016).

2.6 Ways Necessary to Minimize Skills in Effective Communication

Several ways have been identified by various authors on the ways to minimize communication skills. Shonibu and Akintaro (2016) states that to minimize communication skills in an organization, the following remedies may be adopted:

- a. Adequate preparation by senders will help in determining the purpose of the message.
- b. The parties involved (both sender and receiver) should use similar and familiar symbols and language to achieve effective communication.
- c. Organization should manage the amount of information that will reach one person at a period of time.
- d. Management should have a clearly defined organization chart with a short chains of command and spans of control.
- e. Messages should be well constructed and encoded.
- f. There must be adequate training of employees to acquire effective business communication skills.
- g. An appropriate channel should be used to convey messages.

- h. There is need for effective feedback device.

Effective communication is a two-way process that requires effort and skill by both sender and receiver. Thus, active listening is one of the ways to minimized ineffective communication among office professionals and other employees Brownell, (2009), Burstein, (2010). Active listening recognizes that a sender's message contains both verbal and nonverbal content as well as a feeling component. The receiver should be aware of both components in order to comprehend the total meaning of the message.

In order to make communication effective, Jayazree (2012) list the following ways:

- ❖ Use concrete than abstract words wherever possible.
- ❖ The content has to be made meaningful to the receiver
- ❖ The message should be framed according to the capability of the receiver.
- ❖ There should be a proper blend of verbal and non-verbal communication
- ❖ Eye contact should be maintained
- ❖ Speak at a moderate rate
- ❖ Create rapport with the receiver
- ❖ Select appropriate channel
- ❖ Encourage listening & feedback
- ❖ Avoid communicating in extreme emotional states

2.7 Summary of the Review

This chapter reviewed the concept of communication indicating that communication is a collective activity embracing all transmission and sharing of idea, facts and data between two or more individuals or organizations. Further review was made on who an office professional is. Office professionals is seen as anyone

employed as executive assistant who has mastery of office skills, demonstrates the ability to assume responsibility without direct supervision, exercises initiative and judgment and makes decision within the scope of assigned authority.

The chapter further reviews the factors affecting effective communication which include; physical, linguistic, organizational, interpersonal and cultural factors among others. This chapter confirms what skills are and how it affects communication in an organization with some ways to deal with the skills.

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter seeks to explain the vital process employed by the researchers to collect data for the study. Areas covered includes;

- 3.1 Research Design,
- 3.2 Area of the Study
- 3.3 Population of the Study
- 3.4 Sample Size and Sampling Techniques,
- 3.5 Instrument for Data Collection,
- 3.6 Validation of Instrument,
- 3.7 Administration of the Instrument
- 3.8 Data Analysis and Techniques

3.2 Research Design

This research work is a survey study. This method involves gathering data about the target population from a selected sample and generalizing the findings to the entire population. This method was adopted because according to Dashit (2014), it enables the researcher to discover relative incidences and distribution on the characteristic of population. Besides, it facilitated the research to find out the effect of office environment on the job performance of office managers.

3.3 Area of Study

This study was conducted in four selected organizations within Kaduna metropolis, namely; Guaranty Trust Bank Murtala Square, Access Bank Plc Bida Road, Fidelity Bank Ungwan Sarki and Skye Bank Leventis Ahmadu Bello Way.

3.4 Population of the Study

The population for the study was made up of 128 workers comprising executives and office professionals in the four selected organizations. A breakdown of the population is presented in table 3.1 below as obtained from the organizations under study.

Table 3.1: Distribution of population for the study

S/N	Organization	Executives	Employees	Total
1.	Guaranty Trust Bank	7	29	36
2.	Access Bank Plc, Bida Road	7	18	25
3.	Fidelity Bank Plc, Ungwan Sarki	9	17	26
4.	Skye bank Plc Ahmadu Bello Way	7	14	21
	TOTAL	30	78	108

3.5 Sample Size and Sampling Techniques

There was no sampling made as the entire population was used due to the small size of the population. This is in line with Uloko (2004), who stated that when the population of a study is small, the entire population should be used for the study.

