

TITLE PAGE

**CAUSE AND EFFECT OF INEFFECTIVE COMMUNICATION AMONG
OFFICE PROFESSIONALS IN SELECTED ORGANIZATIONS IN
KADUNA METROPOLIS**

BY

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DECLARATION

I hereby declare that this research work was conducted by me under the guidance and supervision of Hajiya Hadiza Musa, Lecturer of Department of office Technology and Management, Kaduna Polytechnic and that this work was done solely by me.

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APPROVAL PAGE

This is to certify that this is an original work undertaken by, Tonia Ameka Ishaya KPT/CBMS/19/51270, and has been prepared in accordance with the regulations governing the preparation and presentation of research projects in Kaduna Polytechnic, Kaduna.

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(ETERNAL EXAMINER)

DATE

DEDICATION

This research work is dedicated to God Almighty and for his mercies and guidance throughout this program.

ACKNOWLEDGMENT

My profound gratitude and appreciation goes to Almighty God for his constant guidance, protection and provision throughout the period of my study and making this work a success, To him alone be all the praise, honor and adoration.

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ABSTRACT

This study was conducted to determine the causes and effects of ineffective communication among office professionals using four randomly selected organizations in Kaduna Metropolis. The objectives of the study include: to determine importance of effective communication to office professionals and effect of ineffective communications on office professionals' performance, causes of communication breakdown among office professionals, communication skills required of office professionals. The theoretical basis for the study was done through the review of related literature from textbooks, journals, periodic, conference papers and internet. The entire population of 72 respondents comprising of the executives and office professionals in the organizations under study was used for the study in view of the small size involved. A set of questionnaire was used as instrument for data collection. Data were analyzed using mean statistical tool of the four point Likert Scale. Findings from the study revealed that information overload, lack of proper planning on the part of the communicator, are causes of communication breakdown among office professionals and the effect is that it leads to isolation of department in an organization and reduces the morale of individuals in an organization. The study recommends among others that Management should clearly define the organizational chart with a short chains of command and spans of control to avoid ineffective communication and they should also organize workshops and seminars to enlighten their office professionals on the importance of communication skills on their performance and how it can affect organizational productivity.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

An organization cannot operate without communication. Communication is the life source of every organization because these organization involve people and they cannot interact with each other without communication. In the absence of communication everything would grind to a halt. According to Hoffman (2010), Communication is an act of transmitting information to have a systematic and meaningful relationship. It is also a process of sending and receiving messages by telephone, radio, and act of expressing ideas especially in speech and writing.

Communication is widely used in running almost all organizations effectively. Effective communications is essential for any business or organization to prosper. It cuts out on wasted time and provides both customers and employees with the necessary tools to succeed and find satisfaction. Communication is define as the exchange of thoughts, feelings and ideas. Communication is vital for peoples personal work related endeavors, it can be through the form of speech, visual aids hand signals, gesture and writing behaviour.(Jeffery, 2012). Communication basically encrypts to key players which is the sender and the receiver. These two will then exchange messages, thoughts and information.

Communication can take various forms, but all forms involve the transfer of information from one party to the other. In order for the transfer of information to qualify as communication the recipient must understand the meaning of the information conveyed, if not communication has not taken place.

Saba (2013) defined effective communication as the ability to establish and develop mutual understanding, trust, and cooperation among a group of people. Effective communication can only take place when both the sender and the receiver of a message listen attentively and follow the others point of view with the ability to respond at the appropriate time.

Office Professionals is defined as a person employed by an individual or an office to assist with correspondence, make appointments and carried out administrative task. Office professionals are highly trustworthy assistants of their boss (Havillage, 2008).

Office professionals on the other hand is seen as a someone who is trained on how to handle office equipment and take care of office activities such as receiving correspondents and handling files(Abdulkadir, 2012).

Attention has been given to the study of organizational communication in organizational behavior research as a result of the significant of this variable to organizational effectiveness and employee at large. For instance, it has been found that effective communication improves employee job performance (Holtzhausen, (2002) and which in turn improves productivity. Research has also shown that communication improves employee job performance (Goris, 2007), while ineffective communication results to allow employee commitment to the organization.

It is not possible to have human relationship without effective communication and when there is ineffective communication, conflict is inevitable. Thus, this research work seeks to determine the causes and effect of ineffective communication among office professionals.

1.2 Statement of the problem

Communication contributes effectively towards the organizational success. It has been observed that sometimes there is a breakdown in communication between superior and office professionals in an organization. Superiors sometime use ambiguous language, unclear pronunciations and authoritative directives in communicating with their office professionals. Large organizations makes it difficult for communication to flow around. Both superiors and the office professionals are finding it difficult to communicate. Abdulkadir, (2012).

Studies has shown that certain skills such as communication skills, interpersonal skills and human relation skills among others are required in order to communicate effectively of which if not possessed by office professionals may cause ineffective communication. It is further observed that when communication is ineffective, it has a negative effect on the organization performance. The better the managers communicate, the more satisfied the office professionals (Riccomini, 2005).

