

**EFFECTS OF COMMUNICATION ON ORGANIZATIONAL PERFORMANCE  
OF SELECTED PETROCHEMICAL COMPANIES IN**

**KWARA STATE, NIGERIA**

**BY**

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**17/27/MBA008**

**BEING A THESIS SUBMITTED TO THE DEPARTMENT OF BUSINESS &  
ENTREPRENEURSHIP SCHOOL OF BUSINESS AND GOVERNANCE,  
COLLEGE OF HUMANITIES, MANAGEMENT AND SOCIAL SCIENCES  
KWARA STATE UNIVERSITY, MALETE, IN PARTIAL FULFILMENT  
OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF  
SCIENCE (M.Sc.) IN BUSINESS ADMINISTRATION.**

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## **DECLARATION**

It is hereby declared that this Thesis titled ‘Impact of Communication on Performance of selected Petrochemical Companies in Kwara State, Nigeria’ was undertaken by the researcher in the Department of Business and Entrepreneurship, School of Business and Governance, College of Humanities, Management and Social Sciences, Kwara State University, Malete, Nigeria. The research was carried out under the supervision of Dr. Rahman Mustapha and Dr. Issa Abdulraheem.

This thesis has not been previously submitted for the award of any degree in this or any other University, its ideas and reviews are product of research conducted by me and where other ideas were used, the authors have been duly acknowledged.

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Student

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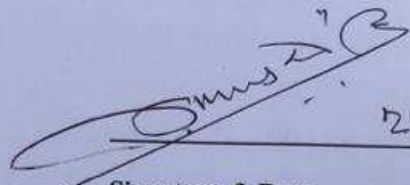
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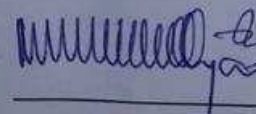
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## **DEDICATION**

This project is dedicated to Almighty Allah for His infinite mercy and protection over me throughout the course of this study.

## ACKNOWLEDGEMENTS

All thanks and adoration to Almighty Allah for His mercy since the beginning of this programme to its completion.

My deep appreciation goes to my Supervisors, Dr. Rahman Mustapha and Dr. Issa Abdulraheem for their understanding, support and being meticulous in ensuring the completion of this research work.

My head of the department, Dr. Issa Abdulraheem is also highly appreciated towards the success of this program. I am also grateful to Dr. Abu Zekeri, Prof. Rotimi Ayodele Gbadeyan, Dr. Sulu Babaita Isiaka, Dr. Ismail Bolarinwa Kadri, Dr. Mustapha Ismaila, Dr. Mufutau Abdul-Yakeen and others that are too numerous to mention for their objective critique during the proposal and post-field stages of this research work. Also appreciated, are other lecturers of the department, Dr. Nasir Brimah, Mr. Yusuf Ismail, Dr. (Mrs.) Bisayo Otokiti-Ilori, Mr. Damilare Adebola and Mr. Ibrahim Lawal.

My family member also deserved to be appreciated. My sincere gratitude goes to my loving Husband (Ridwan Oluwashinaayomi) and my beautiful children Aaliyah and Aarifah, also to my lovely Parents Alhaji and Alhaja Ahmed, My brothers (Abdulfatai, Abdulwasiu and Habeebullahi), my sisters (Shakirah and Fatimah) and to my in-laws for their kind supports.

Also worthy of mention are my colleagues of 2017/2019 M. Sc set in the Department of Business and Entrepreneurship, notable amongst them are Adebayo Abdulwasiu Adeyemi, Abdulwaheed Omotosho, Abdulfatai Ishola Idomi, Suleiman Saka, Nasir Yusuf, Maryam Kamal, Kabira Rauf and Latifat Ayantoye, amongst others.

And lastly my Mentor, Prof. Muritala Awodun and my Colleagues in the office I cannot appreciate all of them enough. May God bless you all.

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## ABSTRACT

The inadequacy in formal communication in the manufacturing industries in Nigeria led to this study, which investigates the effect of communication on organizational performance of selected Petrochemical Companies in Kwara State. This study conducted survey and reported through use of quantitative method with a population of 574 staff of the selected Companies. A sample of 236 respondents was drawn using stratified sampling method and questionnaires were administered on the respondents using Taro Yamane. Descriptive analysis showed that data used were evenly distributed. Therefore, correlation statistics analysis showed that there is a positive significant correlation between internal communication and the organizational performance of Petrochemical companies due to high correlation coefficient. The statistical results with (p,  $r^2$ , r) for two (i.e. Hypotheses 2 and 4) out of the four hypotheses have a positive significant impact on the organizational performance of Petrochemical Companies. Further findings revealed that internal communication plays an important role on the organizational performance of Petrochemical Companies. The findings offered an insight into the academic field of learning and contributed to the knowledge. The study concluded that informal communication has significant relationship with the organizational performance of Petrochemical Companies, and it can enhance employee effectiveness and efficiency. It was recommended that Petrochemical Companies should give much attention to the way top management share information with their subordinate, encourage employee to be really open and candid with each other as well as share information that can facilitate clear, accurate and consistent information that would lead to development and performance.

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background to the Study

Communication plays a crucial role in the functioning of organizations. The upsurge in globalization especially in political, social, economic, technological areas crucially affects communal and organizational lives of individuals in the society. In parallel with these developments, management of organization are obliged to develop new techniques that will enhance their competitiveness. These modern management techniques to a large extent aim at raising employees' performance by using the power of communication (Erogluer, 2011). Communication facilitates transformation in the human society. Communication is a many-sided phenomenon that means different things to different people. It is a process or a means of access to the mind or thought of another. According to Wilson (2017), communication can also be seen as a reduction of uncertainty, thus, communication is an exchange of meanings. Accordingly, for organization and human as a social being, communication has a vital importance, whether pros or cons are inseparable piece of life and also it has an important role on all activities aimed at gaining organizational objectives (Ada *et al.*, 2008).

Communication within an organization takes many forms from oral communication to communication through email/intranet/IM/business networks and even body language, which can be so important in today's increasingly multi-cultural workplace. All employees in an organization are always in communication, regardless of age, gender, religion, economic status or ethnic background. This is because human beings have the ability to communicate with each other in many ways using different communication tools. Therefore, any organization that understands the importance of communication prioritizes its effectiveness within their organizational environment. Since, it ensures coordination of factors of production and most importantly material and human elements of organization as an efficient network of change and advancement.

Organizational communication as a discipline grew tremendously over the 20th century, but accompanying that growth was a struggle to establish a clear identity of the field (Maria, 2013). Today scholars still continue to define and redefine the focus, boundaries and future of the field Thompkin & Wanca-Thibault, (2011). Barriers to effective communication can retard or distort the message or intention of the message being conveyed. This may result in failure of the communication process or cause an effect that is undesirable. These include filtering,

selective perception, information overload, emotions, language, silence, communication apprehension, gender differences and political correctness (Robbins, S., Judge T., Millett, B., & Boyle M. (2011). The elements in the communication process determine the quality of communication. A problem in any one of these elements can reduce communication effectiveness (Keyton, 2011). For example, information must be encoded into a message that can be understood as the sender intended. Selection of the particular medium for transmitting the message can be critical, because there are many choices.

There are scholarly arguments pertaining to the effectiveness of business communication in developing economies, including Nigeria. For example, the effectiveness of business communication in developing countries has attracted some criticisms with respect to such constraining factors as noise (fears, worry, and lack of trust, racial and tribal discrimination, cultural and religious discrimination, undefined areas of responsibility, negative future expectation, concrete distractions, bad environment, corruption, and general behaviour towards marketing, amongst others). However, some scholars have argued that these constraints do not detract from the implementation of business communication and that communication should be of benefit to all the companies' world over, including developing countries such as Nigeria.

In an organization, the manager has to read, speak, write, listen, observe and supervise, and these are all media of communication. The manager also uses letters, and memos for written communication. Business firms must send information about their goods and services to customers and consumers. They do this via advertising, publicity, personal selling and other sales promotional techniques. Hence any act by which one person gives to or receives from another person information about that person's needs, desires, perceptions, knowledge, or effective state is regarded as communication. However, the effectiveness of communication differs from one firm to another. Therefore, it may be stated that business communication may be beneficial for some businesses, while it may not be for others as a result of variations in the environment, practices, noise, contexts and cultures amongst others influencing factors.

Effective communication is a determinant of commitment in the oil and gas industry. Communication can be defined as the exchange of ideas, emotions and opinion through words, letters or symbols between two or more people (Ince and Gul, 2001). This implies that before there is a successful headway in any organization, there must be an effective communication system put in place. This communication could be between colleagues, subordinate-superior or superior-subordinate, the most important aspect is that

those who communicate exchange ideas, feelings and constructive suggestions which could help the organization achieve its goal. Those working shift in these oil and gas companies must see the need to communicate situation report to those who would take over from them so as to help build defence against any existing challenge. If they are not properly communicated, they may not be able to spot where there is a problem easily till great damage has been caused.

## **1.2 Statements of the Problem**

Most organizational conflict has been traced to breakage in communication as supported by Robbin(2011). According to Chudi-Oji C. (2013), In spite of the laudable roles of effective communication in improving organizational performances, it is regrettable that some organizations pay lip service to the maintenance of effective communication systems.

Inadequacy informal communication, especially where the structure of the organization restricts employees from sharing ideas among themselves create ineffective communication climate that support snowball effect of bad communication (David, 2019). Rigidity of formal communication, which is not always suitable to the employee hinders the performance of employee and thus affect profitability. They may also feel that management no longer has their best interest in mind, and they may be wary of offering anything over and above minimal contribution.

The inadequate understanding of the vital structural component of communication creates also lack of cooperation, unreached goals, high level of mistakes, casting blame, low motivation, low job performance, argument and high employee turnover. In addition the reliance on the use of technological tools such as emails, texting, voice mail, instant messaging to communicate emotion can lead to drama and dissent in the workplace, hence contributing to poor job performance.

Difficulty in the use of informal communication in an organization, because employee under this medium does not obey or oblige to obey any set rules which will affect the performance of organization, hence employee wants to be engaged so they feel connected to the organization. When they are not engaged or connected to the organization, the job suffers.

## **1.3 Research Questions**

To navigate the course of this study, the following research questions are formulated to:

- i. What are the impacts of formal communication and effectiveness of employees in Petro-chemical Companies?
- ii. To what extent does informal communication affects efficiency of employee in Petro-chemical Companies?
- iii. What are the effects of formal communication on efficiency of employee in Petro-chemical companies?
- iv. What is the implication of informal communication on effectiveness of employee in Petro-chemical companies?

#### **1.4 Research Objectives**

While main objective of this study was to examine the impact of communication on performance of selected petrochemical companies in Kwara State, its specific objectives were to:

- i. determine the relationship between formal communication and effectiveness of employee in Petro-chemical companies;
- ii. examine the relationship between informal communication and efficiency of employee in Petro-chemical companies;
- iii. measure the effect of formal communication on efficiency of employee in Petro-chemical companies; and
- iv. evaluate the implication of informal communication on effectiveness of employee in Petro-chemical companies.

#### **1.5 Research Hypotheses**

In order to achieve the stated objectives, this study employed the following research hypotheses:

H<sub>01</sub>: There is no significant relationship between formal communication and effectiveness of employee in Petro-chemical Companies.

H<sub>02</sub>: There is no significant relationship between informal communication and efficiency of employee in Petro-chemical Companies.

H<sub>03</sub>: Formal communication has no significant effect on efficiency of employee in Petro-chemical Companies.

Ho4: Informal communication has no significant effect on effectiveness of employee in Petro-chemical Companies.

## **1.6 Significance of the Study**

The study is found relevant to the followings:

Petro-chemical organization nationwide: Petro-chemical companies need effective communication in verbal and nonverbal collaborations daily, multiple times per day. Communication is not a facet of business organization that is used only occasionally. Exploring the communication behaviors or constructs and reasons behind poor communication that leads to business failures from the viewpoint of the employee and the organization at large can assist to change the way people communicate. By looking at the communication behaviors or constructs that lead to ineffective and effective communication new and innovated solutions can be developed through this study to improve communication. Critical to business success is the development of a transformative view which defines the input and output flow of information requiring communication and feedback in the analysis of business processes to successfully implement business process management (BPM) initiatives.

Employee of Petro-chemical companies in boosting their organizational workings and enhance their performance. Studies have shown that organizations that communicate effectively with their employees create an atmosphere where employees appear to believe in the organization's goals and therefore exhibit more effort during their workday. If scientific research could support this notion, internal communication would be viewed as integral to employee performance.

This study is also significant to policy makers and government in that government can have a boost in Internally Generated Revenue (IGR) and various levies

Scholars can rely on this study to do more research on effectiveness of organizational communication. Past research has provided some information on internal communication and its relationship with job satisfaction. However, there is limited empirical research in Nigeria that can support the link between internal communication and employee performance. The current study will provide empirical data on the relationship between internal communication and job performance and provide research on how internal communication affects communication.

### 1.7 Scope of the Study

The success of any organization depends on the effective and efficient use of communication by its workforce. With the level of competition in our contemporary business environment and the introduction of modern Information and Communication Technologies (ICTs), it makes communication more simple and open in the petrochemical industries.

The study covered two petrochemical companies in Ilorin Kwara State. Two (2) companies that are Lubcon Nigeria Limited and Polar Petrochemical Limited are considered for this study. Lubcon Nigeria Limited and Polar Petrochemical Limited were chosen because they are the major petrochemical private companies in Kwara Central and they are both fast rising companies in the Oil and Gas sector. In addition to that, they are both ISO Certified companies, which mean they are internationally recognised; also, the study covered 2014 to 2018.

### 1.8 Operationalization of Variables

The Study is operationalized based on the following constructs:

$$Y = f(X)$$

Where:

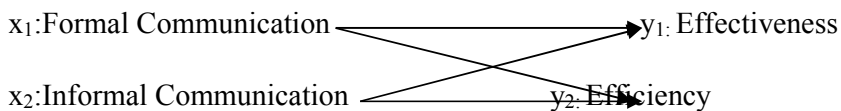
Y = Represents organizational performance (Dependent Construct) with the following variables:

- Effectiveness
- Efficiency

X Represents communication (Independent Construct) with the following variables:

- Formal Communication
- Informal Communication

In operationalizing the two constructs, we have:



Interlink between communication and organizational performance

Source: Author's Review (2019)

The diagram above shows that formal communication and informal communication determines the effectiveness of communication in organization. The conceptual framework depicts the areas that communication takes place within the petro-chemical environment.

The importance of effective communication goes beyond the individual organization reaching out to external business partners and the community both domestic and foreign. Communication is part of petro-chemical and other industries. Communication is important to understand the connection between information processing and human behavior and to gain knowledge to facilitate increased understanding. Understanding the behavioral aspect associated with communication can lead to the development of solutions with a faster turnaround time that work for personal and professional situations.

Communication theory or CT, organizational information processing theory or OIPT, and critical social theory or CST theories are the foundational frameworks in studies that govern system development across cultural boundaries. These theories are the premise for the study of communication, leadership, culture, and disorder within organizations at all levels of management and disorder within petro-chemical companies. CT is the study of the disorder within some phenomena, which includes communication. CT is used in a wide range of domains and across disciplines to understand the behaviour of individuals when faced with chaotic problems that include how systems, people, and processes operate or fail to operate in the world. These theories provide a means to base the exploration of communication behaviors or constructs that influence employee performance.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Preamble**

This chapter discuss the conceptual review, theoretical review, empirical review and gap in literature

#### **2.1 Conceptual Review**

This study is conceptualized around the following subheadings pertinent to communication.

##### **2.1.1 Overview of Communication**

Communication is a process of generating, transmitting, receiving and interpreting messages in interpersonal, group, public and mass audience contexts through written and verbal formats. According to Udeoba (2012), communication is more or less a process of information, ideas and opinions exchange within, between or among individuals, groups, organizations, nations, (usually made up of human being) in a social or societal context. Jayasree (2013) sees communication as the process of transmitting information and understanding which involves the transference of meaning between individuals and the means of reaching understanding and influencing others. To Spaho (2013) communication is the transfer of information from sender to receiver, implying that the receiver understands the message. Similarly, Carroll (2010) defines communication as a process, which is both interactive and purposeful, a constant social interaction between an individual and the society for the mutual satisfaction of needs. From these definitions, it is seemingly noticeable that communication is a process, it involves two-way interaction and that the essence of it is to share and understand information.

The ultimate objective of communication is to have the receiver understand the message as it was intended. It is what the receiver has understood and not what the sender has said. The social needs insist that we share our thoughts and emotions with others (Tatari & Delavar, 2013). Communication takes place only when the intended message is received, correctly interpreted and understood, accepted and appropriately acted upon by the receiver and confirmed by feedback (eliciting of specific response from a specific person). This scenario is called effective communication.

On the other hand, organizational communication is the sending and receiving of messages among interrelated individuals within a particular environment or setting to achieve individual and common goals (Hahn, Lippert & Paynton, 2011). Nigerian Institute of Management (2010) defined organizational communication as an art or how employers, management and employees of an organization exchange messages, ideas, data and information in order to achieve the objectives of the organization. Ozaeta and An (2014) see organizational communication as internal communication which involves the transactions between individuals and groups of various levels and in different areas of specialization and those transactions which are intended to design and redesign organizations and coordinate everyday activities.

Organizational communication largely focuses on building relationships or repeated interpersonal interactions with internal organizational members and interested external publics. A successful organization is rooted from having an effective communication, thus,

Communication glues all management processes and functions together. Indeed, organizational communication is a tool that facilitates the achievement of organizational goals.

Steinberg (2017) opined that to define communication, consideration must be given to the fact of why individuals communicate. It has been said that we communicate with at least some purpose to satisfy personal or social needs because these needs are a driving force behind the human behaviour. In terms of communication between individuals of the same organization, these needs are their personal needs to achieve something in their own jobs by communicating with others. In the Maslow's hierarchy table, this type of communication between two employees of an organization can be recognized to be at the Self-actualization bracket of achieving one's full potential in this case in their working environment.

When thinking about a single definition for communication, different people have different perceptions. One person can think about communication as a verbal one-to-one discussion between two people, whereas another person can view communication as being online between multiple persons in a group chat. Therefore, there is no one and only definition for communication, but instead, there is a proliferation of definitions for the same study of communication. Definitions are different depending on the person's views about communication (Steinberg, 2017).

These are all very broad definitions for the term communication, and they do not offer a single answer to the question "What is communication?" In its simplest form, Williams (2016) defines communication as follows: "I mean by communication the process of transmission and reception". In other words, communication is the process of one individual sending a message to another person by some form of transmission, whether it is speech, voice-messaging, text messages, e-mail or any other type of communication. The intended party of reception receives the transmission and decodes it so that they can understand what the sender of the message has meant. There are multiple factors that affect the decoding of this message, which means that the message is not always interpreted in the way that the sender intended the message to be understood. These factors affecting communication are discussed more closely later in this chapter.

An in-depth view into the process of transmission and reception, West and Turner (2018), define that there are three critical components in the definition of communication, process, message exchange and shared meaning. By process, they mean that communication is an

ever-ongoing activity that is constantly changing. The element of message exchange means the transaction of verbal and non-verbal messages being sent between people. The third component, meaning, is the part that creates purpose for the message itself. Meaning is what the receivers of the message exchange obtain from the message that is being sent to them (West & Turner 2018). The process of exchanging messages is only a part of the communication flow, and the meaning of those messages is the final part that gives the whole communication process its reason of existence.

## **2.1.2 Types of organizational communication**

Within an organization, there are usually two types of communication that is happening throughout the organization. The first one is called formal communication, whereas the second one is called informal communication.

All forms of communication in an organizational setting are always either informal or formal; whether it is a formal meeting held by a unit manager with predetermined agenda and invited personnel, or a person answering a phone call, or an instant message during lunch hours. In this example, the formal setting would be the meeting, whereas a phone call or an IM call that has not been set up in advance can be defined as an informal way of communicating.

### **2.1.2.1 Formal communication**

This is communicating through a somehow formalized organizational network, such as previously mentioned meetings, or memos sent by one person to another, or any other official message (Vos&Schoemaker, 2011). Any formalized message exchange is a part of formal communication, but it does not constitute for most the communication within an organization. It is a part of the internal communication, which supports the organizational structure and the authority of top management over employees; a memo from an executive is something the employees usually must adhere to at some specific level. Due to this, one can argue that the most important message exchanges are not done through this medium, since formalized channels require quite formalized messages, where things such as emotion are not conveyed through properly.

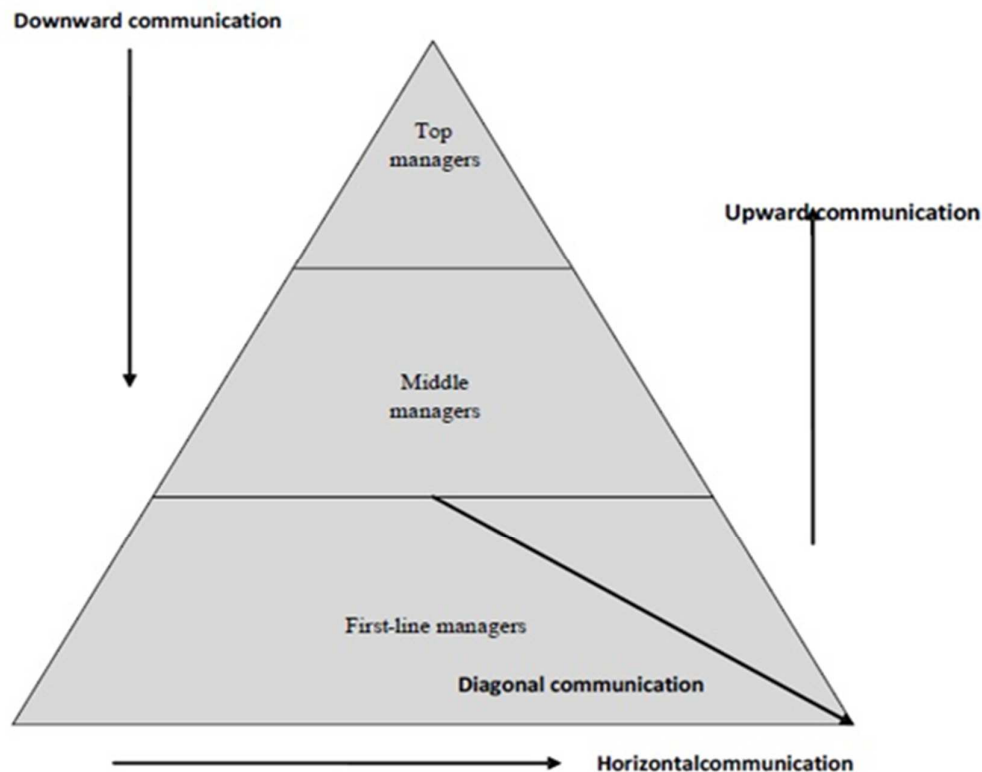
### **2.1.2.2 Informal communication**

This is a more spontaneous way of communicating, which arises when people are in social contact with each other. During these contacts people discuss issues more freely, ranging from work related issues all the way to issues within the organization. They do, however,

discuss information received via formal channels, and by this the two channels are intertwined (Vos&Schoemaker 2011). Whereas informal communication is the most used method, and it includes most of the modern-day communication tools, such as instant messaging, text messaging, non-formalized meetings etc., they are subject to falsified information. As we know, noise, prejudices and context are factors that can skew the mediated message either by the sender, or the receiver.

Between the two channels, there should always be a balance. Formal channels should be used to convey important messages for the organization in a timely manner (Vos&Schoemaker 2011). Whereas informal channels are important ways of employees conveying their feelings, emotions and issues to one another, and to their superiors, since the formalized ways do not offer a proper medium for them to do so.

Every organization must enable communication in several directions: downward communication, upward communication, horizontal communication and diagonal communication as it is illustrated in Figure 2.1 below;



**Figure 2.1: Horizontal Communication**

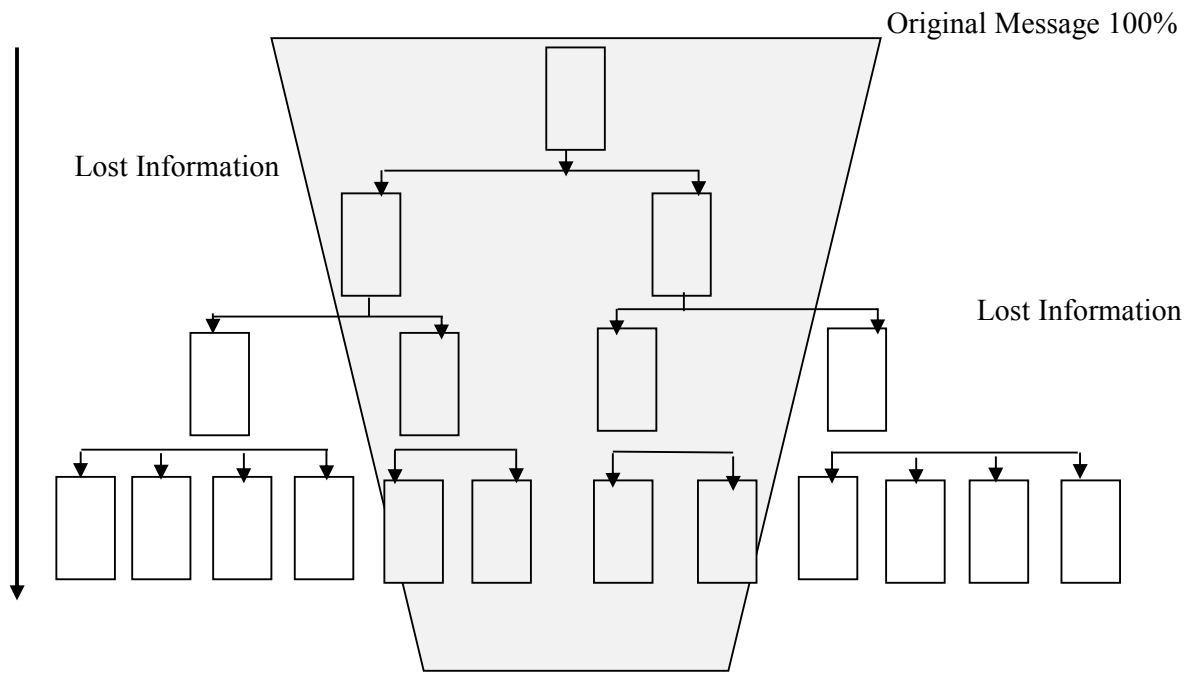
(Source: Vos&Schoemaker, 2011)

### 2.1.2.3 Downward communication

This type of communication flows from top management to employees. This communication is actually in companies with extremely authoritative style of management (Wehrich, Koontz, 1993).

