

THE IMPACT OF COMMUNICATION ON ORGANISATION SUCCESS

(A Case Study of Kwara Universal Basic Education Ilorin)

BY

ADEDIMEJI MARIAM DAMILOLA

ND/23/PAD/PT/0269

**A PROJECT SUBMITTED TO THE DEPARTMENT OF
PUBLIC ADMINISTRATION, INSTITUTE OF FINANCE
AND MANAGEMENT STUDIES, KWARA STATE
POLYTECHNIC**

**IN PARTIAL FULFILLMENT OF THE REQUIREMENT
FOR THE AWARD OF NATIONAL DIPLOMA (ND)
PUBLIC ADMINISTRATION**

MAY, 2025

CERTIFICATE

This research work has been read and approved as meeting the requirement of Department of Public Administration, Institute of Finance and Management Studies (IFMS), Kwara State Polytechnic, Ilorin and was carried out by ADEDIMEJI MARIAM DAMILOA with Matriculation Number ND/23/PAD/PT/0269 it was discovered to meet up with the standard required for the award of national Diploma (ND) on Public Administration.

MR. SALISU YAHAYA
Project Supervisor

Date

MR. GOBRI
Project Co-ordinator

Date

MR. SERIKI
Head of Department

Date

DEDICATION

This project work is purely dedicated to Almighty Allah for his kindness and mercy over me for sparing my life throughout my academic programme and also to my dearest father for his guidance morally, financial and spiritual support given to me throughout my course of studies in Kwara State Polytechnic, Ilorin.

TABLE OF CONTENTS

Title Page	i
Certification	ii
Dedication	iii
Acknowledgement	iv
Table of Contents	v
CHAPTER ONE	
1.1 Background to the Study	1
1.2 Statement of the Problems	3
1.3 Research Question	3
1.4 Objectives of the Study	3
1.5 Research Hypothesis	4
1.6 Significance of the Study	4
1.7. Scope of the Study	4
1.8 Definition of Terms	5
CHAPTER TWO: LITERATURE REVIEW	
2.1 Introduction	7
2.2 Conceptual Frame Work	7
2.3 Theoretical Frame Work	15
CHAPTER THREE: METHODOLOGY	
3.0 Introduction	18
3.1 Research Design	18
3.2 Population of the Study	19
3.3 Sample Size and Sampling Techniques	19
3.4 Methods of Data Collection	20
3.5 Instrument of Data Collection	20
3.6 Methods of Data Analysis	21

3.7	Historical Background	22
-----	-----------------------	----

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS

4.1	Data Presentation and Interpretation	24
4.2	Factor Analysis	25
4.3	Discussion of Findings	33

CHAPTER FIVE: SUMMARY, CONCLUSION AND COMMENDATIONS

5.1	Summary	35
5.2	Conclusion	35
5.3	Recommendations	36
	References	37

ACKNOWLEDGEMENT

All praises are due to Allah the Beneficent, the Merciful. And may His peace and blessing be upon his messenger prophet Muhammed (S.A.W).

I acknowledged with joy and profound gratitude of the Almighty Allah for his protection and guidance bestowed on me and knowledge wisdom and understanding, during my programme in Kwara States Polytechnic, Ilorin.

Getting to this stage would have been impossible without the knowledge, contributions advices of my Project Supervisor Mr. Salisu Yahaya and other lecturers in my department in person of Bature the H.O.D of my department, Mr. Gobri Mr. T.A Babaita, Mr. J.A Bamidele and others, I pray that God will continue to bless you and your family (Amen).

My regard also goes to my beloved father. Mr **ADEDIMEJI** for his support throughout the period of my academic, God will bless you and you shall rip the fruit of your labour (Amen).

And to my family Mr and Mrs. **ADEDIMEJI IDOWU ADEBOLA**, I really do appreciate their love throughout my stay in Ilorin, may Almighty Allah bless and protect them (Amen).

My appreciation also goes to all my friends and my sister, for their love and support, may Almighty Allah reward abundantly.

TABLE OF CONTENT

Title Page

Certification

Dedication

Acknowledgment

Table of content

CHAPTER ONE

Introduction

- 1.1 background of the study
- 1.2 statement of the problem
- 1.3 research question
- 1.4 purpose of the study
- 1.5 scope of the study
- 1.6 limitation of the study
- 1.7 significance of terms

CHAPTER TWO

Literature Review

- 2.1 Deregulation and the banking industries
- 2.2 Historical background of banking industries in Nigeria
- 2.3 The Nigeria banking industries
- 2.4 Types of banking
- 2.5 Some aspect of Nigeria regulation framework
- 2.6 Credit control under deregulation

CHAPTER THREE

Research Methodology

- 3.1 Research design
- 3.2 Area of study
- 3.3 Population
- 5.4 Sample and sampling procedures
- 5.6 Method of data analysis
- 3.7 Method of data collection

CHAPTER FOUR

Data Analysis and Interpretation

- 4.0 Data analysis
- 4.1 Introduction
- 4.2 Interpretation and analysis of data
- 4.3 Test of hypothesis
- 4.4 Summary of finding

CHAPTER FIVE

Summary, Conclusion and Recommendation

- 5.1 Summary
- 5.2 Conclusion
- 5.3 Recommendation

References

Appendix

CHAPTER ONE

1.1 Background of the study

Performance increases when employees are satisfied with their jobs and with the level of communication they receive from their management effective communication has a direct impact on morale as well, which ultimately affect productive when employees receive regular feedback on their performance, and are told what's going on in the company and what role they play is the overall success of the business, they will receive reward you by working in order and more effectively.

According to David B. Balkin (2020), communication comes from the Latin word "comunis" which means common. Communication is defined as the process of giving information, making emotions or ideas known to someone.