It is against this backdrop that the study is carried out to find out the causes and effect of ineffective communication among office professionals in selected organizations in Kaduna metropolis.

1.3 Purpose of the study

The general purpose of the study is to investigate the causes and effects of ineffective communication among office professionals, while the specific objectives intends to:

- i. Determine the communication skills required of the office professionals in selected organization.

- ii. Identify the importance of effective communication to office professionals in selected organization.
- iii. Find out the causes of communication breakdown among office professionals in selected organization.
- iv. Determine the effect of ineffective communication on office professionals performance in selected organization.

1.4 Research questions

For the purpose of this research work, the following research questions will guide the study:

- i. What are the Communication skills required of office professionals in selected organization?
- ii. What is the importance of effective communication to office professionals in selected organization?
- iii. What are the causes of communication breakdown among office professionals in selected Organization?
- iv. What are the effects of ineffective communication on office professionals performance in selected organization?

1.5 Significance of the study

It is hope that the research work would benefit the office professionals, management of organizations, future researchers and students.

Office professionals: This work would benefit office professionals as they will be aware of the importance of effective communication and how to communicate effectively among other professionals.

Management of organization: The research work would be very useful to the organization because organizations are totally reliant on communication. Communication plays a vital role in enhancing productivity. This study will also enhance the management functions in organization.

Students: it would be of great benefit to students and this will enable them to gain effective communication for academic use and for use in their prospective working places.

Future Researchers: The research would be of benefit to future researchers as it would serve as a source of information for literature review.

1.6 Scope of the study

The study covered the communication skills required of office professionals, importance of effective communication to office professionals, causes of communication breakdown in an organization and effect of ineffective communication on office Professional performance. The research was centered on the effect of employer / employees relationship on the causes and effects of ineffective communication among office professionals in selected organizations in Kaduna metropolis.

The study was limited to four selected organization within Kaduna metropolis namely: National Ear Care Center Kaduna, National Water Resources Kaduna, Peugeot Automobile Nigeria Limited, Federal Secretariat Kaduna.

1.7 Limitation of the study

Every research of this nature is bound to face certain constraints, this work is of no exception as the following constraint the research work:

Lack of cooperation from the respondents: Most of the respondents did not take the research work serious as they refuse to disclose key information that might have been of great help to this research work.

Paucity of Material: Most materials available in this research work are more copious in nature as some contain almost the same work.

Strike Action: This also constraint the research work as all research activities has to be on hold till the action is suspended which makes the research work to be given limited time.

1.8 Definition of Terms

The following terms are defined as used in the research work for easy comprehension.

Cause: A person or thing that gives rise to an action, phenomenon, or condition.

Effect: A change which is a result or consequence of an action or other cause.

Ineffective: Not producing any significant or desired effect.

Communication: Communication is the process of exchanging of information or messages between two parties, with the aim of having such messages understood.

Office Professional: Is a person who prepares and handle a variety of office related tasks.

Information: Information is processed data, from logical manipulation of data which allows decision making.

Metropolis: Metropolis is a very large city or urban which is a significant economic, political and culture center for a country.

Superior: Superior refers to senior staff in an organization.

Sender: Sender referred to the person who initiate an idea and wishes to share with people.

Receiver: Receiver referred to the person receiving the message.

Organization: Institutions in which office works are carried out.

Office: A place where administrative and clerical duties are carried out.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

In this chapter, the researcher consulted relevant books, journals and various internet website of writers/authors in relation to “causes, and effect of ineffective communication among office professionals” therefore the following sub-headings were discussed in this chapter.

- 2.1 Concept of Effective communication
- 2.2 Concept of Office professional
- 2.3 Communication skills required of office professionals
- 2.4 Importance of effective communication of office professionals
- 2.5 Causes of communication breakdown among office professionals
- 2.6 Effect of ineffective communication on office professionals performance
- 2.7 Summary of Review

2.1 Concept of Effective Communication

Communication is more than talking with people or writing to people. Communication is the exchange of understanding of what has been said, signal or written. Communication can be defined as the process of transferring information and common understanding from one person to another (Keyton, 2011). Communication is derived from a latin word ‘Communiare’ Which means “common”. It involves exchange of news, messages, information, ideas and feelings between two or more persons thus for

communication to be effective, it must be free from interference and distraction. The definition underscores the fact that unless a common understanding results from the exchange of information, there is no communication (Lunenburg, 2010).

Isaac (2013) sees communication as an act by which one person gives to or receive from another person information about that persons needs and desires. Communication may be intentional or unintentional and may occur through spoken or other modes. Communication requires that the communicating parties share area of communicative commonality. Communicating with others involves three primary steps, such as:

Thought: This is a situation whereby information exists in the mind of the sender. This can be a concept, idea, information or feelings.

Encoding: This is a situation whereby a message is sent to a receiver in words or other symbols.

Decoding: This is a situation whereby the receiver of the message translates the words or symbols into a concept of information that he/she can understand.

Jeffery (2012) defined communication as exchange of thoughts, feelings and idea. He further explain Communication to be vital for peoples personal work related endeavors, it can be through the form of speech, visual aids, hand signals, gesture and writing behavior. Communication basically encrypts to key players which is the sender and the receiver, these will then exchange messages, thoughts and information.