It has five types which are; directions how to do something; Information about concrete tasks and their relations with other tasks in organization; Information about regulations, rules and procedures; Information about the effect of an individual, group and organization and finally, Information with ideological character in order to build the feeling of a special task or mission of the company.

This type of communication as illustrated in Figure 2.2;



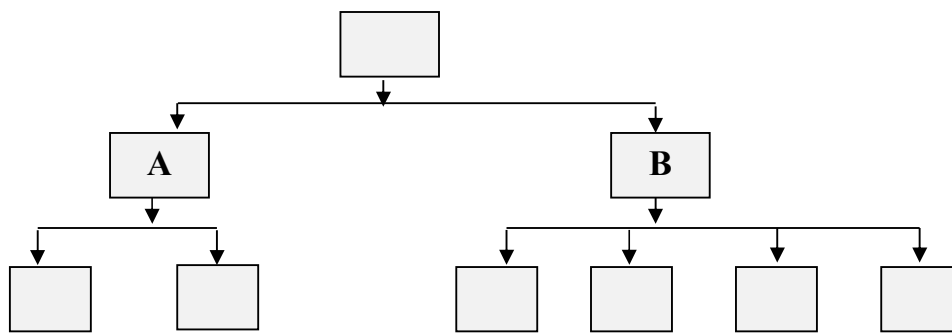
**Figure 2.2: Received Message**

(Source: Rouse & Rouse, 2015)

In this figure we see organizational structure with four organizational levels. The information flows from top to bottom of structure and as we can see there is a part of the information that is lost. This phenomenon was detected by Fisher (2003) who also established that the lost part will be higher as the information travels longer.

The effectiveness of downward communication is the function of span of control (Rouse & Rouse 2015). The span of control, or span of management, refers to number of persons who report to one superior and includes the functions of planning, organizing and leading. A wide span of control exists when a leader oversees many subordinates and narrow span of control exists when a leader oversees few subordinates.

This is illustrated in Figure 2.3 where it is visible that a Manager B oversees double number of employees than Manager A, which means that this span of control is wider than Manager A's. The wider span of control is; the communication is less successful (Rouse & Rouse 2015).



**Figure 2.3: Wider span of control**

(Source: Rouse & Rouse, 2015).

#### **2.1.2.4 Upward communication**

This type of communication flows from employees to top management. The main task of this communication is to inform top management about the situation on the lower levels and it is the best way for top management to see efficiency of downward communication and organizational communication in general (Miljković & Rijavec, 2018). Upward communication ensures that tasks are being improved in time, accurate feedback provided, and helps keeping everyone on the same track with a common vision.

##### **2.1.2.4.1 Horizontal communication**

This type of communication flows between employees and departments, which are on the same organizational level, and it enables coordination and integration of activities of departments that do relatively independent tasks (Miljković & Rijavec, 2018). This type of communication can take many forms, performing duties, solving problems and exchanging ideas. Horizontal communication provides unified vision, direction, accurate feedback and

ability to implement change effectively as well as for leaders to gain control and maintain a level of common purpose.

#### **2.1.2.5 Diagonal communication**

This type of communication flows between people which are not on the same organizational level and are not in direct relationship in organizational hierarchy. This communication is rarely in use; only in situations when it supplements other types of communication (Miljković & Rijavec, 2018). For example, diagonal communication is when labour unions organize direct meetings between employees and top management avoiding first line managers and middle level managers.

#### **2.1.2.6 Advantage of Formal Communication in an organization**

Vos and Schoemaker (2011) identified some advantages of Formal Communication which includes;

1. **Increase overall efficiency:** This type of communication is used by following the predetermined rules so it increases the overall efficiency of the organization.
2. **Easy communication system:** The top level management communicates with their employees by using formal downward communication system. Again the employees communicate with their higher authority to use this system. It is very much easy to communicate with each other.
3. **Permanent record:** The copy of formal communication is always preserved in the file and it is used as reference. As a result, it is easy to seek the copy of it if necessary.
4. **Quick accomplishment of work:** Sometimes the rapid communication is to be needed with the employees. To use the formal downward communication system it is possible to communicate with the employees quickly. So the work may be done timely.
5. **Maintenance of discipline:** Under the formal communication system the workers are bound to be careful to their own duty. So ultimately it makes discipline in the organization.
6. **Ease of cooperation and coordination:** Cooperation and coordination is very much essential to carry out the business activity smoothly. Formal communication is a part of coordination. So, coordinated activities can be done properly and easily through formal communication.

7. **Use as reference:** Documents of the formal communication is recorded by the organization. So, these recorded documents are used as a source of the employees.
8. **Ease of delegation of authority:** Authority is delegated by the superiors to the subordinates through the help of this communication.
9. **Free from mistakes:** Since formal communication has a well-defined rules and regulations. So, there is a little chance of mistakes in exchanging information within the employees.
10. **Others:** Increasing attention, reliability, accuracy, smooth communication system, free form distortion, easy to understand, increasing company goodwill etc.

#### 2.1.2.7 Disadvantage of Formal Communication in an organization

Vos and Schoemaker (2011) also identified some disadvantages of Formal Communication. These includes;

1. **Wastage of time:** Top level management communicates with their employees by maintaining the board of succession, not by-passing any executive or any level. That is why it takes a lot of time and it wastages much time of the concerned person.
2. **Inflexibility:** Ordinarily the formal communication is inflexible. If somebody out of the channel intends to change his views it is not possible. Even when it is needed to change, it is very much difficult.
3. **Lack of initiative:** Under this communication system everybody does their duty by following specific predetermined system. So it makes the obstacle to develop the creativeness of the employee.
4. **Authoritarian attitude:** In this system the sender is higher authority and the receiver is lower staffs. Generally the superior's order cannot be disobeyed. It creates an authoritarian culture in the organization.
5. **Lack of cordiality:** In the formal communication system the subordinate staffs strictly follow the order of superior authority. So the implementer of the order does not obey their duty properly.
6. **Costly:** In this system the organization policy and rules are obeyed properly. Sometimes it creates crucial situation and it is a time being factor. For these, the cost of formal communication system is higher than those of others.
7. **Others:** Lack of personal relation, delay in decision making, not suitable for motivation, creates misunderstanding, create mental distance.

### **2.1.2.8 Advantage of Informal Communication in an organization**

Vos and Schoemaker (2011), identified the following to be the advantages of Informal Communication

1. **Interpret:** The information is given by the top level management under the formal system. It is easy for the employees to take the explanation by informal system. So this system plays a vital role to complete the work properly.
2. **Present grievance:** Under the informal system the employees disclose their needs, sentiment and their emotions to others authority without feeling any hesitation.
3. **Alternate system:** The management sometimes does not able to reach all information by formal system. Informal system covers the gap or familiarity of formal system.
4. **Improved relationship:** Any problem between the workers and the management can be solved by informal system. So it makes good relationships among the employees and the management.
5. **Increase efficiency:** Under the informal system, the employees discuss their problem openly and they can solve it. For this, the work is done properly and it develops the efficiency of the employee.
6. **Providing recommendation:** In this system the employees inform their superior about their demands, problem and the way to develop the implementation system of the work. As a result it creates an opportunity to send the recommendation to their management.
7. **Flexibility:** Informal communication is more flexible than formal communication because it is free from all type of formalities.
8. **Rapid communication:** Informal communication transmits very fast. Especially miss-information or rumour spread rapidly to others in the organization.

9. **Improve interpersonal relationship:** Cooperation and coordination in informal communication leads to improve interpersonal relationship which is very much essential to carry out the business activity smoothly.
10. **Others:** Improve labor management relationship. Free flow of information. Remove mental distance. Evaluation of employees. Obtain immediate feedback. Reliving frustration. Increasing efficiency. Solution of problems and helping decision-making. Enhance mutual trust etc.

### 2.1.2.9 Disadvantage of Informal Communication in an organization

Vos and Schoemaker (2011) also identified the following to be the disadvantages of Informal Communication.

1. **Distort meaning:** Sometime the meaning and the subject matter of the information is distorted in this system.
2. **Spread rumour:** In this system, the miss-information or rumour spread rapidly. The original information may be transformed to wrong information.
3. **Misunderstanding:** Under this system, generally, the employees do not obey the formal authorization system. So it creates the opportunity to develop misunderstanding.
4. **Maintaining secrecy is impossible:** In informal communication system maximum communication is made by open discussion. So it is impossible to maintain the secrecy of the information.
5. **Difficulty in controlling:** Under informal communication system no established rules or policy is obeyed. So it is very much difficult to control the information.
6. **Non-cooperation:** Informal communication system sometimes develops the adversary culture among the employees. So they are not to be cooperative with each other and their efficiency may be reduced.
7. **Others:** Providing partial information. Not reliable. No documentary evidence. Damaging discipline. Contradicting to formal information etc.

### 2.1.2.8 Functions of Communication

Communication performs diverse kinds of functions according to Vos & Schoemaker (2011) these functions include:

1. **Social Interaction:** Human interaction is possible because we can communicate. We relate with friends, parents, colleagues, etc because they share codes that made us understand each other. Without communication, this will not be possible.

2. **Business and Trade:** Communication provides opportunity to transact business and engage in trade. We are able to make known what we are offering for sales and what we want to buy. We also negotiate the prices, mode of delivery etc through communication.

3. **Exchange of Ideas and Spread of Knowledge:** We express freely our ideas, opinions and feelings or issues affecting us. We also share knowledge as we engage in discussion and write books. In classroom situation a teacher is able to impart knowledge into students through communication.

4. **Social-Political Development:** Development is made possible through communication. Communication helps to mobilize people to work together for their social and political development.

5. **Social-Cultural Integration:** Communication enables exchange of cultural and values. Through music, interaction in communication, we are able to learn one another's cultures and blend for harmonious co-habitation.

#### 2.1.2.9 Principles of Communication

Certain principles are very essential to effective communication. These principles, according to Mangal and Mangal(2009), includes:

- a. **Principle of Readiness and Motivation:** The communicator and the receiver should be ready and remain motivated throughout the process of communication. Lack of interest, zeal and enthusiasm on the part of either of them may adversely affect the process and product of communication
- b. **Principle of Possession of competent communication skills:** The communicator and the receiver should be quite competent and efficient in terms of communicating and receiving the desired information or message. Possession of the required communication skills is crucial, so that the task of communication, in terms of transmission and reception, may be performed by them effectively.
- c. **Principle of Sharing and Interaction:** Since communication is a two way process, its success lies in allowing as much as possible exchange of ideas, and keeping mutual interaction between the source of communication and receiver.

- d. **Principle of Suitability of the Communication Contents:** The content of what is to be communicated should be very suitable and easily understandable. It should be appropriate on the part of both the communicator and the receiver.
- e. **Principle of Appropriate Media and Channel:** The effectiveness of the process of communication will depend on the type and appropriateness of media or communication channel used.
- f. **Principle of Appropriate feedback:** Communication flow is deemed to be effective flow if it continues to receive the desired feedback from the receiver and vice versa.
- g. **Principle of Facilitators and Barriers of communication:** There are many intervening variables lying between the source and the receiver of information in a communication process. The effect of these variables, on the (positive or negative) source and receiver, becomes a decisive factor of the success or failure of communication.

### **2.1.3 Key Elements of Communication**

Given the importance of effective communication for organisations, it is pertinent to examine the key elements of communication. Communication as a social science discipline has been defined as "The scientific study of the production, processing and effects of signal and symbol systems used by humans to send and receive messages" (Hargie, 2004). In the organisational sphere it has been studied in relation to its seven main constituent components which are; Communicators (attributes of the people involved); Goals (what communicators are trying to achieve); Messages (verbal and nonverbal communication); Channel (written, face-to-face, mediated); Feedback (how communications are transacted) and Context (physical environment and culture)

#### **2.1.3.1 Communicators**

In terms of organisational communicators, we can divide this into two main categories: leaders and followers. Leadership has been studied from a myriad of different perspectives including, inter alia, personality traits, power, situational demands, and transactional and transformational characterisations (Haslam, 2011; Northouse, 2013; Rumsey, 2011). However, one viewpoint that has been comparatively neglected in the study of leadership is that of communication. This is somewhat surprising, given that communication is at the very epicentre of effective leadership and that conducive communication has been shown to have

huge benefits for corporations (Hargie, 2016; Clampitt, 2013). While there are many dimensions of leadership that could be examined, this study focuses here upon three well-researched features.

#### **2.1.3.1a Gender:**

One dimension of leaders is that they are overwhelmingly male. There are serious gender disparities across the world, with females at a disadvantage in many aspects of life (World Economic Forum, 2014). In relation to the business sphere, examining the Grant Thornton International Business Report (2013) on senior managers we see that only China has more than 50 percent female representation. A number of reasons for this gender disparity have been identified from research (Evans, 2013; Ibarra *et al.*, 2013; Schuller, 2011). In many countries there is ongoing overt or covert, implicit or explicit, male prejudice against women. This can be caused by negative stereotypes, which in turn shape behaviour. A range of theories have been developed in this area (Eagly A.H., Wood, W., Paul A.M. Van Lange, Arie, W. Kruglanski & E. Tory Higgins 2012).

For example, expectation states theory would explain the dearth of female leaders in organisations in terms of the assumptions held about female ability to succeed in management. Another factor relates to skewed appointments systems, such as the 'similar to me' effect, where males on appointments panels appoint fellow males. Indeed, even the language used in job adverts tends to prioritise typically male rather than female traits. There is also a lack of appropriate networks for females to assist them in climbing the organisational ladder. While there exist a range of 'old boy' networks there are few similar 'old girl' networks. Finally, there are numerous problems faced by women in trying to balance career and family.

Females often play the major role in child-rearing, and juggling these demands with the stresses of a senior management role can be very difficult. As a result, many women do not actually want a seat on the Board or to be CEO – a phenomenon known as the 'Paula Principle'. While they realise that they would have the ability to perform at this level they do not want to make the associated sacrifices in terms of time and lifestyle associated with these positions. The Peter Principle purported that people (mainly males) are promoted to their level of incompetence, whereas the Paula Principle purports that most females are working well below their level of competence (Schuller, 2011).

One way to have more females in senior leadership roles is to have quotas for female leaders in organisations. Several countries have introduced such quotas, a system supported by Christine Lagarde, MD, IMF, in her speech at Davos in 2014, when she stated: “I’m pro-quotas, I’m pro-targets. We should be made accountable in order to reach those numbers”.

Matsa and Miller (2013) examined Norwegian companies following the introduction of quotas in that country in 2006. They compared those companies affected by the quota regulations with those not affected. Among their findings were that the firms affected by quotas undertook fewer workplace reductions, had an increase in relative labour costs and a reduction in short-term profits. These findings indicate that the increased ‘feminisation’ of the workplace may indeed affect the operation of the company, but further long-term research is required before firm conclusions can be reached.

### **2.1.3.1b Height**

A second feature of leaders is that they are usually taller. When we are very young those who have control, power and authority over us are adults (parents, teachers, etc.) who are all taller than us. We literally ‘look up’ to them as they are ‘above us’ and we are ‘under them’. It seems that the linkage between height and power becomes embedded in our psyche and carries through into adult life. It has long been known that taller people are more positively regarded than shorter people (Hensley and Cooper, 1987). Let us briefly examine some evidence. Research shows that taller US Presidents consistently receive significantly more votes than their opponents and that those Presidents who are re-elected are significantly taller than those who are not (Stulp *et al.*, 2013).

Presidents are also 7 cm taller than the average male of the same generation – and this differential has become more marked in recent years. Taller men tend to earn more and reach ‘higher’ management positions. Thus Fortune 500 CEOs are ten times as likely to be at least 6’2” tall compared with the average US male. In US organisations, it has been found that employees who were 6’ (1.8m) tall earned \$166,000 more, over a 30-year career span, than those who were 7” (18cm) shorter (Judge and Cable, 2004). In both the US and UK for every additional 10 cm height advantage, males earned between 4 to 10% more, and females between 5 and 8% more (Case and Paxson, 2008). In a large-scale Australian study, it was found that each extra 5 cm in height resulted in an extra \$1,000 income per year (Kortt and Leigh, 2010). Stulp *et al.* (2013) suggest that these ‘heights’ findings occur because being ‘taller’ is equated with being ‘greater’.

### **2.1.3.1c Attractiveness:**

A third feature of leaders is that they tend to be more physically attractive. This is part of what is known as the ‘beauty is good’ stereotype or the physical attractiveness bias, wherein attractive people are perceived to be more confident, credible, persuasive, personable, popular, trustworthy, likeable, outgoing, interesting, happy, and intelligent (Hargie, 2011). They also receive more eye contact, smiles, closer physical proximity and greater disclosures from others. As shown by Medisauskaite et al. (2014), “The bias towards physically attractive people is well documented within the scientific literature” (p. 21).

Attractive people also receive more tangible benefits. They achieve higher academic grades, have more dates, marry more attractive people and earn more than less attractive individuals. Thus, in an Australian study Borland and Leigh (2014) found that attractive men earned an average salary of AUS\$81,750 per annum while men below average in attractiveness earned AUS\$49,600, a difference of \$32,150. Likewise, CEOs who are more attractive have been shown to receive both higher remuneration and better stock returns for their corporations (Halford and Hsu, 2013). The importance of ‘lookism’ has, of course, long been known, since as Leo Tolstoy pointed out in 1889, “It is amazing how complete is the delusion that beauty is goodness.” Not surprisingly, people spend fortunes on personal attractiveness enhancement.

But what do effective line managers do? Here, we know that employees rate effective line managers as those who care for the staff they manage, who get to know them as individuals, obtain ongoing feedback from them and act on it, provide honest but sensitive appraisals of their performance, hold regular efficient meetings where essential information is discussed, and keep their staff fully apprised of relevant corporate developments (Northouse, 2013).

The flip side of leaders is followers. You cannot have one without the other. People like to be followers – especially of successful individuals or causes. In high-functioning work teams there is a symbiotic relationship between leadership and followership in terms of mutual respect, trust and shared values, working together toward a common goal, delegation and responsibility sharing, appreciation of differences, recognition of the leader’s authority, and open two-way communication (Kellerman, 2008). However, while there is an enormous volume of research on leadership there is a paucity of research on followership. For example, a search of Google Scholar in January 2015 revealed 2,890,000 hits for the term ‘leadership’ but only 17,800 for ‘followership’. Thus, the study of followership remains in its infancy.

There are several categorisations of followership style, with the following five tending to recur (Forsyth, 2010).

#### **2.1.3.1d Alienated**

These people follow their 'own line' and so tend to be seen as 'mavericks'. They display a healthy scepticism and like to play devil's advocate. As a result they can be seen as troublesome and cynical by the leader.

#### **2.1.3.1e Conformist**

This type of person actively follows and commits to the leader. They accept assignments readily, seek to minimise conflict, and are reluctant to make suggestions or express their own ideas.

#### **2.1.3.1f Exemplary**

These are in many ways ideal followers. They are committed to the organisation and the leader, and know what to do without being told. They act with intelligence, independence, and a strong sense of ethics, are cooperative and collaborative.

#### **2.1.3.1g Passive**

These followers rely on the leader to make the decisions. They believe that the leader is going to do what s/he wants anyway. They seldom openly oppose the leader's decisions, tend to lack initiative and do not take responsibility.

#### **2.1.3.1h Pragmatic**

These individuals stick to the rules and regulations, and believe in the maxim "better safe than sorry". They are risk averse and adept at surviving change.

#### **2.1.3.2 Goals**

The second element of communication is goals. This study defined organisations as "social entities in which the behaviour of individuals is shaped and directed to achieve common goals" (Hargie, 2007:25). This definition underscores the fact that organisations do not succeed or fail - people do. It also emphasises that to be successful, leaders must ensure that

all the organisation's employees are pursuing common goals. We know that the human being is an intentional system driven by goals. Indeed, as Brataas et al. (2010:185) point out, "All other aspects of the interactive process relate to and can only be fully understood in the light of the goals being pursued". In this way, goals determine and drive our behaviour - although they are for the most part subconscious. We also try to figure out what other people's goals are so we can understand their behavior.

Individuals have to be channelled and harnessed towards joint efforts and this means that managers and employees should be pursuing the same goals since differentials in perceptions of goal importance can lead to goal conflicts. Goals can be assigned, self-set or participative. Assigned goals are decided for us by others who instruct us about the goals we should (or should not) be pursuing, whereas self-set goals are freely chosen. Participative goals are negotiated and agreed in interaction with others. We tend to be happiest when pursuing self-set goals, next happiest when following agreed, participative goals, and least happy when trying to achieve goals that have been assigned to us by others.

Leadership can be studied from the perspective of goal achievement (Haslam *et al.*, 2011; Huber, 2014). Indeed, since goals figure prominently in life and success is often measured in terms of goal output, then leadership must in some way serve to facilitate goal achievement. Thus, Northouse (2013:5) defined leadership as, "a process whereby an individual influences a group of individuals to achieve a common goal". In effective organisations, leaders communicate in such a way that employees feel they have had a role in shaping the corporate goals. Employees should certainly be aware of the goals that the leader is trying to achieve, although unfortunately this is not always the case (Schyns and Schilling, 2013).

### **2.1.3.3 Messages**

The third aspect of communication is messages. In organisations messages are sent and received in 5 directions (see Figure 1). We communicate with ourselves through self-talk and evaluation, communicate upwards to those above us in the hierarchy, downwards to those for whom we have line management responsibilities, outwards to suppliers, customers, etc., and across to colleagues in other departments. The key determinants of effective messages are that they should be timely, clear, understandable, accurate, consistent, have an appropriate load (neither too much nor too little information), relevant to the recipients, and credible (Zaremba, 2010).

Employees engage in sensemaking about the verbal and nonverbal messages being sent by managers and so the meaning of messages is constructed. This means that the meaning that leaders believe they are sending may not be the meaning interpreted by the recipients of the messages. They also make judgements about the type of messages they receive from managers, in comparison to those that colleagues receive. As summarised by Hearn and Ninan (2003) “The meaning environments of organizations are inherently complex - first because the real-time interpersonal interactions that constitute the web of meaning in the organization are complex and inherently asymmetrical but also because access to information (for example, meetings, decisions, strategies, and biases of senior managers) is unevenly available.”

Leader-member exchange (LMX) theory argues that managers have limited amounts of resources (time, energy, finances, etc.) and so have to distribute these resources selectively (Lee, 2001). This, in turn, affects the quality of the LMX as employees soon become aware of differential treatment. Research shows that employees in high-quality LMXs receive numerous tangible benefits (higher pay, more rapid promotion, etc.) and higher job satisfaction, whereas those in low-quality LMXs experience reduced levels of job satisfaction.

In a recent study of uncertainty management theory in a large multinational corporation in Northern Ireland, it was found that the quality of information received was more important than the quantity in terms of enabling employees to cope with uncertainty (Meehan and Hargie, 2015). Two key determining factors here were perceived relationship with the sender and trust. The trust – attraction hypothesis was also borne out in this study in that ratings of timeliness of information were significantly related to ratings of trust in managers. Similarly, a major study by Shockley-Zalabak and Ellis (2000) of 2,000 employees in 21 companies across 7 countries showed that the receipt of information was the factor that correlated most highly with job satisfaction and organisational effectiveness.

Likewise, Sias (2005:375) found that “The better informed employees are, the less uncertain they are, the more satisfied they are with their jobs, and the better their perceived performance. Informed employees also tend to make better decisions and enhance organizational knowledge development and distribution”. Employees do not want to be ‘kept in the dark’ or informed on a ‘need to know’ basis –they want to be ‘in the know’. However, in many organisations employees are swamped by irrelevant information (especially by email) that they neither want nor need to receive. Rather they wish to receive information that

is directly relevant to their job, and to know where they can access other information if they need it (Meehan, 2013).

In a study at Ulster we investigated the oft-cited maxim that no matter how much information employees receive they will invariably continue to report that they want more. However what we found was the opposite namely that “the provision of more information did not lead employees to want greater amounts. In fact, the difference between the amount of information staff received and the amount they desired decreased...The net effect of increased information provision was to improve satisfaction with the overall communication climate.” (Hargie et al., 2002:429).