3.5 Instrument for Data Collection

The instrument to be used to collect data is the questionnaire. The questionnaire will contain 6 sections. Section 'A' will seek response on personal data of the respondent. Section 'B' will elicit response on the relevance of effective communication to an office professional. Section 'C' will handle the factors affecting effective communication in an organization. Section 'D' will deal with the effects of communication skills in an organization. Section 'E' will elicit response on ways necessary to minimize skills in communication medium among office

professionals. The questionnaire contains 28 items. However, the data collated shall be analyzed in the next chapter using 4 point rating scale.

3.6 Validation of Instrument

Draft copy of the questionnaire was subjected to validation by the project supervisor and two other lecturers from the department of office technology and management. All observations and amendments will be effected before administrating the questionnaire.

3.7 Administration of the Instrument

The researcher administered the questionnaires to the respondents personally. The questionnaire was distributed to all respondents and they were given at most, three working days to complete before they were collected for analysis.

3.8 Data Analysis Technique

The data collected was analyzed using frequency distribution tables and arithmetic mean. The mean is computed using the following formula.

$\bar{X} =$

\bar{X} = mean

Σ = Sigma, summation

F = the frequency for each variable

Fx = Frequency of variable multiplied by the value of scale

Σfx = Summation or frequency multiplied by x (value of each scale)

Cut off point for four point scale = 2.5 (cut-off point)

Where the mean calculated is equal to or exceeds 2.5 (the mean of the 4 point scale), the item is accepted. On the other hand, where the calculated mean is less than 2.5, the item is rejected. The acronyms for 4 point scales are:

Strongly Agreed SA = 4; Agreed, A = 3; Disagreed , D = 2 and Strongly Disagreed SD = 1.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.0 Introductions

This chapter is concerned with the analysis and interpretation of findings of the data collected from the respondents through questionnaires. A total of 108 questionnaires were administered and 92 were returned. The return represents 97% which formed the basis of the analysis.

4.1 Data Presentation and Interpretation

Research Question 1: What are the relevance's of effective communication skills among office professionals?

TABLE 4.1: Respondents' rating on the Relevance of effective communication to an office professional

S/No	Variables	SA	A	SD	D	$\sum fx$	X	Remarks
1.	Effective communication allows office professionals to function smoothly and efficiently	56	21	4	11	306	3.3	Agreed
2.	It leads to higher performance and higher productivity	83	9	-	-	359	3.9	Agreed
3.	It leads to job satisfaction among office professionals	42	39	8	3	304	3.3	Agreed
4.	It promotes good relationship with co-workers	89	3	-	-	365	3.9	Agreed
5.	It helps teams to functions effectively	76	11	4	1	346	3.7	Agreed
Sources: Fieldwork: 2022		N=92				Cut off point=2.5		

Interpretation

Variable 1 on table 4.1 with a mean score of 3.3 which is higher than the cut-off point of 2.5 reveals that effective communication allows office professionals to function smoothly and efficiently.

Variable 2 above with a mean score of 3.9 which is above the cut-off point 2.5 implies that effective communication leads to higher performance and higher productivity.

Variable 3 above with a mean score of 3.3 which is above the cut-off point of 2.5 the respondents agreed that effective communication leads to better understanding optimum utilization of organizational resources among office professionals.

Variable 4 above with a mean score of 3.9 which is above the cut-off point 2.5, which reveals that effective communication promotes good relationships with co-workers.

Variable 5 above with a mean score of 3.7 which is above the cut-off point 2.5. This implies effective communication helps teams to function effectively.

Research Question 2: What are the factors affecting effective communication skills among professionals?

TABLE 4.2: Respondents' rating on factors affecting effective communication skills among professionals.

S/No	Variables	SA	A	SD	D	$\sum fx$	X	Remarks
6.	Lack of improper planning can affect effective communication to an office professionals	34	56	2	-	308	3.3	Agreed
7.	Sematic barrier and technical jargons can also affect effective communication	42	49	1	-	317	3.4	Agreed
8.	Environmental skills and noise can also constitute factors affecting effective communication	76	16	-	-	352	3.8	Agreed
9.	Poorly expressed messages in another factor	17	67	6	2	283	3.1	Agreed
10.	Interpersonal, physical or organizational factors can also affect effective communication	29	61	1	1	301	3.3	Agreed
Source: Fieldwork, 2022		N=92				Cut off point=2.5		

Interpretation

Variable 6 on table 4.2 with a mean score of 3.3 is above the cut of point of 2.5 which is an indication that lack of proper planning can affect effective communication to an office professional.