According to Shonubi and Akintaro (2016), communication performs various functions in an organization, which include social interaction, business and trade functions, exchange of ideas and spread of knowledge, social-political development and socio-cultural integration. Thus, communication is an inevitable phenomenon used by every individual or organization and no one is an island of his own.

For any organization to succeed, there must be a two way of communication. It needs an effective communication between the sender and the receiver and vice versa. It requires the employers to communicate effectively with the employees, customers, suppliers and bidders as well as feedback given immediately to the employer for decision making (Mwambembule, 2013) Thus, communication is a key point of success of any working organization, and an important tool for effective and better achievement of corporate goal.

Effective communication occurs when there is shared meaning. The message that is sent is the same message that is received. There must be a mutual understanding between the sender and the receiver for the transmission of ideas or information to be successful (Pradesh, 2016).

According to American Heritage Dictionary (2013) defines communication as the two way exchange of opinions, news and information by writing speech or gesture including body language and facial reaction. Communication as means of connecting people or places in business, it also sees communication as two way process of reaching mutual understanding in which participants not only exchange information, news, ideas, and feelings but also create and share meaning. In general, communication is a key

function of management; an organization cannot operate without communication between levels, departments and employees.

Effective communication is a part and parcel of any successful organization. For communication to be free from barriers so as to be effective communication must be present which include; clarity of purpose, completeness, conciseness, feedback, empathy, modification of message according to audience, multiple channel of communication and effective use of grapevine (Lunenburg, 2010).

2.2 Concept of Office Professional

An Office Professional is a person who is charged with the responsibility of managing office activities such as filling, receiving and dispatching mails, receiving phone calls and handling office equipment (Wiley, 2013).

According to American society of administrative Professionals (2012) an office professionals is a person whose work consists of supporting management, communication and organizational skills, computer skills etc. Office professionals are able to work well with people, using the human skills essential to successfully lead.

Studies have shown that office professionals are the image maker of the organization as they serve as a link between the organization and the world. Therefore, there is need for these professionals to possess human relation skills such as effective communication skills that will enable the effective and efficient discharge of duty (Portolese, 2013).

An office professional is a person who organizes and supervises all of the administrative activities that facilities the smooth running of the office, Huston (2009).

He further explained that an office professional carries out a range of administrative task, depending on the employing organizations, the administrative side of a small employer to oversee the work of numerous staff. Also Barron (2007) defines office professional as the one who has the administrative responsibilities of office management. These definitions shows that, the nature of office professional are often called office administrators of office secretaries.

Thus, office professionals serve as the link between the organization and the other clients, customers and even employees of the same organization.

2.3 **Communication Skills Required of Office Professionals**

Communication skills are those tools that we use to remove the barriers to effective communication. Pradesh (2016) identifies the following as communication skills required by office professionals:

Listening Skills: Effective communication is heavily dependent on effective listening. An additional purpose of effective listening is to convey interest and respect for the other person (Dixon and O' Hara, 2016). This is crucial if the office professionals are to have any ability to help solve problems and satisfy the other person's needs and goals as well as their own. Giving constructive feedback depends on a wide range of skills including listening skills and feedback skills.

Persuasion skill: This is a communication skill that is used to persuade people every day activities. It is often used to get customer/client to follow their time schedule, asking a colleague to help with a project, or convincing potential customers, to adopt improved production technologies or adopt new marketing strategies. Shettleworth (2010) States

that lack of persuasion skill may lead to inefficiency of professionals in discharge of their duties. Lunenburg (2010) added that effective persuasion is a process which involves negotiating and learning through which a persuader leads colleagues to a problems shared solution.

Presentation Skills: Presentation is a speech that is usually given in a formal setup-business, technical, professional or scientific environment. Something set forth to an audience of the mind. An effective presentation creates a change in the audience; they become more informed or gain a better understanding of a particular subject (Lunenburg, 2010) Presentation skill is a skill used in communicating ideas and information to a group. Presentation carries the speaker's personality better and allows immediate interaction between all participants. Office Professionals must possess this skill in order to complement other skills.

Reading Skill: According to Amoud University (2016), reading means to construct meaning from text. Reading is a process that must include thinking before, during and after reading. We read in order to get meaning and understanding of certain instructions from boss, request from customers, complaints from clients and apology from colleagues among others (Amoud University, 2016). The activities of an office professional involves reading which makes reading one of the most important of all the skills required of office professionals.

Writing skill: Writing is a process of putting thought, ideas and concepts into words using continuous prose. Reading and writing skills has been considered the most important of all communication skills has (Amoud University, 2016). Any employee who

does not have these two skills is not needed in today's business world. Office profession among other persons must possess writing skill in order to be able to communicate his/her ideas, thought or message to other party. Judging by the nature of their work which include drafting of minutes, recording, receiving and filing documents among others, there is great need for both reading and writing skills.

