

## EFFECTIVE COMMUNICATION AS A STRATEGY FOR ENHANCING PERFORMANCE: CASE OF SELECTED PRIVATE HIGHER INSTITUTIONS IN OGUN STATE, NIGERIA

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### Abstract

This research is aimed at measuring effective communication as a strategy for enhancing performance in Covenant university, Bells university and Crawford university. The data required for this study was gathered through the instruments of questionnaire. Two hundred and ninety-nine copies of the questionnaire were administered to the academic and non-academic staff. The research hypotheses were tested with regression analysis through the help of S.P.S.S. The result showed there is no significant relationship between willingness to communicate and financial performance, self-perceived communication competence has an effect on innovative performance, there is a relationship between communication apprehension and product performance and there is an existing effect between channel of communication and the market performance. In recommendation; The management of the institutions must recognize the importance of communication, make an effort to take advantage of modern technology advances to help make the communication process faster.

**Keywords:** Willingness to communicate, Channel of communication, Communication apprehension, self-perceived communication competence, performance, Nigeria.

### 1. INTRODUCTION

Institutional interactions have numerous definitions among them Kreps (1990), he defined interactions as a procedure where employees within an organization collect data, that is both recent and past information that are of relevance to the organization, this information then supports the firm to accommodate the changing environment. Most institutional interactions usually comprise of two aims, the main objective involves educating its employees/ staffs as to the responsibilities and the various laws (policy) governing the working environment (Ridder, 2004). All these cannot occur without the various communication channels. Organizational communication has been defined also "as the flow of news about its employees and through employees" (Phattanacheewapal and Ussahawanitchakit, 2008). Secondly institutional conversations is meant to yield a good working condition in the firm (Ridder, 2004). Relevant information encourages the employees at all level to put in their best to better help the organization archive its vision and missions (Barrett, 2002).

Communication brings about change, It is also the main link that leads to growth in every institution. So therefore, interactions and understanding between an organizations management and its employees will lead to efficiency and effectiveness within the institution (Ufua, Ibiduni, Papadopoulos, Mattew, Khatoon and Agboola, 2021). In the words of banihashemi (2011), interactions involves channels, a way of achieving an objective, a constructive, and as the end in itself. Communication is a tool used in sending data between individuals. Stephan (2011), highlighted that interaction is an important tool used in directing the flow, mobilizing its employees to achieve the set goals and objectives. Effective performance in an institution could be archived by creating effective communications which brings about cooperation among employees. Also, as the world keeps developing as a result of globalization, communication becomes more relevant. Various organizations have adopted different communication mechanisms in order to become relevant and well known in their various society and across the world. Barriers to communication are vast and they range from sex, cross-cultural influence, government policy etc. many of such institution are Covenant University, Bells university, and Crawford university.

This research seeks to understand the effect of effective communication (willingness to communicate, self-perceived communication comprehension, communication apprehension and channel of communication) on performance (financial, innovative, product and market performance) on the selected institutions in Nigeria. This work takes the following format: literature, methodology, results, conclusions, limitations and suggestions for further research.

## 2. LITERATURE REVIEW

### 2.1 Conceptualization

#### 2.1.1 Defining Communication

Correspondence, according to Ramah (1985), is "the act of conveying and gathering thoughts, emotions, and dispositions through language and other methods to convey an idea or answer." Correspondence, according to Draft (2000), is "the technique through which information is transmitted and comprehended by at least two persons in general with the goal of increasing performance."

Correspondence indicates the trading of information between a sender (source) and a beneficiary (goal) so it is gotten, comprehended and prompts movement (Obamiro, 2008). (Obamiro, 2008). According to Obilade (1989), correspondence is "a practise that entails the sending of messages from a sender to a recipient." According to Folarin (2003), communication is "any technique by which a concept is transmitted from one individual to the next." Correspondence is the process through which one person or a group of people exchanges information with/to another person (or group of people) in such a way that both people (or groups of people) are certain they understand each other (Soola, 2000). Not just giving information, it is the giving of reasonable information and getting and subsequently, the trading of a message to another social affair so it will in general be appreciated and followed up on (Ode, 1999). The functions of communication include: social interactions, business and trade, the exchange and spread of knowledge and ideas, socio-political development, socio-cultural interactions etc.

#### 2.1.2 Types of Communication

##### Formal communication

Communication Patterns in Form The official means considered by the board are formal types of correspondence. They aim for the established positions of leadership or authority. Formal data can be sent both internally and externally.