Communication has become an important concept in an organization; large ambitious goals usually require employees to engage into exchange of ideas, information amongst themselves. Effective communications are intermediary goals towards good, sustainable results. Organizations have been increasing efforts through encouraging feedback, sharing, follow up, planning to help people to communicate more effectively and to accomplish shared goals whether colleagues are present or absent (Donald P. Schwab, 1987).

Through communication, team members have been able to share knowledge and experience in the best interest of the team. Leaders have also been able to articulate potential problems for the success of the organization and take steps to avoid and overcome difficulties. Communication enables coordination of activities, sharing of information and respect of values, beliefs and norms of different groups.

Ledvinka, (1988) explained that communication gives team members the decision-making skills they need to build and maintain a positive social environment.

Only in a positive social atmosphere can people work at their full capability and achieve synergy with others. Some researchers such as Scott Snell contend that through open communication, organizations have been able to produce more or high output than would have been where communication flow is only limited to specific sections of employees.

To develop effective employee relations companies had to develop a need for communication channels to move information up, down and across the organization. Effectiveness in an organization involves a sender who encodes the message, a communication channel that transmits the message; a receiver who decodes the message and provisions of feedback because noise in the environment may distort the message's true meaning (Scott Sneli, 2019) However, lack of communication in different organizations has led to poor decision making, ineffectiveness in policy implementation, inability to develop sense of belongingness amongst staff members, low performance, more to that poor communication has increased the rate of conflict, reduced commitment and morale of employees towards objectives of the companies. This in a long run has a negative impact to the performance of the employees (Randall S. Schuler and George, 1992).

Communication plays a vital role in the working of any business, organization have to communicate to carry out their business activities. Researchers indicate that organization cannot meet their goals unless they have effective communication. In the triumph of an organization, the relationship between manager and his subordinates play the significant role. In any business activities manager is key player.

The concept of communication is immeasurable in modern management, and it seeks to meet clear understanding between manager and all the employees. It explains that employee communication is infact, exchange and clear provision of information, commands and direction between management and employee.

Effective communication increase also makes the employee's more satisfied. Researchers illustrate that effectual and well organized communication positively relates to the job satisfaction, performance and positive attitude of employee's.

1.2 Statement of the problem

In most countries emphasis has been put on improving communication as a formality but most organizations have failed to perform to the public expectations. The lack of communication in organizations has resulted into poor relationship amongst employees, lack of trust, increase in the rate of conflict and poor coordination of activities (Scott Snell, 2018). Due to companies' ignorance of facilitating effective communication, there are companies that have failed due to poor communication between the top management and employees. Therefore, this research sought to address the above problems using Kwara Universal Basic Education Ilorin as its case study.

1.3 Research questions

- i. To what extent does effective communication affect organizational performance?
- ii. Is there any persistent barrier affecting organization system?
- iii. To what extent does communication affect employee performance?

1.4 Objectives of the study

The general objective of the study is to examine the impact of effective communication on employee performance in a business organization. Other specific objectives are:

- i. To determine ways in which communication can contribute to organizational performance.

- ii. To examine persist barriers affecting effective communication on organizational performance.
- iii. To identify the impact of communication procession organizational performance.

1.5 Research hypotheses

H₁: Effective communication does not have significance impact on organizational performance.

H₂: Lack of planning over loading and under loading, fear of communication

H₃: Effective communication has no significance impact on employee performance.

1.6 Significance of the study

- The study was useful in finding out how best the management of Kwara Universal Basic Education Ilorin can communicate effectively for better performance of their employees.
- To provide up to date literatures for academicians and managers in the department of Human resource management and findings may be used for future literature review.
- The study was also useful to the policy makers of Kwara Universal Basic Education Ilorin in providing effective communication system for better performance of employees.
- It was also important because it contributed to the researcher's fulfillment of the requirement for the award of Ordinary National Diplomas' degree in Public Administration.
- It can be used by other researchers, students of Kwara State Polytechnic, lecturers and administrators for future references

1.7 Scope of the study

The research work was carried out in Kwara Universal Basic Education Ilorin town and the exact location of Kwara Universal Basic Education Ilorin focused on communication as the independent variable and the employee performance as the dependent variable. There are things to be considered for effective communication to take place, these are things like employee involvement in decision making, employee relationship, coordination of activities and trust between workers whereby if all these are implemented the workers gain ability to innovate, share ideas, increase in staff morale, conflicts reduction, increase in productivity and efficiency of workers.

Therefore issues that were covered here were, to address the company on the relationships between communication and employee performance, the impacts of communication, forms of communication, communication process, communication skills and guidelines to effective communication.

1.8 Definitions of key terms

1. **Organization:** Organization is a social unit of people that is structured and managed to meet a need or to pursue collective goals. All organization have a management structure that determine relationship between different activities and the members and subdivide and usage assign role, responsibility and authority to carry out different task. Organization are open-system they affect are affected by their environment.
2. **Management:** The activities that implies the act processed or manner or directing or carryout the activities or operation of a business or organization.
3. **Business:** An organization legal activities carried out by an individual or association of individuals that produce economic goals and services that satisfy human needs and want at a profit to the owners.
4. **Effective Communication:** This refers to the exchange of information in a way that is clear, concise, and understandable, ensuring that the intended message is accurately received and understood by the recipient. In a business

context, effective communication involves verbal, non-verbal, written, and digital communication.