Feedback skills: According to Dixon and O' Hara, (2016), given positive feedback as an office professional is often not difficult but when such feedback skills is very useful to office professionals as customers/clients, executives and even colleagues are often not ready to hear negative feedbacks. Therefore, in order to be efficient as an office professional, one must be equipped with feedback skills.

Questioning Skill: Most often office professionals do not understand that questioning is a skill in communication which requires mastering. Dixcon and O' Hara (2016) states that some very adapt communicators demonstrate high level of skill in gathering information from others and such individuals are able to maximize the effectiveness of workplace communication through the use of skilled questioning techniques. They are aware that the same question can be asked in many different ways and each of these ways can achieve a different response.

2.4 **Importance of Effective Communication to Office Professionals**

To communicate effectively means the other person in communication is able to understand the intended message communicated. Effective communication is very important to office professionals amongst other workers as most of their works

involves sending or receiving message from other parties. According to Akintaro (2016) effective communication helps office professionals to achieve the following:

- To express feelings and emotion.
- To achieve coordinated action.
- To share information regarding: organizational goals, task directions, results of efforts and decision making.
- To encourage staff participation in decision making.
- To achieve effective control.
- To create a good public image and reputation for an organization.

Effective communication helps employees become more involved in their work and helps them develop a better understanding of their jobs (Pradesh, 2016). Clear, precise and timely communication of information also prevents the occurrence of organizational problems. Without effective communication, employees will not be aware of what their co-workers are doing, what their goals are, may not be able to assess their performance.

2.5 Causes of communication Breakdown among Office Professionals

There are many reasons that could lead to communication breakdown among employees in an organization. Haven identified the elements of communication as the sender, the encoding, the message, the medium, the decoding, the receiver, and the feedback. Eisenberg, (2010) and Lunenburg (2010) identify four types of barriers called noise, that can hinder effective communication, these include; process barriers, semantic barriers and psychosocial barriers. Other causes of communication breakdown among office professionals as stated by Keylon, (2011) are as follows:

- **Antic Problem:** In many organizations there is a great disparity in the level of language usage between different categories of people in the organization. Messages should be transmitted in a simple language to ensure that the receiver understands the terms without difficulty. Words should be carefully chosen to avoid ambiguity.
- **Size of the Organization:** The larger the organization, the less efficient the communication system is likely to be. Communication becomes more difficult among employees if there are different locations for various Departments in the Organizations.
- **Insufficient Downward Communications:** People work better and feel more energized if they are given regular information about their performance, if organizations and employees are given little information about organizations plan and goals there are usually high labour turnover.
- **Insufficient upward communication:** Where upward communication is insufficient, the management will have no feedback or any idea whether communication has been effective or not. The problems or valuable suggestions of unions of the workers may not be known to the management (Cheney, 2011).
- **Information Overload:** Some office professionals have access to more information than they can cope with and others are overwhelmed by the amount of work they are called upon to do within a given time. This often reduced efficiency as the workers become forgetful, disorganized and ineffective in their duties.

Shonubi and Akintaro, (2016) view that the major causes of communication breakdown. Among office professionals include, noise, information overload, environmental barriers, technical jargons, poor listening and lack of proper planning

among others. However, in order to curb these barriers, adequate preparation by senders will help in determining the purpose of the message and how the listener will receive it.

2.6 Effect of Ineffective Communication on Office Professionals Performance

As effective communication plays an important role on the performance of office professionals, whenever it is ineffective, it can also have effect on their performance. Without effective communication among employees of an organization, the various sections in such organizations would just be functioning in isolation (Oyetunde, and Oladejo, 2012). When this happens, it would be difficult to direct individuals on immediate goals that need prompt attention. In line with this, Rho (2009) posits that when there is ineffective communication among employees of an organization, various section of the organization could be functioning in direct opposition to other section and there is no way which common goals can be achieved through conflicting approach.

Lunenburg (2010) view that ineffective communication can also increases the occurrence of rumors among office professionals, rumors may be disastrous to the image of an office professionals or that of the organization. When the Management constantly inform their employees on development in the organization, the staff do not have to search for such information which they are always anxious to hear and are therefore prepared to get this from whatever source no matter how distorted it may be. Pradesh (2016) believes that when there is ineffective communication in an organization, individuals will not know what duties they are expected to perform, much less when and

how these should be done. Under such circumstances, they might be forced to act in a certain way which may result in poor performance.

Ineffective communication reduces the morale of individuals in the organization, individuals cannot meaningfully contribute their best to the realization of goals if they have low morale (Kukule, 2012). When a leader does not communicate with subordinates to enable them know the progress in the organization, they may feel worthless and not recognized.

2.7 Summary of Review

This chapter has dealt with literature review of different authors and writers related to the study. The review started with an explanation of the concept of communication, which centered on what communication is all about in terms of effective communication. However, communication cannot go on smoothly without some hindrances. In this chapter, some of the causes of communication breakdown among office professionals were reviewed.