##### 1. Inner Communication

Internal correspondence happens inside a hierarchical structure to facilitate authoritative resources. It goes to the information through letters, notices, brochures, and so on, to representatives. It is partitioned into three expansive parts.

a. **Communication on the Horizontal level:** Also known as parallel interaction. It is the transmission of information along a comparable horizontal dimension within the organization. It's usually between co-workers, groups and workers inter personal interactions. This type of interaction makes use of electronic means to communicate such as cell phones, emails etc.

b. **Communication on a Vertical level:** this type of communication is usually between two departments. That is between the strategic to operational and vise versa. along the hierarchical chain of command. It contains descending and upward correspondence.

- i. **Communication from the Bottom Up:** This suggests advancement of information from the best organization to the most decreased officers.
- ii. **Communication that is directed upward:** This is the model through which dominating gets crucial contribution on subordinate's' exercises.
- iii. **Communication that is semi-vertical:** It is the sort of case of correspondence where made array out of specialists called worker's organization intermediates among the officials and agents. Outer or External Communication.

## 2. Outer Communication

External correspondence has to do with sending information and collaborations with the ecological environments, for instance, customers, suppliers, banks, etc. The adequacy of this depends upon how wonderfully internal correspondence is dealt with.

### Casual or Informal Pattern of Communication

This is usually used when there are setbacks to formal interactions such as slacks in collecting the information required. Typically the sources include; rumour (a casual channel which sends faulty information), grapevine (it conveys increasingly dependable and significant data. It might be single strand or group).

#### 2.1.3 Forms of Communication

The three noteworthy types of correspondence normally utilized by directors in association are:

- a. **Composed or written Conversations:** composed interactions utilize letters, notice, methods/ arrangements of manuscripts, announcements, books and so on, to send messages across within the firm. In most cases this form of interaction is one sided.
- b. **Oral correspondence:** This a verbal interaction between two or more individuals within the organization ie it is a face to face method of communication which usually takes place at workshops, interviews, meetings and so on. This type involves a sender and a receiver thus involving a two-sided communication.
- c. **Non-Verbal Communication:** This can be said to be the opposite of oral communication. Thus form makes use of body language, attitude, the appearance of the individual, language used/manner of communication etc to get information across.

#### 2.1.4 Communication Process

The steps involved in communication include:

- i. **Sender:** The sender could be a person who is the initiator of the information regarding social event or relationship in the working environment, rules and regulations etc. thus the sender feel the need to pass informations across.
- ii. **Encrypting:** This is a process that selects the appropriate language for the collector to receive. Encrypting can take the form of making signs to others, using shared visuals, or writing down one's thoughts in a letter.
- iii. **Message:** this is the actual information being passed across in form of an image, figure, letter, body language, behavior and so on.
- iv. **Channel:** This is the means used to initiate the communication process. It could be an electronic device such as an email, text message, a phone call etc. Evans (1978) is of the assessment that the decision of a medium relies on closeness.
- v. **Beneficiary:** This is the individual on the receiving end of the information, if the message isn't gotten by the beneficiary, there is no interaction.
- vi. **Unraveling:** Interpretation is a method used at the gathering level to decipher and convert driving forces, statistics, and visuals into useful information. When both the encoder (sender) and decoder (receiver) connect the equivalent or, at the very least, comparable implications to the images that make up the message, viable communication can occur.
- vii. **Commotion:** Noise is whatever upsets, aggravates, and meddles with the conversation process either from the part of the sender, the channel of communication used or its collector.

- viii. **Input:** Feedback guarantees the encoder that the message was gotten and comprehended. Recipients answer to the sender closes the correspondence procedure system.

