

**EFFECT OF COMMUNICATION SKILLS ON THE JOB PERFORMANCE  
OF OFFICE PROFESSIONALS IN SELECTED ORGANIZATIONS IN  
KADUNA METROPOLIS**

**BY**

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**BEING A RESEARCH PROJECT SUBMITTED TO THE  
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## **DECLARATION**

I hereby declare that this research work was undertaken by the researcher under the supervisor of Mrs. T.L. Rwuaan of the Department of Office Technology and Management studies, Kaduna polytechnic, Kaduna. No part of this work has been lifted from any other research work, and due credit has been given to all the authors whose work were consulted in the course of the study

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## APPROVAL PAGE

This is to certify that this project work titled "EFFECT OF COMMUNICATION SKILLS ON THE JOB PERFORMANCE OF OFFICE PROFESSIONALS IN SELECTED ORGANIZATIONS IN KADUNA METROPOLIS" has been read and approved by the undersigned as having met the requirements for the award of Higher National Diploma (HND) in Office Technology and Management (OTM) Kaduna Polytechnic, Kaduna state.

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## **DEDICATION**

This research work is dedicated to Almighty Allah for giving me the strength, enablement, wisdom and ability to conduct this research.

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## ABSTRACT

*The purpose of the study was to find out the effect of communication on the job Kaduna performance of office professionals in selected organization in Kaduna Metropolis. The study was carried out because office professionals in the organization find it difficult to communicate effectively with their managers, colleagues and customers. Various literature was reviewed for the effective purpose of this study. Four research questions were generated. The total population of the study was 190. A total number of questionnaires were distributed to respondents and the same were collected from the respondents. The researcher used four point Likert scale to evaluate the opinion of the respondents. The mean statistics was used to analyze the data. Questionnaires were distributed to respondents to get their view on the subject matter. In the course of the study, the researcher discovered that, lack of confidence on the part of office professionals can hinder their performance in the organization. Conclusively, effective communication skills which are the reading, speaking and writing skills help the office professional to possess and carry out their official activities with the ease and minimal error. The researcher recommends that; the organizations should train office professionals on the latest communication techniques to aid them in their work*

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the study**

Communication has served as one of the most demand and important activities enhancing employees and consequently organizational performance (Harris and Nelson,2007). Similarly relationships grow out of communication, and the functioning and survival of organizations is based on effective relationships among individuals and groups. Additionally, the job performance of office professional such as the office professionals are developed and enacted through intensely social and communication processes (Jones, et al,2003). This has made it mandatory for professionals and office professionals in particular to possess adequate communication skills in order to cope with their all encompassing functions in organizations towards the attainment of organizational goals.

Communication can be defined as the process of transmitting information and common understanding from one person to another (Keyton, 2018). It is the creation or exchange of thoughts, ideas, emotions, and understanding between sender(s) and receiver(s). It is essential to building and maintaining relationships in the office. Although administrators spend most of their time communicating (sending or receiving information), one cannot assume that meaningful

communication occurs in all exchanges (Dunn, 2016). Once a memorandum, letter, fax, or e-mail has been sent, many are inclined to believe that communication has taken place. However, communication does not occur until information and understanding have passed between sender and the intended receiver. To make oneself understood as intended is an important part of communication. A receiver may hear a sender but still not understand what the sender's message means. Being constantly engaged in encoding and decoding messages does not ensure that an administrator is an expert in communication. Understanding is a personal matter between people, and different people may interpret messages differently.

Office professional cannot operate without communication. Communication is the life source of every organization. Communication is one of the basic functions of management in any organization and to its importance can hardly be overemphasized. It is the process of transmitting information, ideas, thought, opinion, and plans between various parts of metropolis. It is not possible to have human relationship without communication. However good and effective communication is required not only for good human relations but also for good and successful business between various organization.(Isaac, 2016)

Communication is widely used in running almost all organizations effectively. Effective communication is essential for business or organization to prosper. It cuts out on wasted time and provides both customers and

employees with the necessary tools to succeed and find satisfaction. When communication is not effective, the end result is an increase in production time and a decrease in the bottom line. In order to avoid this outcome, effective communication must be in place (Joey Obey, 2015). Consequently communication can be defined as the exchange of information between a sender and a receiver, and the inference (Perception) of meaning between the individuals involved (Bowditch et al, 2016).

Communication is one of the most demanded and important activities in organization job performance (Harris and Nelson, 2017). Fundamentally, relationship grow out of communication, and the functioning and survival of organization is based on effective relationships among individuals and groups, in addition, job performance are developed and enacted through “intensely social and communication processes “ (Jones et al, 2013). Communication helps the office professional and groups coordinate activities to achieve goals, and it is virtual in socialization, decision – making, problem- solving and change- management process.

Communication is also categorized into two verbal and non-verbal communications. Verbal communication means the use of the spoken word when communicating, etc. (Gamble and Gamble, 2011) Communication undergoes a process, which involves the information source, the transmitter,

noise source, receiver and destinations shown by the communication model developed by Shannon and Weaver (2010). The information source is the communicator of the information, which then uses a specific type of transmitter or medium (e.g. Verbal, written, telephone, etc.). The receiver receives the information, but the information can be affected by a specific noise source, which can be distractions from anyone or anywhere. The receiver then interprets the message and finally puts the communicated message in its destination (Bryant and Heath, 2012).