Variable 7 on table 4.2 with a mean score of 3.4 is above the cut of point of 2.5. This implies that Sematic barrier and technical jargons can also affect effective communication.

Variable 8 on table 4.2 with a mean score of 3.8 is above the cut of point of 2.5 shows that majority of the respondents agreed that environmental skills and noise can also constitute factors affecting effective communication.

Variable 9 on table 4.2 with a mean score of 3.1 which is above the cut-off point of 2.5 revealed that poorly expressed messages is another factor.

Variable 10 on table 4.2 with a mean score of 3.3 which is above the cut-off mark of 2.5, implies that majority of the respondents agreed that interpersonal, physical or organizational factors can also affect effective communication.

Research Question 3: What are the effects of communication skills in an Organization?

TABLE 4.3 Respondents' rating on effects of communication skills in an organization

S/No	Variables	SA	A	SD	D	$\sum fx$	X	Remark
11.	Lack of proper planning can affect effective communication to an office professionals	81	11	-	-	357	3.9	Agreed
12.	Semantic barrier and technical jargons can also affect effective communication	34	56	2	-	308	3.3	Agreed
13.	Environmental skills and noise can also constitute factors affecting effective communication	43	45	3	1	314	3.4	Agreed
14.	Poorly expressed messages in another factor	29	39	12	12	269	2.9	Agreed
15.	Interpersonal, physical or organizational factors can also affect effective communication	31	38	16	7	277	3.0	Agreed
Source: Fieldwork, 2022		N= 92				Cut off point 2.5		

Interpretation

Variable 11 on table 4.3 with a mean score of 3.9 which is above the cut-off point of 2.5. The respondents says that communication skills can lead to conflict in an organization.

Variable 12 on table 4.3 with a mean score of 3.3 which is above the cut-off point of 2.5 which implies that majority of the respondents agreed that Communication skills can also lower the morale of employees.

Variable 13 on table 4.3 with a mean score of 3.4 which is above the cutoff point 2.5 shows that it can also lead to stress and unproductive work in an organization.

Variable 14 on table 4.3 with a mean score of 2.9 which is above the cut off point 2.5 This implies that it can leads to a drop in both staff and customers confidence in the organization.

Variable 15 on table 4.3 with a mean score of 3.0 which is above the cut-off point 2.5 which indicates that it can also leads to waste of time and resources.

Research Question 4: What are the ways necessary to minimize skills in effective communication?

TABLE 4.4: Respondents' rating on ways necessary to minimize skills to effective communication.

S/N	Variables	SA	A	SD	D	$\sum fx$	X	Remarks
16.	Adequate preparation by senders will help in determine the purpose of the message	40	50	2	-	310	3.4	Agreed
17.	Messages should be well constructed and encoded	35	45	12	-	299	3.3	Agreed
18.	An appropriate channel should be used to convey messages	28	52	10	2	290	3.2	Agreed
19.	Received in communication should actively listen to the message being communicated	80	12	-	-	356	3.9	Agreed
20.	Sender should avoid communicating in extreme emotional state	68	22	2	-	342	3.7	Agreed

Source: fieldwork, 2022

No. 92

Cut-off mark:2.5

Interpretation

Variable 16 on table 4.4 with a mean score 3.4 which is above the cut-off point 2.5 is an indication that adequate preparation by senders will help in determining the purpose of the message.

Variable 17 on table 4.4 with a mean score of 3.3 which is above the cut-off point 2.5 indicate that majority of the respondents agreed that messages should be well constructed and encoded.

Variable 18 on table 4.4 with a mean score of 3.2 which is above the cut-offPoint 2.5 which indicate that an appropriate channel should be used to convey messages.

Variable 19 on table 4.4with a mean score of 3.9 which is above the cut-off point 2.5 which is an indication that receiver in communication should actively listen to the message being communicated.

Variable 20 on table 4.4 with a mean score of 3.7 which is above the cut-off point 2.5 which is an indication that sender should avoid communicating in extreme emotional state.