#### **2.1.3.4 Channels**

The fourth communication element is channels of communication. The terms ‘channel’ and ‘medium’ are often used interchangeably. It is often said about communication that the medium is the message, since the channel through which we communicate conveys information about our attitude to the interlocutor. If a close friend has a loved one who has just died we are much more likely to visit them in person to express sympathy than just to send an email. Media richness theory argues that judgements about the richness of a channel are based on the number and ‘mix’ of cues (visual, audio, and written) it contains, the availability and rapidity of feedback, the extent to which it facilitates interactivity and participation by all parties and the capacity to provide emotional as well as cognitive information. As shown in Figure 2 there is a hierarchical list of channel richness with face-to-face providing the richest channel and typed memos at the bottom.

Choices as to the most suitable channel to use in any situation depend upon a range of factors (Korda and Itani, 2013). For example, the face-to-face channel is preferred for important or personal information whereas the email channel is preferred for less important or routine information. Employees like to have the opportunity to interface with senior managers. There seems to be a cathartic effect associated with being in the presence of famous or important people, and in the workplace this is the CEO and other senior figures. This means that senior management should take steps to arrange meetings with staff. At the same time, employees do not expect a great deal of face-to-face communication from senior managers as they realise that these people are time poor, but they do anticipate regular face-to-face exchanges with their immediate line manager. However, there is an enigma here in that in that, despite the fact that surveys consistently show that the preferred channel of

communication for employees is face-to-face contact, organisations tend to give pre-eminence to e-communications (Clampitt, 2013). In this sense we live in an era of technological determinism.

### **2.1.3.5 Feedback**

In terms of the fifth element of communication, the concept of feedback has long been the subject of investigation in the social sciences (Hattie and Timperley, 2007). Feedback is the means through which the sender is able to ascertain the extent to which messages have been successfully received and the impact that they have had on recipients. Convergence towards mutual understanding and shared meaning in organisations is directly related to the degree to which feedback is put to effective use. It is clear that upwards communication is important here. The earlier perspective of internal communication as unidirectional messages being sent down from the top of the hierarchy has been transformed into a recognition of the importance of two-way communication by obtaining feedback from employees at all levels, and listening to and acting upon what they have to say (Davey and Liefhooghe, 2003). In their review of the area, Tourish and Hargie (2004:189) concluded that, “Upward feedback, upward communication and open door policies deliver significant organizational benefits”.

Organisations therefore need to foster upwards communication – but managers face a perennial problem in obtaining open, honest, upwards feedback, since what they are told travels through the filters of employee ingratiation (whereby employees try to gain favour with managers by telling them how great they are, how effective their decisions are, etc.), self-efficacy biases (managers want to believe they are effective and so believe such flattery), and norms of compliance and conformity. What is known as the MUM effect is operative, in that employees feel under pressures to minimise unpleasant messages they deliver to their superiors. No-one wants to be a dead bad news message deliverer and so most upwards communication is positive, regardless of veracity. Managers naturally want to hear that they are doing well, thereby creating an effect that has been termed the boss’s illusion (Odom, 1993), wherein the manager believes the false positive information. This means that the boss may very well be unaware of problems on the shop-floor. As a result, organisations need to actively foster upwards communication. This means that formal systems (audits, surveys, suggestion schemes, etc.) should be in place to maximise honest feedback from employees.

### **2.1.3.6 Context**

The final aspect of communication is context. All communication is embedded within a context and so messages can only be fully understood by taking cognisance of the situation in which they occur. There are a range of contextual factors that impinge on organisations. A key one is the globalisation effect, in that companies now look beyond their local markets. As a result, the multinational company is increasingly the norm. This, of course, creates challenges in terms of communication across countries and cultures. Organisational culture is comprised of the beliefs, values, traditions, customs, and practices shared by members and transmitted across employee generations. But in light of ongoing technological innovations such culture must readily adapt to change.

Across the world there are now 2.5 billion internet users, over 200,000 texts are sent per second, 294 billion emails are sent per day (2.8 million per second), 500 million Tweets are sent per day, and 100 hours of video are uploaded to YouTube every minute. The problem for managers is how to manage this volume of communications. Another dimension is increased employee empowerment. Generation Z have ever increasing expectations about rights and entitlements, and this means that styles of management are continually changing. Matrix management has become very common with leadership increasingly being shared. As noted by Røsdal (2005:201), “The truly effective matrix organization is constituted first of all of socially skilled leaders on all levels who are effective persuaders...and who are able to alter their leadership style depending on the context”.

#### **2.1.4 Purpose of Communication in Organization**

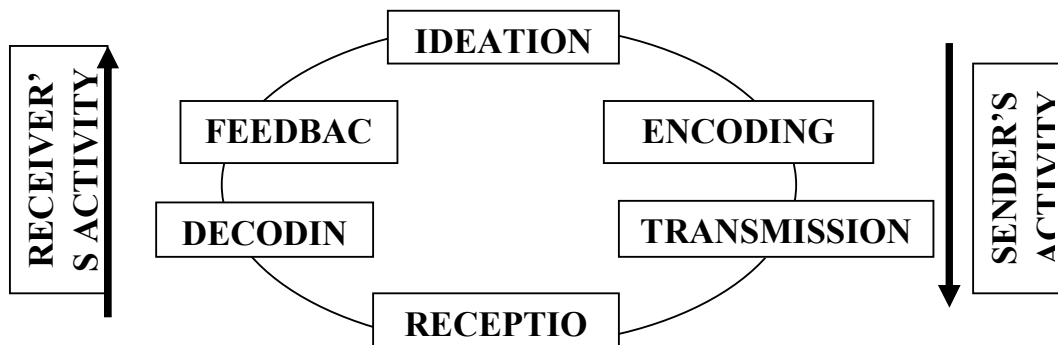
Communication is the means by which people are linked together in an organization to achieve a purpose. This assertion represents the overall purpose of communication in organization. Michael (2014) stated that in its broad sense, the purpose of communication in an enterprise is to effect change and influence action towards the welfare of the enterprise that facilitates the achievement of organizational goals.

Specifically, Vladutescu (2013) submitted that communication is especially needed in enterprises to: establish and disseminate the goals of an enterprise; develop plans for their achievement; organize human and other resources in the most effective and efficient way; select, develop and appraise members of the enterprise; lead, direct, motivate and create a climate in which people want to contribute; control performance; inform management about regulatory activities of government; be aware of the concerns of the immediate community and reduce incidence of industrial unrest if properly managed.

The entire life of organization depends on communication and its management. Every activity of the organization is performed and coordinated through the means of communication. Therefore, the importance and purpose of communication in the organization cannot be overemphasized as it is the pivot of every human organization.

### 2.1.5 Communication Process in Organization

The process of communication is likened to an endless cycle. Nwakanobi (2010) posited that the process of communication can be easily appreciated when presented as a cyclical flow of information from the source to the receiver and back to the source. Communication cycle is the process in which an idea or information goes from its conceiver through appropriate medium to its receiver and action or feedback is engaged and then back to the sender. Agboola and Ademiluyi (2011) described communication process as a chain of events that lead to effective communication. The process implies a series of actions and components involving the source and recipient of the information to engender appropriate feedback. The cycle involves the following elements: ideation, encoding, transmission, reception, decoding, feedback (action). These elements are cyclically presented in the diagram below;



**Fig. 5: Communication Process**

(Source: Moses and Anthonia, 2015)

#### 2.1.5.1 Ideation

Every communication begins at this point. Communication generally originates from the sender who has information to pass on to the receiver. It is at this point that the idea or opinion is thought of, conceived and born. This stage is referred to as the root and mother of every communication exercise (Nigerian Institute of Management, 2010).

### **2.1.5.2 Encoding:**

At this point, the sender chooses the appropriate language and symbols to express his ideas. The language chosen may be oral or written, symbols or gestures. However, the language chosen must be familiar with the receiver.

### **2.1.5.3 Transmission:**

This is the medium or channel through which the message or idea is passed to the receiver. In live interactions, our senses (sight, sound, touch, smell and taste) become the channels (Richmond, McCroskey & McCroskey, 2009). Transmission could also take the form of mediated systems such as television, radio, the internet, billboard, telephone, films, or letters, circulars, memos and others. However, Esene (2009) noted that the choice of medium is usually affected by a number of factors such as the nature of the message, potential effectiveness of the medium, speed of transmission, urgency of feedback, confidentiality of message and cost of the medium among others. Therefore, for effective communication to take place, the appropriate medium must be selected considering the circumstances of the receiver and the message.

### **2.1.5.4 Reception:**

At this point, the receiver listens attentively with his ears, eyes and mind. It is the framework that helps or enables the receiver to give meaning to the message or information. This stage precedes the decoding exercise.

### **2.1.5.5 Decoding:**

This is the point at which the receiver recognizes and transforms the sender's language and symbols into an understandable form. The receiver therefore interprets and attaches meaning to the message received. The opinion of the receiver about the message is formed here.

### **2.1.5.6 Feedback:**

This is the point that action or reaction is expected or taken from the message received. Feedback reflects the perceived meanings attached to a message by the receiver. Feedback provides a means of reassuring the sender that his message has been received, comprehended and correctly interpreted. According to Richmond, McCroskey and

McCroskey (2009), feedback is extremely critical in all forms of communication between the manager and employees. When feedback is negative, new message can be constructed.

### **2.1.6 Forms of Communication in Organization**

Basically, there are two forms of communication in organization: verbal and non-verbal communication. Verbal communication involves the use of words and/or sounds in passing information to another party. The message can either be in written form or presented orally. Jayasree (2013) noted that verbal communication contributes about 45% of our entire communication. Verbal communication is divided into oral and written communication.

#### **2.1.6.1 Non-Verbal Communication:**

It involves the use of wordless or speechless messages in passing information to another person. According to Jayasree (2013), non-verbal communications are those which are not expressed orally or in writing and include human elements associated with communication. Non-verbal communication could be carried out through body movement (body language) such as touch, facial expression, gestures, postures, and charts, graphics among others. These form an important and inevitable aspect of the total communication process because they complement and substitute verbal communication as well as animate speech. A good communicator should have the right posture, facial expression and body language that are in tune with the words spoken. Lack of coordination between verbal and non-verbal contents of communication would only confuse the receiver. So while communicating, care should be taken to ensure a proper blend between words and actions. Non-verbal communications are mostly used to express emotions, greeting and to convey confidential message.

#### **2.1.6.2 Oral Communication:**

This involves the passage or exchange of information by speaking either face-to-face with the recipient or through other mechanical or electronic means like the telephone, radio, television and others. Oral communication could be formal or informal. However, it is less formal except attempts are made to formalize it through written communication. Oral communication is usually dominant and prominent in conferences, interviews, meetings, ceremonies, seminars/workshops. Morreale, Backlund, Hay and Moore (2011) identified the following as advantages of oral communication over the other forms of communication:

It allows instant interchange of opinions, views, and ideas; It allows for immediate feedback; It is easier to convince or persuade people; It allows for contribution and participation from all present; and Both sight and sound of the sender and receiver are shared; It saves time and at times cost.

On the other hand, the disadvantages of oral communication include the following:

Lack of time to think thoroughly before response or reaction; Quality of decision may be poor because of lack of time; Sometimes disputes may result over what was agreed as there is no proper written record or evidence; and Information on oral communication could be easily forgotten as there is no reference material.

### **2.1.6.3 Written Communication:**

This is the translation of messages or information into alpha-numeric symbols recognizable by the receiver. It involves the transmission of information or ideas to another party in written forms. Written communication is the most essential formal means of communication in organization. Examples of written communication in organization are: letters, memos, reports, minutes, circulars, emails, proposals, and telex among others. Northup (2009) opined that written communication is more reliable in organizations because of the following strengths it has over the other forms of communication:

It provides records for future references; It forms basis for contracts and agreements; It can be tendered for legal defences; and It provides basis analysis, evaluation and summary of information.

However, below are the disadvantages or weaknesses of written communication:

Instant feedback may not be possible; It is time-consuming and sometimes, cost expensive; Communication tends to be more formal and distant to both parties; Once dispatch, it may be difficult to modify the message and It can be out rightly misinterpreted or misunderstood especially when there are issues of semantics.

### **2.1.7 Variables in the communication process**

There have been some mentions about different variables affecting the communication process earlier in this text, but this chapter was written, so that there can be a better understanding on what these variables are, and how they can affect the communication

process. Since a lot of these variables have cultural background to some extent, from here on cultural variables, cultural and intercultural communications will be referred to as variables and communication respectively.

#### **2.1.7.1 Noise**

As we have discussed earlier, there is a great deal of noise within the communication process, which is the sole disruptor of a communication process. Not all of it is cultural, but there must be an acknowledgement that cultural variables between the sender and the receiver, referred to as cultural noise, will hinder the flow of information due to the participants' different views based on their cultural background (Deresky, 2011). This cultural difference can come from living in different parts of the country, working in different types of organizations, and from personal life variables, such as how the person was raised, what is their societal background right now, age, gender and almost anything else that defines a character of an individual.

#### **2.1.7.2 Attitudes**

Attitudes are something that underline the way we all behave in our day-to-day actions and the way we communicate with other people. These attitudes are a source for noise in communication, and especially ethnocentric attitudes can create noise in cross-cultural communication (Deresky, 2011). A person's attitude can steer a conversation, information flow and the overall attitude towards a change for example for better or for worse, and are something that can be a great factor in the whole communication process, if not identified and dealt with properly.

#### **2.1.7.3 Social Organization**

A major influence in our view of the world is social organisations; they affect how we see the world through values, and approach or priorities that we give to different social organisations. These organizations can be based on, but not limited to, nation, tribe, religion, or can consist of members of a profession, (Deresky, 2011.) In this research case, we could identify that members of different professional teams could be influenced by their social organisation in terms of communicating within the organisation, but to people in other teams for example.

#### **2.1.7.4 Thought Patterns**

The logical progression of reasoning can vary greatly around the world, and can greatly affect the communication process. (Deresky 2011.) Organisations that employ a multi-cultural

workforce, should always recognize the fact that their employees might not have the thought procedures that is relevant to the country of operations, but can in fact have a completely different logical thought process that is customary to their own cultural heritage.

#### **2.1.7.5 Roles**

From a managerial point of view, much of the difference in attributions to who should make the decisions and who has responsibility for what is attributed to the societal framework for what is a person's role (Deresky, 2011.) Being a manager might not be perceived the same way by an employee from the US, when comparing to an employee who is a Finnish native.

#### **2.1.7.6 Communication channels**

Since this thesis was written from the perspective of organizational communication, the researcher will introduce theories and concepts mainly relevant to communicating within an organization – these concepts mainly apply to all aspects of life also, but very well so on organizational communication.

### **2.1.8 Threats to Effective Communication in Organization**

Effective communications in organization are being threatened by a number of factors. These factors are discussed below with probable solutions to each of the elements.

#### **2.1.8.1 Semantic Distortions:**

This means the lack of clarity in an expression or information as result of wrong use of words. When wrong words are used in communication or the right words are wrongly used, it is sure to lead to a break in communication. Failure to use simple and straightforward language and clarify ambiguity will obstruct intended understanding and impinge effective communication (Udeoba, 2012). To remedy this problem, speakers or writers should endeavour to use the appropriate words, phrases and terms understandable by the listeners to communicate their information. Use of arcane and jargons (if not necessary) should be avoided. The speakers or writers should ensure clarity of information and language in every message.

#### **2.1.8.2 Distrust, Threat and Fear:**

These can undermine effective communication. In a climate containing these forces, any message will be viewed with scepticism. Lack of trust, threat and fear of being punished for reporting information correctly can adversely affect flow of communication in organization. According to Akporowho and Nwoko (2013), distrust, threat and fear may arise from inconsistent behaviour by the superior, or can be due to past experiences in which subordinates was punished for honestly reporting unfavourable but true information to the boss. To abate the negative effects of distrust, threats and fear in organizations, Superiors should be fair and unbiased to their subordinates. They should always create situations and scenarios that will enable their subordinates to build confidence and trust in them. Superior should use appropriate tone and establish rapport communicating with subordinates.

#### **2.1.8.3 Noise:**

This is a potential threat to effective communication especially oral communication. If noise level is not properly controlled, it leads to distortion of the intended message. In the presence of uncontrolled noise, the listener hardly hears the speaker and this amounts to waste of time and defeat of effective communication. Noise therefore in any interaction or communication system should be kept to the barest minimum as a solution to this problem (Udeoba, 2012). This may explain the reason for the huge investment in sound proof office equipment and partitioning. However, speakers should use moderated gestures and movements' when talking as well as maintaining a good eye-contact to gain the focus of the listeners.

#### **2.1.8.4 Emotional Condition:**

When a person is engrossed in emotional problems such as anger, resentment, depression, suspicion, hostility or excitement or happiness, he may not be able to listen effectively or understand the message conveyed to him. Any message transmitted during any of these and other emotional forces tends to be distorted because rationality and stability may be completely lost at those situations. Information passed during these situations may be ignored by the receiver (Udeoba, 2012). Therefore, people in the organization should strive to control and contain their extreme emotional forces in order to maintain stability and rationality of the

mind all the time. Once this is done, information and ideas in organization could be shared mutually without restrictions and distortions.

#### **2.1.8.5 Lack of Empathy:**

This is when a sender of the message lacks the ability to assess and understand the receiver's situation. It involves being unable to understand and appreciate the feelings, thoughts and viewpoints of other person with whom one is communicating (Esene, 2009). The absence of empathy on the part of the speaker will make him not know whether the receiver of the information is in a good or better situation to understand and comprehend the intended message as passed. To arrest this problem, a good speaker from time to time should empathize with his listener for effective message delivery and comprehension. The sender should consider the emotional and motivational conditions of the receiver and make the best out of them.

#### **2.1.8.6 Poor Listening Skills:**

Listening skills are best acquired by the discipline of the mind but often than not, most communicators lack this all important skill. There are many talkers but few listeners. Listening demands full attention and self-discipline. It means among other things, the avoidance of premature assumption and evaluation of what the other person has to say (Esene, 2009). Poor listening skill is often associated with the quick desire to judge, approve or disapprove what is being said rather than try to understand the speaker's frame of mind or reference. To salvage this flaw of communication, when one is speaking, the other should listen carefully and attentively with his mind to enable him form an understanding of the intended message. There can never be effective communication or shared understanding when everybody is talking at the same time. Effective communication demands that when one is speaking, the other should listen.

#### **2.1.8.7 Assumptions:**

One of the factors that undermine effective communication in organization is assumption. This could also be called "premature judgment". Sometimes, people assume what a person is about to say and rush into conclusion without understanding what the speaker is about to communicate. When an individual perceives that someone is out "to get him" in an

organization, he suspects every word that the person says and reads more meaning in his statements than was intended (Ahmad, 2014). Thus, the assumption the receiver has about the sender influences comprehension. On the other hand, if the receiver believes that the sender is a man of unquestionable character, this will also have a positive influence on their interaction and exchange of idea as well as comprehension.

Based on their perception of their superiors, subordinates determine how much information they will share with them, or the degree to which they will take them into confidence. Thus, preconceived ideas or assumptions about people, situations, or events may influence the receiver or sender to make premature judgments (Ahmad, 2014). However, assumptions and premature judgments in organizations should be buried in the sea of patience. People should be patient with one another and give attention to whoever is speaking in order to have an understanding and make informed judgment or decision rather than jumping into hasty conclusion.

#### **2.1.8.8 Lack of planning to communicate:**

Good communication does not just happen by chance. Most communication process experiences a break and becomes ineffective, simply because parties to the communication process deliberately or inadvertently refuse to plan their communication. Situation where people engage in communication without prior thinking of the goals and objectives, no plans or clear cut purpose of the message will definitely lead to breakdown in communication. According to Okwananso and Agbamu (2010), planning is a requisite skill needed to have effective communication. A planned communication would give reasons for a directive, select the most appropriate medium, the right time and greatly improve mutual understanding and reduces resistance to change in the organization. Therefore, as a way out of this hiccup to effective communication, initiators of communication process should strive to make adequate and appropriate planning of the communication before the actual expression to ensure effectiveness of the process. Every element of the communication should be defined beforehand. Once this is done, every other thing about the communication will fall in the appropriate place and the purpose of the communication would be achieved.

#### **2.1.8.9 Equipment and System Breakdown:**

This problem is associated especially with communication through the mediated system such as the teleconferencing, videoconferencing, telex, email, television, radio, websites, social network media, computer and others (Maiers, Reynolds &Haselkorn, 2005). The problem could be in form of network or internet failure, system crash and erratic power supply. These failures tend to threaten effective communication especially in modern organizations in developing countries. Once there is failure of any of the communication technologies, transactions and interactions are incidentally put on hold until the system is fixed. This is the experience of most (if not all) organizations in Nigeria because of the fragile and unstable technology and network system in the country. However, to overcome this challenge, concerted and consistent efforts should be made by organizations and government to concretize and strengthen the technological systems in the country for effective performance.

### **2.1.9 Dimensions of Modern Communication for Organizations**

Communication in an organization is used to establish and disseminate the goals of the enterprise, to develop plan for their achievement, to lead, direct and motivate those working in it, to resolve conflicts, difficulties and to control performance. For all these to be achieved, there is need for efficient use of modern communication technologies and devices in the organisations. These technologies and devices are discussed as follows:

#### **2.1.9.1 Computer:**

The electronic computer is pivotal to many of the advances in communication technology. The computer is one of the most visible and usable of all the new technologies. It is an electronic machine that has semiconductor chip called a microprocessor and it is capable of sending, receiving, manipulating, storing, and retrieving data speedily and efficiently (Onyesom, 2014). The computer is usually needed for the operation and functioning of many other communication technological devices if not all. Computer application in organization has increased the effectiveness of the business between trading partners. For example, e-commerce, e-enterprise, e-economy, e-banking to mention but few. It is very useful in organizations as it enhances productivity, keeps records, stores and retrieves information. It performs jobs much faster and accurately. Computer is an all-rounder. The computer no doubt has enhanced effective communication in organisation by breaking the barriers of inaccuracy, delay and burden of paper work that hitherto dominated the traditional method of communication (Onyesom, 2014).

#### **2.1.9.2 Internet:**

The internet is the basic thrust of the modern-day communication. It is a worldwide network that connects hundreds of thousands of smaller networks linking computers at academic, scientific and commercial institutions. With it, millions of people around the world can share all types of information and services. According to Udeoba (2012), the most wonderful thing about the internet is that there is no single person or group in charge. Anyone who wishes to connect to the internet simply agrees to pay for a communication link via internet service provider. The person or company is given a base address that allows other computers to identify users on the new computer. With the internet, organizations share information faster than before, the role of information transfer is not centred in one location anymore but spread throughout the network, information are made available to everyone despite where one may come from, multimedia services are provided and access and assess reports in an organization's computers has become possible and easy (Saidu, Ukwumonu, Soba & Akeem, 2014).

The internet has made communication and transaction possible without face-to-face contact. Onyesom (2014) submitted that with the internet a number of communication services such as the virtual classroom, virtual library, videoconferencing and teleconferencing, social network media like the Facebook, Chat room, Twitter, YouTube, Blog, Eskimi, Google+, Instagram and many others are accessed and used. The internet enables individuals, companies and other organizations to share information across the world. It has enhanced communication in many ways and these include the use of websites, e-mails, social network media, Tele-conferencing, video-conferencing and others.

### **2.1.9.3 World Wide Website (www):**

The World Wide Web which is abbreviated as www is a system of interlinked hypertext documents contained on the internet Udeoba (2012). It is an interconnected system of computers all over the world that store information in a multi-media form. Organizations use the web to provide information in more than one way. The web uses hypertext transfer protocol to transport files from one place to another. The web is very unique because it presents colours, images, texts, sounds and video to your computer and it is easy to use. Documents on the worldwide websites can be viewed by logging into the internet through a web browser like the Internet Explorer, Mozilla Fire Fox, Google Chrome or any other browser. Organisation usually designs a website with a unique address to suit their type of business and people access the website via the unique address. Information about the organisation are posted on the website and members of the public consult it from time to time

for utilisation. It is the most appropriate platform for organisations to share information with the members of the public Onyesom (2014). Advertisements and promotions are usually displayed on the website and are opened to everybody irrespective of location or affiliations.

#### **2.1.9.4 Cell Phone:**

This is an advanced mobile phone service. It operates by using a series of radio transmitters with unlimited coverage. It is one of the fastest growing types of wireless data use and it has become inevitable equipment as well as a necessity in the hands of most people. According to Onyesom in 2014, Cellular phones are not only used in very large organisations or by well-paid employees, but by all and sundry. Organization uses it to keep in touch, transmit information, report events immediately and it has become a life-line with which to do business. It is cheap, so convenient to use and carry about. Businesses both micro and macro have taken advantage of the cellular phone as communication piece. The customers' service of organisations has greatly improved by breaking the space and time barriers through the cellular phone. With it, they have active call centres that respond to customers' complaints, requests and others swiftly.