Communication is not just important to an organization, but is an important component in everyday human life. Gamble et al has stated that “Communication is the core of our humanness”, and that “how we communicate with each other shapes our lives and our world” Communicative skills help humans to reach out to one another or to confront events that challenge our flexibility, integrity, expressiveness and critical thinking skills (Gamble and Gamble. 2011)

According Harvard (2012) Communication skills refers to knowledge of effective and appropriate communication patterns and the ability to use and adapt the knowledge in various context. When not successful, the thoughts and ideas sent do not necessarily reflect through, causing a communication breakdown and creating roadblocks that stand in the way of

goal achievement both personally and professionally. Similarly, various professionals including office professionals have found it mandatory to acquaint themselves with the techniques of communication that would facilitate their roles in the organization. For Office Professionals, it involves developing skills that would facilitate contact and interaction with the organization and outside the world.

William (2015) states that the skills required for effective communication include reading, speaking, writing and listening. Communication as a skill as further stated by Pryse (2012) attempts to improve speaking by the tradition emphasized on the skill of writing, reading and frequent listening has further said the accuracy, clarity, conciseness and exaction in both spoken and written expressions facilitate communication.

Henkga (2013) says that, there is the need for effective communication skills in the office professional's performance because without good communication skills there is no way an office professional can perform his or her duties effectively and successfully. This can be seen in the definition office professional by spite of the increasing importance placed on communication skills, many individuals including office professionals

continue to struggle, unable to communicate their thoughts and ideas effectively, both in verbal and in written format. This inability makes it almost impossible for them to compete effectively, whether in verbal or written format. This inability makes it almost impossible for them to compete effectively in the work place, and stands in the way of career progression.

Hullbert (2013) reported that employers identified communication faults in employees. to include poor communication, miss-spelling, lack of sentences variety, poor writing, little knowledge of grammatical classification. He noted that they are also not able to handle communication equipment such as the telephone, computers, printers and host of other.

Although there are several researcher conducted on communication few have addressed the issues of communication skills generally and specifically in relation to office professionals, thus necessitating investigation which is the trust of this study.

## **1.2 Statement of the problem**

Communication plays a central role in the functions of office professional in linking the office with the outside world which makes the possession of appropriate communication skill enhances their job

performance some office professionals still appears to be lacking the requisite communication skills needed in their office functions. William (2015) and Obanya (2016) identify the communication skills office professionals need to be effective and efficient to include reading, speaking, writing and listening skills.

A number of concerns often expressed by managers in organizations relating to office professionals performance include their inability to speak fluently to customers or clients, wrong choice of words, poor spelling skills, inability to handle communication equipment properly such as the telephone during conversation with customers or clients and callers, as well as the problem of understanding and interpreting correspondence. These are often perceived by managers as being responsible for miss-understanding between the workers, create grievances and conflicts, low morale of the office professionals and disruption of production operation among workers.

It is against these unsettled issues that this study is being carried out, to establish how communication skills affect the performance of office professionals in the selected organizations.

### **1.3 Purpose of the study**

The general purpose of this study is to investigate the effect of communication

skills on the performance of office professionals in organizations. The specific objectives are to:

1. Determine the effect of reading skills on the job performance of office professional in selected organization in Kaduna Metropolis.
2. Find out the effect of speaking skills on the job performance of office professional in the selected organizations.
3. Ascertain the effect of the writing skills on the performance of office professional in selected organization.
4. Examine the strategies in which communication skills can be used to improve the job performance of office professionals.

#### **1.4 Research Questions**

The following research questions were used to seek answers to the study.

1. What are the importance of reading skills on the job performance of office professionals; in the selected organization.
2. What are the effects of speaking skills on the job performance of office professionals in the selected an organizations.
3. What are the effects of writing skills on the job performance of office professional in the selected organizations.
4. What are the strategies in which communication skills can be used

to improve the job performance of office professionals?

## **1.5 Significance of the study**

In view of the importance of communication skills to the office professionals in discharging their duties in an organization, it is expected that the study would be useful to organization, executive, office professional and future researcher.

Organizations: The findings are expected to educate the managers of organizations on how the communication skills of office professionals can affect their performance and subsequently affect the overall, performance of the organizations in view of their central role in communication.

Executives: It hoped that the findings of the study will assist in boosting the knowledge of executives on how the communication skills of office professionals can affect the performance of the office professional themselves and subsequently that of their executives who to a large extent depend on the office professionals for virtually all their communication roles in organization.

Office professionals: It is assumed that the published findings of this study would help office professionals to know the importance of their communication skills and enable them to take steps to improve on them for

the delivery of quality communication services for the good of the organizations.

Employers of Labour: This study is expected to help employers realize the communication skills needed by office professionals in organizations and assist them in the recruitment selection and training and development of office professionals to effectively carry out their central communication role in the organization. .

Future researchers: It is hoped that findings of the study would benefit future researchers by providing them with reference materials to replicate the study or related topics.

Employers: This study is expected to help employers realize the communication skills needed by office professionals in the organization and this will make it clear the obvious need for re-training the office professionals on communication skills.