This further reviewed the meaning of office professional and the communication skills required of office professionals, some of these skills include: listening skill, writing skill and questioning skill among others. Other topics reviewed in this chapter include the importance of effective communication on office professional's performance. Effective communication is essential for any business organization to succeed. It cuts out wasted time and provides both customer and employees with the necessary tools to succeed and find satisfaction.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter seeks to explain the vital procedures and methods used for the research work. These procedures include:

3.2 Research Design

3.3 Area of Study

3.4 Population of the Study

3.5 Sample Size and Sampling Techniques

3.6 Instruments for Data Collections

3.7 Administration of Instruments

3.8 Validation of Instruments

3.9 Method of Data Analysis

3.2 Research Design

This study is a survey research design. This method involves gathering data about the target population from a selected sample and generalizing the findings to the entire population. According to Dashit (2014), this method was adopted to enabled the researcher to discover relative incidences and distribution on the characteristics of population.

3.4 Area of Study

This study was conducted in four selected organizations within Kaduna metropolis, namely; National ear care center Kaduna, National water Resources Kaduna, Peugeot Automobile Nigeria Limited, The Federal Secretariat Kaduna.

3.5 Population of the Study

The population for the study was made up of 74 respondents comprising 56 office professionals and 18 executives in the four selected organizations as appeared in 3.1 below.

Table 3.1: Distribution of Population for the Study.

S/N	Organization	Executives	Office Professionals	TOTAL
1	National ear care center	6	15	21
2	National water resources	5	12	17
3	Peugeot Automobile Nigeria plc	3	16	19
4	Federal Secretariat Kaduna	4	13	17
	TOTAL	18	56	74

3.4 Sample Size and Sampling Techniques

Since the population size determines to a significant degree the reliability and validity of a research work of this magnitude, the researcher decided to use the entire

population because of the small size. This is in accordance with the view of chukuma (2014) who holds that, census study is imperative when the population is small.

3.5 Instrument for Data collection

The instrument used for data collection was the questionnaire. The questionnaire contains 22 items in 5 sections. Section 'A' seeks response on the personal data of the respondent. Section 'B' prompts response on communication skills required of office professionals in selected organizations in selected organization in Kaduna metropolis. Section 'C' handles the importance of effective communication to office professionals performance in selected organizations in Kaduna Metropolis, Section 'D' deals with the causes of communication breakdown among office professionals 'E' draws response on the effect of ineffective communication on office professionals performance.

3.6 Validation of instrument

Draft copies of the questionnaire were subjected to face validation by the project supervisor and two other lecturers from the Department. All their corrections, observations and amendments were effected before the questionnaire was administered.

3.7 Administration of the Instrument

The researcher administered the questionnaire to the respondents through the receptionist of each section in the organizations under study. Who was well trained by the researcher on how to go about with the questionnaire and were given 3 working days (Monday-Wednesday) to fill before it was retrieved for analysis.

3.8 Method of Data Analysis

Basically, the data collected from the respondent base on the questionnaires was presented in frequency distribution tables. The analysis involved the use of values allocated to the four point scale that is strongly agreed= 4, agree=3, strongly disagreed 2, disagree=1, the mean values of the variables were used to determine the acceptance and rejection based on the 2.5 cut-off point. To obtain for the decision, the following formula was used

$$X = \frac{\sum fx}{\sum f}$$

X= mean score

E=Sigma, summation

F= the frequency for each variable

FX= Frequency of variable multiplied by the value of scale

EFX= Summation or frequency multiplied by x (valued of each scale)

Cut off point for four point scale= $4+3+2+1 = 2.5$ (Cut-off point)

The researcher used mean score to analyze the responses to the questionnaire. Decision rule: cut-off point of 2.5 shall be used. Any variable below 2.5 is rejected and any variable above 2.5 is accepted.

Notification

X = Mean core

\sum = summation

N = score

F_x = Frequency of variable multiply by value of scale

$\sum F_x$ = Summation of F_x

CHAPTER FOUR

DATA PRESENTATION AND INTERPRETATION

This chapter presents, analyze and interpreted the data collected from the respondents through questionnaire. Seventy three (74) questionnaires were administered to the respondents and only seventy two (72) were duly filled and returned and this was used for the analysis.

4.2 Data Analysis and Interpretation

Research Question One: What are the communications skills required of office professionals in selected organization?

Table 4.1: Mean Responses on communication skills required of office professionals in selected organization.

S/N	VARIABLES	SA	A	D	SD	$\sum FX$	X	Remarks
1.	Persuasion skill is required of office professionals in order to persuade people in everyday activities.	37	19	7	9	228	3.1	Agreed
2.	Presentation skill is required of office professionals for effectiveness and efficiency at work.	41	20	11		246	3.4	Agreed
3.	Listening skill is required of office professionals in order to able to grab the communicated messages.	21	37	12	2	211	3.0	Agreed
4.	Questioning skills is required to clarify unclear issues communicated.	48	17	7		257	3.5	Agreed
5.	Reading and writing skill is very important to office professional.	40	28	-	4	248	3.4	Agreed
6.	Negotiation skill, note-taking and note-making skill is required of office professionals.	32	36	3	1	242	3.4	Agreed
Source: Field Survey, 2022		No= 72			Cut-off mark (2.5)			

Interpretation

In table 4.1 above, variable 6, 7, 8, 9, 10 and 11 had mean score of 3.1, 3.4, 3.0, 3.5, 3.4 and 3.4 respectively which are all above the cut-off point of 2.5. This means that majority of the respondents agreed that persuasion skill is required of office professionals in order to persuade people in everyday activities, presentation skill is required of office professionals for effectiveness and efficiency at work, listening skill is required of office professionals in order to able to grab the communicated messages, Questioning skills is required to clarify unclear issues communicated, reading and writing skill is very important to office professional and negotiation skill, note-taking and note-making skill is required of office professionals

Research Question Two: What are the Importance of effective communication to office professionals in selected organization?