5. **Employee Performance:** This denotes how well an employee performs their job duties and responsibilities. It includes metrics such as productivity, quality of work, efficiency, and the achievement of specific goals or targets set by the organization.
6. **Feedback:** Constructive feedback is a critical component of effective communication. It involves providing employees with information about their performance in a way that helps them understand their strengths and areas for improvement.
7. **Team Collaboration:** Effective communication fosters better teamwork and collaboration among employees, leading to improved problem-solving, creativity, and innovation.
8. **Employee Engagement:** Engaged employees are more likely to be productive and committed to their work. Effective communication helps in keeping employees informed, involved, and motivated.
9. **Conflict Resolution:** Good communication skills are essential for resolving conflicts in the workplace efficiently and maintaining a positive work environment.
10. **Organizational Culture:** The way communication is handled within an organization can significantly influence its culture. Open and transparent communication can lead to a more inclusive and trusting environment.
11. **Job Satisfaction:** Effective communication contributes to higher job satisfaction by ensuring employees feel heard, valued, and understood.
12. **Leadership:** Leaders who communicate effectively can inspire and motivate their teams, provide clear direction, and build strong relationships with their employees.

13. **Performance Management:** This involves the processes and systems used by an organization to manage employee performance. Effective communication is key in setting clear expectations, providing regular feedback, and conducting performance appraisals.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In a business context, where people in an organization exchange information regarding the operational techniques of exchanging between employee, which are known as internal communication, serve some useful purpose in a business organization, communication is often describes as the most vital tools of management.

Communication helps the management in solving some problem face by management, communication can even be regard as the foundation upon which organization and administration must be built.

Communication in a business organization means a way in which a though is transferred from person to another and it offers a change in knowledge skill and attitudes it is oriented towards job requirement.

2.2 Conceptual frame work

Different Authors has asserted on the impact of communication in an organization.

Hybel (2019) describe the importance of communication as a basic to the existence of human organization, it has been the primary concern of administration in all human institution be at military government, church, family and school or business organization.

In the performance of an organization, communication plays an important role which is to effect change to influence section towards the welfare to the enterprises to

create awareness of a product to the world. Business for instance requires information about such organization cycle. Communication is an essential ingredient of almost everything a manager does, on their level must communicate, in this way they circulate information to different sections and department in the organization.

Performance is understood to many, some increased in productivity and other it is a ratio of what is brought for either, quantity produced to what is used to produce.

According to Hornby (2019) he defines communications as the exchange or sharing of our reality with other. However because of the universal nature of communication, scholars from all human technological and scientific disciplines have given diverse definitions that laying such definition on their area of specialization.

According to Hellweg and Philip (2018), performance increase when there is communication within the organization. Besides many other things the communication helps the employee to perform their task well to have information about the duties they have to perform and about the goals of the organization, they argue that effective decision making.

Communication according to Byaro and Rue (2018) is defined as the transfer of information that is meaningful to those involved.

According to Koontz and Weichrich (2018) performance is defined the input-output ratio within a time period with due consideration quality.

According to Booth (2019), systems theory is more valid and appropriate in internal communication. Because the systems approach acknowledges the significance of communication in improving effective organization-wide functioning. In corporate communication research, several important components of the systems theory define how effective communication contributes to employee productivity: wholeness, hierarchy, and feedback. The whole dictates the character and function of pieces in systems theory (Weckowicz, T. E. 2018). Wholeness refers to system

interconnectedness. Individual system elements contribute to the organization's existence.

According to Miller, (2018), an organizational structure systematizes an organism's connections using hierarchy principles. In this respect, components of key systems are designed into subsystems, making up the overall system, which functions in a broader context. Feedback allows decision-makers in a company to strategy and stay on top of challenges, developing network ties. According to Salem (2018), systems theory is based on interrelatedness and interdependence, and communication audit uses the same ideas.

PERFORMANCE AND FACTORS INFLUENCE THE QUALITY COMMUNICATION

Oral Communication: The oral method of communication is usually presented by speech which involves talking; this method is as old as mind kind. The method of communication always leads to better understanding between the parties involved. One of the advantages is that, it has a direct medium of communication in a business organization. Also, one of the disadvantages is that it will be more difficult to control when a number of people take part.

Written Communication: It essentially involved in writing and documentation. This method of communication gives room for precision. One major advantage of writing communication is that it provides written records and audience of dispatch and receipt which cannot be easily denied, also it has a major disadvantages. It takes time to produce and more experience in an organization.

Visual Communication: The visual method of communication completes the oral and written method of communication appeals to the sight. In most cases visual communication letter done what the oral and written method would do visual however include, picture, posters, charts, graph, bill board, sign post, demerit it is very costly mount or to install.

Internal-Personal Communication: This is the communication that takes place within an individual no second person is involved everything is done by the individual himself. A full conversation could take place written an individual and no second part will be involved. Communication done the way is not considered ideal because of its highly subjective nature.

Inter-Personal Communication: This is the communication that consist two way flow of message between individual. It involves actual speaking to the other person and attributing meaning to what it's said (i.e the encoder talk and receive gives means) it give room for each to express itself and each party to seek understanding from the verbal and non-verbal method used.

Internal Communication: This is the communication that takes place within the design of an organization. As stated earlier, an organization is a vast network of communication is an important as verbal communication because message is constantly transmitted even when no words are uttered.

Communication Policies: Communication should be an integral part of employee's strategy employees on their part should receive positive recognition for good communication achievement.

Effective communication clearly offers potential benefit to the organization and to employee. It can also be one of the most satisfying activities of the managers. But the extent to which the full reward of communication is realized depend on a planned and systematic approach, among these are:

- i. There must be a clear effective communication through the level of organization.
- ii. There should be an objective assessment of communication used.
- iii. It is important that staff themselves should know how to pay their part in achieving the aim and objective of the organization.

- iv. There should be clear set of objectives and defined policy of communication.

Variable and Barrier to Effective Communication: Communication is a complex human process there are different variable which plays their parts in a communication event, some of these variables are (1) source (2) content (3) receivers (4) message (5) effect (6) perception.

Source: Source is the origin of the message. The source is also known as sender of a message. It is the he who wishes to be heard and understood and he structures the message in a way to he thinks that the receiver would understand.

Content: This refers to those things that are contained in the message is the total package while the content is the list of things contained in the message.

Receiver: This is the second person in the communication process and it is responsibility to decode the message and attribute meaning to it.