## **1.6 Scope of the study.**

In view of the wide nature of the topic, this study is expected to focus specifically on the effect of reading, speaking, and writing skills on the job performance of office professional. It would also examine the strategies for improving their communication for effective service delivery. Ascertain the strategies required to improve the communication

competencies of office professionals to enhance their performance and also identify the factors militating against the communication skills of office professionals in the selected organization. The study would be carried out in four selected organization in Kaduna metropolis which are: Bank of Agriculture (BOA), National Board for Technical Education (NBTE), New Nigeria Development Company (NNDC), and United Bank Africa (UBA) plc.

### **1.7 Limitation of the study**

During the course of research work, the researcher encounters some problem such as

**Time constraint:** This posed much limitation to the research work as the researcher had to combine the stress of academy work with the research work the researcher in order to meet up with the stipulated time of project submission.

**Financial constraint:** The researcher would have covered a wider work area in the gathering of information that would have made this project more details but could not be achieved owing to the huge monetary involvement in running around to get both primaries in secondary. And also collecting filled questionnaires from respondents was another limitation to the researcher.

### **1.8 Definition of Terms**

The follow terms are defined as follows:

**Communication:** It is the transfer of information from a sender to the receiver with the information being understood by the receiver. Communication is also the act of conveying intended meanings from one entity or group to another through the use of mutually understood signs and semiotic rules.

**Skills:** skills is the learned ability to perform an action with determined result with good execution often within a given amount, energy, or both skills can often be divided in to domain-general and domain-specific skills.

**Office professional:** is an individual who oversee the running of a business, has also plan, coordinate and oversees various business function which are performed by the other employees of the organization.

**Organization:** A group of people identified by a share interest or purpose. It also a person or group of people intentionally organized.

## **CHAPTER TWO**

### **LITRATURE REVIEW**

In this chapter, relevant textbooks, journal and other related literatures were reviewed in order to ascertain communication competencies and its effect on office professional's performance. The review is sub-divide into the following order:

#### 2.1 Conceptual Framework

Concept of communication

The concept of office professionals

#### 2.2 The importance of reading skills on the job performance of office professional.

#### 2.3 The effect of speaking skills on the job performance of office professionals.

#### 2.4 The effect of writing skills on the performance of office professional in selected organizations.

#### 2.5 What are the strategies in which communication skills can be used to improve the job performance of office professionals.

#### 2.6 Review Summary

#### 2.1 Conceptual Framework

The conceptual framework examine the concept of communication

and office professionals as well as the principle of communication as it affect the job performance of office professionals.

### **2.1.1 Concept of Communication**

There appears to be no consensus among authors with regards to the concept of the communication. However, communication is generally seen as the exchange and understanding of what has been said or written. Yayock and Macbride (2013) describe communication as transfer of information, ideas, attitude and feelings from one person to another with a view to coordinate the activities of personnel for the overall achievement of the organization. They added that effective communication is all about conveying your messages to other people clearly and unambiguously. It is also about receiving information that others are sending to you, with little or no distortion. Doing this, involves effort from the sender of message and the receiver by ensure that the message is correctly give and correctly interpreted.

In the contribution of Harvard (2012), communication is seen as a means where by people in organization exchange information regarding the operation of an enterprise. This means the interchange of ideas, facts and emotions between two or more by the use of symbols words and gesture. In spite of increasing importance placed on communication skills. However many individuals including office professionals continue to struggle, unable to communicate their thoughts and ideas effectively, whether in verbal or

written form. This inability makes it nearly impossible for them to compete effectively in the work place, and stand in the way of career progression.

Being able to communicate effectively is therefore essential if one wants to build a successful career. To-do this, Determine the message of the audience, and how you convey your thoughts and ideas effectively. When not successful the thoughts and ideas that actually sent did not necessarily reflect what was thought, causing a communication breakdown and creating roadblocks the stand in the way of your goals both personally and professionally.

### **2.1.2 Principles of Effective Communication**

Bjorseth (2014), identified 10 principles of good business communication techniques needed by office professionals. These includes:

- i. Trust must be built for communication to be effective
- ii. Everyone takes information differently
- iii. It is important to listen
- iv. The way you present yourself speaks volume
- v. Face to face communication is better than over the phone
- vi. Everybody has a unique personality. Style and thus will have a unique communication style.
- vii. Feedback from those you are communicating with is very important
- viii. Try to limit distraction
- ix. Be careful of those words you use. Everyone attaches their own

meaning to words

- x. Verbal information often gives a new translation each time it is given.

### **2.1.3 The Concept of Office Professional**

There are many definitions of office professional also known as secretary and office manager perhaps based on the diverse. Administration and clerical duties carried out by these professionals necessary to run an organization efficiently. Hicks (2012) define an office professional as a person who possesses a mastery of office skills with managerial expertise and the knowledge of business and co-ordination of the organization. They serve as information and communication managers for an office, plan and schedule meetings and appointments, organized and maintain paper and electronic files, manage project, conduct research and disseminate information by using the telephone, mail services, website and e-mail, they also handle travel and guest arrangements.

Adewumi (2003) defines office professional as individuals who are being trained to become qualified professional, usually attached for executive possessing mastery of office and ability to assume to responsibilities without direct supervision, whose displays initiatives, exercises judgment and make decisions within the scope of her authority.

Have an Office Professional can be described as an individual, that assists executives and who has the skills and knowledge to perform secretarial

duties and responsibilities toward the achievement of organizational goals.