#### **2.1.9.5 Email (electronic mail):**

This provides a fast, economical and convenient way to receive or send message to colleagues, friends, families or organizations through electronic means. The e-mail does not only send or receive personal message but anything that can be stored in a text file such as picture, computer games, announcement, documents, and many more. It is an application available to business organizations today for internal as well as external communication services such as customers account statement delivery, alerts among others. Banking industry makes use of the e-mail very well especially for delivery of statement of account and other personalised information (Nwakanobi, 2010). The e-mail offers a considerable saves of time and provides security of documents or information on it. Users of e-mail have valid e-mail addresses through which they send and receive mails or information.

#### **2.1.9.6 The Social Network Media:**

Social network media are fast becoming communication and transactions platforms now. They include chatting applications such as the Facebook, Twitter, YouTube, Blog, Eskimi, Google+, Instagram, Whatsapp and many others. Hitherto, they were regarded as teenage issues but presently business organizations have taken advantage of their unique

features and functions. According to Onyesom(2014), most social network media are interactive and it is the interactivity that distinguishes them from other static websites. Social network media provide commentary or news on a particular subject or topic and the ability of readers to leave or follow comments in an interactive format is an important part of many social networks. Most social network media combine text, images, audios, videos and links to other web pages, sites and media related to the subject or news. Many organizations have subscribed to most (if not all) of the social network media and are being followed by the teeming population of the active youths. Both formal and informal communications are held on these networks. Today, information on social networks spread very fast but are often times blown out of proportion (Mozayyeni&Aqili, 2014). Organizations and people are doing high scale marketing on these social network systems and it is yielding a good result for them.

#### **2.1.9.7 Tele-conferencing:**

Teleconferencing refers to telephone calls where more than two people can discuss at the same time. The use of teleconferencing becomes reasonable when the communicator and communicants are widely dispersed and separated by time and space. Where this is properly used and efficient, it may substitute or supplement the face-to-face communication approach. It has been noted that teleconferencing is more efficient in task achievement; it is more task-centred and impersonal than face-to-face approach Anissimov (2011). In organizations, meetings can be held through the teleconferencing system. Teleconferencing can be an effective tool for communication in organizations where there are space and time barriers.

#### **2.1.9.8 Video-conferencing:**

This is a set of interactive telecommunication technology which allows two or more locations to interact via two-way video and audio transmissions simultaneously. Anissimov (2011) defined videoconferencing as a communication technology that integrates video and voice to connect remote users with each other as if they were in the same room. It is also the use of television, video and sound technology as well as computers to enable people in different locations to see, hear and talk with one another. Each user needs a computer, webcam, microphone and broadband internet connection for participation in videoconferencing. Users

see and hear each other in real-time, allowing natural conversations not possible with teleconferencing.

Video-conferencing differs from videophones calls, because, it is designed to serve a conference (many people) rather than individuals. Videoconferencing can be considered when a live conversation is needed, when visual information is an important component of the conversation and when parties cannot physically come to the same location. Videoconferencing is very common in developed nations especially during seminars, conferences and meetings. It is an effective and powerful communication tool that provides today's business with the advantage of face to face communication. People in the organization may go to conference rooms or booths with specially equipped television cameras and capture the person speaking. It helps to improve productivity and reduce the expense to travel.

In choosing any of the technologies discussed above for communication in an organisation, the sender has to consider the one that could best be suitable for the purpose of the communication. However, the following factors should be considered before choosing any technology for communication so that the aim of the communication could be achieved: urgency of the message, speed and accuracy of the technology, safety and secrecy of the technology, cost of (usage) the technology, ability of the technology to keep records and the convenience of the technology to the target recipients, amongst others.

#### **2.1.10 Effectiveness of Internal Communication**

Having established a foundation for communication as a theory through models, and have defined communication as a theory, this study then focus on the organizational part of communication (Smith & Mounter, 2008). Hence, whenever there is communication within an organization, it is referred to as internal communication. Internal communication is not equal to organizational communication, although both concepts do share a lot of the same ideals due to discussing the notion of communication within an organization, internally.

The clearest definition for internal communication can be taken from the BBC (British Broadcast Company), who see internal communication simply as the act of communicating internally within the organization, whereas internal communications is the function that delivers the internal communication message through different media (Smith & Mounter, 2008). In the act of internal communication then, we simply take the notion of

communication between two or more different parties, and take their exchange of messages through different channels and implement it into an organizational scenario.

Due to the definition of internal communication being a way of delivering internal messages within the organization, one could assume that there would be full departments dedicated to internal communications within an organization. However, this seems not to be the case, but instead many internal communicators, such as internal communication directors, fall into the same category as corporate communicators. This means that most internal communicators are grouped together with external communicators (Smith & Mounter, 2008). This verifies the research point of this thesis; if there is no actual internal affairs department or anything similar in place, how does the internal communication within an organization work, if they are grouped together with the outbound communications, going outside the organization?

A lot could be said about internal communication, but here are some key points that will summarize the concept so that later in this text, it can be referred to;

Internal communication has moved from events and people to sharing corporate goals; Internal communication needs to be championed at the very top; Organizations need the workforce to understand what is expected of them – internal communication will help them deliver this; Internal communication is still a new discipline and Internal communication is the responsibility of everyone (Smith & Mounter, 2008).

So as said here, internal communication is the method of collectively sharing corporate goals from top to bottom, peer-to-peer and it is something that everyone needs to understand for the organizations internal communication to be effective. As internal communication is still a new discipline, the researcher feels that this study can draw on something interesting in terms of how people communicate within an organization.

Ideally, internal communication is about sharing information and building understanding, and a way of trying to create excitement and commitment between employees for the organization to gain a desired result. A widely used academic definition is “The planned use of communication actions to systematically influence the knowledge, attitudes and behaviours of current employees”. (Fitzpatrick & Valskov, 2014). In this definition, the key aspect is the word “planned” – internal communication should be planned on a company-wide level, so that everyone has a clear image of what to communicate and to who, so that the company can reach its maximum potential. And as can be seen from the definition, it is not simply about sharing information; it is about influencing people in the workplace. Mainly

influence the level of knowledge, or sharing of information, but its job is also to excite, and affect the attitudes towards goals, tasks etc. and to have a positive impact on employee behaviour within the workplace.

Some main strategies have been identified in previous studies in terms of what is needed for successful internal communication. These strategies were found by Marc Wright for his 2014 work “Gower Handbook of Internal Communication”.

#### **2.1.10.1 Internal Openness**

Internal openness is about clarifying the information around the organisation. This however, tends to be a rather centrist approach; a few tell the many what they deem important (Wright 2014). Information openness then is a good approach, but its fundamental issue is still the same as in the start; the communication is more of a one-way street where the top management decides what communicated to everyone in the organization is. This fights against the principle that internal communication should be more of a conversation.

#### **2.1.10.2 Supportive Climate**

The supportive climate of conversation is the way of deciding how the information is communicated. If the person communicating has set the climate of the conversation to be hostile, down-beat or non-supportive, it is rather clear that the climate of the whole organization around that information receiving will be the same. This can also be affected by managers by advocating different ways of working and communicating within an organization; for example, if a team gathers together to celebrate co-workers’ individual achievements, the manager advocates peer recognition of each other’s work in their own teams (Wright, 2014). By creating a supportive climate, an organization can achieve higher potential reach out of their employees by maximizing the efforts they put into internal communication.

#### **2.1.10.3 Performance-based Communication**

Performance-based communication puts most of the emphasis on concentrating on the elements of communication that are the most effective. By this model, it is far better to succeed in one small part of communication, than to fail throughout the board. To understand what is performing successfully and what is not, there is a need for measurement systems that monitor the performance of different communication methods (Wright, 2014). This model then excludes all the nonworking components of communication, focusing only on the

successful communication channels and methods within the organization. This however can scale down the methods of communication from multiple to just a few that works.

The main point that must be acknowledged when talking about internal communication is that it is planned and systematic, so that is not an accidental process and that it applies some sort of discipline to itself. So, nothing haphazard about internal communication. It is also about influence, in other words persuasion of employees and between personnel. It is not just about telling, but it is also about affecting attitudes and feelings within the organization. Lastly, it is multi-disciplinary, so that it is not just limited to one field or organizational part, but indeed touches everyone within the organization. (FitzPatrick&Valkov, 2014).All in all, internal communication is something that is organized and has a concrete function within an organization, it is about messaging internal affairs, attitudes and change on a corporate wide level from management to employees. There is nothing random about internal communication, as it usually has its own department within the organization, or at least a part of the HR organization, that plans and executes the communication. It is driven through official internal communication channels, so no unofficial lunch discussions count as internal communication. What it counts as, is something we will delve into next.

#### **2.1.10.4 Interpersonal communication**

Interpersonal communication is the procedure by which people swap information, feelings and impart through verbal and non-verbal messages. This definition underlines the crucial fact that interpersonal communication is not only apprehensive about ‘what’ is pronounced, i.e., the language employed, but ‘how’ it is pronounced, e.g., the non-verbal messages sent, such as tone of voice and facial expressions. According to Hartley (1999), interpersonal communication as having the following characteristics:

Communication from one person to another; Communication which is face-to-face; Both the form and the content of the communication reflect the personal characteristics of the individuals as well as their social roles and relationships.

When two or more people are in the same place and are aware of each other being there, then communication is said to be taking place, no matter how subtle or inadvertent it may be. Even without vocalizations, an onlooker may be using prompts of stance (posture), facial manifestation, and garb to impact other’s role, poignant situation, persona or intents. Even though no communication may be aimed at, people receive messages through forms of non-verbal conduct. This is a significant thrust for those working in people-centered vocations,

which require fostering an awareness of the assortment of prompts entailed in interpersonal communication. Hartley (1999) suggests that interpersonal communication includes the following aspects: non-verbal communication, reinforcement, questioning, reflecting, opening and closing, explanation, listening and self-disclosure.

Although interpersonal communication can include oral, written, and non-verbal forms of communication, the term is by and large related to spoken communication that takes place between two or more individuals in person. Some of the types of interpersonal communication that are generally used within a business organization comprise staff meetings, formal project discussions, employee performance reviews, and informal chit-chats. Interpersonal communication with those outside the business organization can be in various forms, too counting client meetings, employment interviews, or sales visits. So as to comprehend the principles of effective interpersonal communication, it is beneficial to look at the fundamental process of communication.

The basic process of communication initiates when a fact is perceived or an idea devised by a single person. That person (the sender) chooses to decipher the perception into a message, and subsequently conveys the message through some communication medium to another person (the receiver). The receiver then must construe the message and supply feedback to the sender indicating that the message has been comprehended and fitting action taken.

Regrettably, errors can be instituted during any stage of the communication process. For instance, misunderstandings can crop up when the sender does not have an apparent idea of the message he or she is attempting to communicate, or has a clear idea but is unable to articulate it perfectly, Hartley (1999). However, errors can also take place when the receiver does not take note warily, deduces a sense other than what was meant by the sender, or does not provide feedback. Eventually, blurred, imprecise, or thoughtless business communication can squander precious time, estrange employees or customers, and obliterate goodwill toward management or the business on the whole.

#### **2.1.10.4.1 Role of Non-Verbal Communication in Interpersonal Communication**

Non-verbal communication is also required in Interpersonal communication. At times, we don't need words. When words are not enough or we are not able to speak with entire comprehension, non-verbal communication works visually. Signs or emotions or body language can be termed as different non-verbal communication tools. A person uses non-verbal communication several times in his daily life. Emotions are of special importance in

non-verbal communication because they have more meanings in them. Facial emotions can be interpreted differently by every person. (Gifford, Robert, 2011)

Gifford, Robert in 2011 said a word has a common meaning for everybody but each facial emotion has its own meaning and message and every receiver takes the message in a different way. There are basic emotions that we can see in a written communication. A person can express feelings in many different ways. Body language is the most important part of non-verbal communication. Moving head up and down means 'yes' while shaking it right to left means 'no' or shaking hand means 'hello'... and so on. These non-verbal communication kinds are used by everyone every day. The reason for using this non-verbal communication tools is that they provide sense to words or messages that one wants to send, and at the same time manage our conversation.

#### **2.1.10.4.2 Uses of Interpersonal Communication**

According to Hartley in 1999, Interpersonal communication can be used to Furnish and gather information; Influence the stances and conduct of others; Develop acquaintances and preserve relationships; Formulate sense of the planet and our experiences in it; Utter personal desires and understand the desires of others as well; Bequeath and take delivery of emotional joist and Make decisions and solve problems.

Good interpersonal communication knack support of such processes like intimate relationship, counselling, management, selling, conflict management and others.

#### **2.1.11 Communication Openness in the Workplace**

Communication openness is defined as the ease of talking to each other and the extent of understanding gained when talking to each other (Ayoko 2017) and has been treated as synonymous to listening, honesty, frankness, trust, supportiveness, and similar concepts in a variety of research studies. Early researchers indicate that communication openness involves both message sending and message receiving behaviors (Baird 1973; Redding 1972; StuU 1974). Rogers (1987) support this idea and add more dimensions to the concept by indicating that "communication openness incorporates the message sending and message receiving behaviours of superiors, subordinates, and peers with regard to task, personal, and innovative topics". Instead of measuring communication openness in a laboratory environment,

Roger's model of communication openness is developed specifically for an on-going organizational context (Rogers 1987). It is composed of three parts which are;

Whocommunicates with whom (direction of communication); In what way (message sending and receiving), and About what topics (complaints, personal opinions, suggestions, etc.). In Rogers' model, the direction of communication is operationalized to include three relationships: superior to subordinate, peer to peer, and subordinate to superior. In this study, we name such relationships downward, peer, and upward directions of communication, respectively.

Downward communication happens between a superior and a subordinate, with the direction being from superior to subordinate. In downward communication, superiors ask for suggestions, follow up on opinions, and listen to complaints from subordinates. Similarly, upward communication also happens between a superior and a subordinate, but the direction of communication is from the subordinate to the superior in which the subordinate asks for suggestions, follow up on opinions, and listens to complaints from their superiors. An open communication relationship exists between superiors and subordinates when both parties perceive the other interact as a willing and receptive listeners, and refrain from responses which might be perceived as providing negative relational or disconfirming feedback"(Stewart *et al.* 1986:238). Several studies have emphasized the importance of open communication between superiors and subordinates, thereby indicating that the free and open environment for communication establishes a constructive relationship between the superior and subordinate, which in turn increases job satisfaction and overall job success (Kay and Christophel 1995; Koike *et al.* 1988).

The third direction, communication between peers, occurs between employees with the same or similar level of job positions and responsibilities. Such communication is also referred to as lateral communication (Koike *et al.* 1988). At work, peer colleagues often ask each other for opinions and suggestions and listen to each other's complaints. Such communication is typically perceived to be informal and casual.

Researchers found that regardless of the topic, people normally evaluate peer communication positively; therefore, open communication among co-workers can enhance motivation and cooperation within groups (Koike *et al.* 1988). Myers *et al.*(1999) detail peer communication and categorized it into three types: 1) information peer, one who shares information about the organization and work-related tasks with a co-worker, 2) collegial peer, one who provides job-related feedback and shares mutual work and family concerns, and 3) special peer, one who engages in social confirmation, provides emotional support and personal feedback, and serves as a friend. They find that the level of intimacy increases as it moves from information peers

to collegial peers to special peers. Despite such differences, peers in all types tend to have more interaction, have higher trust, and exchange information more freely with each other than with their superiors in the organization (Myers *et al.* 1999).

Many research studies examine the business applications of open communication and their importance in the business context (e.g., Al-Gahiani and Hung-Pin 2009; Al-Omari 2008; Breen *et al.* 2005; George and Hancer 2003; Kay and Christophel 1995; O'Reilly in 1977; Robin 2007; Rogers 1987; Pascoe and More 2008; Trombetta 1988). There appears, however, to be a relatively smaller number of publications investigating the contributing factors affecting the development and the variation of communication openness. A few notable studies in this area find that proper training and the feeling of helplessness have significant impacts on the degree of openness in communication (Rodgers and Heisey 1996). In addition, researchers indicate "the degree of openness in a communication network may determine the extent to which an employee becomes integrated into the organization" (Al-Omari 2008). As a result, the consultative decision-making style in which subordinates are encouraged to give opinion and are involved in decision-making foster open communication in organizations (Stewart *et al.* 1986).

Similarly, a consensus problem-solving technique through which all employees participate in collecting information and making decisions appear to be effective in improving communication openness (Breen *et al.* 2005). Other researchers also suggest that even addressing each other by name in the workplace can increase the chance of open communication (Morand 2005). Unfortunately, empirical studies in which contributing factors to communication openness are investigated do not seem to thrive in the literature. We, therefore, feel the need to address the gap in research to explore the concept of communication openness in a business context in order to gain insight into some of the factors that affect communication openness and to build a favourable environment to foster open communication among workers.

### **2.1.12 Effective communication and Job performance**

Organizations need highly performing individuals in order to meet their goals, to deliver the products and services they specialize in, and finally to achieve competitive advantage. Performance is also important for the individual employee. Accomplishing tasks and performing at a high level can be a source of satisfaction, with feelings of mastery and pride. Low performance and not achieving the goals might be experienced as dissatisfying or even

as a personal failure. Moreover, performance, if it is recognized by others within the organizations often rewarded by financial and other benefits. Performance is a major although not the only—prerequisite for future career development and success in the labour market. Although there might be exceptions, high performers get promoted more easily within an organization and generally have better career opportunities than low performers (Van Scotter, Motowidlo, & Cross, 2000).

Job performance consists of the observable behaviour that people do in their jobs that are relevant to the goals of the organization and that can be scaled (measured) in terms of each individual's proficiency (that is, level of contribution) (Campbell, 1993). Job performance is of interest to organizations because of the importance of high productivity in the workplace. Campbell (1990) explains that performance is not the consequence of behaviour, but rather the behaviour themselves. In other words, performance consists of the behaviour that employees actually engage in which can be observed.

In the context of work settings, the performances of all individuals that make up the organization are targeted towards the achievement of the goals of the organization. The overall productivity of the organization is hinged on the performance of each individual within the organization. Contemporary organizations in today's context are characterized by such constantly changing dynamics as complexity of customization and competitiveness, importance of people rather than strategies; reliance on technology and the rise of knowledge economy both for the individual employees and the organization as a whole among many other organizational issues.

### **2.1.13 Organization Performance**

Every organization has aim and objective which they managed to accomplish. Performance play a vital role in sustainability of the organization, it is inevitable and essentially important topic in the areas of human resource management (Mustapha, Ilesanmi, & Aremu, 2013). Thus, performance enables managers to evaluate whether organizational objectives have been achieved.

Organizational performance is widely employed in academic researches. Thus, a stronger understanding of the conceptual nature of performance is significant, organization performance has been included as a direct antecedent of communication system in the

organization. An effective communication provided by management is strategic tool used for performance. Kiruja and Elegwa, (2013) suggested that employee are more knowledgeable of their behavioural performance than supervisors and hence are in a good position to provide more assured information that will ensure effectiveness and efficiency. Organizational performance is assessed with the effectiveness and efficiency criterion that could be used to achieved competitive advantage in the industry(**Mustapha, Ilesanmi, & Aremu, 2013**).

Communication is an integral component of any performance improvement approach. Organizations eager to accomplish strategic goals establish well defined communication strategies. A well-defined strategy is one that engages employees and aligns with the organization's business goals. According to Danica, (2016) organizational performance encompasses four specific areas of firm outcomes: financial performance (profits, return on assets, return on investment); product market performance (sales, market share), shareholder return (total shareholder return, economic value added) and employee performance (effectiveness and efficiency). Danica(2016) argued that performance measures could include result-oriented behavior criterion-based and relative normative measures, education and training, concepts and instruments, including management development and leadership training, which were the necessary building skills and attitudes of performance management. Hence, from the above literature review, the term "performance" should be broader based which include effectiveness, efficiency, economy, quality, consistency behavior and normative measures (Danica, 2016).

Communication strategies, systems, and practices do play a central role in high-performance. Information, understanding, and knowledge are the lifeblood of the organizational body(**Nebo, Nwankwo, & Okonkwo, 2015**). A thoughtful and comprehensive communication strategy is a vital component to any successful change and improvement; thus communication strategy sets the tone and direction of improvement efforts(**Miller, 2009**). Effective communication strategy links to organizational goals and aligned strategies tend to enhance organizational performance. Communication strategies influence the energy levels for change and improvement. Strong communications keep everyone focused on goals and priorities while providing feedback on progress. Effective communication strategies, systems, and practices have a huge and direct effect on organizational performance (Kibe, 2014).

## **2.2 Theoretical Review**

There are multiple components that feed into whether communication is effective or ineffective, thus requiring the use of theories and the following models.

### **2.2.1 Communication theory Scudder S.F.(1980)**

Communication is the essence of life. It is a necessity. To express themselves, human beings need to communicate. An individual has to communicate to express his feelings, pass on information to the other human beings and share his thoughts and feelings. Plants communicate their need to be taken care of and watered immediately through visible changes in the colour of the leaves, and the falling of leaves and flowers. Animals communicate by sounds, several movements to indicate that they are hungry or unwell or need medical attention. A mother would never understand that her child is hungry unless and until the child cries. Crying is again a form through which the child communicates that he is hungry and needs food. The same applies when he is injured, where he uses crying again as a tool to communicate his pain and need of urgent medical attention.

Thus the universal law of communication theory says that all living beings whether they are plants, animals, human beings communicate through sound, speech, visible changes, body movements, gestures or in the best possible way to make the others aware of their thoughts, feelings, problems, happiness or any other information. If a child scores less marks in examinations, parents would not speak to the child for some time - again an effort to communicate that the parents are angry over the child's performance and he needs to buck up for his further examinations. Try to irritate a stray dog, he will surely bark on you - again an animal's way to communicate that he is angry and should not be irritated further.

Like human beings, animals also communicate among themselves through gestures and body movements. Monkeys always carry their babies with them wherever they go, again a way through which the mother tries to communicate that their babies are safe and the mother is there to take good care of them. During the mating season of animals, communication through gestures plays a very important role in bringing them close, the same way a peacock dances to attract its partner.

Another model of communication says that communication is simply the process of transferring information from the sender to the recipient where the recipient decodes the information and acts accordingly. Large number of people also supports this model of communication.

### **2.2.1.1 Organizational Information Processing Theory Galbraith(1973)**

Four strategies are proposed to solve the organizational design problem: creation of slack resources and creation of self-contained tasks reduce the need for information processing. Investment in information systems and creation of lateral relations are strategies to reduce this uncertainty by increasing the capability of information processing but also has its limitations. Interpersonal characteristics as well as interdepartmental and inter-organizational relations determine the organizational design problem, not just task uncertainty. Therefore, equivocality has to be reduced besides uncertainty. The additional factors are presented and integrated in a new model based on the original theory. The relevance of organizational information processing theory in the context of IT is demonstrated by practical examples, for explanation, justification, and integration of IT. Theoretical basis can be used to disclose possible reasons for problems and different outcomes which are arising in the case of IT adaptation.

### **2.2.1.2 Critical Social Theory- Horkheimer, Adorno, Fromm and Marcuse (1937)**

Critical social theory is a school of thought which has as its primary objective the improvement of the human condition. Its focus, according to its founders is on general theoretical problems, as well as specific investigations of concrete problems of contemporary social organization. The approach was to break with traditional hypothetical deductive methods, which are oriented towards the preservation and gradual reformation of the status quo. Critical social theory was intended to be a radically different approach which would take into account the human construction of social forms of life and the possibility of their recreation. At the inaugural address of the opening of the Institute for Social Research, Horkheimer (1937) outlined the goals of critical social theory as follows: The critical theory of society on the contrary (... to the positivist view of social science) has as its objects men as the producers of their total historical forms of life. The conditions of reality from which science starts out, appear to it not as given to be established and calculated purely on the basis of laws of probability. What is in each case given depends not solely upon nature but also upon what men wish to make of it.

These theories are the premise for the study of communication, leadership, culture, and disorder within organizations at all levels of management. The CT, OIPT, and CST theories provide a means to base the discussion on the importance of effective communication within the manufacturing work environment in the provision of goods and services and customer's

satisfaction. Established in the literature is the fact effective communication is required for understanding strategic goals, decision-making, project management, requirements gathering, quality control, and organization leadership (Meadows, 2008; Senge, 1990). Ineffective communication contributes to chaotic and complex situations that cause failures (Dryer, 2006).

### **2.2.2 Models of Communication**

As there are multiple definitions for the process of communication itself, there are bound to be multiple different definitions and models for the process of communication. This part of this study portrays a few of the most widely used models of communication. The models are from the 20th century, but they are still quite as relevant in the modern world. With the definition of communication channels in a modern organization, the intention is to fill the gaps left in the communication process by these three models.

Communication models are visual representations of the complex communication process (West & Turner, 2008). These visual representations are made, so that it is easier for people to understand the flow of communication from the start to finish and what the factors are that affect the whole communication process.

The first model is the Linear Model of Communication, which is the oldest of the three models portrayed here. The second model is called the interactional model while the third model is transactional model, introduced to the world by Wenburg and Wilmot in 1982. Three models are still being utilized in the definition of communication models in the modern world, and therefore they were deemed relevant for this study.

#### **2.2.2.1 Linear Model**

The linear model of communication was developed by Laswell's (1948) in Wood (2009). The model approaches the communication process as a one-way process of sending message to its destination. The linear model is comprised of several different components that are discussed in this chapter and can be seen in Figure 3 below.