Message: This is an important element in the communication process it is encoded verbal and non-verbal symbolic transmitted to the receiver.

Effect: The effect of message is based on the interpretation of the stimuli (verbal and non-verbal) transmitted to the receiver of a message for example a message that is sent by a highly respected person is likely to have a strong one on the receiver than like one sent by someone else.

Perception: This has to do with the individual opinion of self and others it affects, the way we interpret the behaviour and action of other people.

The barrier to effective communication can be defined as hindrance that obstructs the smooth flow of information many times. A well intended message may not achieve its purpose. This is because of several factors which include both the speakers and the receiver of even the environment in which it is taken place such

factor of barrier include timing, channel, selection, feedback, lack of proper consultation, personality of ego conflict.

Timing: On the part of the speaker ineffective timing of communication could be a barrier to it been received.

Channel Selection: In appropriate channel selection could be lead to communication barrier, some message is best relayed in a face to face situation while some are better written.

Feedback: This is supposed to aid the progress and success of communication. The observant speaker can use feedback to adjusting his message if the effect or use it to intensify the message.

Lack of Proper Consultation: If a person is affected by a decision the person ought to have been consulted before such a decision is made public.

Personality of Ego Conflict: This can lead to a blockage in communication because parties involved would just seeing their difference instead of the message. However, there are other barriers that one can get from the speaker and the receivers.

THE IMPACT OF EFFECTIVE COMMUNICATION ON EMPLOYEES

Communication is a course of action in which information is being shared from one person or group to another by using common symbols. Today employees want to know what is happening in their surrounding what their co-workers are doing, how they are participating in the organization and how the daily function of the organization are carried out. Today the manager requires more effective and legal communication in all the direction and type of communication i.e upward, downward, lateral, diagonal external and non-verbal flow of information.

Upward Flow: Upward communication began as a mean of feeding backs the superior. It is feedback of job related problem, classification of the goal setting communication to the employee must be two way flow, upward and downward flow are rightly observed “the downward communication is highly directive giving orders

instruction, information and procedure while the upward communication is non directive. A good manager will try to monitor upward communication.

Downward Flow: Vertical downward is the dominant flow, this type of communication occurs in an organization. It could be downward or upward directed. The downward directed type of vertical communication means that authorities. Flow from supervisor down to the subordinate why the upward directed types of vertical communication means that the subordinate are given the opportunity to contribute meaning to progress of an organization for example.

Superior —————→ Subordinate

Lateral Flow: Horizontal communication. This type of communication occurs between officers who are the same cadre or rank i.e the Director of IFMS or the Director IAS

Communication down this way lead to problem solving to her understanding the tendency for rumor mongering is minimized. Because communication done between this office and the information emanating from can be said to be authoritative because they are in same level for examples

Director IFMS —————→ Director IICT

External Communication: occurs between organization. A sugar process industry and a biscuit process industry are like to communicate because they need each other communication done this way is often:

Choice of communication

The following should be considered when choosing modes of communication.

A. **Speed:** It is necessary to determine the speed of the communication that will facilitate quick response.

B. **Safety:** Important message and feedback need to be documented and preserved in this case, it may be advisable to use writer communication.

C. **Accuracy:** Any important message must be accurate and unambiguous. It is therefore, necessary to use written communication when necessary is demand.

D. **Secrecy:** If the content of the message is confidential it may be wise to discuss it on the telephone.

E. **Records:** Circumstance may warrant the production of private written record as evidence of certain communication.

F. **Cost:** The cost must also be considered

Importance of communication

Over the year, the importance of communication in organized effort have been recognized by many authorize. Bernard (1984) viewed communication as the means by which people are link together for common purpose.

This is the fundamental function of communication and change cannot be affected psychologist have also be interest in communication, they emphasized human problems that occur in the communication process of radiating, transmitting and receiving information administrators demand information about what is really going on in the organization, administrator who novel level office and who rely on formal communication channels may receive only the information that place subordinate in a favorable light, to overcome their isolation. Administrators aced to supplement the formal communication with informal order. In it broad sense, the importance of communication in an enterprise or organization is to affect change to influenced action toward the welfare of the organization. Communication is essential for the internal functioning of organization; because it integrates the administrative function communication is especially need to:

1. Establish and disseminate the goal of an organization
2. Develop plans for their achievement
3. Organization human and other resources in the most organization
4. Select develop and appraise members of the organization

5. Local direct and create a climate in which people want to contribute

6. Control performance

From the explanation above, it shows not only that communication relate an organization to less external environment. It is through communication exchange that administrators become aware of the need of a community. It is through communication that any organization became an open system.

According to Abdulazeez (2003) the importance of communication are three (3) main reason why we communicate for the purpose of informing educating and persuading as well as entertaining handled by the public relative unit or secretary of organization.

Non-verbal Communication: This is important as the verbal communication because a message is constantly transmitted even when or where no words are uttered when friendly person comes around looking sad a message is converged, passed, carry some researcher, estimated of the social interaction while the remaining 65 percent is non verbal we have non verbal cues are science, posture, sneezing, dress, whispering, coughing, laughing, and crying.

2.3 Theoretical framework

Human relations theory

According to Kreps (2019), the human relations theory originated in the 1930s and was introduced as a substitute perspective to the classical theory. The theory was originally put to test by Mayo, Roethlisberger and Dickson and became known as the Hawthorne Studies (Roethlisberger & Dickson, 2018). The Hawthorne Studies brought to bear four major phases namely: the illumination studies, the relay assembly test room studies, the interview program, and the bank wiring room studies.

The human behavior school of thought shifted from the prominence on output and work design to the interactions of individuals (Kreps, 2017). Emphasis of the

human relations theory dwells more on the needs of individuals in the organization, the employee's participation in decision-making and the opportunity to send and receive messages. Human Relations asserted that it is vital to determine the individual needs of organizational members and it is achieved within effective organization-worker communication (Kreps, 12019).