## **2.2 The Importance of Reading Skills on the Job Performance of Office Professionals**

Perhaps one of the most important skills required by office professional is reading skills in view of his/her constant demanded in handling

According to Oyetunde (2009), reading is a complex process that involves interaction or negotiation between the reader and the author. He is of the opinions that reading that does not lead to comprehension is barking at print, a useless exercise. That is why reading is not pronunciation and neither does it consist in the ability to recite the letters of the alphabet. The essence of reading, understands. He highlighted intensive reading, extensive reading, critical reading, scanning and skimming as the major areas, the effective reader should possess if he or she is to communicate effectively.

Kenneth (2007) specifically describe reading skill as the ability to locate, understand and interpret written information in prose and in documents, such as manuals, graphs, and schedules. It involves the ability of the eye to pick the printed words, as well as the ability of the individual reader's brain to interpret correctly what the visual word stands. This implied that if an office professionals is not proficient in reading skills, interpreting and sorting out information from incoming as well as outgoing correspondence effectively, will be greatly hampered.

### **2.3 The effect of speaking skills on the job performance of office professionals.**

All the key questions of an organization which are planning organizing, directing and controlling depends on effective communication for proper execution. The effect of communication skills on the performance of an office is inevitable in the organization. It was discovered that office professional spend 70% of their time on communication which required speaking, listening, reading, and writing skills (Nwanchukwu, 2011). Thus implying that failure to utilize these skills effectively by office professionals could be disastrous for an organization.

Pryse (2013), Declared that attempts to improve speaking by tradition emphasizes on the skills of writing, reading and frequent listening. He further stated that accuracy, clarity, conciseness and exactness in both spoken and written expressions facilitate communication. Oyetunde et. al. (1999) added that speaking skills enable employees in the case office professionals to:

- i. Express their experience or talk about things in the office environment.
- ii. Encourage the use of speech as a social instrument, that is, to communicate with others in the form of sharing ideas, giving commands, making request, asking questions and supplying

answers. These contribution show that an office professionals would only be able to handle her duties effectively if he/she is able to utilize his/her speaking skills accurately.

#### **2.4 The effect of writing skills on the performance of office professionals.**

Writing is one of the four basic language skills. It is considered the act of making symbols from oral symbols. Oyetunde et. al. (1999). Described writing as the most complex of language skills because it required a great effort from the user. William (1990) while emphasizing the importance of writing skills indicated that communication is the primary aim in developing writing skill and that writing does not come naturally as speaking but it is an activity that many of us cannot get away from. Especially the office professional that speaks the greater part of his/her time in communication.

Oyetunde et al (1991) outlined some writing readiness concepts and skills which the office professional should possess before we expect them to have a successful experience to writing. These include:

- i. Oral language and background experience
- ii. Concepts of print, that is, office professionals must understand graphics, symbols, and communication information.
- iii. The concept of letters.
- iv. Letter-sound relationships.
- v. The concept of “wordiness”.

- vi. The concept of sentence.
- vii. The concept of left to right.
- viii. Paragraphing.

Deep and Sussman (2010) while contributing to the writing skills required by employees offers the following as tips:

1. Put yourself in the minds of the reader, focus on the readers need rather than yours. In pitting up a good write-up, the writers approach should be you-attitude and not me-attitude. In other words, the writer should not be self-centered.
2. Keep word simple as possible, this will help reduce your thought to the essential of the message to what you want to convey, keep the reader from being turned off by your use of complex words, letters, memo and reports. Makes it more understandable and relatively simple.
3. Write concisely; express your thoughts, opinions and ideas in the fewest number of words and sentences that are consistent with composition and smoothness. This is not to confuse conciseness with brevity, one may still write briefly without being complete.
4. Be specific, vagueness is one of the most serious flaws in written communication because it destroys accuracy and clarity and also

leaves the reader to wonder about the writer's meaning or event intent.

5. Don't forget the essence, the essence is to communicate and nothing else does not therefore, try to sacrifice communication rules and customs of composition and grammar without due regard to style or the ultimate purpose of communication.
6. Avoid irritating your reader with useless phrases, avoid such phrased as "in fact", "you know", "as you know", "to be candid", "needless to say", "to be perfectly clear", "honestly" etc

These require enormous efforts on the part of the office professionals and the organizations for which they work; not only should the office professionals be updating their writing skills but the organizations should also make available opportunities that would assist them.

## **2.5 What are the strategies in which communication skills can be use to improve the job performance of office professionals.**

The strategic roles of communication skills in the office profession can be related with both individuals and the entire work. According to Mills (2009), communication whether it is oral or written must be taken seriously. Each correspondence has a message which may be to persuade, request, explain, offer, congratulate or condole. The verbal communicator should therefore be concerned about his/her reputation as his/her image greatly

influences the reception of his message. An office professional therefore has to possess basic skills both in, reading, writing, speaking and listening in order to be effective in communication and enhance job performance. In written communication specifically, the office professional must employ good diction, concord and other techniques of good writing where necessary and employ the law of primacy and intimacy.

- i Delegation
- ii Goal setting
- iii leadership development
- iv Performance management
- v problem management
- vi Setting standards
- vii Team building

In summary the following points must be considered: in the development of communication skills of office professionals to enhance their job performance.

1. Seek to clarify your ideas before writing
2. Deliberately pause at key points, this has the effect of emphasizing the importance of a particular point you are making.

3. Ensure there is eyes contact when speaking

## 2.6 Summary Review

The review of literature revealed that.