First, the conveying of information starts from the information source, which is then relayed through the sender or transmitter as a message to the receiver. This message can be anything

from spoken or written to even something unspoken. The receiver is the intended target of the message, and through this person, the message reaches its destination. After this, it either stays with them or goes through another communication process to another person or perhaps to a database or other intended place of storage. All this communication takes its place in a channel, which is the pathway of the communication itself. These paths can be visual, tactile or auditory paths of communication (West & Turner, 2008).

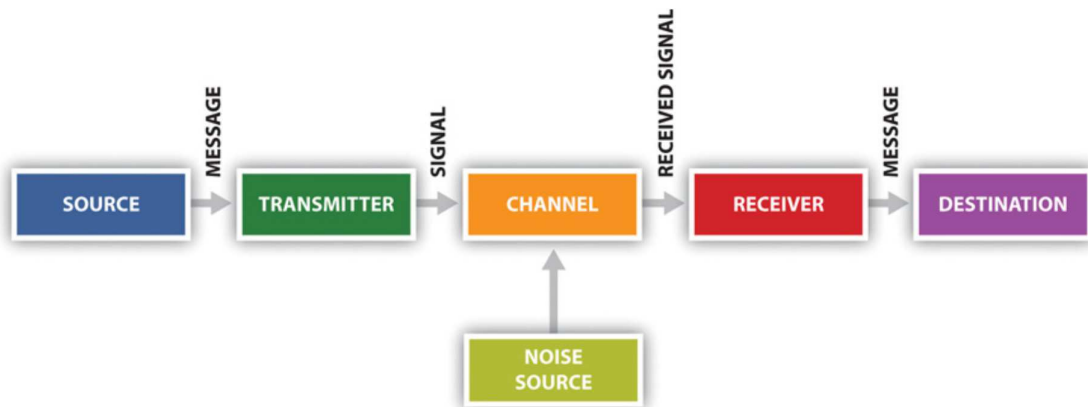
In this simplest model of communication, we can see that the information is intended to be conveyed from the sender to the receiver through a channel of communication. However, as it can be seen, even with the most simplistic model of communication there are multiple factors that need to be considered when communicating information, and there are multiple factors that can only make the whole process cause more uncertainty. A factor that affects the whole communication process is referred to as “Noise”. In this definition, noise is anything that can interfere with the message from the sender to the intended receiver. (West & Turner, 2008)

There are multiple reasons for noise interfering with the message. There is physical noise, which is simply any external factor that makes the message difficult to understand, whether it is actual audible noise coming from outside or perhaps some visual obstruction on the screen of a computer, or any other physical form of obstruction to the message (Andrews & Herschel, 2006.) In the modern office world, there are many different types of physical noise that can interfere with communication. These can vary from a loud office space to faulty equipment or corrupt files of information.

Physiological noise can be a person’s impaired or compromised hearing ability, articulation problems of the sender of the message or compromised visual abilities of the receiver of the message (West & Turner, 2008). Such simple things can affect the message. For example, if a person from a different part of the country or world conveys a message to the receiver, there might be articulation issues that make it difficult for the receiver to understand the words.

Psychological noise refers to the biases, prejudices and feelings of the communicator towards a person or the message itself. This psychological noise means a person’s opinions on race, gender, age, cultural contingencies or ethnicity that create noise between the sender and the receiver (West & Turner, 2008). For example, persons within an organization might feel that due to their seniority, people much younger than them cannot simply convey useful information to them, let alone give them advice or orders. This might lead to the message that

is sent to them being affected by psychological noise, which then again will render the whole message useless or skew the meaning in a way that it will not help the organization in any way.



**Figure 6: A Linear Model of Communication**

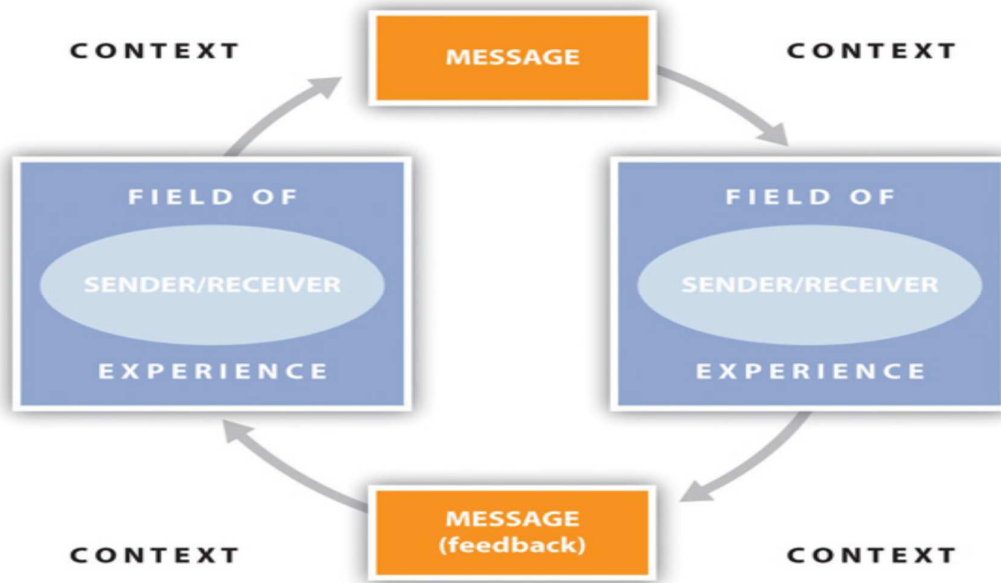
(Source: Wood, J. T. 2009). *Communication in our lives* (4th ed.). Belmont, CA: Thomson-Wadsworth

As we can see from the definitions, even though the linear model is much more than 50 years old already, there are still multiple connection points to the modern world of communication. The basis of communication is still the same: a sender transmits a message through a channel to the intended receiver and its destination, and multiple forms of noise can affect the encoded message through the communication process. Where this model differs from the modern day is the sheer amount of information available today. In this era of technological breakthroughs, so much information is conveyed daily at a workplace, that it is certain that some of it becomes so much affected by some sort of noise, so that it is no longer relevant or usable in terms of organizational use.

#### **2.2.2.2 Interactional Model**

Only a few years after Shannon and Weaver published their one-way linear model, Wilbur Schramm proposed an alternate model that portrayed communication as a two-way interaction. Schramm (1954). *How communication works*. In Schramm (Ed.), *The process and effects of communication* (pp. 3-26). Urbana: University of Illinois Press. Writing several years before Berlo, he was the first to incorporate feedback—verbal and nonverbal—into a model of communication. The other important innovations in Schramm’s interactive model,

which we have adapted in Figure 6 "Interactional Model of Communication" below, were the additions of the communication context (the specific setting that may affect meaning) and of "fields of experience" (the frames of reference and the cultures that each participant brings to the communication).



**Fig. 7: Interactional Model of Communication**

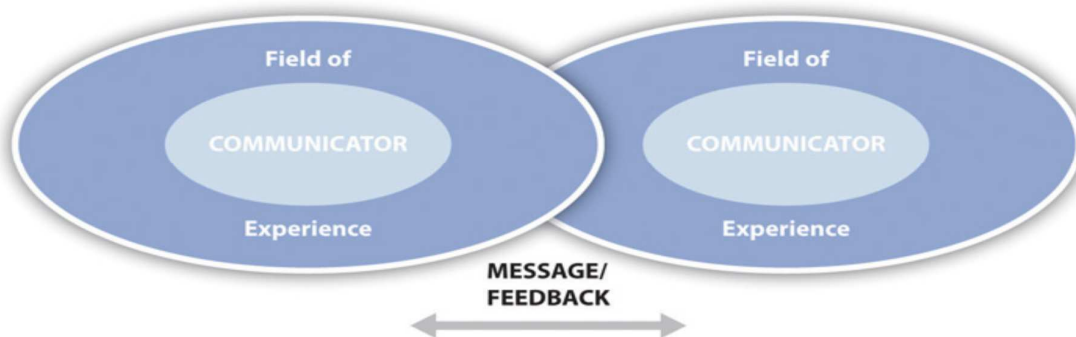
With Schramm's model, communication moves from a linear to a circular process in which participants are both senders and receivers of messages. Yet the model portrays communication like a tennis match: one participant serves up a message and the other participants then makes a return. Each waits, in turn, passively for the other. Thus, communication goes back and forth as one person (on the left of Figure 6 "Linear Model of Communication") initiates a message and waits until the other (on the right) responds. But if you think about times when you have engaged in conversation, you will recognize how the other person is *simultaneously* sending messages—often nonverbally—while you are talking. Unlike a tennis match, you do not wait passively until the "ball is in your court" before acting communicatively. To demonstrate the simultaneity of communication, we move next to a transactional model.

### 2.2.2.3 Transactional Model

The last model of communication, a more contemporary one compared to the linear model is the transactional model of communication, which varies greatly in definition from the linear model. The key stakeholders are the same, but the transactional model does not make any

sharp distinction between the sender and receiver roles, since one person plays both, and often at the same time in this model. Wenburg and Wilmot (1973) describe it as follows; “All persons are engaged in sending and receiving messages simultaneously. Each person is constantly sharing in the encoding in the encoding and decoding process and each person is affecting the other” (Andrews & Herschel, 2996). To summarize, in this model there is no flow of sender encoding and transmitting the message, after which the receiver receives and decodes the message, making it a back-and-forth conversation, but instead the flow of communication is constant to both ways, and is a two-way message exchange.

For this model, feedback, both verbal and nonverbal, are in a key role. In addition to this, the model focuses on how meaning in a communication process is constructed. In other words, as people get acquainted with working together over time for example, they share experiences that will play a role in the meaning that is given to the communication process (Andrews & Herschel, 2006). By having shared meaning, experiences and information over time, the flow of communication becomes more streamlined, being less prone to noise for example. These exchanges construct the effects and social meanings between the participants in the process.



**Figure 8: Transactional model of communication**

Source: [businessstopia.net](http://businessstopia.net), n.d

As the process of communication is identified as simultaneous messaging in this model, instead of the linear model’s way of thinking, the sender and receiver terms are changed into simply communicator. It also adds the term environment, which considers both the physical location, but also the personal experiences and cultural background of the participants. This model, considering that the communication between participants and the environmental factors may even seem a bit chaotic at times. But this is the sole reason why this model is brought up in this text; the author feels like that in the modern world of communication, the communication might be a bit unorganized, and affected by a person’s personal views,

cultural background, even their physical state of being, whether it be tired, anxious or excited, and the physical space of the communication.

For example, a person talking to another in a situation where they are tired, the setting for the conversation is noisy, where their cultural beliefs clash with the other communicator, who also constantly interrupts your message by talking on top of you. This situation is most likely far from ideal. If you compare this to a situation where, the conversation is taking place in a quiet meeting space, with enthusiastic and refreshed people from the same culture that have worked together for years and have the common respect to let the other person finish their message before stating their own.

### **2.3 Empirical Review**

Shonubi and Akintaro (2016) investigated the impact of Effective Communication on Organizational Performance. The discussion was based on series of empirical studies of communication and organizational performance. The research findings no doubt have validated the synergic relationship between communication approach and efficient organizational performance. They also recommended that there can still be more room for improvement and consequently better performance if management embraces the following recommendations: More clarity of ideas before attempting to communicate; Better understanding of the physical and human environment when communicating; A thorough analysis of the purpose of communication; In planning communication, consultation should both be top down and bottom up, while all facts are rendered implicit and explicit; Consideration should be given to the content and tone of the messages; Whenever possible, the language or tone should not be only be edifying and elegant, but must be messages the receiver would find valuable; Communication messages that are precise and are of short run often possess long run importance; All stakeholders should be encouraged to be good listeners; Immediate actions must be accompanied and accomplished with communication; and Communication that would be effective require a follow up and effective feedback mechanism process.

Abiodun and Abrisfor (2015) examined the relationship between organizational communication and job performance of employees of selected Nigerian Brewing Industries in Oyo and Osun States of Nigeria. A sample of 200 employees was selected from the two industries. Two research instruments, the Communication Satisfaction Questionnaire (CSQ) and the Role-Based Performance Scale (RBPS) were used in generating data. The results showed that there

is a significant relationship between organizational communication and job performance. The study recommended that managers need to ensure that the transfer of information within the organization is well-organized and provide feedbacks for the employees on the quality of the performance they put into their jobs.

Moses and Anthonia (2015) reviewed the dimensions of communication in the 21st century organizations. The study revealed that the primary management functions of any organization are greatly dependant on the effective use of communication. In the 21st century organizations, communication is used as the major instrument to motivate and stimulate workforce's commitment towards the attainment of the organizational set goals. The study population was employees from the selected brewing industries which are Seven-Up Bottling Company, Ibadan Depot, Ibadan and International Breweries Plc., Ilesa. The Brewing Companies were selected because they serve the South-West region of Nigeria and beyond and they are relatively autonomous in terms of operation and activities. The industries pull a combined total of above 400 employees from which 50% was used for sample study, and selection cut across the junior, intermediate and senior levels of the organization using a ratio of 10:7:3 in a stratified manner. Pearson correlation was used for data analysis and the study shows that there is relationship between organizational communication and job performance.

Alessandra (2014) investigated how internal communication strategies can promote strategic employee communicative actions such as to disseminate positive information that enhances the company's reputation. These communicative actions sustain the competitive advantage of a company. Study adopted interviews with: internal communication experts; internal communication managers in 10 American companies and 22 Italian companies. Three focus groups in Italy comprised of internal communication managers, scholars and experts. Findings from the study shows that employee communicative actions have been categorized into: exploration, interpretation, sharing and acting. Internal communication strategies enable employees to be effective communicators.

Udegbe, Ogundipe, Akintola and Kareem, Rashidat (2012) investigated the impact of business communication on organizational performance in Nigerian companies using a contextualized and literature based research instrument to measure the application of the investigated "constructs". Using the survey method, the study obtained sample data from 100 small and large manufacturing and service companies operating in Lagos State of Nigeria. The research instrument showed encouraging evidence of reliability and validity. Data were analysed using descriptive statistics, percentages and t- test analysis. The study found that effective business

communication is emphasized to a reasonable extent in the surveyed Nigerian companies. However, the 'level of emphasize' is a question of degree. It was also found that the extent of practices of effective business communication, were related to the category of business (service versus manufacturing) and its size.

Chidiebere, Ngozi and Ifeoma (2015) examined the role of effective communication on organizational performance, Nnamdi Azikiwe University, Awka. The problem that led to the study is the disputes and delays in the access to information that would increase performance of staff. The survey research method was adopted for the study and the study relied much on secondary and primary data. The population of this research work was drawn from the Academic and Non-academic staff of UNIZIK. The population is made up of 170 non-academic and 130 Academic Staff. The sample size of 166 was determined using Taro Yamane technique and stratified random sampling. Chi-square ( $x^2$ ) was used to analyse the hypotheses. The findings from the study show that effective communication is the remedy to effective and efficient management performance of employees in an organization. The researcher recommends that there is need for every organization to endeavour and make effective communication an essential integral part of its management strategies and map out a strategic ways of storing information's; for this will also reduce loss of essential information and it will help to minimize organizational conflict, less misunderstanding and enhance information management.

Neves and Eisenberger (2012) reviewed that management communication was positively associated with a temporal change in POS, mediates the relationship between management communications and implications of practice. Specifically, it revealed that management communication affects performance mainly because it signals that the organization cares about the well-being and values the contributions of its employees. This study also adopted the use of the perceived organization support in terms of communication as indicators on the effect of communication on organization performance. Rho (2009) assessed the impacts of organizational communication on the perception of red tape by comparing internal communication with external, especially client-oriented, communication in both public and non-profit organizations.

Furthermore, Open communication has been proved to be one of the most vital business success factors relating to many classic business and management concepts, such as job satisfaction, organizational performance, and decision-making (Bisel, Messersmith, & Kelley, 2012; Clampitt, 2013; Hargie, 2016). Previous studies show that communication

openness positively and significantly relates to motivation (Kay and Christophel 2005), positively affects employee empowerment (George and Hancer 2003), and has a significant positive effect on employees' intent to stay (Al-Omari 2008) and on employee loyalty and job satisfaction. Openness in work communication is also found to have positive impacts on employees' attitudinal behavior, including attitude, subject norms, and perceived behavior control (Al-Gahiani and Himg-Pin 2009). Furthermore, open communication fosters sharing of information and knowledge among workers (Pascoe and More, 2008), thus creating an effective communication climate that supports a successful management system, and is significantly related to effective decision-making (Breen *et al.* 2015). Despite the great importance of open communication in the organization, there is a scarcity of studies investigating the contributing factors to the development and variation of communication openness in the workplace. This study, therefore, attempt to look into communication medium and factors that will bring much insight to the understanding of communication openness.

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

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

Bery, Otieno, Waiganjo and Njeru (2015), explored the effect of employee communication on organization performance in Kenya's horticultural sector. This study was carried out in flower farms in Kenya. The population of this study was all flower farms in Kenya which were the 14 flower farms registered in the KFC directory (2013) and based in Naivasha. A total of 2460 respondents were targeted by the study out of which 1888 responded giving a

response rate of 76.7%. Correlation and regression analysis were used to test on the relationship between the variables of the study. The study found that communication facilitates exchange of information and opinion with the organization, that communication helps in improving operational efficiency thus improving organization performance. It concluded that communication is a major determinant of organization performance. The study recommended that organizations should develop effective communication strategies since it will facilitate passing of information both within and outside the organization thus improving performance.

Weimann, Hinz, Scott and Pollock (2010) reviewed that communication culture and tools of the distributed teams of a large German manufacturer is neither perfect nor complete due to the communication behaviours and tools used by these real distributed teams working together in different settings on international projects. The findings show that regular face-to-face meetings, email and phone still play a pivotal role in team communications, even though a variety of communication tools is available. The case study concluded that team member satisfaction and team success can only be accomplished if the communication culture in the company takes into account the technologies used and the distributed work setting.

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

Today organizations believe that the major source of competitive advantage is attained from an organization's human resources and to enhance organizational performance by effectively utilizing their human resources. Though, this was not always the case, as human resources were usually perceived as a cost in the past (Gondal & Shahbaz, 2012). Elving (2005) shows the implication of communication in resistance to change. The framework leads to six propositions in which aspects of communication, such as information, feelings of belonging to a community, and feelings of uncertainty, have an influence on resistance to change, which

will affect the effectiveness of the change effort. The findings reviewed that a distinction between the informative function of communication and communication as a means to create a community was made. In the suggested model communication has an effect not only on readiness for change, but also on uncertainty.

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

Adegbuyi, Adunola, Worlu, Rowland and Ajagbe, (2015) the study was able to ascertain from various literature reviewed that business strategies such as (customer orientation, employee autonomy, communication, training and development job satisfaction, corporate social responsibility, motivational factors) have major role to play in organizational performance. Nimalathan (2009) mentioned that the profit is the primary objective of a business, which measures not only the success of a product, but also of the development of the market for it. Further profit is the report card of the past, the incentive gold star for the future.

Weidenfeld and Nicholson (1970) concerned that the profit as a reward to owner of the capital but with the return to capital as an objective of a firm's activities. Subramaniam and Nimalathan (2009) noticed the profitability will provide more accurate view of the firm's performance. Pandey (1979) indicated that recent experience in countries with totally planned economies indicated that economists are probably right in emphasizing the importance of overall profitability as a criterion for the efficient operation of an enterprise.

Weston (1978) declared that the profit is used to test the efficiency and used to measure the control and worth of the investment to the owners, margin of safety to the creditors, source of extreme benefits to the employees, to the Government a measure of taxable capacity and the basis of legislative action, to the country profits are an index of economic progress, national income generated and rise in the standard of living.

The studies examining the relationship between market share and profitability span a broad spectrum (Szymanski, Bharadwaj & Varadarajan, 1993). In a project undertaken by the

Marketing Science Institute on the Profit Impact of Marketing Strategies (PIMS), Buzzell and Gale (1987), have empirically tested the market share – profitability relationship. The study of 57 Fortune 500 companies has revealed a positive link between ROI and market share. However, although some early works indicate that market share has a significant and positive effect on business profits (e.g. Buzzell& Gale, 1987; Porter, 1979), other scholars question whether market share has any impact on profit (e.g. Jacobson, 1988) or even establish a negative relationship between the two variables (Armstrong & Green, 2007),

The meta-analysis findings presented by Szymanski et al. (1993) could not fully reconcile the differing viewpoints: while the results have indicated that, on average, market share has a significant and positive effect on business profits, the multivariate findings have revealed that the estimate of market share elasticity is contingent upon various specification errors, sample, and measurement characteristics. Overall, Prescott et al. (1986) suggest that the relationship between market share and business profitability is context-specific. More recently, Armstrong and Green (2007) argue that pursuit of the highest possible market share is deeply rooted into formulating and achieving competitor-oriented objectives; the authors claim that such objectives are harmful and misleading, especially when managers receive information about market shares of competitors. In essence, attaining the highest market share relative to the competition reduces profitability and harms performance (Anderson and Green, 2007).

On the other hand, Welstedt (1980) in his book entitled “state manufacturing enterprises in a Mixed Economy: Turkish case” stated that profitability of an enterprise can be ascertained, if profit is analyzed in terms of sales and investment. Schmalensee (1987) mentioned that to determine the determinacy of systematic changes in intra-industry profitability occurred over time so as to distinguish between an efficiency story and collusion story about why concentrated industries had higher profit rates than other industries, and also he found that large firms in general were higher profitable than small firms within the same industry

Velnamby and Nimalthasan (2007) pointed out that sales are positively associated with profitability ratios except return on investment, and numbers of depositors are negatively correlated with the profitability ratios except return equity, likewise number of advances to the return on investment, and return on average assets in Bank of Ceylon. Sexton and Kasarda (2000) found that firm profitability was correlated with sustainable growth, while Chandler and Jensen (1992) found that sales growth and profitability were not correlated.

## **2.4 Gaps in Literature**

The following gaps were identified from the reviewed literature relevant to this study, however the gap discussed below:

**Methodology:** previous researchers such as, Bery, Otieno, Waiganjo & Njeru (2015), Nimalathasan (2009); Kibe (2014); Adegbuyi, Adunola, Worlu, Rowland & Ajagbe, (2015) often adopt qualitative techniques, this exposes the researchers to fundamental mistakes, as certain factors are better measured using the quantitative methods. Quantitative method research is an approach to inquiry involving collecting quantitative data using distinct designs that may involve philosophical assumptions and theoretical standings (Creswell, 2014).

The main supposition of this form of inquiry is that the quantitative approaches provides a more complete understanding on communication effects as it influences the performance of Petro-chemical Companies. The adoption of quantitative method for this research is related to the focus of this research which is to determine and further make recommendations on how formal and informal communication affects the performance in Petro-chemical companies in Kwara State. Most importantly, Denzin (1978); Kelle (2006); Astlund, Kidd, Wengstram and Rowa-Dewar (2011) and Torrace (2012) affirm that, quantitative method approach serves as mutual validation and coherence of findings.

**Variables:** the works of, Chidiebere, Ngozi & Ifeoma (2015), (Bisel, Messersmith, & Kelley, 2012; Clampitt, 2013; Hargie, 2016), Weimann, Hinz, Scott & Pollock (2010), likewise Adegbuyi, Adunola, Worlu, Rowland & Ajagbe, (2015), used different variables ranging from channels of communication to forms of communications to measure effectiveness of communication and not types of communication as reviewed in this literature which is quite different from the variables that this study adopted which are formal and informal communication.

**Theoretical gap:** previous works from literatures that were reviewed for this study adopted various theories of communication, like interactional communication theory, transactional communication, Critical Social theory and Linear model which is more relevant to their work; however, this study will be adopting communication theory by (Scudder S.F, 1980), the justification for this is that communication theory covers all the latent variables that are predicting performance in organization such as Petro-chemical companies in Ilorin.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Preamble**

This chapter provided details about the methodology that was adopted to assist in achieving the research objectives. It covered the research design, population of the study, sample frame, sample size and sampling techniques, methods of data collection, instruments for data, pilot test and method of data analysis.

#### **3.1 Research Design**

This study adopts quantitative method and it is exploratory research design in nature. This enable the researcher to gather preliminary information that could help define problems and resolve problems and suggest solution. This is because the study intended to bridge internal communication and openness communication gap in petrochemical organizations in Kwara State, Nigeria. Secondly, it explores, rather than simply to describe, the impact of communication on performance of selected petrochemical companies in Kwara State, Nigeria.

#### **3.2 Population of the Study**

The target population for this study were 574. This comprises of member staff of Lubcon Nigeria Limited and Polar Petrochemical Limited in Kwara state. The exact number of staff in Lubcon Nigeria Limited and Polar Petrochemical Limited is estimated thus:

**Table 3.1: Staff Strength of Selected Companies**

S/N	Staff level	Lubcon Nigeria Limited	Polar Petrochemical Limited	TOTAL
1.	Senior Level	21	14	35
2.	Middle Level Staff	41	29	70
3.	Lower Level Staff	276	193	469
	TOTAL	338	236	574

Source: Author's Fieldwork, (2019).

Table 3.1 revealed that the selected companies for the study have thirty-five (35) senior level staff, seventy (70) middle level staff and four hundred and sixty-nine (469) lower level staff. In total, the total staff strength of the selected companies is five hundred and seventy-four (574), which make up the total population of the study.