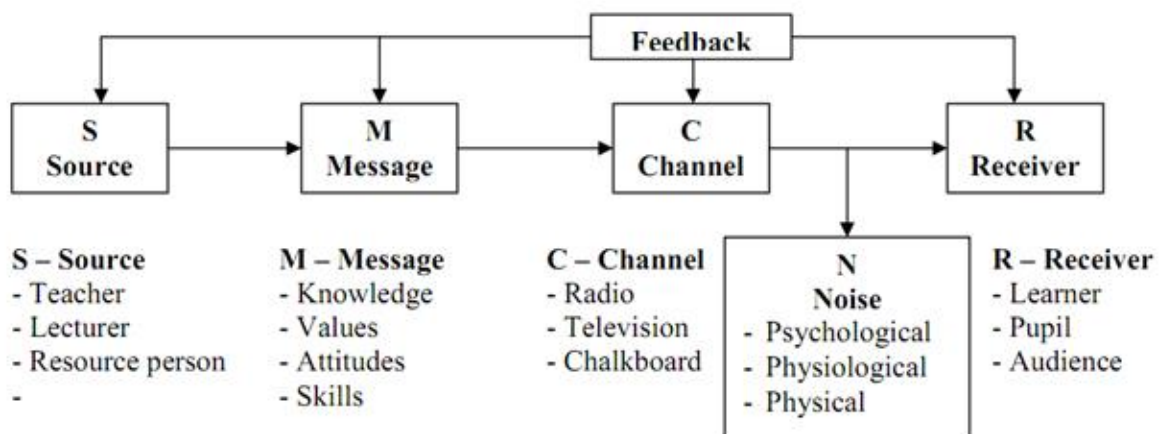
### 2.1.5 Model of Communication

#### David Berlo's Communication Model

In David Berlo's correspondence show, the procedure begins with a source. The source can be the unrivaled, low level employee, asset, individual or media. the message is encoded in the communications medium, it could also be in form of an information, qualities, frame of mind and abilities. Amidst the source of the message, lies the noise. This can influence viable correspondence antagonistically. The disturbance can be mental or physical. Any sort of preoccupation in the correspondence strategy is seen as fuss factor.

Beside this model is the message and the communication channel the message is ought to pass through. Normally through the wireless transmissions. The station can be correspondence books, letters, radio, TV, direction group and some kind of software or hardware. The last phase of the model includes the target or objective This correspondence show is generally called SMCR SENDER -MESSAGE- CHANNEL and RECIEVER.

Fig. 1: David Berlo's Model of Communication:



Source: Abimbade, A. (1997): Principles and Practice of Educational Technology, pg. 35.

### 2.1.5 Performance

As indicated by Kolade, Ogunnaike, and Osibanjo, (2014), performance can be arranged into four, to be specific Financial Performance, Production Performance, Innovative Performance and Market Performance.

**Financial Performance:** This represents the monetary status of the firm over a timeframe. The data from an firm's financial record can be utilized to contrast and compare firms in a similar industry. Financial or money related Performance can be viewed as a proportion of how an associations resource can be utilized to create new data. Factors of financial data incorporates measures, for example, development and fluctuation in benefit, which contains market share, resources, income and sales (Noel, John and Scott 1990).

**Innovative Performance:** This is achieved through effective communication an brainstorming involves different parts of the organization about items, procedures and systems of the firm (Gunday, Ulusoy, Kilic and Akpan, 2011). In writing, innovative performance is inspected as a standout amongst the most critical drivers of different sections of hierarchical execution. In this manner advancements are completed to meet the set generation and promoting objectives through decrease in cost of production, improved item quality, increment in market share, formation of new market and increase in production flexibility (Quadros, Furtado, Roberto and Franco, 2001). From the explanation above, it can be said that innovative performance prompts consumer loyalty and draw in the consideration of more clients to the association that work creatively.

**Product Performance:** Components of product performance incorporate speed of product conveyance, quality item, product flexibility, and cost of Production are identified with organizational performance in hierarchical procedure, regulatory procedure and product advancements. Production performance is likewise observed as one of the imperative elements of profitability (Chenhall, 1997). It tends to be said that product performance which is a mix of speed of production, item quality, cost of production and product flexibility can

influence the general performance of a firm (Alpkan, Ceylan and Aytekin, 2002: Alpkan, Ceylan and Aytekin, 2003).

**Market Performance:** market performance can be characterized as the final products that comprise of the elements of product design, value, cost of production, selling cost and yield which associations arrive at in some random market because of seeking after a specific set of accepted rules they receive (Bain, 1959). As indicated by Venkatraman and Ramanujam (1986) the conceptualization of market execution depends on sales growth, market share, item improvement and market advancement.

## 2.2 THEORETICAL FRAMEWORK

### 2.2.1 Communication Accommodation Theory (CAT)

Lets conceive a communication situation involving an elderly professor from Nigeria, another female African American postgraduate student, a British undergraduate student, having a conversation in an American university. Imagine the different levels involved in this instance: the age, gender, culture, ethnicity, socio economic status, occupation etc. how do you think all these social and personal factors will come into play in this conversation? Who will alter his or her communication method to accommodate and why? What do you thing will be the result of this communication process and the relationship among these individuals. The speculations contend that amid correspondence, individuals will endeavor to oblige or change their style of addressing others. This is done in two different ways: divergence and convergence. Convergence happens when there is a solid requirement for social endorsement, as often as possible from weak to feature their gathering character. The intention lying behind divergence is definitely the longing to underline uniqueness from one's conversationalist, for the most part based on gathering enrollment.