Communication, is more than talking with people or writing to people. It is the exchange and understanding of what has been said or written. The study also revealed the necessary possession of reading, speaking and writing skills for the effective communication of office professionals. The review indicate an office professionals is an individual, who has the skills and knowledge to perform secretarial duties and responsibility in an organization.

The review also showed that reading is an important process of obtaining information from print. It is a complex process that involves interaction or negotiation between the reader and the author. And that office professionals required extensive reading skills if they are to adequately handle correspondence both incoming and outgoing.

From the literature review, speaking and writing skills are important for effective job performance in the organization by office professionals.

Similarly from the review of literature it was revealed that speaking and writing skills are important for effective job performance in the organization by office professionals.

The review also indicate that strategies required to improve the communication skills of office professionals for their effective performance in selected organizations. Include Delegation, Goal setting, Leadership development,

Performance management, Problem management, setting standards, Team building.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

This chapter deals with the methods and procedures to be employed in the collection of data and techniques used in the presentation of analysis of data of the study. The procedures are as follows:

- 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 the instrument
- 3.7 Administration of the instrument
- 3.8 Method of data analysis

#### **3.1 Research Design**

This study adopted a survey design: A survey design is suitable for this study because it enable data to be collected from the opinions of different workers from a number of organizations on the issue under investigation. Ukolo (1999) who indicated that a survey design enable a researcher to obtain the opinions of various categories of people on a phenomenon.

#### **3.2 Area of Study**

This study carried out in four selected organization in Kaduna Metropolis: Bank of Agriculture (BOA) at NDA bus stop, **National Board for Technical Education (NBTE)**, **New Nigeria Development Company(NNDC)**, at Ahmadu Bello way and **United Bank of African (UBA) PLC** at Ahmadu Bello way .

### 3.3 Population of the study

The population of the study comprises of executive and Office Professionals. In the four (4) organizations selected for the study, breakdown of the population shown in table 3.1 below.

**Table 3.1: Population of the study**

<b>Organization</b>	<b>Executives</b>	<b>Office Professionals</b>	<b>Total</b>
<b>Bank Of</b>	<b>20</b>	<b>18</b>	<b>30</b>
<b>National Board for Technical Education (NBTE)</b>	<b>45</b>	<b>27</b>	<b>80</b>
<b>New Nigeria Development company(NNDC)</b>	<b>30</b>	<b>23</b>	<b>50</b>
<b>United Bank of Africa(UBA) Bank PLC.</b>	<b>15</b>	<b>12</b>	<b>20</b>
<b>Total</b>	<b>110</b>	<b>80</b>	<b>180</b>

*Source: Field work, 2022*

### 3.4 Sample size and Sampling Techniques

Due to the small size of the population which is only 170, researcher resolved to use the entire population for the study. Dange (2009), opined that in a situation where the population is small the whole population should be used.

### **3.5 Instrument for Data Collection**

The researcher used questionnaire as instrument for data collection for the purpose of document. Section A, consists of respondent's personal data. Section B, contains information of the important of reading skills on the job performance of office professionals. Section C, consists of effect of speaking skills on the job performance of office professionals. Section D, consists of effect of writing skills on the job performance of office professionals while Section E, contains ways in which communication skills can be used to improve the job performance of office professionals.

### **3.6 Administration of instrument**

The researcher personally administered copies of 180 questionnaire to all the respondents. The respondents allowed one week to complete the questionnaire and the researcher would call back to the organizations to collect the filled questionnaires. A repeat visit made if necessary to ensure that an adequate number of questionnaires are collected.

### **3.7 Validation of Data Analysis**

In order to ascertain the validity of the questionnaire, the researcher subject the questionnaire to face validation by the supervisor and two other lecturers in the Department of Office Technology and Management Kaduna Metropolis. All

corrections made before a final copy is made for the administration.

### 3.8 Methods of Data Analysis

The researcher mean scores for the analysis of the various responses to the questionnaire.

The mean will be calculated as using the following acronym:

$$X = \frac{\sum n}{n} = \frac{4+3+2+1}{4} = \frac{10}{4} = 2.5$$

X = mean

$\sum$  = Summation sign

X = Nomination value of point

N = Number of respondents

The cut-off point will be calculated based on the 4 point Likert scale =

$$\frac{4 + 3 + 2 + 1}{4} = \frac{10}{4}$$

= 2.5 (cut-off points)

Decision rule: The cut-off point will be 2.5. Therefore, variables with the cut-off point less than 2.5 disagreed, while variables with cut-off point at 2.5 and above agreed.

## **CHAPTER FOUR**

### **DATA ANALYSIS AND PRESENTATION**

This chapter deals with presentation, interpretation and analysis of data, which was collected through questionnaire that was administered to the respondents, this chapter also discusses the major findings of the study and discussion of the findings of this research work.

A total number of 180 questionnaires were distributed which while 170 were filled and return. The analysis of data was carried out based on each research question and followed with the interpretation.

**Research Question 1:** What is the importance of reading skills on the job performance of office professionals in selected organization?

**Table 4.1:** To what extent do you agree with the following variables as the effect of reading skills on the job performance of office professionals.