Table 4.2: Mean responses on the importance of effective communication to office professionals in selected organization.

S/N	VARIABLES	SA	A	D	SD	$\sum FX$	X	Remarks
7.	Effective communication helps to achieve cordial relationship among office professionals	50	10	7	5	249	3.5	Agreed
8.	Feeling, thoughts and emotions are expressed through effective communication	35	23	14		237	3.3	Agreed
9.	Effective communication helps in sharing organizational goals, task direction and results of efforts including decision rule	31	23	10	8	221	3.0	Agreed
10.	Effective communication helps to minimize conflict in an organization	42	10	18	2	236	3.2	Agreed
11.	It helps employee develop more understanding of their job	60	12			248	3.4	Agreed
Source: Field Survey, 2022		No=72			Cut –off point=2.5			

Interpretation

From the analyses of table 4.2 above, shows variable 12, 13, 14, 15 and 16 had a mean score of 3.5, 3.3, 3.0, 3.2 and 3.4 respectively. This implies that majority of the respondents agreed that effective communication helps to achieve cordial relationship among office professionals, Feeling, thoughts and emotions are expressed through effective communication, it helps office professionals to create a good image and reputation for the organization, it helps in the sharing organizational goals, task direction and results of efforts including decision made, it helps to minimize conflict in an organization and it helps employees develop more understanding of their job.

Research Question Three: What are the causes of communication breakdown among office professionals in selected organization?

Table 4.3: Mean responses on the causes of communication breakdown among office professionals in selected organization.

S/N	VARIABLES	SA	A	D	SD	ΣFX	X	Remarks
12.	Information overload is a cause of communication breakdown among office professionals.	45	14	11	2	246	3.4	Agreed
13.	Inattention on the part of the listener can cause breakdown in communication	47	21	4		259	3.5	Agreed
14.	Lack of proper planning on the part of the sender can cause communication breakdown	16	36	8	12	200	2.7	Agreed
15.	The choice of the medium used in the cause of communication can also cause communication breakdown	12	44	10	6	206	2.8	Agreed
16.	Lack of necessary information can also cause communication breakdown among office professionals	62	10	-	-	278	3.8	Agreed
Source: Field Survey, 2022		No= 72				Cut-off mark (2.5)		

Interpretation

Table 4.3 above shows that variable 1,2, 3,4 and 5 were all agreed as they all had mean score of 3.4, 3.5 2.7, 2.8 and 3.8 respectively which is greater than the cut-off point of 2.5. This implies that majority of the respondents agreed that information overload, inattention on the part of the listener can cause breakdown in communication, choice of medium use in the course of communication as well as lack of necessary information can cause communication breakdown in an organization

Research Question Four: What are the effects of ineffective communication on office professionals' performance in selected organization?

Table 4.4: Mean Responses on the effects of ineffective communication on office professionals performance in selected organization.

S/N	VARIABLES	SA	A	D	SD	ΣFX	X	Remarks
17.	Ineffective communication leads to isolation of office professionals in an organization	40	24	6	2	246	3.4	Agreed
18.	Ineffective communication reduces the moral of office professionals in an organization	42	19		11	236	3.2	Agreed
19.	Ineffective communication may increase the occurrence of rumor which may hinders productivity of office professionals in an organization.0	20	16	24	12	188	2.6	Agreed
20.	Ineffective communication may make individuals not aware of their roles and duties office professionals an organization	52	12	-	2	244	3.3	Agreed
21.	Ineffective communication can also lead to organizational conflict among office professionals.	52	15	5	-	263	3.6	Agreed
Source: Field Survey, 2022		No. 72			Cut-off mark (2.5)			

Interpretation

In table 4.4 above, variable 17, 18, 19, 20 and 21 had mean score of 3.4, 3.2, 2.6, 3.3, and 3.6 respectively. This implies that majority of the respondent agreed that ineffective communication leads to isolation of departments in an organization, it reduces the moral of individuals in an organization, increases the occurrence of rumor which may hinders productivity of organizations and make individuals not aware of their roles and duties in an organization.

4.3 Major Findings

Based on the presentation and analysis of data in respect of the four research questions raised for the study, the following findings were discovered:

Research Question One: What is the communication skills required of office professionals in selected organization? Based on the data analysis of the above research question, It was discovered that:

- i. Persuasion skill is required of office professionals in order to persuade people in everyday activities
- ii. Presentation skill is required of office professionals for effectiveness and efficiency at work.
- iii. Listening skill is also required of office professionals in order to be able to grab the communicated messages.
- iv. Questioning skills is required to clarify unclear issues communicated.
- v. Reading and writing skill is very important to office professionals.
- vi. Negotiation skill, note taking and note-making skill is required of office professionals.