According to Skinner, Essen & Mersham (2001), effective management communication can be best accessed through the use of communication audit. Essentially communication is fundamental in the work of human resources. The importance of the human relations theory is that it highlights the role of workers and social factors in the effectiveness of internal communication and the issues such as leadership. To sum up, the human relation theory deals with the interaction between management and employees, their motivation and influence on organizational events. This throws more light on what management and employees ought to do to ensure effective internal communication

Communication as an area of study is vast and there are many theories, however communication theories can be divided into five group.

The term of communication has been variously defined discussed and articulated in many ways. Traditionally communication is defined as the transfer of thoughts and feelings from one person to another in modern usage. It is considered as a process by which information is exchanged between individual through a common system of symbols, sign, or behaviour.

Taylor (1947:32) believes accurate and up to date information is the basis of all management is unable for forecast plane control. Therefore communication as a management activity is an extremely important skill to be mastered by the supervisors in order to provide information and human understanding necessary for group effort. It is believed that communication consists of all the processes by which information is

transmitted and received. The subject matter may include facts intensive attitude etc. and the chief purpose of communication is to make the receiver of the sender.

Therefore, communication is incomplete unless it is received and understood. It is also viewed as a unifying means by which organization members were linked together to achieve a common purpose. Communication can also be seen as a means by which people are linked together in an organization to achieve a common purpose.

Koontz and O'Donnel (1976:247) proved that the effectiveness with which communication techniques are used also influence the span of management while supervision ability to communicate plans and instructions clearly and concisely tends to increase the managers span. The above clearly explains that the more a manager is effective with the use of communication techniques (other words passing information to a large number of people in the organization).

Ejiofor (2984:172) stated that the biggest threat to corporation is fears melt in the face of knowledge, knowledge comes with communication. An effective communication system is a pre requisite for employee participation in decision that affects them. Participation values such as the feeling of ownership, improved productivity and increased morale will never be realized if there is a deficiency in the communication process. Communication is derived from the latin word "communis" which means common.

OSIEGBU in his article of the journal management in Nigeria (2018) see communication as the process which links all the managerial function. He also defines communication as a process of transmitting information and understanding from one person to another. Effective communication means that there is a successful transfer of information, manning and understanding from a sender to receiver.

Put in another way, communication is the process of importing ideas and making oneself understood by others. It is also defined as a perception. Infact the information passed on the workers is perceived by management concerning aspect of their jobs and which affect their will to work and which might motivate them to maximize productivity.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

It is the systematic and the process of gathering, collection, recording, analyzing and interpretation of data. Problem, phenomenon or situation is known as research methodology (Idowu 2020). The aim of this chapter is to present how data are collected. Gathering and processed using various methods and techniques employed in the conduct of the research work in carrying out this research work, data were obtained from both primary and secondary sources. Data is very necessary in order to allow prosper evaluation as well as to come to reasonable conclusion on this study.

The fact and figures contained in this project were obtained mostly from books written by renewed acclaimed authors, K.U.B.E.D.C management strategic policy packs, handbook publication, seminar, papers, interest through browsing and questionnaire that was administer gather the necessary and useful information that would be of assist in this project work.

3.1 Research design

The study is a survey research and descriptive in nature. It is designed to show the management strategy to organizational performance in manufacturing industry as well as its role in achieving organizational objectives.

According to Osuola, (2019) defines research design "as the process of arriving at dependable solution to problem through planned and systematic collection analysis and interpretation of data" or condition under which it does not occur and what might appear to be similar circumstances.

3.2 Populations of the Study

The population of this study consists of 198 workers in Kwara Universal Basic Education Ilorin

However, the research limits its lives to the sample taken from the main office in Ilorin due to financial constraints.

3.3 Sample Size and Sampling Techniques

Kwara Universal Basic Education Ilorin was selected as sample for this study.

Solving formula

$$n = \frac{N}{1 + Ne^2}$$

N = population size

e = margin on error (0.04)

$$\begin{aligned} n &= \frac{198}{1 + 198 (0.04^2)} \\ &= \frac{198}{1 + 198 \times 0.0016} \\ &= \frac{198}{1 + 0.3168} \end{aligned}$$

$$= \frac{198}{1.3168}$$

$$= 150.364$$

Approximately to 150

Simple random sampling technique will be used to select sample of the population, the sample was framed into Gender, Age, years of experience, and educational status e.t.c and choose from various department of the KWARA UNIVERSAL BASIC EDUCATION ILORIN

The selection of the sample from the population was based in random sample method, which enables the research work to enjoy good representation of the proportion was used to determine the number of respondent to select from each center.

3.4 Research Instruments

In the course of research work, the research instrument used is the questionnaire. The people concerns are the employees of Kwara Universal Basic Education Ilorin

The questionnaire was designed in such a way that if only enables the respondent provide objective information for the research work but also to provide answers to the question with ease. Base on the actual number of respondent received and cutting across lower and middle level officers, male and female alike sample were chosen from 198 administrated questionnaires. The techniques has been readily and most useful in gathering data necessary to the analysis and interpreting of the questionnaire.

3.5 Methods of Data Collection

The data used for this research work are through the primary and secondary methods of gathering data. The primary data is based majorly on the questionnaire administered to the staff of the Kwara Universal Basic Education Ilorin

The secondary source included text book, journals internet material and other relevant material from the case study.

The main sources of data for this write up is basically more of secondary data than primary data. The primary data consists of personal interview, the interview which basically gives some figure about the impact of strategic management policy and some lively problems.

The secondary data, this is the historical data from the textbook , manufacturing journals, K.U.B.E.D.C annual report, research student, academic, personal experience and information and advice from discussion with people of financial, library work in order to complete the information contain in the interview mentioned above, relevant textbooks and journals, that deal with the subject of this write up (impact of strategic management on organizational performance in manufacturing industry) were also consulted for good assistant of compilation.