S/N	VARIABLES	SA	A	SD	D	$\Sigma$ FX	X	REMARK
1	reading skills enables office professionals to understand messages in correspondence and respond appropriately to them.	70	70	10	10	540	3.2	Agreed
2	The possession of good reading skills enable office professionals to take out important points in correspondence easily.	75	72	18	7	559	3.3	Agreed
3	Good reading skills aid in the correct interpretation of messages and responses while handing correspondence.	120	40	2	8	612	3.6	Agreed
4	Good reading skills help office professionals to give and receive accurate written messages effectively.	100	30	10	30	540	3.2	Agreed
5	It aide office professionals to sort out mails and distribute them accurately.	102	55	7	8	595	3.5	Agreed

*Source: Field work 2022*

*N=170*

*Cut-off point=2.5*

### Interpretation

Table 4.1 above reveal that variable 1,2,3,4 and 5 with mean scores of 3.2, 3.3, 3.6, 3.2 and 3.5 are all above the cut- off mark of 2.5; which means that most of the respondent agree that reading skills enables office professionals to understand messages in correspondence and respond appropriately to them, The

possession of good reading skills enable office professionals to take out important points in correspondence easily, good reading skills aid in the correct interpretation of messages and responses while handing correspondence, good reading skills help office professionals to give and receive accurate written messages effectively, It aide office professionals to sort out mails and distribute them accurately

**Research Question 2:** What are the effects of speaking skills on the job performance of office professional in selected organization?

**Table 4.2:** To what extent do you agree with the following of the effect of speaking skills on the job performance of office professionals.

S/N	VARIABLES	SA	A	D	SD	ΣFX	X	REMARKS
6	Speaking skills aid office professionals to interact easily with executives, co-workers and callers to the office.	150	20			660	3.9	Agreed
7	It facilitates effective communication with callers and co-workers.	120	47		3	624	3.7	Agreed
8	Good speaking skills promote the image of office professionals and the organizations in their reception roles.	100	40	10	20	550	3.2	Agreed
9	Good speaking skills enable office professionals to receive and respond to executives instructions easily.	70	75	15	10	545	3.2	Agreed
10	Possessing good speaking skills assist office professionals to share ideas with co-workers and enhance their productivity	50	40	30	50	430	2.5	Agreed

*Source: Field work 2022*

*N=170*

*Cut-off point=2.5*

## **Interpretation**

Table 4.2 above reveal that variable 6, 7, 8, 9 and 10 with the mean score of 3.9, 3.7, 3.2, 3.2 and 2.5 are above the cut-point mark of 2.5; which means that the most respondent agree that, speaking skills aid office professionals to interact easily with executives, co-workers and callers to the office, It facilitates effective communication with callers and co-workers, good speaking skills promote the image of office professionals and the organizations in their reception roles, good speaking skills enable office professionals to receive and respond to executives instructions easily and possessing good speaking skills assist office professionals to share ideas with co-workers and enhance their productivity.

**Research Question 3:** What are the effects of writing skills on the job performance of office professionals in selected organization?

**Table 4.3:** To what extent do you agree with the following variable of the effect of writing skills on the job performance of office professionals.

S/NO	VARIABLES	SA	A	D	SD	ΣFX	X	REMARKS
11	Office professional are able to organize work in simple and clear language.	110	60			620	3.6	Agreed
12	Writing skills help office professional to take down minutes of meeting and translate them into readable materials effectively.	150	10	5		635	3.7	Agreed
13	Office professionals are able to initiate and reply any correspondence in his/her schedule of duties.	140	30			680	3.8	Agreed
14	As an image maker of the organization good writing skills enable an office professional to send out standard correspondence from organization.	120	30	20		610	3.6	Agreed
15	Good writing skills promote the image of an office professional both inside and outside the organization.	130	20	15	5	615	3.6	Agreed

*Source: Field work 2022*

*N=170*

*Cut-off point=2.5*

## **Interpretation**

Table 4.3 above reveal that variable 11, 12, 13, 14 and 15 with mean scores of 3.6, 3.7, 3.8, 3.6 and 3.6 are all above the cut- off mark of 2.5; which means that most of the respondent agree that Office professional are able to organize work in simple and clear language, writing skills help office professional to take down minutes of meeting and translate them into readable materials effectively, office professionals are able to initiate and reply any correspondence in his/her schedule of duties, as an image maker of the organization good writing skills enable an office professional to send out standard correspondence from organization and good writing skills promote the image of an office professional both inside and outside the organization.

**Research Question 4:** What are the strategies in which communication skills can be used to improve the job performance of office professionals?

**Table 4.4** To what extent do you agree with the following variable of the effective communication skills on the job performance of office professionals.

S/N	VARIABLES	SA	A	D	SD	ΣFX	X	REMARKS
16	Concern about the reputation of an office professional will aid her communication skills and increase her performance.	50	65	45	10	495	2.9	Agreed
17	Sending office professionals on diverse workshops on speaking, reading and writing skills will enhance her job performance.	50	30	70	20	450	2.6	Agreed
18	Self development on basic communication skills by office professionals will enhance their job performance.	00	30	00	20	470	2.7	Agreed
19	The development of team spirit will improve the communication skills of office professionals and enhance their job performance.	40	30	60	40	410	2.4	<b>Disagreed</b>
20	Always seeking to clarify ideas before writing or speaking would improve the communication skills of office professionals and their productivity.	50	50	40	30	460	2.7	Agreed

*Source: Field work 2022*

*N=170*

*Cut-off point=2.5*

### Interpretation

Table 4.2 above reveal that variable 16, 17, 18, and 20 with the mean score of 2.9, 2.6, 2.7, and 2.7 are above the cut-point of 2.5 except for question 19 which is 2.4; which means that the most respondent agree that, Concern about the

reputation of an office professional will aid her communication skills and increase her performance, sending office professionals on diverse workshops on speaking, reading and writing skills will enhance her job performance, self development on basic communication skills by office professionals will enhance their job performance, the development of team spirit will improve the communication skills of office professionals and enhance their job performance, always seeking to clarify ideas before writing or speaking would improve the communication skills of office professionals and their productivity.