Research Question Two: What are the importance of effective communication to office professionals in selected organization? Based on the data analysis of the above research question, it was discovered that:

- i. Effective communication helps to achieve cordial relationship among office professionals.
- ii. Feelings, thoughts and emotions are expressed through effective communication.
- iii. Effective communication helps office professionals to create a good image and reputation for the organization.
- iv. Effective communication helps in sharing organizational goals, task direction and results of efforts including decision made.
- v. Effective communication helps to minimize conflict in an organization.
- vi. It help employee develop more understanding of their job.

Research Question Three: What are the causes of communication breakdown among office professionals in selected organization? Finding from this research Question revealed that:

- i. Information overload is a cause of communication breakdown among office professionals
- ii. Inattention on the part of the listener can cause breakdown communication
- iii. Lack of proper planning on the part of the sender can cause communication breakdown.
- iv. Choice of medium use in the cause of communication cause communication breakdown.

- v. Lack of necessary information can cause communication breakdown among office professionals.

Research Question Four: What are the effects of ineffective communication among office professionals performance in selected organization? Based on the analyzed data, it was discovered that;

- i. Ineffective communication leads to isolation of office professionals in an organization
- ii. Ineffective communication reduces the moral of office professionals in an organization.
- iii. Ineffective communication may increases the occurrence of rumor which may hinders productivity of office professionals in an organizations
- iv. Ineffective communication may make office professionals not aware of their roles and duties in an organization.
- v. Ineffective communication can also lead to organizational conflict among office professionals.

4.4 Discussion of Findings

This study was able to discover that information overload, inattention on the part of the listener, lack of proper planning on the part of the sender, choice of medium use in the course of communication as well as lack of necessary information can cause communications breakdown in an organization. These are all in agreement with Eisenberg, (2010) and Lunenburg (2010) who identify four types of barriers called noise, that can hinder effective communication, these include; process barriers, physical barriers, semantic barriers, and psychosocial barriers.

The study discovered that persuasion skill, presentation skill, listening skill, questioning skill, reading and writing skills as well as negotiation skills are skills required of office professionals. This is in agreement with Wiley (2013) and Pradesh (2016) who state that listening skill, feedback skill, questioning skill, persuasive skill, reading skills, writing skills as well as presentation skills are all required of office professionals.

The study also discovered that effective communication helps to achieve cordial relationship among office professionals, feeling, thoughts and emotions are expressed through effective communication, it helps office professionals to create a good image and reputation for the organization, it helps in sharing organizational goals, task direction and results of efforts including decision made as well as to minimize conflict in an organization. These are all in agreement with Akitaro (2016) who posits that effective communication helps office professionals to achieve cordial relationship, express feeling and emotion, participate in decision making and share information among others.

The study further discovered on that ineffective communication leads to isolation of departments in an organization, it reduces the moral of individuals in an organization, it increases the occurrence of rumor which may hinders productivity of organizations, it makes individual not to be aware of their roles and duties in an organization, and lead to organizational conflict. These are all in agreement with Oyetunde and Oladejo (2012) who states that without effective communication among employees of an organization, the various sections in such organization would just be functioning in isolation. Kukule (2012) who also states that ineffective communication reduces the moral of individual in the organization; individuals cannot meaningful contribute their best to the realization of goals if they have a very low morale.

The study also discovered that in order to enhance effective communication among office professionals, organization should manage the amount of information that will reach one person at a period of time, management should clearly defined organization chart with a short chains of command and spans of control, adequate preparation by sender will help to determine the purpose of the message, messages should be well constructed and encoded, there is need for effective feedback device. These are all in agreement with Shonibu and Akintaro (2016) who posits that Organization should manage the amount of information that will reach one person at a period of time as well as defining the organizational chart among others.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter presents the summary in the procedures adopted for the study; it also states the conclusions, makes recommendations and suggests areas for further studies.

5.2 Summary

This research work focuses on the causes and effect of ineffective communication among office professionals in selected organizations in Kaduna Metropolis. The beginning of chapter Introduce the topic of the study, elaborated on the nature of the problems necessitating the study and the research questions were formulated to guide the study. The significance of the body was also highlighted while some important terms used in the study were fully defined to guide the readers.

The theoretical basis for the study was discussed through the review of related literature in the second chapter. The population of 74 was used as sample size due it small number of the population. The Mean Statistical tool was used for the data analysis using four Point Likert scale. Chapter four shows how the data collected from the respondents were analyzed in order of the research question formulated. Based on the data analyzed and from the findings of this study, it is clear that information overload, lack of proper planning on the part of the communicator, and the effect of ineffective communication is that it leads to isolation of departments in an organization, it reduces the moral of individuals in an organization, it increases the occurrence of rumor which

may hinders productivity of organizations, it makes individual not to be aware of their roles and duties in an organization, and lead to organizational conflict.