3.6 Method of Data Analysis

The data collected for this survey would be systematically analyzed with the use of simple percentage methods, tables and chi-square the chi-square is

$$\chi^2 = \frac{(F_o - F_e)^2}{E}$$

Where \sum summation of

F_o = Observation frequency

F_e = Expected frequency

E = Total number of observation frequency

Also the degree of freedom of calculated thus:

$Df = (r-1)(c-1)$

Where r = raw

C = Column

With 5% level of significance

DESCRIPTION: Statistics of ratios using simple percentage was to illustrate if there was any systematic relationship between the factor of strategic management and organizational performance on industry..

3.8 Historical background of the case study

KWARA UNIVERSAL BASIC EDUCATION ILORIN, a wholly owned indigenous company, was registered in 1997 under the companies and Allied matter Act (1990) of Nigeria as a manufacturer of steel product such as roofing walls, Couper Nads, British Reinforcement concrete (BRC) mesh wire and Binding wire.

The company started its manufacturing operations in 1997 with a few Nod Cutting machine at a noble location on ASA DAM road, Ilorin with three members of staff as operations at the inception, the incumbent Vice Chairman/CEO Alhaji Kamoru Yusuf was the company's engineer from its humble beginning as a manufacturing company Kam Industries has grown into one of the largest privately owned steel production company in Nigeria, subsequently, company added new product profile such as black and Galvanized Em8, Em10, A142pp packaging such as woven sacks, shopping bags and Nylons.

Kam Industries (Nigeria) Limited is the only 100% indigenous steel and allied manufacturing company in Nigeria.

Strategic Expansion (2010-2014)

In 2011, the company established its FIRST HOT DEED GALVANIZING LINE OF 36,00mtpa for galvanized roofing sheets accompanied with a colour coating line of 50Rpm for coloured and aluminum roofing sheets complete with all the facilities of profile forming and cut to length machines.

The following year, Kam industries commenced the construction of the phase II of an ULTRA-MODERN STEEL COLD ROLLING MILL COMPLEX OF 150.00mtpa compare of 6-high reversing cold rolling mill, push-mill picking the line, CNC Roll grinding, Rewinding line, 2 ultra modern galvanizing lines of 120 RPM, cut to length, corrugation station water complex etc.

In 2014 the 150,00 mtpa capacity cold Roll steel mill completed as designed producing finished product for Roofing, head pans, shovels, Trowels etc.

Strategic expansion (2015-2018)

The company completed installation of production line for Gerrand and shyingle stone coated Roofing sheets.

The product for premium high and Roofing sheets.

Company commenced exploration activities toward the construction and development of world class 1.5 million MTPA integrated liquid steel complex in Osho Koshoko, Kogi Stat Nigeria. Relevant permits for mined exploration have been obtained, all necessary laboratory analysis and currently on-going in Astraiva and Bureau Varitas laboratories Canada in line with global rated JORC standard EPC contractor has been secured funding arrangement is in progress completion of integrated mill is scheduled for December (2018) production output shall be: Hot Rolled Cods, steel Bars, steel plates, and steel wires.

Company commenced construction and development of 100,000-MTPA steel melting shop/Rolling mill in GIMBA OJA, Kwara State. The mill shall produced wires Tods and Bar Rods.

Wire Rod is a Central Bank of Nigeria non valid for forex item, wires Rod Products market is highly elastic with guaranteed off takes.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter would be divided into three main sections.

First section shall be concern with the bio-data of the staff, second shall deal with research question while the last segment of this shall be on the hypotheses testing.

A factor analysis was performed in assessing the effect of effective communication on employee performance with a minimum factor loading of 0.50 to test for reliability, a coefficient was computed for each of the dimensions of effective communication. Addressing the problem of likely common method variance the cronbach Alpha reliability test was performed for all measures. The resulting for effective communication, and employee job performance indicating the factor were reliable with a cronbach Alpha of 0.774.

Table 1: Sample Size Returned

Questionnaire	Frequency	Percentage
Returned	150	100%
Not-returned	0	0.0%

Total	150	100%
-------	-----	------

Sources: field survey, 2024

Table 1 show that out of the 150 copies of questionnaire administrated at the sampled case study all that is 100% were returned as duly completed and used for further statistical analysis and by implication the response rate was good to further enhance the accuracy of the results.

Presentation and analysis according to key questions

1. To what extent is the effect of effective communication or organizational performance?

In line with your responsibilities, do you oversee effective communication as the main drive of organization's performance?

ALTERNATIVE	NO OF RESPONDENTS	PERCENTAGE (%)
Very important	75	50.0%
Important	50	33.3%
No idea	-	0.0%
Fairly important	20	13.4%
Poor	5	3.3%
Total	150	100%

Sources: field survey, 2024

The cumulative responses of 83.3% respondents in support that effective communication in the company is crucial for company's organizational performance while 13.4% averagely believe that the effective communication is fairly reflecting in the company's organization performance is poor.

2. Is there any persistent barrier affective communication system?

Which of these barriers is persistent in blocking the communication system?

ALTERNATIVE	NO OF RESPONDENTS	PERCENTAGE (%)
-------------	-------------------	----------------

Lacking of planning	60	40.0%
Overloading & under loading	30	20.0%
Fear of communication	20	13.3%
Poor communication system	5	3.3%
Others	35	23.4%
Total	150	100%

Sources: field survey, 2024

The above table reveal that 60 respondents representing 40% opened that lack of planning constitutes one of the major barrier affecting communication system, 30 representing 20% of the respondents believe the barrier comes from over-loading and under-loading, 20 representing 13.3% Of the respondent believe in the fear of communication as the main in the company, a negligible 3.3% opined that poor communication system is a constraint in the company about 23.4% believe this effective communication was hinders by others by other barriers not identified in the instrument.