4.2 Major Findings

After a carefully analysis and interpretation of the collected data, the following findings were obtained.

Research Question One: What is the relevance of effective communication to an office professional?

The following are the findings on the above research question.

1. Effective communication allows office professionals to function smoothly and efficiently.
2. Effective communication leads to higher performance and higher productivity.
3. Effective communication leads to better understanding optimum utilization of organizational resources among office professionals.
4. Effective communication promotes good relationships with co-workers.

5. Effective communication promotes good relationships with co-workers

Research Question Two: What are the factors affecting effective communication in an organization?

The following are the findings on the above research question.

6. Lack of proper planning can affect effective communication to an office professional.
7. Semantic barrier and technical jargons can also affect effective communication
8. Environmental skills and noise can also constitute factors affecting effective communication
9. Poorly expressed message is another factor.
10. Interpersonal, physical or organizational factors can also affect effective communication.

Research Question Three: What is the effect of communication skills in an organization?

The following are the findings on the above research question.

11. Communication skills can lead to conflict in an organization.
12. Communication skills can also lower the morale of employees.
13. It can also lead to stress and unproductive work in an organization.
14. It can lead to a drop in both staff and customers confidence in the organization.
15. It can also lead to waste of time and resources.

Research Question Four: What ways are necessary to minimize skills in effective communication among office professionals?

The following are the findings on the above research question.

16. Adequate preparation by senders will help in determining the purpose of the message.
17. Messages should be well constructed and encoded.

18. An appropriate channel should be used to convey messages
19. Receiver in communication should actively listen to the message being communicated.
20. Sender should avoid communicating in extreme emotional state.

4.3 Discussion of Findings

From the findings on relevance of effective communication to an office professional effective communication allows office professionals to function smoothly and efficiently, It leads to job satisfaction among office professionals and it leads to better understanding optimum utilization of organizational resources among office professionals. This is in agreement with Akanksha (2014) who posits that effective communication ensures productivity, job satisfaction, better relationships at workplace and utilization of resources.

Findings on the factors affecting effective communication in an organization, Lack of proper planning can affect effective communication to an office professional, semantic barrier and technical jargons can also affect effective communication as well as Interpersonal, physical or organizational factors affect effective communication. This is in line with Lesikar (2010) who states that that formal channels of communication influence communication effectiveness while Koontz (2011); Shonibu and Akintaro (2016) state that lack of proper planning, organizational skills, technical jargons, environmental skills among others are factors that affect effective communication.

Investigation on the effect of communication skills in an organization, Communication skills can lead to conflict in an organization, It can also lead to stress and unproductive work in an organization, It can leads to a drop in both staff and customers confidence in the organization and it can also result to lack of information

among employees. This is in agreement with Schramm (2014) who posits that conflict is one of the major effect of communication breakdown in an organization.

Further findings on the ways are necessary to minimize skills in effective communication among office professionals, is by adequate preparation by senders will help in determining the purpose of the message, the use of appropriate channel, message should be well constructed and encoded as well as clearly defined organizational chart that shows the communication flow within an organization. This is in agreement with Shonibu and Akintaro (2016) who state among others that Management should have a clearly defined organization chart with a short chains of command and spans of control.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

This chapter presents the summary and made necessary conclusion for this research work. It also provides some useful recommendations and areas for further studies.

5.1 Summary

The study titled effect of skills to effective communication among office professionals in some selected banks in Kaduna metropolises. Four research questions were formulated in line with the objective of the study to generate data necessary to address the related problems. The chapter ended by defining relevant terms as used in the research work.

To provide theoretical basis for the study, a number of literature were consulted and reviewed. Areas reviewed include relevance of effective communication to an office professionals, factors affecting communication in an organization, effect of communication skills in an organization as well as ways necessary to minimize the skills to effective communication among office professionals

The procedure used a sample size of 95 to obtain data from respondents from the various banks under study. The instrument used for collecting of data was questionnaires.

The questionnaire were completed, returned and analyzed based on the mean option. The findings include lack of proper planning, technical jargons, environmental skills and noise as well as poorly expressed messages.

5.2 Conclusion

Based on the findings, the study concludes that:

Effective communication allows office professionals to function smoothly and efficiently, it leads to job satisfaction among office professionals and it leads to better understanding optimum utilization of organizational resources among office professionals.