### **3.3 Sample Frame, Sample Size and Sampling Techniques**

#### **3.3.1 Sample Frame**

The structure of the selected companies, classified the staff into three categories, that is, Top, middle and low level management. The top management level is equivalent to the strategic level and comprises the Chief Executive Officer (C.E.O), Head of Departments and the Deputy Head of Departments. The Senior Officer Level, which is the next level from the top is equivalent to the tactical level of management and comprises all the senior and middle level officers in all departments of the company. The senior and middle level officers are tasked with the responsibility of implementing policies made at the strategic level. Finally there are low level officers whose main duty is performing daily tasks which are routine and repetitive in the company.

#### **3.3.2 Sample Size**

In choosing the sampling size and securing representative responses, the size of the sample was based on statistical estimation theory considering the confidability of responses from the respondents. There are different models in the literature developed to determine sample size from a given population, but this study adopted the formula developed by Yamane (1963) for determining the minimum response form any given population.

The formula is given thus: 
$$\frac{N}{[1+N(e^2)]}$$

where:

n = The desired sample size to be determined

N = Total population.

e= Accepted error limit 0.05 on the basis of 95% confidence level.

To determine the sample size for the targeted population of (1021),

$$N = 574$$

$$E = 0.05$$

n = sample size

$$= \frac{574}{1+574(0.05^2)}$$

$$= 235.7920$$

$$= 235.7920$$

$$n \approx 236$$

Thus, two hundred and thirty-six (236) staffs of Lubcon Nigeria Limited and Polar Petrochemical Limited are considered adequate for the study.

### 3.3.3 Sampling Techniques

This study employed stratified sampling methods to select the individual members of the sample. Stratified sampling was used to determine the proportionate sizes of employees from each company that was included in the sample. Stratified sampling is used to ensure that each stratum was represented in the sample, and that the subgroup differences were accounted for. For each company, the sub-sample size was determined as (sub-population size/total

population) x required sample size. that is  $n_h = (N_h/N)$  where  $n_h$  is the sample size for stratum  $h$ ,  $N_h$  is the population size for stratum,  $N$  is total population size,  $n$  is total sample size (Anthony, 2003). For example, the size of employees from Lubcon Nigeria Limited in the sample was determined as  $(21/574) \times 236 = 40$ . The same procedure was followed for all the bank's branches. Table 3.1 present the number of respondents targeted in each case study.

**Table 3.2: Sample Size Determination**

S/N	Staff level	Lubcon Nigeria Limited	Polar Petrochemical Limited	TOTAL
1.	Senior Level	9	6	15
2.	Middle Level Staff	17	12	29
3.	Lower Level Staff	113	79	192
	TOTAL	139	97	236

Source: Author's Fieldwork, (2019).

### 3.4 Sources of Data

All data that were used in this study were from primary data source, obtained directly from respondents through the administration of structured questionnaire. Primary data provided reliable and accurate first-hand information relevant to this study. The questionnaire is

appropriate because it is assumed that the respondents were literate and for that matter they would be able to respond to the questions unaided. Questionnaire was used to facilitate the collection of data that ensured the best matching of concepts with reality; it provided the same responses from a given set of respondents and helped reduce inconvenience caused by unfavourable interview times and busy schedules. According to Saunders, Lewis and Thornhill (2012), a questionnaire is one of the primary tools used to collect data and it is a device used for acquiring response to a predesigned subject matter using a form which the respondent completes.

### **3.5 Research Instrument**

The research instrument employed by the study is Questionnaire. In order to assess the effectiveness of organization communication on performance in Kwara state, this study adopted Communication Openness Measure (COM) and Dennis' Communication Climate survey. The first section of the survey included a series of statements about the communication climate at their workplace. Respondents were asked to rate their level of agreement or disagreement to each statement. In the second section, respondents were asked to rate their level of satisfaction about the communication channels utilized in their workplace. The third section presented a series of statements about employee commitment to their company, whether they exert any discretionary effort, and dissatisfaction in their organization. As with the first section, respondents were asked to rate their level of agreement or disagreement with the statements. The final section of the survey asked respondents about their gender, age, management level and years of length at work. A measuring scale of 5-points summated rating scale (Likert scale) were used with calibration of Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D), and Strongly Disagree (SD). Values of 1, 2, 3, 4 and 5 respectively were assigned in descending order to each calibration in measuring the responses. Likert scale was used to enable the study compare easily responses among individual respondents on one hand.

### **3.6 Validity of Research Instrument**

Content validity was conducted to ascertain whether the content of the questionnaire was appropriate and relevant to the study purpose. This indicates whether content reflects a complete range of the attributes under study and is usually undertaken by seven or more experts (Pilot & Hunger 1999; DeVonet *al.* 2007). To estimate the content validity of the study questionnaire, the researchers clearly defined the conceptual framework of

organizational communication by undertaking a thorough literature review and seeking supervisor and expert opinion. Once the conceptual framework has been established, eight purposely chosen experts in the areas of general management, questionnaire design, and information system effectiveness were asked to review the draft 35-item Communication Openness Measure (COM) and Dennis' Communication Climate survey to ensure it is consistent with the conceptual framework. Each reviewer independently rated the relevance of each item on the study questionnaire to the conceptual framework using a 4-point Likert scale (1=not relevant, 2=somewhat relevant, 3=relevant, 4=very relevant).

Content Validity Index (CVI) were used to estimate the validity of the items. According to the CVI index, a rating of three or four from eight content experts indicates the content is valid and consistent with the conceptual framework. For example, if five of eight content experts rate an item as relevant (3 or 4) the CVI would be  $5/8=0.62$ , which does not meet the 0.87 (7/8) level required, and indicates the item should be dropped (Devon et al. 2007). Therefore, those items on the drafted questionnaire deemed to be invalid because they yielded CVIs of  $5/8=0.62$  and below were removed from the questionnaire, and those items that yield above 0.62 were retained.

Face validity was also conducted, and this indicates the questionnaire appears to be appropriate to the study purpose and content area. It evaluates the appearance of the questionnaire in terms of feasibility, readability, consistency of style and formatting, and the clarity of the language used (Haladyna 1999; Trochim 2001; DeVonet al. 2007). Thus, face validity is a form of usability rather than reliability. To determine the face validity of the study questionnaire, an evaluation form was developed to help respondents assess each question in terms of the clarity of the wording which might lead to the likelihood that the target audience would be able to answer the questions and the layout and style.

Twenty-five expertise with adequate skills in questionnaire design in related field were randomly selected from University of Ilorin and completed the face validity form on a Likert scale of 1-4, strongly disagree= 1, disagree= 2, agree= 3, and strongly agree= 4. All respondents rated each parameter at three or four on a Likert scale of 1-4. Ninety-five percent indicated they understood the questions and found them easy to answer, and 90% indicated the appearance and layout would be acceptable to the intended target audience.

### **3.7 Reliability of Research Instrument**

Once the validity procedures were completed, the final version of the research instrument was assessed for reliability. Cronbach and Shavelson (2004) suggested that researchers should consider the following issues when determining reliability:

Standard error of the instrument, which is the most important reliability information to report; Independence of sampling; Heterogeneity of content and How the instrument is used.

Two estimators of reliability are commonly used: internal consistency reliability and test-retest reliability. This study used internal consistency reliability to examine the reliability of the research instrument.

Internal consistency examines the inter-item correlations within an instrument and indicates how well the items fit together conceptually (Nunnally & Bernstein 1994; DeVonnet *al.* 2007). In addition, a total score of all the items is computed to estimate the consistency of the whole questionnaire. Internal consistency is measured in two ways: Split-Half reliability and Cronbach's alpha correlation coefficient (Trochim, 2001). Cronbach's alpha was computed to examine the internal consistency of the questionnaire. If an instrument contains two or more subscales, Cronbach's alpha should be computed for each subscale as well as the entire scale (Nunnally & Bernstein 1994; DeVonnet *al.* 2007).

Pilot survey was carried out to test the internal consistency of the research instrument, while Cronbach's alpha was computed for the revised SQ after construct validation was computed and it ranges between 0.85 - 0.94, which indicates that all items tested have high internal consistency and are reliable. Opinions differ about the ideal alpha value. Some experts recommend the alpha should be at least 0.90 for instruments used in clinical settings (Nunnally & Bernstein 1994). Others suggest an alpha of 0.70 is acceptable for a new instrument (DeVellis 1991; DeVonnet *al.* 2007). Table 3.3 shows the result of pilot test carried out for this study.

**Table 3.3: Pilot Test for Reliability of the Scales**

Items	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Items
Formal communication	.872	.872	8
Informal communication	.843	.839	7

Effectiveness	.736	.724	5
Efficiency	.799	.795	5
Overall	.905	.903	25

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Source: Author's Fieldwork, (2019).

The results of reliability statistics carried out for pilot test revealed Cronbach's alpha coefficient of formal communication scale with .872, informal communication scale with .843, effectiveness scale with .736 and efficiency scale with .799 respectfully. The results of pilot test are considered good and acceptable as Cronbach's alpha of overall items were above 0.7. This finding implies that scales used have internal consistency for the scales measurement.

### **3.8 Procedure for Data Collection**

The instrument of the study was administered to the respondents by the researcher with the help of two research assistants. The questionnaires were retrieved from the respondents immediately they completed their responses to the best of their knowledge. The immediate collection of the questionnaire was prioritised so as to have 100% retrieval of the instrument.

### **3.9 Measurement of Variables**

The explanatory variables included in the empirical model are workplace openness communication, internal communication, and communication effectiveness. Table 3.4 provides the conceptual definition of the constructs. Organizational performance was measured by the respondent's assessment of the firm's performance on two dimensions: (1) communication effectiveness and (2) job performance. Communication effectiveness was measured using a five item scale that assessed the extent to which information is circulated within the period the information is needed in the organization. Job performance was measured using a five-item scale that assesses individual's proficiency (that is level of contribution) to the attainment of organizational goal.

### **3.10 Methods of Data Presentation and Analysis**

Both descriptive and inferential statistical techniques were used to analyse the data. Descriptive statistics such as frequency counts were employed to present the responses obtained from the respondents. Statistical Product and Service Solution (SPSS) (formerly known as Statistical Package for Social Sciences) version 21.0 were employed to further

analyse the data. Correlation analyses were performed among the variables to test for relationship among the variables. Indicators such as tolerance and the variance inflation factor (VIF) are typically used to judge the multi-collinearity of variables:

$$\text{Tolerance} = 1 - R^2, \quad \text{VIF} = \frac{1}{\text{Tolerance}}$$

A tolerance of less than 0.20 – 0.10 or a VIF greater than 5–10 indicates a multi-collinearity problem. In this study, it was decided that the variables have multi-collinearity if  $\text{VIF} > 10$  (Farrar and Glauber, 1967; O'Brien 2007).

Finally, multiple regression will be employed to test the hypotheses. The researcher sets a rejection level of “no effect,” such as  $p = 0.05$ , and then assesses whether the test statistic falls into this level of rejection.

### **3.11 Ethical Considerations**

Ethics in research has to do with the responsibility of researchers to be honest and respectful to all individuals who are affected by the research studies or reports of the results of the studies. Gaining the trust of respondents and their willingness to support the researcher's role is a step in the right direction, but it is the recognition of the relevance of ethical principles that must guide any research (Orb, Eisenhauer & Wynaden, 2011). To ensure that ethical principles will be upheld, the researcher will obtain an introductory letter from the School of Management Science, Kwara State University. This letter will be forwarded to the head offices of the selected organizations. It will also serve as identification when the Researcher seeks appointments with the heads of the selected companies under study. This study will uphold the highest ethical standards with regard to issues such as informed consent, confidentiality, privacy and anonymity. Participants will be given the needed information and allowed to make an independent decision as to whether to partake or otherwise. Also information gathered was used solely for the intended purpose. Questionnaires was then administered to the sampled population.

## CHAPTER FOUR

### DATA ANALYSIS AND DISCUSSION OF FINDINGS

#### 4.0 Preamble

In this chapter, the research findings, interpretation and discussion of the data obtained are presented. The results of communication determinants such as formal and informal communication were presented. A total of two hundred and thirty-six (236) copies of questionnaire were administered to selected respondents presently working with Lubcon Nigeria Limited and Polar Petrochemical Limited.

#### 4.1 Data Analysis

**Table 4.1 Respondent Rate of Return Table**

<b>Description</b>	<b>Number</b>	<b>Percentage (%)</b>
Questionnaire administered	236	100
Questionnaire not properly filled	—	—
Questionnaire not returned	—	—
Questionnaire properly filled and processed	236	100

Source: Author's Fieldwork, (2019)

All copies of questionnaire were properly filled and returned. These amounts to 100% of the total respondents. Discussions made were based on the data presented and analysed, and the findings was based on the objectives of the study.

#### 4.1.1 Respondents Profile by Gender

**Table 4.1.1:** Respondents by Gender

Items	Frequency	Percentage (%)	Cumulative Percent (%)
Male	194	82.2	82.2
Female	42	17.8	100.0
Total	236	100.0	

Source: Author's Fieldwork, (2019).

Table 4.1.1 presented the frequency distribution of the respondents' demographic characteristics. The table revealed that out of the 236 respondents, 194 (82.2%) of respondents are male, while 42 (17.8%) are female. By implication, the study have more male respondents to female respondents in the sample used in this study.

#### 4.1.2 Respondents Profile by Age

**Table 4.1.2:** Respondents by Age

Items	Frequency	Percentage (%)	Cumulative Percent (%)
18yrs – 20yrs	16	6.8	6.8
21-25yrs	43	18.2	25.0
26-35yrs	125	53.0	78.0
36yrs – 40yrs	36	15.3	93.2
41yrs and above	16	6.8	100.0
Total	236	100.0	

Source: Author's Fieldwork, (2019).

Table 4.1.2 revealed that 16 (6.8%) of respondents are within age of 18 years to 20 years, 43 (18.2%) are between the age of 21 to 25, 125 represented (53.0%) of respondents are between

the age of 26 to 35, whereas 36 (15.3%) are between the age of 36 to 40, and 16 represented (6.8%) of respondents are between the age of 41 years and above. This implies that there are more young, energetic, vibrant and committed respondents in the sample.

#### 4.1.3 Respondents Profile by Marital Status

**Table 4.1.3:** Respondents by Marital Status

Items	Frequency	Percentage (%)	Cumulative Percent (%)
Single	96	40.7	40.7
Married	108	45.8	86.4
Others	32	13.6	100.0
Total	236	100.0	

Source: Author's Fieldwork, (2019).

Table 4.1.3 showed the results of respondent's marital status, 96 (40.7%) of respondents are single, while 108 (45.8%) are married and 32 (13.6) are others that either divorce or widow. This implies that there are more married respondents to single respondents.

#### 4.1.4 Respondents Profile by Academic Qualification

**Table 4.1.4:** Respondents by Academic Qualification

Items	Frequency	Percentage (%)	Cumulative Percent (%)
Primary Education	19	8.1	8.1
Secondary Education	59	25.0	33.1
OND/NCE	115	48.7	81.8
B.Sc./HND	43	18.2	100.0
Total	236	100.0	

Source: Author's Fieldwork, (2019).

Concerning the academic qualification of the respondents, table 4.1.4 indicated that there are 19(8.1%) of respondents with primary education, 59 represented (25.0%) of respondents are WAEC, NECO or GCE holders, 115 of respondents are OND and NCE holders with (48.7%),

while 43 of respondents are B.Sc. and HND holders with (18.2%). This results implies that the respondents were on average level of education.

#### 4.1.5 Respondents Profile by Management Level

**Table 4.1.5:** Respondents by Management Level

Items	Frequency	Percentage (%)	Cumulative Percent (%)
Top Management	23	9.7	9.7
Middle Management	80	33.9	89.7
Lower Management	133	56.4	100.0
Total	236	100.0	

Source: Author's Fieldwork, (2019).

Concerning the management level of the respondents, table 4.1.5 showed that 23(9.7%) of respondents represent top management, 80represented (33.9%) of respondents are on the middle management, while 133 (56.4%) of respondents represented lower level management. This implies that the respondents are on appropriate level to expunge their view on the communication system of the organization represented.

#### 4.1.6 Respondents Profile by Length of services

**Table 4.1.6:** Respondents by Years of Experience

Items	Frequency	Percentage (%)	Cumulative Percent (%)
1-5 years	97	41.1	41.1
6-10 years	85	36.0	77.1
11-15 years	26	11.0	88.1
16 years and above	28	11.9	100.0
Total	236	100.0	

Source: Author's Fieldwork, (2019).

Table 4.1.6 revealed that 97(41.1) of respondents had working experience of 1 to 5 years, 85 (36.0%) of respondents had working experience of 6 to 10 years, whereas 26(11.0%) of respondents had 11 to 15 years of working experience, and 28 (11.9%)of the total

respondents have working experience of 16 years and above. This means that the respondents were of higher professionalism and the outcome represent the point of view of very experienced workers. Therefore, information provided would be of higher significance to the objectives of this research.

#### 4.2 Descriptive Statistics for Respondents ‘Perceptions on Variables

The items used in this study includes formal communication and informal communication were measured by frequency, mean and standard deviation to investigate the performance of Petrochemical Companies measured by effectiveness and efficiency. Five point Likertscale were used in this study, mean and standard deviation are equally used to measure interval and ratio scale. Therefore, scores of mean less than 2.33 are at low level, 2.33 to 3.67 are at moderate level and 3.67 and above are regarded as high level.

**Table 4.2.1:** Frequency, Mean and Standard Deviation of the Formal Communication

Items	Characteristics	Freq.	%	Mean	SD	Remark	Total
A memo from an executive is strictly adhere to because it give clear direction and focus on how to carry out job assigned to me	Strongly Disagreed	24	10.2				
	Disagreed	10	4.2				
	Undecided	63	26.7				
	Agreed	100	42.4				
	Strongly Agreed	39	16.5	3.51	1.132	Agreed	236
Information about the job activity is given by the top level management	Strongly Disagreed	14	5.9				
	Disagreed	27	11.4				
	Undecided	37	15.7				
	Agreed	105	44.5				
	Strongly Agreed	53	22.5	3.66	1.124	Agreed	236
Top management providing information that employee really want and	Strongly Disagreed	14	5.9				
	Disagreed						
	Disagreed	18	7.6				

need to accomplish job assigned to them	Undecided	58	24.6					
	Agreed	98	41.5					
	Strongly Agreed	48	20.3	3.63	1.074	Agreed	236	
Communication from other department is detailed and accurate	Strongly	15	6.4					
	Disagreed							
	Disagreed	16	6.8					
	Undecided	63	26.7					
	Agreed	114	48.3					
	Strongly Agreed	28	11.9	3.53	1.004	Agreed	236	
The directives that come from top management are very clear and consistent	Strongly	15	6.4					
	Disagreed							
	Disagreed	19	8.1					
	Undecided	65	27.5					
	Agreed	101	42.8					
	Strongly Agreed	36	15.3	3.53	1.050	Agreed	236	
Top management kept informed employee about how well the organizational goals and objectives are being met	Strongly	12	5.1					
	Disagreed							
	Disagreed	23	9.7					
	Undecided	41	17.4					
	Agreed	109	46.2					
	Strongly Agreed	51	21.6	3.69	1.072	Agreed	236	
Information share by the top management assist employee in this organisation to perform their job diligently	Strongly	8	3.4					
	Disagreed							
	Disagreed	21	8.9					
	Undecided	58	24.6					
	Agreed	93	39.4					
	Strongly Agreed	56	23.7	3.71	1.032	Agreed	236	
Job is not delayed because employee get the necessary information from the top management	Strongly	11	4.7					
	Disagreed							
	Disagreed	12	5.1					
	Undecided	77	32.6					
	Agreed	94	39.8					
	Strongly Agreed	42	17.8	3.61	0.990	Agreed	236	

Source: Author's Fieldwork, (2019).

Item 1, from table 4.2.1 shows that 39 of the respondents representing (16.5%) are strongly agreed to the statement that “A memo from an executive is strictly adhere to because it give clear direction and focus on how to carry out job assigned to me”. 100 of the respondents representing (42.4%) said they agreed to the statement and 63 of the respondents representing (26.7%) are undecided to the statement, whereas 24 of the respondents representing (10.2%) said they are strongly disagreed and 10 of the respondents representing (4.2%) said they disagreed with the statement. Therefore, the mean score of 3.51 indicates that majority of respondents agreed with the statement.

Item 2, table 4.2.1 shows that 105 of the respondents representing (44.5%) said they agree to the statement that “Information about the job activity is given by the top level management”. 53 of respondents representing (22.5%) said they strongly agree with the statement, and 37 of the respondents representing (15.7%) choose their opinion to be undecided, 27 of respondents representing (11.4%) disagree, while 14 of respondents representing (5.9%) of respondents are strongly disagree to the statement. Therefore, the largest population of the respondents agreed to the statement with mean score of 3.72.

Similarly, the item 3 on the table 4.2.1 revealed that 98 of the respondents representing (41.5%) agreed with the statement “Top management providing information that employee really want and need to accomplish job assigned to them”. 48 of the respondents representing (20.3%) said they strongly agree, and 58 of the respondents representing (24.6%) are undecided to the statement, while 18 of the respondents representing (7.6%) disagree with the statement, whereas 14 of respondents representing (5.9%) said they are strongly disagreed with the statement. The mean score of 3.63 indicates that many of the respondents agreed with the statement.

Again, items 4 on table 4.2.1 shows that 114 of the respondents representing (48.3%) said they agreed with the statement that “Communication from other department is detailed and accurate”. 28 of the respondents amounting to (11.9%) were strongly agreed with the statement, and 63 of the respondents representing (26.7%) were undecided in their opinion on the statement, whereas 16 of respondents representing (6.8%) said they disagreed while 15 of the respondents representing (6.4%) were strongly disagreed with the statement. Therefore, majority of the respondents agreed with the statement with the mean score of 3.53 as shown in the above table.

Items 5 on table 4.2.1 shows that 101 of the respondents representing (42.8%) said they agreed with the statement that “The directives that come from top management are very clear and consistent”. 36 of the respondents amounting to (15.3%) were strongly agreed with the statement, and 65 of the respondents representing (27.5%) were undecided in their opinion on the statement, whereas 19 of respondents representing (8.1%) said they disagreed while 15 of the respondents representing (6.4%) were strongly disagreed with the statement. Therefore, majority of the respondents agreed with the statement with the mean score of 3.53 as shown in the above table.

Items 6 on table 4.2.1 revealed that 109 of the respondents representing (46.2%) said they agreed with the statement that “Top management kept informed employee about how well the organizational goals and objectives are being met”. 51 of the respondents amounting to (21.6%) were strongly agreed with the statement, and 41 of the respondents representing (17.4%) were undecided in their opinion on the statement, whereas 23 of respondents representing (9.7%) said they disagreed while 12 of the respondents representing (5.1%) were strongly disagreed with the statement. Therefore, majority of the respondents agreed with the statement with the mean score of 3.69 as shown in the table 2.1.2.

Again, items 7 on table 4.2.1 shows that 93 of the respondents representing (39.4%) said they agreed with the statement that “Information share by the top management assist employee in this organisation to perform their job diligently”. 56 of the respondents amounting to (23.7%) were strongly agreed with the statement, and 58 of the respondents representing (24.6%) were undecided in their opinion on the statement, whereas 21 of respondents representing (8.9%) said they disagreed while 8 of the respondents representing (3.4%) were strongly disagreed with the statement. Therefore, majority of the respondents agreed with the statement with the mean score of 3.71.

Finally, items 8 on the table 4.2.1, 94 of the respondents representing (39.8%) were agreed to the statement that “Job is not delayed because employee get the necessary information from the top management”. 42 of the respondents representing (17.8%) were strongly agreed, and 77 of the respondents amounting to (32.6%) shared opinion of undecided, and 12 of the respondents representing (5.1%) said they disagreed with the statement, while 11 of the respondents representing (4.7%) were strongly disagreed. This implies that majority of the respondents agreed with the statement with a total mean score of 3.61.

From table 4.2.1, item 7 recorded the highest mean of ( $M = 3.71$ ,  $SD = 1.032$ ); whereas item 1 recorded lowest mean of ( $M = 3.51$ ,  $SD = 1.132$ ). Finally, the entire variable mean were in the range of high level.

**Table 4.2.2:** Frequency, Mean and Standard Deviation of the Informal Communication

Items/	Characteristics	Freq.	%	Mean	SD	Remark	Total
Information given by the top level management is easily explain to employee through informal system because it help to complete the work properly	Strongly Disagreed	16	6.8				
	Disagreed	26	11.0				
	Undecided	75	31.8				
	Agreed	93	39.4				
	Strongly Agreed	26	11.0	3.37	1.042	Agreed	236
Problem between the workers and the management can be solve through informal system because it makes good	Strongly Disagreed	10	4.2				
	Disagreed	21	8.9				
	Undecided	74	31.4				
	Agreed	99	41.9				

relationship among the employees and management	Strongly Agreed	32	13.6	3.52	0.978	Agreed	236
It easy for employees to disclose their needs, sentiment and their emotions to the authority without feeling any hesitation through informal communication	Strongly Disagreed	5	2.1				
	Disagreed	16	6.8				
	Undecided	73	30.9				
	Agreed	100	42.4				
	Strongly Agreed	42	17.8	3.67	0.918	Agreed	236
Information through informal communication elicits workers' actions in performing the job assigned to them effectively	Strongly Disagreed	7	3.0				
	Disagreed	22	9.3				
	Undecided	76	32.2				
	Agreed	102	43.2				
	Strongly Agreed	29	12.3	3.53	0.929	Agreed	236
Informal system bring good communication message that stimulates worker's action to send recommendation to their management	Strongly Disagreed	6	2.5				
	Disagreed	20	8.5				
	Undecided	76	32.2				
	Agreed	100	42.4				
	Strongly Agreed	34	14.4	3.58	0.926	Agreed	236
Informal communication is more flexible than formal communication because it is free from all type of formalities	Strongly Disagreed	5	2.1				
	Disagreed	16	6.8				
	Undecided	75	31.8				
	Agreed	103	43.6				
	Strongly Agreed	37	15.7	3.64	0.900	Agreed	236
Informal system enhance rapid transmission of miss-information or rumour to others in the organization	Strongly Disagreed	14	5.9				
	Disagreed	9	3.8				
	Undecided	55	23.3				
	Agreed	98	41.5				

Source: Author’s Fieldwork, (2019).