3. To what extent is the effective communication affect employee performance? In line with your responsibility, do you oversee effective communication as the main drive of employee performance in your organization?

ALTERNATIVE	NO OF RESPONDENTS	PERCENTAGE (%)
Very good	80	53.3%
Good	30	20.0%
No idea	-	0.0%
Fair	33	22.0%
Bad	7	4.7%
Total	150	100%

Sources: field survey, 2024

The cumulative responses of 73.3% respondents in support that effective communication in t he company is positively reflecting in employee's performance while 22% of respondents averagely attached effective communication to employee's

performance and a negligible 4.7% of respondents opined that effective communication in the organization is bad.

Table 4.2.3.1: Independent samples test

Table diagram

One way: Lack of planning, overloading and under loading, fear of communication and poor system.

Source: Author’s computation, 2023

Table 4.2.3.1: Presents the one way ANOVA used to test the significant of all the identified barriers associated with effective communication. By dividing the factor-level mean square by the residual mean square, we obtain an Fo value for lack of planning (1214.023, p value=0.000

Participant in the study as male and 40% as female and by implication the more male than female that took part in the study. The distribution of the respondents qualification in equally dominated by well-educated and enlightened respondents with BSC/HND certificate representing 55% of the total population, 30% respondents had HND 25% with BSC certificates and a negligible 25 representing 10% of respondents process SSCE majority of the respondents in this study comes from production department (25%), and sales department population in the study was least in the hierarchy of participation in the study followed by finance department with approximately 23%.

The implication of the above analysis is that there is high possibility of obtaining objectives responses from the respondents due to their high level of maturity and educational experiences. This is justifiable basically due to their age as well as educational status which depicts their relative exposure to the importance of this research study and will enable them appreciate the relevance of the study to their

Organizational effectiveness and thus made them provide unbiased responses to the question contained in the questionnaire.

Hypotheses

H₀: Hypothesis i: Effective communication does not have any significant effect on organizational performance

Model summary

Model	R	R. Square	Adjusted R. Square	Std. Error of the Estimate
1	.609 ^a	.420	.421	.21711

a. Predictors: (constant), effective communication to assess the extent of impact of effective communication on organizational performance simple linear regression analysis was carried out. The result of the regression model shown in table above indicates the value of the correlation posited that there is significant relationship between effective communication and organizational performance at 5% level of significant.

Coefficient

		Unstandardized coefficients				
			Std. Error	Beta	T	Sig
1.	(constant)	-.101	.102		1.517	.001
2.	Effective Communication	.752	.050	.609	13.916	.000

a. Dependent variable: organizational performance

The beta coefficient of the model in table above indicates the beta value of the constants is -0.101 whereas the beta value for the predictor's variable (effective communication) is 0.752. That value of 13.916 and the p-value of .000 indicate the model is significant at $p < 0.05$. Therefore the beta coefficient (Beta = 0.609) implies the level of organizational performance is increase by 60.9% as the effective communication increase by one. With the value of constant in the regression

coefficient above, it is predicated that organizational performance might reduce by 10.1% as the effective communication is 0. Therefore it is concluded that there is a significant impact of effective communication on the organizational performance of the selected company in Ilorin Kwara State

Hypotheses 2

H₀₂: Lack of planning over loading and under loading, fear of communication and poor system are not persistent barriers to effective communication in KWARA UNIVERSAL BASIC EDUCATION ILORIN

This research hypothesis is analyzed thus:

Table 2 show the age classification of the respondents between the age 20 to 30 years dominated the sample with 35% of the age distribution. This directly implies that the respondents are made of young and capable workforce who are well mature and should be capable of providing objective responses in the study. The tables also reveals the distribution of the respondents gender by indicating 60% of the participants.

Coefficient R = .609 and the adjusted R-square = .421 gives us some idea of how well our model generalized and ideally we would like its value to be the same, or close to the value of R-square in the above summary, the difference for the final model is a fair bit (0.421 0.420 0.001 or 0.1%). This shrinkage means that if the model were derived from the population rather than a sample it would account for approximately 0.1% less variance in the outcome. Thus, the aggregated effect of effective communication on organizational performance is explained by the value of the R-square, which indicates that organizational performance increase by 42% as the effective communication increase by 1.

ANOVAs

MODEL	SUM OF SQUARE	df	MEAN SQUARE	F	Sig
--------------	----------------------	-----------	--------------------	----------	------------

Regression residual	106.301	1	106.301	107.158	.000 ^b
Total	146.797	148	.992		
	253.098	149			

a. Dependent variable: Organizational performance

b. Predicators: (constant), Effective communication

The analysis of variance (ANOVAs table above) tests whether the model is significantly better at predicting the outcome than using the mean as a “best guess” specially, the F-ratio represents the ratio of the improvement in predication that the results from fitting the model (labeled-Regression in the table), relative to the inaccuracy that still exists in the mode! (labeled “Residual” in the table). And by dividing the regression sum of square value by the total sum of square in the table indicating a significant relationship by returning the value of $R^2 = 0.420$, and the fact that the final model is significantly improve our ability to predict the outcome variable.

However, the significant value of p (0.000) is smaller than (0.05) which means that the independent variable (effective communication) is positively related with the dependent variable (organizational performance). Hence, we $< \text{critical value} < 0.05$, p value tabulated = 1.572): Over loading and under loading (513.112, p value = 0.03 $< \text{critical value} 0.05$, p value t = mm value p tabulated = 1.572): fear of communication (230.420 420, p= 0.00 € critical value = Critical value < 0.05 , p value tabulated = 1.572); poor communication system (33.737, p value = 0.03 $< \text{critical value} < 0.05$ 0 value tabulated = 1.572): which are greater than the cut-off value of 2.12 from the F distribution with 4 and 145 degree of freedom and a significant level of 0.05. therefore, base on this, there is sufficient evidence to reject the null hypothesis and accept the alternative that lack of planning, overloading and under loading, fear of

communication and poor system are persistent barrier on the road of effective communication in KWARA UNIVERSAL BASIC EDUCATION ILORIN, LORIN.