## 4.2 Major Findings

Based on the data collected and analyzed, the researcher made the following major findings:

**Research question 1:** what are the importance of reading skills to the job performance of office professional in an organization? Response to this questions indicate that

- i. Reading Skills enables office professionals to understand messages in correspondence and respond appropriately to them.
- ii. The possession of good reading skills enable office professionals to take out important points in correspondence easily.
- iii. Good reading skills aid in the correct interpretation of messages and responses while handing correspondence.
- iv. Good reading skills help office professionals to give and receive accurate written messages effectively.

- v. It aide office professionals to sort out mails and distribute them accurately.

**Research question 2:** what are the effect speaking skills on the job performance of office professionals in selected organization? Response to this questions indicate that

- i. Speaking skills aid office professionals to interact easily with executives, co-workers and callers to the office.
- ii. It facilitates effective communication with callers and co-workers
- iii. Good speaking skills promote the image of office professionals and the organizations in their reception roles.
- iv. Good speaking skills enable office professionals to receive and respond to executives instructions easily.
- v. Possessing good speaking skills assist office professionals to share ideas with co-workers and enhance their productivity

**Research question 3:** What are the effect of writing skills on the job performance of office professionals in selected organizations? Response to this questions indicate that

- i. Office professional are able to organize work in simple and clear language.
- ii. Writing skills help office professional to take down minutes of meeting and translate them into readable materials effectively.

- iii. Office professionals are able to initiate and reply any correspondence in his/her schedule of duties.
- iv. As an image maker of the organization good writing skills enable an office professional to send out standard correspondence from organization.
- v. Good writing skills promote the image of an office professional both inside and outside the organization.

**Research question 4:** What are the strategies in which communication skills can be used to improve the job performance of office professionals? Response to this questions indicate that

- i. Concern about the reputation of an office professional will aid her communication skills and increase her performance.
- ii. Sending office professionals on diverse workshops on speaking, reading and writing skills will enhance her job performance.
- iii. Self development on basic communication skills by office professionals will enhance their job performance.
- iv. The development of team spirit will improve the communication skills of office professionals and enhance their job performance.
- v. Always seeking to clarify ideas before writing or speaking would improve the communication skills of office professionals and their productivity.

### **4.3 Discussion of Findings**

Base on the analysis of data and findings made, it was discovered that reading skills enables office professionals to understand messages in correspondence and respond appropriately to them, that the possession of good reading skills enable office professionals to take out important points in correspondence easily, good reading skills aid in the correct interpretation of messages and responses while handing correspondence, good reading skills help office professionals to give and receive accurate written messages effectively, aid that reading skills aide office professionals to sort out mails and distribute them accurately. This is in agreement which Kenneth (2007) and Oyetunde (2009) who indicated that good reading skills aid in the compression and interpretation of written communication.

The study was also to find out what are the effects speaking skills on the job performance of office professionals in selected organization. Speaking skills aid office professionals to interact easily with executives, co-workers and callers to the office. It facilitates effective communication with callers and co-workers. Good speaking skills promote the image of office professionals and the organizations in their reception roles. Good speaking skills enable office professionals to receive and respond to executives instructions easily. Possessing good speaking skills assist office professionals to share ideas with co-workers and enhance their productivity. This is in agreement Nwanchukwu (2011), Pries (2013) and Oyetunde et. al. that speaking skills enable employees in case of office

professionals.

In addition, the study finds out what are the effects of writing skills on the job performance of office professionals in selected organization. Office professional are able to organize work in simple and clear language. Writing skills help office professional to take down minutes of meeting and translate them into readable materials effectively. Office professionals are able to initiate and reply any correspondence in his/her schedule of duties. As an image maker of the organization good writing skills enable an office professional to send out standard correspondence from organization. Good writing skills promote the image of an office professional both inside and outside the organization.

Finally, the study was also to know what are the strategies in which communication skills can be used to improve the job performance of office professionals. Concern about the reputation of an office professional will aid her communication skills and increase her performance. Sending office professionals on diverse workshops on speaking, reading and writing skills will enhance her job performance. Self development on basic communication skills by office professionals will enhance their job performance. The development of team spirit will improve the communication skills of office professionals and enhance their job performance. Always seeking to clarify ideas before writing or speaking would improve the communication skills of office professionals and their productivity. Mills (2009) indicated that communication whether it is oral or written must be taken seriously.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

**5.1** This chapter consist of the summary, conclusion, recommendations and this chapter include areas for further studies.

#### **5.2 Summary**

In spite of the central role of communication skills to the effective performance of office function by office professions a number of concern are consistently raised by executives in relation to poor communication by office professionals.

These issues bother on inability to speak fluently to customers or clients, in ability to handle correspondence effectively as well as difficult in utilizing communication equipments such as telephones and computers.