### 2.2.2 Literature Gap

Theoretically, other researchers have classical theories such as Fredric Taylor's scientific management, Max weber, Henri Fayol. Human relation theory; Kurt Lewin. Human resource theories; Abraham Maslow's hierarchy of need, Frederic Herzberg's motivation hygiene theory, and Douglas McGregor's theory X and theory Y, however this research seeks to introduce the use of the communication accommodation theory (CAT).

Geographically, several scholars have worked on effective communication and its effect on performance in west Africa. However, the major difference is the study arear used in the research that is higher institutions in Ogun State, Nigeria and the methods used in carrying out this research (questionnaire and Regression analysis). So also, the combination of the research measurement is another strong difference that highlights this research work.

## 3. RESEARCH METHODOLOGY

The survey technique was utilized in gathering data from the field with the use of questionnaire to help the researcher test the impact of effective communication as a strategy for enhancing performance in Covenant University, Bells university, and Crawford university. This method involves the collection of data with the use of face to face conversations, through the use of structured questionnaire. The objective populace for the examination were the academic and non-academic staffs of the selected institutions which on the long run help to estimate the frame and size. The information accumulated was arranged, coded and broken down utilizing the Statistical Package for Social Science (SPSS). The information was analyzed using a number of data relevant to the study which includes regression analysis. The total number of employees from the selected firms was 1,195. Using yards formula:

$$n = \frac{N}{1 + N(e)^2}$$

Where, N= Population

n = Sample size

e = error (5%)

Therefore,

$$n = \frac{1195}{1 + 1195(0.05)^2}$$

n = 299 respondents

The researcher made use of 299 employees in the selected institutions.

**Table 3.1.1 Stratified sampling result for the selected food and beverage companies**

Selected firms	No of Employees	Stratified sampling
Covenant University	800	200
Bells university	225	56
Crawford university	170	43
<b>Total population</b>	<b>1,195</b>	<b>299</b>

**Source:** *The Researcher (2020)*

The research made used of a closed ended questionnaire. This was done to empower exactness, conveyance and precision in reply by the respondents. Items on the questionnaire were gotten from existing research such as McCoskey and Richmond (1982); Richard et al (2009); Taven et al (2010); and Ezebor, *et al* (2019). The questionnaire was divided into three sections of A, B and C. In an attempt to draw out the required data, sections B and C of the questionnaire appeared in form of a Likert scale with a five-point scale of; Strongly Agree, Agree, Undecided, Disagree and Strongly Disagree. The first section of the questionnaire consists of the bio data while the section B identified questions with Effective Communication having four variables of willingness to communicate, self-perceived communication comprehension, channel of communication and communication apprehension and section C carried questions relating to Organizational Performance which had four variables: financial, innovative, market and product performance. A total number of 299 questionnaires were distributed and recovered. Cronbach's Alpha showed a reliability of .851.

#### 4. FINDINGS

Table 4.1 BIO DATA ANALYSIS

Gender		Age					Marital Status		Educational Qualification			
Male	Female	16-25 Years	26-35 years	36-45 years	46-55 years	56 and Above	Single	Married	B.Sc	Professional Qualification	M.Sc / MBA	Ph, D
147	152	15	136	78	28	42	97	202	79	40	52	128
49.3 %	50.8 %	5.0 %	45.4 %	26.0 %	9.3 %	14.0 %	32.4 %	67.5 %	26.4 %	13.3%	17.3%	42.8 %

##### 4.1.1 Empirical Findings

Following the stated objectives of this research, the findings are discussed below;

##### Objective 1:

**To determine the influence willingness to communicate has on the financial performance of selected higher institutions in Nigeria**

The regression analysis showed, there is no relationship between willingness to communicate and financial performance of the selected higher institution. That is for an employee to be able and willingly communicate with strangers, acquaintance/ coworkers and friends does not affect or yield to an increase in cash flow, gross profit and net worth (financial performance) of the selected firms. This result can be backed up with the work of Nancy, Vicki and McCroskey (2003), that individuals are less willing to communicate and less

communicatively competent. Also in the work of Taven et al (2010), which concluded that there is a strong negative correlation with WTC.