Lack of proper planning can affect effective communication to an office professional, semantic barrier and technical jargons can also affect effective communication as well as Interpersonal, physical or organizational factors affect effective communication.

Communication skills can lead to conflict in an organization, It can also lead to stress and unproductive work in an organization, It can leads to a drop in both staff and customers confidence in the organization and it can also result to lack of information among employees.

5.3 Recommendations

Based on the findings and conclusion drawn from the study the researcher is able to proffer the following recommendation for the consideration.

1. Management of organizations should organize seminar and workshops to enlighten their professionals on the effect of communication skills on their performance.
2. Senders of messages should be well constructed and encoded to allow effective communication.
3. An appropriate channel should be used to convey messages by office professionals.

4. Receiver in communication should actively listen to the message being communicated.
5. Office professionals should avoid communicating in extreme emotional state.
6. There should be a clearly defined organizational chart that shows the communication flow within an organization.

5.4 Areas for Further Studies

Base on this study, the researcher came across certain topics which are related to the topic, the researchers is of the opinion that future researcher can undertake this study taken a look at the following:

1. Effective communication as a tool for achieving organizational productivity.
2. Role of Information communication technology in effective communication
3. Causes of Communication Skills and its effect on organizational performance
4. Replication of this study

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APPENDIX I

Department of Office Technology and
Management
College of Business and Management
Studies (CBMS)
Kaduna Polytechnic,
P.M.B. 2021, Kaduna.

Dear Respondents,

The researcher is final year student of the above named institution undergoing a research work on the topic **“Effect of Communication Skills on the Performance of Employee in Selected Organizations in Kaduna Metropolis”**

Please you are requested to respond positively by ticking appropriately. All information supplied will be treated with utmost confidentiality, as the research work is purely for academic purpose.

Thank you for your cooperation.

Yours faithfully,

ASMA’U ABDULKARIM
KPT/CBMS/15/47289
Researcher

SECTION A: Personal Data

Name of Organization:

Department:

Position: Executive () Office Professionals ()

Marital Status: Married () Single ()

Sex: () Male () Female ()

Age: 20 – 31 32- 41 () 41 and above ()

Please tick in the appropriate box for the correct answer under the respected section

The acronyms for the following word are:

SA - Strongly Agree

A - Agree

D - Disagree

SD - Strongly Disagree.

SECTION B: What are the Relevance of Effective Communication Skills among Office Professionals.

How do you agree with the following as the relevance of effective communication to an office professional?

S/N	Variables	SA	A	SD	D
1.	Effective communication allows office professionals to function smoothly and efficiently				
2.	It leads to higher performance and higher productivity				
3.	It leads to job satisfaction among office professionals				
4.	It promotes good relationship with co-workers				
5.	It helps teams to functions effectively				

SECTION C: What are the Factors affecting Effective Communication to an Office Professional?

How do you agree with the following as factors affecting effective communication to an office professional?

S/No	Variables	SA	A	SD	D
6.	Lack of improper planning can affect effective communication to an office professionals				
7.	Sematic barrier and technical jargons can also affect effective communication				
8.	Environmental skills and noise can also constitute factors affecting effective communication				
9.	Poorly expressed messages is another factor				
10.	Interpersonal, physical or organizational factors can also affect effective communication				

SECTION C: What are the Effects of Communication Skills in an Organization

How do you agree with the following as the effect of communication skills in an organization?

S/No	Variables	SA	A	SD	D
11.	Communication skills can lead to conflict in an organization				
12.	Communication skills can also lower the morale of employees				
13.	It can also lead to stress and unproductive work in an organization				
14.	It can also leads to waste of time and resources				
15.	It can lead to low organizational productivity				

SECTION D: What are the necessary ways to minimize skills to effective communication?

TABLE 4.3: Respondents' rating on ways necessary to minimize skills to effective communication among office professionals

S/N	Variables	SA	A	SD	D
16.	Adequate preparation by senders will help in determine the purpose of the message				
17.	Messages should be well constructed and encoded				
18.	An appropriate channel should be used to convey messages				
19.	Received in communication should actively listen to the message being communicated				
20.	Sender should avoid communicating in extreme emotional state				