5.3 Conclusions

Based on the findings arrived at, the following conclusions were made. The causes of ineffective communication include information overload, inattention on the part of the listener, lack of proper planning on the part of the sender, choice of medium use in the course of communication as well as lack of necessary information can cause communication breakdown in an organization.

Persuasion skill, presentation skill, listening skill, questioning skill, reading and writing skills as well as required by office professionals in order to meet up with the changing nature of modern offices. Effective communication helps office professionals to achieve cordial relationship among themselves as feeling, thoughts and emotions are being expressed through communication. It also helps them to create a good image and reputation for the organization as well as sharing organizational goals, task direction and results of efforts including decision made.

When communication is ineffective among office professionals as a result of communication skills, it leads to isolation of departments in an organization, it reduces the moral of individuals in an organization, it increases the occurrence of rumor which may hinders productivity of organizations and make individuals not to beware of their rules and duties which later result to organizational conflict.

5.4 Recommendations

Based on the findings arrived and the conclusion made, the following recommendations were made:

1. Regular performance appraisal should be done by management of organization to know which areas or skills are needed by individual professionals.
2. Management should clearly defined organization charts with a short chains of command and sans of control to avoid ineffective communication
3. Employers of labour should be more focus on the communication skills of office professionals rather than result so as to ensure that all their professionals are equipped before they are employed.
4. Management of organization should organize workshops and seminars to enlighten their office professionals on the importance of communication skills on their performance and how it can affect the productivity of the organization.
5. Organization should manage the amount of information that will reach one person at a period of time so information can be easily circulated.

5.5 Areas for Further Studies

Due to certain constraints identified under the limitation of the study, the researcher therefore suggests that future researchers should investigate

1. Problems and prospect of office professionals in modern organization.
2. The relationship between office professionals and effective communication.
3. Communication skills required of office professionals in modern offices.

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QUESTIONNAIRE

Department of Office Technology and
Management,
College of Business and Management
Studies,
Kaduna Polytechnic,
Kaduna.

Dear Respondent,

INTRODUCTION OF QUESTIONNAIRE

The researcher is a final year student of the above department carrying out a research on the **“Causes and effects of ineffective Communication among Office Professionals in Selected Organizations in Kaduna Metropolis”** I write to request for your response in the relation to the research questions. This research is specifically for academic purpose.

Thanks for your co-operation.

Yours faithfully,

RESEARCHER
TONIA AMEKA ISHAYA
KPT/CBMS/19/51270

SECTION A

Personal Data

Name of Organization: _____

Gender: Male ☐ Female ☐

Age: (a) 18-25 ☐ (b) 26-35 ☐

 (c) 36-45 ☐ (d) 46 and above ☐

Marital Status: Single ☐ Married ☐

Please tick in the appropriate boxes the correct answer for each variable under the respected section:

The acronyms for the following word are:

SA = Strongly Agree = 4

A = Agreed = 3

D = Disagree = 2

SD = Strongly Disagree = 1

SECTION B

Research Question 1: What are the communication skills required of office professionals in selected organization?

S/NO	VARIABLES	SA	A	D	SD
1.	Persuasion skill is required of office professionals in order to persuade people in everyday activities				
2.	Presentation skill is required of office professionals for effectiveness and efficiency at work				
3.	Listening skill is also required of office professionals in order to be able to grab the communicated messages.				
4.	Questioning skills is required to clarify unclear issues communicated				
5.	Reading and writing skill is very important to office professional				
6.	Negotiation skill, note-taking and note-making skill is required of office professionals				

SECTION C

Research Question 2: What is the importance of effective communication to office professionals in selected organization?

S/NO	VARIABLES	SA	A	D	SD
7.	Effective communication helps to achieve cordial relationship among office professionals				
8.	Feeling, thoughts and emotions are expressed through effective communication				
9.	Effective communication helps office professionals to create a good image and reputation for the organization				
10.	Effective communication helps in sharing organizational goals, task direction and results of efforts including decision made				
11.	Effective communication helps to minimize conflict in an organization.				
12.	It helps employee develop more understanding of their job				

SECTION D

Research Question 3: What are the causes of communication breakdown among office professionals in selected organization?

S/NO	VARIABLES	SA	A	D	SD
13.	Information overload is a cause of communication breakdown among office profession				
14.	Inattention on the part of the listener can cause breakdown in communication				
15.	Lack of proper planning on the part of the sender can cause communication breakdown				
16.	The choice of the medium used in the cause of communication can also cause communication breakdown				
17.	Lack of necessary information can also cause communication breakdown among office professionals				

SECTION E

Research Question 4: What are the effects of ineffective communication on office professionals' performance in selected organization?

S/NO	VARIABLES	SA	A	D	SD
18.	Ineffective communication leads to isolation of office professionals in an organization				
19.	Ineffective communication reduces the moral of office professionals in an organization				
20.	Ineffective communication may increases the occurrence of rumor which may hinders productivity of office professionals in an organization				
21.	Ineffective communication may make office professionals not aware of their roles and duties in an organization.				
22.	Ineffective communication can also lead to organizational conflict among office professionals				