**Table 4.2 showing ANOVA<sup>a</sup> of Willingness to Communicate and Financial Performance**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	.370	1	.370	2.936	.088 <sup>b</sup>
Residual	41.135	326	.126		
Total	41.505	327			

a. Dependent Variable: MeanStatfp

b. Predictors: (Constant), MeanStatwtc

**The Researcher (2020)**

**Objective 2:**

**To evaluate the effect of self-perceived communication competence on innovative performance of selected higher institutions in Nigeria**

With the use of linear regression analysis, the model showed, self-perceived communication competence has an effect on innovative performance on the selected higher institution in Nigeria. That is employees within the selected organization can effectively initiate communication in meetings, group discussions and inter personal conversations to help create new working procedures, innovations and creations of new products and create a better relationship between the management or managers and its employees. The work of Nancy, Vicki and McCroskey (2003) showed that there is a strong and positive relationship with self-perceived communication competence.

**Table 4.3 showing ANOVA<sup>a</sup> of Self-perceived communication competence and Innovative Performance**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	4.335	1	4.335	34.033	.000 <sup>b</sup>
Residual	41.529	326	.127		
Total	45.864	327			

a. Dependent Variable: MeanStatip

b. Predictors: (Constant), MeanStatppcc

**The Researcher (2020)**

**Objective 3:**

**To examine the impact communication apprehension has on product performance of selected higher institutions in Nigeria**

The conclusion was drawn using the regression analysis, it was observed that there is a relationship between communication apprehension and product performance of the selected higher institutions in Nigeria. Simply put employees can easily understand information's passed across to them in meetings, group discussions and interpersonal conversations, the understanding of these information helps in reducing the

cost of production, increase in production speed and finally in the production of quality products. When an organization archive these advantages, customers derive a sense of satisfaction with the product. According to Nancy, Vicki and McCroskey (2003), communication apprehension has a strong and positive correlation when mostly combined with shyness and wtc, it further states that individuals with high level of understanding see themselves as not being able to communicate effectively.

**Table 4.4 showing ANOVA<sup>a</sup> of Communication Apprehension and Product Performance**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.280	1	14.280	142.945	.000 <sup>b</sup>
	Residual	32.566	326	.100		
	Total	46.846	327			

a. Dependent Variable: MeanStatpp

b. Predictors: (Constant), MeanStatca

### ***The Researcher (2019)***

#### **Objective 4:**

**To determine if the channel of communication has effect on the market performance of selected higher institutions in Nigeria**

The calculated regression table showed, there is an existing effect between the channel of communication and market performance of the selected higher institutions. Simply put the mode or medium of communication that is face to face, phone calls, memo, email and other means affects the market performance that is increase in market share, customers satisfaction with the product, increase in the sale of new product and product development. The effective use of the communication tool will help an organization in achieving its goals (Busola 2015).

**Table 4.5 showing ANOVA<sup>a</sup> of Channel of Communication and Market Performance**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.960	1	10.960	112.149	.000 <sup>b</sup>
	Residual	31.859	326	.098		
	Total	42.818	327			

a. Dependent Variable: MeanStatmp

b. Predictors: (Constant), MeanStatcoc

### ***The Researcher (2020)***

## **5. CONCLUSIONS**

It has been earlier stated, effective communication aids an organization in archiving its mission and vision statement, for these vision and mission to be known by its employees, it has to be effectively communicated through the right channel at the right time. This study thereby concludes, effective communication is key to performance, also information should be passed across to employees through the right channel in a way that the information is easy to understand and also communicate the same information to other employees within



the organization which leads to financial, innovative, product and market performance. Organizations ought not to take communication for granted because it can make or break the organization.

## 6. LIMITATIONS AND DIRECTION FOR FUTURE RESEARCH

The researcher was limited to the information provided by the respondents, more so, the research focused on the selected higher institutions and therefore cannot be generalized to other industries outside. Lastly the research made use of some variables of effective communication and organizational performance, hence there are other variables that can be used and they may not give the same result.

The selected higher institutions was the focus of this research, which means that the findings are limited to the selected institutions in Nigeria, and it can not be generalized on other firms in Nigeria. So also there is the need to reproduce this research in other sector of the economy, further research can be carried out using various manufacturing organizations, industries, institutions and NGO's in the country. Also, other variables can be used.

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