Item 1, from table 4.2.2 revealed that 26 of the respondents representing (11.0%) are strongly agreed to the statement that “Information given by the top level management is easily explain to employee through informal system because it help to complete the work properly”. 93 of the respondents representing (39.4%) said they agreed to the statement and 75 of the respondents representing (31.8%) are with undecided opinion, whereas 26 of the respondents representing (11.0%) said they disagreed and 16 of the respondents representing (6.8%) said they are strongly disagreed with the statement. Therefore, the mean score of 3.37 implies that majority of respondents agreed with the statement.

Item 2, table 4.2.2 shows that 99 of the respondents representing (41.9%) said they agree to the statement that “Problem between the workers and the management can be solve through informal system because it makes good relationship among the employees and management”. 32 of respondents representing (13.6%) are strongly agree with the statement, and 74 of the respondents representing (31.4%) choose their opinion to be undecided, and 21 of respondents representing (8.9%) disagree, while 10 of respondents representing (4.2%) of respondents are strongly disagree to the statement. Therefore, the mean score of 3.52 indicates that largest population of the respondents agreed with the statement.

Item 3 on the table 4.2.2 revealed that 100 of the respondents representing (42.4%) agreed with the statement “It easy for employees to disclose their needs, sentiment and their emotions to the authority without feeling any hesitation through informal communication”. 42 of the respondents representing (17.8%) said they strongly agree, and 73 of the respondents representing (30.9%) are undecided to the statement, while 16 of the respondents representing (6.8%) disagree with the statement, whereas 5 of respondents representing (2.1%) said they are strongly disagreed with the statement. The mean score of 3.67 implies that many of the respondents agreed with the statement.

Again, item 4 on the table 4.2.2 shows that 102 of the respondents representing (43.2%) said they agreed with the statement that “Information through informal communication elicits workers’ actions in performing the job assigned to them effectively”. 29 of the respondents representing (12.3%) were strongly agreed with the statement, and 76 of the respondents amounting to (32.2%) were undecided in their opinion on the statement, whereas 22 of respondents representing (9.3%) said they disagreed while 7 of the respondents representing

(3.0%) were strongly disagreed with the statement. Therefore majority of the respondents agreed with the statement with the mean score of 3.53 as shown in the above table.

Item 5 on the table 4.2.2 showed that 100 of the respondents representing (42.4%) agreed with the statement that “Informal system bring good communication message that stimulates worker’s action to send recommendation to their management”. 34 of the respondents representing (14.4%) said they strongly agree, and 76 of the respondents representing (32.2%) are undecided to the statement, while 20 of the respondents representing (8.5%) disagree with the statement, whereas 6 of respondents representing (2.5%) said they are strongly disagreed with the statement. The mean score of 3.58 implies that many of the respondents agreed with the statement.

Item 6 on the table 4.2.2 shows that 103 of the respondents representing (43.6%) said they agreed with the statement that “Informal communication is more flexible than formal communication because it is free from all type of formalities”. 37 of the respondents representing (15.7%) were strongly agreed with the statement, and 75 of the respondents amounting to (31.8%) were undecided in their opinion on the statement, whereas 16 of respondents representing (6.8%) said they disagreed while 5 of the respondents representing (2.1%) were strongly disagreed with the statement. Therefore, majority of the respondents agreed with the statement with the mean score of 3.64 as shown in the above table.

Finally, on the table 4.2.2, items 7 showed that 98 of the respondents representing (41.5%) were agreed to the statement that “Informal system enhance rapid transmission of miss-information or rumour to others in the organization”. 60 of the respondents representing (25.4%) were strongly agreed, and 55 of the respondents amounting to (23.3%) shared opinion of undecided, and 9 of the respondents representing (3.8%) said they disagreed with the statement, while 14 of the respondents representing (5.9%) were strongly disagreed. This indicates that majority of the respondents agreed with the statement with a total mean score of 3.77.

From table 4.2.2, item 7 recorded the highest mean of ( $M = 3.77$ ,  $SD = 1.060$ ); whereas item 1 recorded lowest mean of ( $M = 3.37$ ,  $SD = 1.042$ ). Finally, the entire variable mean was in the range of high level.

**Table 4.2.3:** Frequency, Mean and Standard Deviation of the Effectiveness

Items/	Characteristics	Freq.	%	Mean	SD	Remark	Total
Sharing clear and accurate information within the organization contributed to organization success	Strongly Disagreed	7	3.0				
	Disagreed	15	6.4				
	Undecided	44	18.6				
	Agreed	105	44.5				
	Strongly Agreed	65	27.5	3.87	0.985	Agreed	236
Clear and consistent directives that come from top management yield fruitful output	Strongly Disagreed	25	10.6				
	Disagreed						
	Disagreed	32	13.6				
	Undecided	90	38.1				
	Agreed	69	29.2				
	Strongly Agreed	20	8.5	3.11	1.087	Agreed	236

Accurate information provided by top management lead to desire output	Strongly Disagreed	11	4.7					
	Disagreed	28	11.9					
	Undecided	67	28.4					
	Agreed	90	38.1					
	Strongly Agreed	40	16.9	3.51	1.054	Agreed	236	
Consistent and reliable communication from other department lead to job completeness on time	Strongly Disagreed	12	5.1					
	Disagreed	19	8.1					
	Undecided	75	31.8					
	Agreed	90	38.1					
	Strongly Agreed	40	16.9	3.54	1.029	Agreed	236	
Free exchange of information and opinions give employee clear direction to perform job assigned to them	Strongly Disagreed	10	4.2					
	Disagreed	21	8.9					
	Undecided	88	37.3					
	Agreed	83	35.2					
	Strongly Agreed	34	14.4	3.47	0.987	Agreed	236	

Source: Author's Fieldwork, (2019).

Item 1, from table 4.2.3 shows that 65 of the respondents representing (27.5%) are strongly agreed to the statement that “Sharing clear and accurate information within the organization contributed to organization success”. 105 of the respondents representing (44.5%) said they agreed to the statement and 44 of the respondents representing (18.6%) said they are not sure to the statement, whereas 7 of the respondents representing (3.0%) said they are strongly disagreed and 15 of the respondents representing (6.4%) said they disagreed with the statement. Therefore, the mean score of 3.87 indicates that majority of respondents agreed with the statement.

Item 2 on the table 4.2.3 revealed that 20 of the respondents representing (8.5%) said they strongly agree to the statement that “Clear and consistent directives that come from top management yield fruitful output”. 69 of respondents representing (29.2%) said they agree with the statement, and 90 of the respondents representing (38.1%) choose their opinion to be undecided, 32 of respondents representing (13.6%) disagree, while 25 of respondents representing (10.6%) of respondents are strongly disagree to the statement. Therefore, the

mean score of 3.11 indicates that largest population of the respondents are undecided with the statement.

Item 3 of the table 4.2.3 showed that 40 of the respondents representing (16.9%) said they are strongly agreed with the statement “Accurate information provided by top management lead to desire output”. 90 of the respondents representing (38.1%) said they agree with the statement, and 67 of the respondents representing (28.4%) are undecided to the statement, while 28 of the respondents representing (11.9%) disagree with the statement, whereas 11 of respondents representing (4.7%) said they are strongly disagreed with the statement. The mean score of 3.51 indicates that many of the respondents agreed with the statement.

Similarly, the item 4 of the table 4.2.3 showed that 40 of the respondents representing (16.9%) said they are strongly agreed with the statement “Consistent and reliable communication from other department lead to job completeness on time”. 90 of the respondents representing (38.1%) said they agree with the statement, and 75 of the respondents representing (31.8%) are undecided to the statement, while 19 of the respondents representing (8.1%) disagree with the statement, whereas 12 of respondents representing (5.1%) said they are strongly disagreed with the statement. The mean score of 3.54 indicates that many of the respondents agreed with the statement.

Finally, on the table 4.2.3, items 5 showed that 34 of the respondents representing (14.4%) were strongly agreed to the statement that “Free exchange of information and opinions give employee clear direction to perform job assigned to them”. 83 of the respondents representing (35.2%) said they agreed with the statement, and 88 of the respondents amounting to (37.3%) shared opinion of undecided, and 21 of the respondents representing (8.9%) said they disagreed with the statement, while 10 of the respondents representing (4.2%) were strongly disagreed. This implies that majority of the respondents are undecided with the statement with a total mean score of 3.47.

From table 4.2.3, item 1 recorded the highest mean of ( $M = 3.87$ ,  $SD = 0.985$ ); whereas item 2 recorded lowest mean of ( $M = 3.11$ ,  $SD = 1.087$ ). Finally, the entire variable mean were in the range of moderate level.

**Table 4.2.4:** Frequency, Mean and Standard Deviation of the Efficiency

Items/	Characteristics	Freq.	%	Mean	SD	Remark	Total
Keeping employee informed about how well organizational goals and objectives are being met encourage me to discharged my duties properly	Strongly Disagreed	25	10.6				
	Disagreed	50	21.2				
	Undecided	58	24.6				
	Agreed	71	30.1				
	Strongly Agreed	32	13.6	3.15	1.210	Agreed	236
Consistent and reliable share by top management help me to consume less time in performing my duties	Strongly Disagreed	6	2.5				
	Disagreed	23	9.7				
	Undecided	75	31.8				
	Agreed	96	40.7				
	Strongly Agreed	36	15.3	3.56	0.950	Agreed	236

Free exchange of information and opinions help me to optimized the process of job assigned to me	Strongly Disagreed	10	4.2					
	Disagreed	24	10.2					
	Undecided	81	34.3					
	Agreed	91	38.6					
	Strongly Agreed	30	12.7	3.45	0.982	Agreed	236	
Providing kinds of information needed for my job help to avoid wasting of time, effort and resources in carry out my duties	Strongly Disagreed	11	4.7					
	Disagreed	21	8.9					
	Undecided	89	37.7					
	Agreed	84	35.6					
	Strongly Agreed	31	13.1	3.44	0.985	Agreed	236	
Organization allow me to share my views, ideas, opinions and recommendation	Strongly Disagreed	23	9.7					
	Disagreed	52	22.0					
	Undecided	59	25.0					
	Agreed	64	27.1					
	Strongly Agreed	39	16.1	3.18	1.225	Agreed	236	

Source: Author's Fieldwork, (2019).

Item 1, from table 4.2.4 shows that 32 of the respondents representing (13.6%) are strongly agreed to the statement that “Keeping employee informed about how well organizational goals and objectives are being met encourage me to discharged my duties properly”. 71 of the respondents representing (30.1%) said they agreed to the statement and 58 of the respondents representing (24.6%) said they are not sure to the statement, whereas 25 of the respondents representing (10.6%) said they are strongly disagreed and 50 of the respondents representing (21.2%) said they disagreed with the statement. Therefore, the mean score of 3.15 indicates that majority of respondents agreed with the statement.

Item 2, table 4.2.4 showed that 96 of the respondents representing (40.7%) said they agree to the statement that “Consistent and reliable share by top management help me to consume less time in performing my duties”. 36 of respondents representing (15.3%) said they strongly agree with the statement, and 75 of the respondents representing (31.8%) choose their opinion to be undecided, 23 of respondents representing (9.7%) disagree, while 6 of respondents representing (2.5%) of respondents are strongly disagree to the statement.

However, the mean score of 3.56 indicates that majority of respondents agreed with the statement.

Item 3 of the table 4.2.4 revealed that 91 of the respondents representing (38.6%) agreed with the statement “Free exchange of information and opinions help me to optimized the process of job assigned to me”. 30 of the respondents representing (12.7%) said they strongly agree, and 81 of the respondents representing (34.3%) are undecided to the statement, while 24 of the respondents representing (10.2%) disagree with the statement, whereas 10 of respondents representing (4.2%) said they are strongly disagreed with the statement. The mean score of 3.45 indicates that many of the respondents agreed with the statement.

Items 4 on the table 4.2.4 showed that 84 of the respondents representing (35.6%) said they agreed with the statement that “Providing kinds of information needed for my job help to avoid wasting of time, effort and resources in carry out my duties”. 31 of the respondents amounting to (13.1%) were strongly agreed with the statement, and 89 of the respondents representing (37.7%) were undecided in their opinion on the statement, whereas 21 of respondents representing (8.9%) said they disagreed while 11 of the respondents representing (4.7%) were strongly disagreed with the statement. Therefore, majority of the respondents were undecided with the statement with the mean score of 3.44.

Finally, on the table 4.2.4, items 5 showed that 64 of the respondents representing (27.1%) were agreed to the statement that “Organization allow me to share my views, ideas, opinions and recommendation”. 39 of the respondents representing (16.1%) were strongly agreed, and 59 of the respondents amounting to (25.0%) shared opinion of undecided, and 52 of the respondents representing (22.0%) said they disagreed with the statement, while 23 of the respondents representing (9.7%) were strongly disagreed. This implies that majority of the respondents agreed with the statement with a total mean score of 3.47.

From table 4.2.4, item 2 recorded the highest mean of ( $M = 3.56$ ,  $SD = 0.950$ ); whereas item 1 recorded lowest mean of ( $M = 3.15$ ,  $SD = 1.210$ ). Finally, the entire variable mean was in the range of moderate level.

### **4.3 Reliability Test**

In this study, a reliability test was conducted on the items used with the aim of checking how reliable the instruments used were able to measure the constructs. Reliability and validity of a scale is refers to the degree of stability and consistency of measurement which indicates how much confidence one can place on the outcome of the test carried out on the scale

measure(Otokiti, 2010). Cronbach alpha coefficients was explored to check the reliability of the scales used in this study. Therefore, the coefficients of a scale of Cronbach alpha .7 and above are considered accepted(Sekaran & Bougie, 2014).

**Table: 4.3.** Reliability Test

Variables	Cronbach Alpha Coefficients	Number of Items
Formal Communication	.876	8
Informal Communication	.858	7
Effectiveness	.789	5
Efficiency	.797	5
Overall items	.921	25

Source: Author’s Fieldwork, (2019).

Table: 4.3 revealed the results of Cronbach alpha coefficients alpha obtained in this study. The result suggested that the scales used are very good for internal consistency. Formal communication scale was found to be reliable with coefficients value of 0.876, while informal communication scale was also found to be reliable with coefficients value of 0.858 respectfully. However, the performance of Petrochemical Companies measured by effectiveness and efficiency scale was equally found reliable with coefficients value reaching 0.789 and 0.797 respectfully. Overall of the scales used was found reliable with coefficients value of 0.921. Therefore, these findings are considered good and acceptable in social science research analysis as Cronbach’s alpha should be or above 0.7 (An & Sean, 2013). This finding implies that scales used have internal consistency for the scales measurement.

#### 4.4 Normality Test

Normality test was conducted in this study, it is very important in multivariate analysis. Normality deals with the nature of data distribution for each construct and its association with normal distribution(Sekaran & Bougie, 2014). The preliminary test of normality shows that there a sign of non-normality. Skewness and Kurtosis value are provided as part of output that gives information about the distribution of scores for the groups of respondents. Hair, Black, Babin and Anderson, (2014) stated that skweness should be “0” when data is evenly distributed which indicate that data is distributed normal. The value of skweness will be at negative when data is skewed to the left, whereas it shows positive values when data skewed to right direction (Burn, Veeck, & Bush, 2017). While, kurtosis can be a standard normal distribution when it showed zero ‘0’ kurtosis, when kurtosis shows positive values it indicate

that data distribution shows peakedness and negative values of kurtosis indicate that data used in the research study is flat (Burn, Veeck, & Bush, 2017). Table 4.4 below shows the result of skewness and kurtosis of each scale used in this study. (Hair, Black, Babin, & Anderson, 2014)

**Table 4.4:** Normality Test

	N Statistic	Skewness Statistic	Kurtosis Statistic
Formal Communication	236	-.676	.485
Informal Communication	236	-.359	.160
Effectiveness	236	-.330	.474
Efficiency	236	-.321	-.269
Valid N (listwise)	236		

Source: Author's Fieldwork, (2019).

Table 4.4 showed the results of normality test conducted in this study. The result revealed that data used for this study is somewhat evenly distributed. Therefore, the skewness and kurtosis of all items were within the acceptable range of  $\pm 2.58$  respectively.

#### 4.5 Correlation Analysis

**Table 4.5: Correlations**

		Formal Communication	Informal Communication	Effectiveness	Efficiency
Formal Communication	Pearson Correlation	1	.639**	.457**	.383**
	Sig. (2-tailed)		.000	.000	.000
	N	236	236	236	236
Informal Communication	Pearson Correlation	.639**	1	.641**	.512**
	Sig. (2-tailed)	.000		.000	.000
	N	236	236	236	236

Effectiveness	Pearson Correlation	.457**	.641**	1	.695**
	Sig. (2-tailed)	.000	.000		.000
	N	236	236	236	236
Efficiency	Pearson Correlation	.383**	.512**	.695**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	236	236	236	236
**. Correlation is significant at the 0.01 level (2-tailed).					

Source: Author's Fieldwork, (2019).

Table 4.5 above shows that all items of communication such as formal communication and information communication used in this study are highly correlated with dependent variables. The correlation coefficient of all items used arerange from 0.383 to 0.695. The weakest correlation among the items existed between formal communication and efficiency with correlation coefficient of 0.383. Therefore, the results shows that there is a positive significant correlation between communication and the performance of Petrochemical Companieswith high correlation coefficient. Similarly, the results also suggesting a positive significant relationship between determinants of communication and dependent variable.By implication, the results suggesting that a minor change in communication could have significant changes in the performance of Petrochemical Companies.

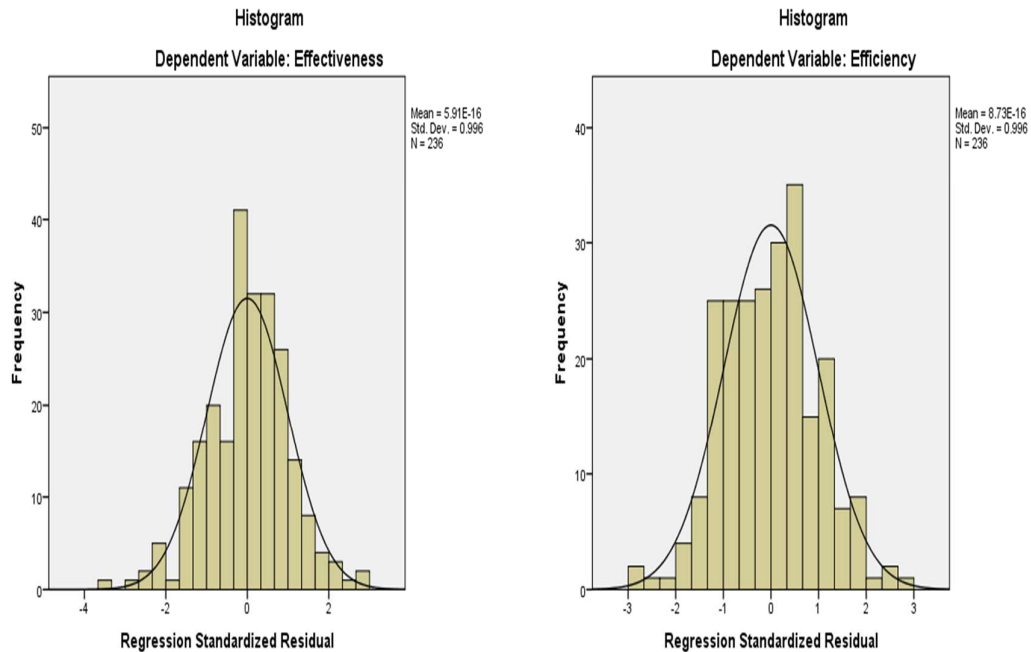
#### 4.6 Assumptions of Regression Analysis

Multiple regression analysis was explored to test hypotheses formulated for this study as well as to achieve the research objectives. According to Verardi and Croux, (2008), regression allows a more sophisticated exploration of the interrelationship among a set of variables. There series of assumptions such as normality, linearity, homoscedasticity and multi-collinearity that is make about the data before regression can be used. Therefore, the variables used were checked for normality, linearity, homoscedasticity and multi-collinearity in order to satisfy the basic and underlying assumptions of the multiple regression analysis.

##### 4.6.1 Normality Test

In graphical method, normality is usually measured through histogram residual plots. It means the shape of plots will represent the data distribution to each continuous variable and

its correspondence to normal distribution. Histogram residual plots were drawn to determine the performance of Petrochemical Companies measured by effectiveness and efficiency (i.e. dependent variable).



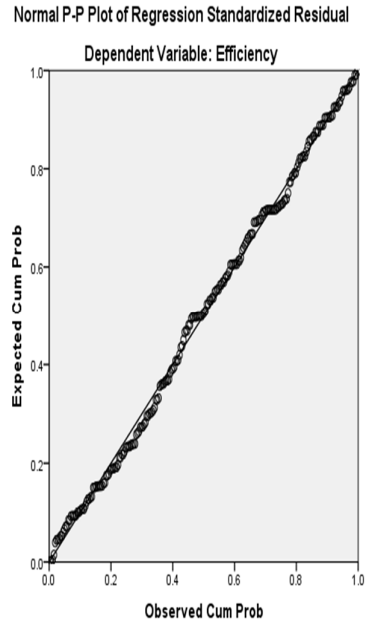
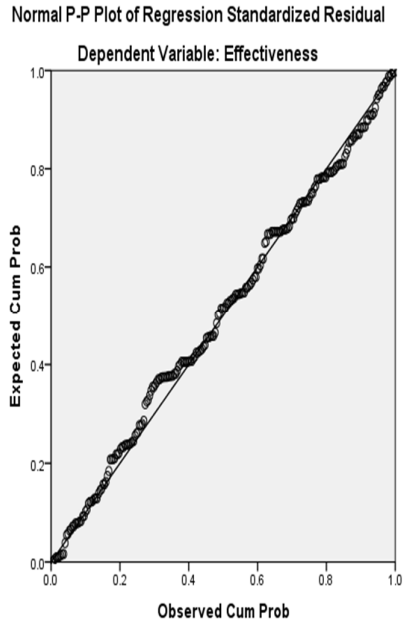
**Figure 4.1:** Histogram for Performance of Petrochemical Companies

Source: Author’s Fieldwork, (2019).

Figure 4.1 presents a normal curve for the performance scores, the parametric statistics assume that the scores on each of the variables are normally distributed (i.e. follow the shape of the normal curve). In this study, the scores of normality shows that data are evenly distributed with most scores occurring in the center, tapering out towards the extremes.