In order to effectively carry out a thorough investigation on the issues raised, the researcher raised four question to guide the study.

The study used the entire population of 180 respondents consisting of 110 executives and 70 office professionals. The researcher used a set of questionnaire as instrument for data collection. The four point Likat scale was used for the analysis of data using frequency distribution table.

From the finding of the studying, the researcher discovered that reading skills, speaking skills and writing skills are necessary communication skills that enhance effective job performance of office professionals.

## **5.2 Conclusion**

Based on the finding of the study the researcher concludes that possession and effective utilization of reading, speaking and writing skills help office professionals in carrying out their official and administrative activities in the organizations with ease and minimal errors. On the communication skills that can be used to improve the job performance of office professionals: the researcher concluded that concern about the reputation of an office professionals sending office professionals on diverse workshops on speaking, reading and writing skills as well as performance self development on basic communication skills by the professionals themselves, will enhance their job performance.

## **5.3 Recommendations**

In the light of the findings arrived at from the analysis of data the researcher made the following recommendations:

1. Office professionals should improve on their communication skills through self development and interaction with professionals colleagues.

2. The management of organization should train office professionals from time to time on the latest communication techniques to enhance their job performance.
3. Office professionals should engage on public speaking constantly in order to improve their speaking skills.
4. Office professionals should take personal courses that will help improve their communication skills.
5. Office professionals should cultivate the habit of reading books to improve on their vocabulary.

#### **5.4 Areas for Further Studies**

The following areas have been suggested for further study by future researchers:

1. Strategies for inculcating modern communication skills in office professionals.
2. Effect of information and communication technology on the office profession.
3. Impact of modern office equipment on the job performance of office professionals.
4. Replication of aims study

## **APPENDIX**

Department of Office Tech. and Mgt.  
College of Business and Mgt Studies  
Kaduna Polytechnic, Kaduna

Dear Respondent,

### **LETTER OF INTRODUCTION**

The researcher is a HND II student of the above named institution, currently conducting a research on **“Effect of Communication Skills on the Job Performance of Office Professionals in Selected Organizations in Kaduna Metropolis”**.

This research is part of the requirements for the award of Higher National Diploma (HND) in Office Technology and Management. Your responses to the attached questions can make the research a tremendous success.

Please kindly assist by giving sincere answer to the questions as the information obtained will be used for research purpose only and will be treated in strict confidence.

Yours faithfully,

Nafisa Bello  
Reg. No. KPT/CBMS/19/48404

**Please tick the appropriate choice [ v ]**

**SECTION A**

**Personal Data**

1. Organization -----
2. Designation: Executive [ ] office professionals [ ]
3. Qualification, phd, [ ], master degree [ ], first degree [ ]
4. For how long have you been in the services  
(a) 1yrs – 5yrs [ ] (b) 6yrs – 10yrs [ ]  
(c) 11yrs – 15yrs [ ](d) 16yrs and above [ ]

The acronyms given in the boxes are

SA = strongly agreed

A = Agreed

D = Disagree

SD = Strongly Disagree

## Section B

**Research Question 1:** What is the importance of reading skills to the job performance of office professionals in the selected organization?

To what extent do you agree with the following variable of the effect of reading skills on the job performance of office professionals.

S/N	VARIABLES	SA	A	SD	D
1	It enables office professionals to understand messages in correspondence and respond appropriately to them.				
2	The possession of good reading skills enable office professionals to take out important points in correspondence easily.				
3	Good reading skills aid in the correct interpretation of messages and responses while handing correspondence .				
4	Good reading skills help office professionals to give and receive accurate written messages effectively.				
5	It aide office professionals to sort out mails and distribute them accurately				

## Section C:

**Research Question 2:**What are the effects speaking skills on the job performance of office professionals in selected organization?

S/N	VARIABLES	SA	A	D	SD
6	Speaking skills aid office professionals to interact easily with executives, co- workers and callers to the office.				
7	It facilitates effective communication with callers and co-workers.				
8	Good speaking skills promote the image of office professional and the organization in their reception roles.				
9	Good speaking skills enable office professionals to receive and respond to executives instructions easily.				
10	Possessing good speaking skills assist office professionals to share ideas with co-workers and enhance their productivity.				

**Section D:**

**Research Question 4:** What are the effects of writing skills on the performance of office professionals in selected organizations ?

S/NO	VARIABLES	SA	A	D	SD
11	Office professional are able to prepare out going mails in simple and clear language.				
12	Writing skills help office professionals to take down minutes of meeting and translate them into readable materials effectively.				
13	Office professionals are able to initiate and reply any correspondence in his/her schedule of duties.				
14	As an image maker of the organization good writing skills enable writing skills enable an office professionals to send out standard correspondance from the organization.				
15	Good writing skills promote the image of an office professionals both inside and outside the organization.				

## Section E

Research Question 4: What are the strategies in which communication skills can be used to improve the job performance of office professionals?

S/N	VARIABLES	SA	A	D	SD
16	Concern about the reputation of an office professional will aid her communication skills and increase her performance.				
17	Sending office professionals on diverse workshops on speaking, reading and writing skills will enhance her job performance.				
18	Self development on basic communication skills by office professionals will enhance their job performance.				
19	The development of team spirit will improve the communication skills of office professionals and enhance their job performance.				
20	Always seeking to clarify ideas before writing or speaking would improve the communication skills of office professionals and their productivity.				