#### 4.6.2 Linearity Test

Normal probability plot of standardized residual plot was used to measure curvilinear relationship (test of linearity) between dependent variable and independents variables. The residual ought to scatter around 0 and most of the scores should concentrate at 0 points, there is no indication of a curvilinear relationship between observations (i.e. the performance of Petrochemical Companies and communication: formal communication and informal communication) is linear as the scatter plot shows a fairly shape and the score converged at the center along the 0 point. Thus the linearity assumption was satisfied. See fig: 4.2 for detail of normality probability plot of linearity

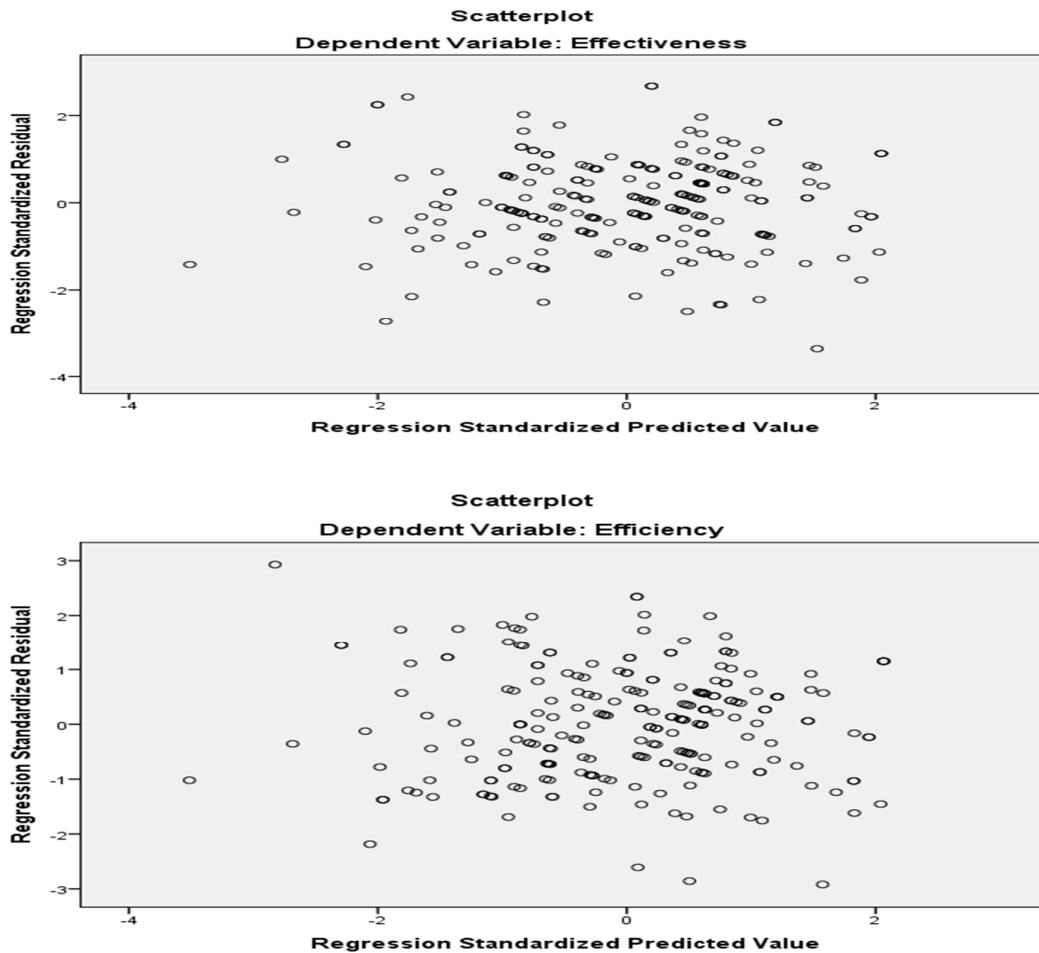


**Figure 4.2:**Normal Probability Plots for the Performance of Petrochemical Companies

Source: Author’s Fieldwork, (2019).

#### 4.6.3 Test of Homoscedasticity

A scatter plot was drawn to test for homoscedasticity between dependent variable (i.e. the performance measured by effectiveness and efficiency) and independent variables (i.e. formal communication and informal communication).



**Figure 4.3:**Scatter Plots for the Performance of Petrochemical Companies

Source: Author’s Fieldwork, (2019).

Figure 4.3 presents result of scatter plots. From the output, the plot appears to be moderate and the variations among observation is even. Based on the respondent’s perception, Petrochemical Company with high levels of formal communication and informal communication experience high levels of performance.

#### 4.6.4 Test of Multicollinearity

Multi-collinearity exists when the independent variables are highly correlated (that is  $r = .7$  and above). In the situation where two variables with a bivariate correlation of  $.7$  or more were included in the same analysis, there is need to consider omitting one of the variables. To check for Multi-collinearity, two methods can be used. One the correlation matrix can be used to examine the exogenous latent constructs. Secondly, variance inflated factor (VIF), and tolerance value are two collinearity diagnostic factors that can be used to identify multi-collinearity. However, multi-collinearity become a concern when VIF value is higher than

5 and tolerance value is less than 20 (Muhammad, Veera, & Kaliani, 2015). The variance inflated factor (VIF) and tolerance are used to check whether variables show at least some high interrelationship. See table 4.6 for the result of multicollinearity.

**Table 4.6:** Multi-collinearity Test (VIF and Tolerance)

Variables	N	Tolerance	VIF
Formal Communication	236	.591	1.691
Informal Communication	236	.481	1.591

Source: Author's Fieldwork, (2019).

Table: 4.6 shows that multicollinearity did not exist among the exogenous latent constructs as all variables indicates that VIF values were less than 5 and tolerance values were exceeded .20. Thus multicollinearity were not an issue in this study.

#### 4.7 Data Analysis based on Hypotheses

Standard multiple regression was used to explore the impact of communication (measured by the formal communication and informal communication) on the performance of Petrochemical Companies (measured by effectiveness). Preliminary analyses were conducted to ensure the assumption of regression (i.e. normality, linearity, homoscedasticity and multicollinearity) were not violated.

##### 4.7.1 ANOVA for Effectiveness

**Table: 4.7.1:** ANOVA for Effectiveness

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45.967	2	22.983	82.547	.000 <sup>b</sup>
	Residual	64.873	233	.278		
	Total	110.840	235			
a. Dependent Variable: Effectiveness						
b. Predictors: (Constant), Informal Communication, Formal Communication						

Source: Author's Fieldwork, (2019).

Concerning effectiveness, the result of regression as contained in table 4.7.1: ANOVA, indicates that F-test was 82.547, significant at  $p < .000$ . This indicated that the model was well specified, hence it suggested that ANOVA model is significantly fit for the study.

#### 4.7.2 Model Summary for Effectiveness

**Table: 4.7.2:** Model Summary

<b>Model Summary<sup>b</sup></b>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.644 <sup>a</sup>	.415	.410	.52766	2.316
a. Predictors: (Constant), Informal Communication, Formal Communication					
b. Dependent Variable: Effectiveness					

Source: Author's Fieldwork, (2019).

Table: 4.7.2 of model summary shows that R square value of 41.5 percent. This means that the model (that includes formal communication and informal communication) explained about 41.5 percent of the variance in effectiveness of Petrochemical Companies. The Durbin-Watson Statistic gives 2.316 coefficients which is an indication that there is absence of serial correlation in the error term of the model as such ruling out problems that is associated with spurious regressions.

### 4.7.3 Regression Coefficients for Effectiveness

**Table: 4.7.3:** Regression Coefficients

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.209	.188		6.439	.000		
	Formal Communication	.070	.058	.080	1.221	.223	.591	1.691
	Informal Communication	.569	.063	.590	9.055	.000	.591	1.691
a. Dependent Variable: Effectiveness								

Source: Author's Fieldwork, (2019).

Table 4.7.3 present the results of multiple linear regression used to assess the capacity of two control measures (Communication determinants: formal communication and informal communication scales) to predict (the performance of Petrochemical Companies: effectiveness). The regression coefficients test two out of four hypotheses of this study. From the output, formal communication showed no significant impact on effectiveness of Petrochemical. While informal communication showed positive significant impact on effectiveness of Petrochemical Companies. However, the multiple regression coefficients indicate the degree of strength of the impact of communication determinants such as formal communication and informal communication have on the performance of Petrochemical Companies. Informal communication has the highest impact with a  $\beta$  coefficient of .590 and t-value of 9.055, follows by formal communication with a  $\beta$  coefficients of .080 and t-value of 1.221.

#### 4.8. ANOVA for Efficiency

**Table: 4.8:** ANOVA for Efficiency

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	40.248	2	20.124	42.590	.000 <sup>b</sup>
	Residual	110.093	233	.473		
	Total	150.342	235			
a. Dependent Variable: Efficiency						
b. Predictors: (Constant), Informal Communication, Formal Communication						

Source: Author's Fieldwork, (2019).

Concerning efficiency, the result of regression as contained in table 4.8: ANOVA, indicates that F-test was 42.590, significant at  $p < .000$ . This indicated that the model was well specified, hence it suggested that ANOVA model is significantly fit for the study.

##### 4.8.1 Model Summary for Efficiency

**Table: 4.8.1:** Model Summary

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted Square	RStd. Error of the Estimate	Durbin-Watson
1	.517 <sup>a</sup>	.268	.261	.68739	1.847
a. Predictors: (Constant), Informal Communication, Formal Communication					
b. Dependent Variable: Efficiency					

Source: Author's Fieldwork, (2019).

Table: 4.8.1 of model summary shows that R square value of 26.8 percent. This means that the model (that includes formal communication and informal communication) explained about 26.8 percent of the variance in efficiency of Petrochemical Companies. The Durbin-Watson Statistic gives 1.847 coefficient which is an indication that there is absence of serial

correlation in the error term of the model as such ruling out problems that is associated with spurious regressions.

#### 4.8.2 Regression Coefficients for Efficiency

**Table: 4.8.2:** Regression Coefficients

Coefficients <sup>a</sup>							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.188	.245		4.857	.000	
	Formal Communication	.097	.075	.095	1.297	.196	.591
	Informal Communication	.507	.082	.452	6.198	.000	.591

a. Dependent Variable: Efficiency

Source: Author’s Fieldwork, (2019).

Table 4.8.2 present the results of multiple linear regression used to assess the capacity of two control measures (Communication determinants: formal communication and informal communication scales) to predict (the performance of Petrochemical Companies: efficiency). The regression coefficients test two out of four hypotheses of this study. From the output, formal communication showed no significant impact on efficiency of Petrochemical. While informal communication showed positive significant impact on efficiency of Petrochemical Companies. However, the multiple regression coefficients indicate the degree of strength of the impact of communication determinants such as formal communication and informal communication have on the performance of Petrochemical Companies. Informal communication has the highest impact with a  $\beta$  coefficient of .452 and t-value of 6.198, follows by formal communication with a  $\beta$  coefficients of .095 and t-value of 1.297.

#### 4.9 Test of Hypotheses

The hypotheses were grouped in to two i.e. null hypothesis and ( $H_0$ ) and alternative hypothesis ( $H_a$ ). Meanwhile, if the value of probability (p-value) is less than alpha .005. It is

an indication that there is a positive significant influence within the items, the null hypotheses will be rejected and alternative will be accepted. But if p-value is greater than alpha .005, it shows that is no significant influence within the items, the alternative hypotheses will be rejected and null will be accepted.

**Hypothesis 1.** There is no significant relationship between formal communication and effectiveness of employee inPetro-chemical Companies. The null and alternative hypotheses are listed as follow:

$H_{01}: \beta = 0$  (There is no significant relationship between formal communication and effectiveness of employee inPetro-chemical Companies).

$H_{A1}: \beta \neq 0$  (There is significant relationship between formal communication and effectiveness of employee inPetro-chemical Companies).

The regression coefficients suggested that formal communication have no relationship with effectiveness of employee in Petrochemical Companies with  $\beta=.080$ ,  $t\text{-value}= 1.221$ , while the p-value sig = 0.223 (higher than alpha 0.005). Thus, Null hypothesis ( $H_0$ ) is accepted, and alternative is rejected. This indicates that formal communication has no significant relationship with the performance of employee in Petrochemical Companies in Ilorin Kwara State. This result contradict the past research study conducted by Kibe, (2014) on the effect of communication strategies on organizational performance.

**Hypothesis 2.** There is no significant relationship between informal communication and efficiencyof employeeinPetro-chemical Companies. The null and alternative hypotheses are listed as follow:

$H_{02}: \beta = 0$  (There is no significant relationship between informal communication and efficiency of employee inPetro-chemical Companies).

$H_{A2}: \beta \neq 0$  (There is no significant relationship between informal communication and efficiencyof employee inPetro-chemical Companies).

The regression coefficients suggested that informal communication have relationship with efficiencyof employee in Petrochemical Companies with  $\beta=.452$ ,  $t\text{-value}= 6.198$ , while the p-value sig = 0.000 (lessthan alpha 0.005). Thus, Null hypothesis ( $H_0$ ) is rejected, and alternative is accepted. This indicates that informal communication has positive significant relationship with the performance of Petrochemical Companies in Ilorin Kwara State. This

result support the finding of previous study conducted on the context of communications strategy from a relational perspective(Lindberg-Repo & Gronroos , 2014).

**Hypothesis 3.** Formal communications have no significant effect on efficiency of employee in Petro-chemical Companies. The null and alternative hypotheses are listed as follow:

$H_{03}: \beta = 0$  (Formal communication have no significant effect on efficiency of employee in Petro-chemical Companies).

$H_{A3}: \beta \neq 0$  (Formal communication have no significant effect on efficiency of employee in Petro-chemical Companies).

The regression coefficients predicted that formal communication cannot influence efficiency of employee in Petrochemical Companies with  $\beta = .095$ ,  $t\text{-value} = 1.297$ , while the  $p\text{-value sig} = 0.196$  (higher than alpha 0.005). Thus, Null hypothesis ( $H_0$ ) is accepted, and alternative is rejected. This indicates that formal communication has no significant effect on the employee performance of Petrochemical Companies in Ilorin, Kwara State. This result contradict the findings of past research study carried out to investigate the impact of effective communication on organizational performance (Shonubi&Akintayo, 2016).

**Hypothesis 4.** Informal communication has no significant effect on effectiveness of employee in Petro-chemical Companies. The null and alternative hypotheses are listed as follow:

$H_{04}: \beta = 0$  (Informal communication has no significant effect on effectiveness of employee in Petro-chemical Companies).

$H_{A4}: \beta \neq 0$  (Informal communication has no significant effect on effectiveness of employee in Petro-chemical Companies).

The regression coefficients predicted that informal communication can influence effectiveness of employee in Petrochemical Company with  $\beta = .590$ ,  $t\text{-value} = 9.055$ , while the  $p\text{-value sig} = 0.000$  (less than alpha 0.005). Thus, Null hypothesis ( $H_0$ ) is rejected, and alternative is accepted. This indicates that informal communication has a positive significant effect on employee performance of Petrochemical Companies in Ilorin Kwara State. This result support the finding of previous study carried out to examine the relationship between organizational communication and job performance of employees of selected Nigerian Brewing Industries in Oyo and Osun(Abiodun&Abrifor, 2015).

## 4.2 Findings

This study investigates the effect of internal communication on the performance of selected Petrochemical Companies in Ilorin, Kwara State. The findings of this study confirmed that informal communication scores positively and significantly influence the performance of Petrochemical Companies. Whereas formal communication scores showed no significant effect on the performance of Petrochemical Companies. Thus, it therefore implies that the higher the informal communication in Petrochemical Company the higher would be the level of the performance.

The study employed correlation and multiple regression analysis to test the research objectives and hypotheses proposed for this study. The results of correlation revealed that all variables of communication (such as formal communication and informal communication) have significant relationship with the performance of Petrochemical Companies measured by (effectiveness and efficiency). Therefore, the results of multiple regression analysis showed that two out of four hypotheses tested have positive significant impact on the performance of Petrochemical Companies.

The study findings indicated that formal communication has no statistical significant relationship with effectiveness in Petrochemical Companies. This implies that formal communication have no statistical significant relationship with the performance of Petrochemical Companies through effectiveness.

The study findings revealed that informal communication have a positive statistical significant relationship with efficiency in Petrochemical Companies. This implies that informal communication have significant relationship with the performance of Petrochemical Companies through efficiency.

The study findings showed that formal communication have no statistical significant impact on efficiency in Petrochemical Companies. This implies that formal communication cannot significantly predict the performance of Petrochemical Companies through efficiency.

The study findings revealed that informal communication have a positive statistical significant impact on effectiveness in Petrochemical Companies. This implies that informal communication can significantly predict the performance of Petrochemical Companies through effectiveness.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.0 Preamble**

This chapter provides summary of findings, conclusions and recommendations derived from the findings. It also outlined the research contributions made by the study and the suggestions for future research.

#### **5.1 Summary**

The study investigates the impact of communication on the performance of selected Petrochemical Companies in Kwara State. The study focused on Lubcon Nigeria Limited and Polar Petrochemical Limited. To answer main research questions, that is to know whether communication have impact on the performance of Petrochemical Companies. To achieve this objective, the study conducted survey and reported through the use of quantitative method. The first chapter introduced the topic and considered among other things the problem that necessitated this study. In chapter two of the study, the related literature and empirical studies on the concept of communication and organization performance was reviewed.

Chapter three discussed methodology, it detailed the process and procedure by which the study was conducted. While, chapter four presented the findings, interpretation and discussion of the data collected for the study. The proposed hypotheses for the study were also tested. The last chapter of the study, present summary of the findings, implication of the findings, conclusion, recommendation, contribution to knowledge and suggestion for further study.

#### **5.2 Implication of Findings**

Since the study found that communication is a strategic tool used to enhance the performance of Petrochemical Companies. Despite the significant of this strategic tool, many companies fail to use communication effectively within the organisation and this has hindered performance of many companies especially those that operate within oil sectors. Meanwhile, this study finding shed more light to the importance of effective used of communication within organization for attainment of performance. However, the findings established that ineffective communication have negative implication on the performance of Petrochemical Companies. The study revealed that communication antecedents such as informal

communication are very essential and it plays an important role in organization because it yield to effectiveness and efficiency. Therefore, failure to implement these findings can lead to ineffectiveness and inefficiency in the organization. Apparently, this can have negative effect on the performance of Petrochemical Companies.

### **5.3 Conclusion**

The study investigates the impact of communication on employee performance of selected Petrochemical Companies in Kwara State. The study leveraged on quantitative method to measure the aggregate components that enhances performance of Petrochemical Companies. Basically, the quantitative method was used to determine the impact of communication predictors such as formal communication and informal communication on the performance of Petrochemical Company's measured by effectiveness and efficiency. Therefore, the study concluded that communication has relationship and significantly impact on the performance of Petrochemical Companies in Kwara State.

The study concluded that informal communication contributed to the efficiency of employee in the Petrochemical Companies. It allowed employee to freely exchange information and opinion about the job assigned to them and this enhance job efficiency.

The study also concluded that formal communication does not influence efficiency of employee in Petrochemical Companies. The study established that failure of top management to share information formally within the organization have negative impact on the performance of the organization. Meanwhile, information received from top management are not clear and consistent.

The study concluded that informal communication contributed to the effectiveness of employee in Petrochemical Companies. It also concluded that communication enhances job effectiveness and efficiency which have significant influence on the performance of Petrochemical Companies in Kwara State.

### **5.4 Recommendations**

The study found out that communication can enhance performance of Petrochemical Companies through its predictors such as formal communication and informal communication. Based on the result of the study, the following recommendations were suggested:

Petrochemical Companies should focus on variables of communication such as formal communication that has been identified has major factors that could influence the performance of Petrochemical Companies. It is recommended that Petrochemical Companies should give much attention to the way top management share information to their subordinate to facilitate clear, accurate and consistent information.

- i. It is recommended that Petrochemical Companies should encourage their workers to be really open and candid with each other. They should also exchange useful information and opinion that would help them to deliver their work without wasting time unnecessarily.
- ii. It is recommended that emphasized should be laid on formal communication due to its significant impact on organization performance. This variable is very important and it should not be neglect perhaps it should be given much attention since employee largely dependent on the level of information share by the top management to have direction, objectives and goal of the organization.
- iii. In overall, it is recommended that Petrochemical Companies should mandate their employee to share information to facilitate development and contribute to organization performance.

### **5.5 Contributions to Knowledge**

This study contributes to the existing knowledge on communication and organization performance especially those that operate within oil industry. The study established that the best communication method to be used by Petrochemical companies is informal communication. The study explored correlation regression analysis to establish the relationship that existed between communication and the performance of Petrochemical Companies in Kwara State. The study shed more light on the significant of communication determinants such as formal communication and informal communication as well as bridged the existing gap in the literature. The study established that communication is very important for Petrochemical Companies and failure to share clear and accurate information within the organization have negative impact on the performance of Petrochemical Companies.

### **5.6 Suggestions for Further Study**

The study offers certain insights on the communication variables that can influence performance of Petrochemical Companies in Kwara State; there are some limitations that require attention of future study. For instance, this study used 236 respondents out of 574 staff members of Lubcon Nigeria Limited and Polar Petrochemical Limited in Kwara State. It is

proposed that future research should include more or larger sample size in order to enhance the capacity to generalize the findings to the larger population. Therefore, the geographical coverage of this study is on the selected Petrochemical Companies in Kwara State. Therefore, it is proposed that the future research should extend beyond this coverage by cover other sector of industry.

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**APPENDIX I**



Kwara State University,  
P.M.B, 1530,  
Malete,  
Kwara State.  
15<sup>th</sup>January, 2019

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Dear Sir/Ma,

**TO WHOM IT MAY CONCERNED**

I wish to introduce Mrs. ISMAIL FAUSAT OLAIDE who is under my supervision for her M.Sc. Degree in Business Administration at the school of Business and Governance of the Institution. She is presently undergoing a research project titled ‘Impact of communication on the performance of selected Petrochemical Companies in Kwara state, Nigeria’ (A study of Lubcon Nigeria Limited and Polar Petrochemical Limited).

The nature of his research work requires your cooperation and support in collecting primary data from your organization. It is in this respect that we are requesting for your maximum support and cooperation by providing her with necessary data and information.

Thanks in anticipation of your kind assistance.

Yours Faithfully,

Abu Zekeri, PhD

PG Coordinator

For HOD

## APPENDIX II

### ACADEMIC QUESTIONNAIRE

Department of Business and Entrepreneurship,

School of Business and Governance

College of Humanities, Management and Social  
Sciences, Kwara State University, Malete.

**Dear Respondent,**

I am a Master student in the Department of Business and Entrepreneurship, School of Business and Governance, Kwara State University, Malete. I am conducting a research work titled Impact of Communication on the Performance of Selected Petrochemical Companies in Kwara State. A questionnaire has been developed which is essentially for this research and, hence your participation and contribution to the success of this study will be greatly appreciated.

Please be assured that the data generated are purely for this research, and will be treated with the utmost anonymity and confidentiality. Your cooperation is hereby solicited. Thank you for your anticipated participation.

Yours Faithfully,

ISMAIL, FausatOlaide (Researcher).

Kwara State University

Email:

### APPENDIX III

#### SECTION A

#### DEMOGRAPHIC INFORMATION OF RESPONDENT

**INSTRUCTION:** Please tick  the option that correctly and accurately describes your circumstance:

1). Gender:

Male [ ] Female [ ]

2). Age:

18-20yrs and below [ ] 21 - 25yrs [ ]

26 - 35yrs [ ] 36yrs – 40yrs [ ] 41yrs and above [ ]

3). Marital Status:

Single [ ] Married [ ] Others [ ]

4). Academic Qualification:

Primary education [ ] Secondary Education [ ]

ND/NCE [ ] B.Sc./HND [ ]

Postgraduate Degree [ ]

5. Management Level:

Top Management [ ] Middle Management [ ]

Lower Management [ ]

6. Length of Service:

1-5 years [ ] 6-10 years [ ]

11-15 years [ ] 16 years and above [ ]

**SECTION B**  
**QUESTIONNAIRE ON EFFECTS OF INTERNAL COMMUNICATION ON  
THE PERFORMANCE OF SELECTED PETROCHEMICAL COMPANIES IN  
KWARA STATE (A STUDY OF LUBCON NIGERIA LIMITED AND POLAR  
PETROCHEMICAL LIMITED).**

**INTRODUCTION:** Please tick (√) to indicate by ranking the degree of agreement based on your opinion on the importance of the following statements using a five points where Strongly Agree (SA=5), Agree (A=4), Undecided (U=3), Disagree (D=2), Strongly Disagree (SD=1)

**PART I:** Formal Communication

S/N	STATEMENTS	SA	A	U	D	SD
		5	4	3	2	1
1.	A memo from an executive is strictly adhere to because it give clear direction and focus on how to carry out job assigned to me					
2.	Information about the job activity is given by the top level management					
3.	Top management providing information that employee really want and need to accomplish job assigned to them					
4.	Communication from other department is detailed and accurate					
5.	The directives that come from top management are very clear and consistent					
6.	Top management kept informed employee about how well the organizational goals and objectives are being met					
7.	Information share by the top management assist employee in this organisation to perform their job diligently					
8.	Job is not delayed because employee get the necessary information from the top management.					

**PART II: Informal Communication**

S/N	STATEMENTS	SA 5	A 4	U 3	D 2	SD 1
1.	Information is given by the top level management is easily explain to employee through informal system because it help to complete the work properly					
2.	Problem between the workers and the management can be solve through informal system because it makes good relationship among the employees and management.					
3.	It easy for employees to disclose their needs, sentiment and their emotions to the authority without feeling any hesitation through informal communication.					
4.	Information through informal communication elicits workers' actions in performing the job assigned to them effectively					
5.	Informal system bring good communication message that stimulates worker's action to send recommendation to their management					
6.	Informal communication is more flexible than formal communication because it is free from all type of formalities					
7.	Informal system enhance rapid transmission of miss-information or rumour to others in the organization					

**PART III: Effectiveness**

<b>S/N</b>	<b>STATEMENTS</b>	<b>SA</b>	<b>A</b>	<b>U</b>	<b>D</b>	<b>SD</b>
		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1.	Sharing clear and accurate information within the organization contributed to organization success					
2.	Clear and consistent directives that come from top management yield fruitful output					
3.	Accurate information provided by top management lead to desire output					
4.	Consistent and reliable communication from other department lead to job completeness on time					
5.	Free exchange of information and opinions give employee clear direction to perform job assigned to them					

**PART IV: Efficiency**

S/N	STATEMENTS	SA	A	U	D	SD
		5	4	3	2	1
1.	Keeping employee informed about how well organizational goals and objectives are being met encourage me to discharged my duties properly					
2.	Consistent and reliable share by top management help me to consume less time in performing my duties					
3.	Free exchange of information and opinions help me to optimized the process of job assigned to me					
4.	Providing kinds of information needed for my job help to avoid wasting of time, effort and resources in carry out my duties					
5.	Organization allow me to share my views, ideas, opinions and recommendation					

Please indicate any comments you have in order to improve this questionnaire

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Please, feel free to contact me on any issue(s) regarding this questionnaire

Thank you for your participation in answering this questionnaire.