Hypothesis 3: Effective communication has no significant impact of employee's performance

MODEL R	R.SQUARE	ADJUSTED	R STD.	ERROR
SQUARE OF THE ESTIMATE	889	790	.789	39123, 50

a. Predictor: (constant), effective communication assess the extent of impact of effective communication on employee's performance, multiple linear regression analysis was carried out. The result of the value of multiple correlation coefficient $R = .903$ and the adjusted $R^2 = .89$ give us some idea of how well our model generalized and ideally we would like its value to be the same, or close to the value of R^2 (0.790). in the above summary, the different for the final model is a fair bit ($0.790 - 0.789 = 0.001$ or 0.1%). This shrinkage means that if the model were derived from the population rather than a sample it would account for approximately 0.1% less variable in the outcome. Thus the impact of effective communication employee's performance is explained by the value of the R^2 which indicates that 79% of employee's performance is accounted specially by the effective communication adopted by the company.

Sum of squares df Mean f Sig

Model square	Square			
	193.339	193.339	557.173	.000°
	51.394	148	347	244.733

Square i Regression 1 residual total 149

a. Dependent variable: Firm's performance

b. Predictors: (constant), HRM variables

The output table above contains an analysis of variance (ANOVA) that tests whether the model is significantly better at predicting the outcome than using the mean as a “best guess” specially, the F ratio represents the ratio of the improvement in predicting the results from fitting the model (Labeled “Regression in the table), relative to the inaccuracy that still exists in the model (labeled Regression in the table). And by dividing the regression sum of square value by the total sum of square in the table returning the value of $R^2 = 0.790$, and the fact that the final model is significantly improve our ability to predict the outcome variable. However, the significant value of p (0.000) is smaller than (0.05) which means that the independent variable (effective communication) is positively related with the dependent variable (employee performance).

Hence, we posited that there is significant relationship between effective communication practice in the company and employee’s performance at 5% level of significant.

COEFFICIENT Unstandardized its | coefficients _ _

B ‘Std. Beta T Sig

(constant) -0.703 --- .209 : 601 _ .006 Effective 1.991 --“<-~<<~S SC ts«iwBQ.s«4LIB-
-«000

Communication

a. Dependent variable: Employee’s performance

The beta coefficient of the model in table above indicates the beta value of the constant is -0.703 where as: the beta value for the predictor variable (effective communication) is 0.991. the t value of 41.123 and the level of p ~ value of .000 indicates beta coefficient (beta = 0.889) implies the level of employee’s performance is increase by 88.9% as the effective communication increase by one with the value of constant in the regression coefficients above, it is predicted that ‘employee’s

performance might reduce by 70.3% as the effective communication is 0. Therefore it is concluded that there is a significant impact of effective communication on the employee's performance in kwara universal basic education Ilorin.

4.2 Discussion of findings

Since p value calculated (0.000) is < 0.05 , we reject H_0 hypothesis which states that there is no significant relationship between effective communication and organizational performance in kwara universal basic education ilorin and accept alternative hypothesis which states that there is no significant impact of effective communication on organizational performance in the company. It therefore implies that for any organization to be effective it must make use of adequate, effective, efficient and understandable instrument and channels. It was noticed that there are many ways in which the information flow in the company i.e upward, downward, vertical, horizontal, quasi vertical or diagonal. Likewise it was observed that communication system in the company is hamper mostly by poor communication system followed by lack of planning being that t value is greater than the critical value as shown in hypothesis 2.

However, the inability to meet up with the change in communication system has put a stumbling block in their path to success. Furthermore, it is quite evident that awareness of these innovations will exposed the company to new ways of doing things. Since we reject H_0 hypothesis which states that effective communication system does not constitute a stumbling block to organizational performance and accepted alternative hypothesis which states that lack of planning, overloading, fear of communication and poor communication system do formed the major barriers to effective communication in kwara universal basic education ilorin This means that effect o communication gap on administrative procedure in the company is poor, as a result of lack of planning for the frequent change and innovation in the system.

Finally the result of hypothesis 3 also support that there is significance influence of effective communication on employee's performance at 5% level of significant.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

The purpose of this research work is to find out the impact of effective communication on employee performance in a business organization, a case study of kwara universal basic education ilorin

Effective communication, increase the efficiency and performance of any business and also make employee more satisfied. Researchers illustrate that effective and well organized communication positively relates to job satisfaction, performance and positive attribute of employees.

It must be mentioned that the specific objectives of this study is to examine the impact of effective communication on employee performance in a business organization to make this achievable, research question, hypothesis were formulated and questionnaire were designed and distributed to seek information from workers of kwara universal basic education ilorin

The analysis of the result shows that:

- i. Effective communication has no significant impact on employee performance.
- ii. Lack of planning, over loading and under loading, fear of communication and poor system are not persistent barrier to effective communication.

5.2 Conclusion

The study has broadly highlighted the impact of effective communication on employee performance. After all the analysis of the data collected, it is concluded that for any organization to be effective. It must make use of adequate, effective, efficient and understandable instrument and channels.

Likewise it was also observed that communication system in the company is hamper mostly by poor communication system.

Followed by lack of planning being that t value is greater than the critical value as shown in hypothesis 2.

Finally the result of hypothesis 3 also support that there is significant influence of effective Communication on employee performance at 5% level of significant

5.3 Recommendations

Based on the above conclusion the following recommendations where made.

- i. The company should embark upon business communication there by portraying the good image or the company consequently Increase its sales turnover.
- ii. Management should adopt the use of oral and written channels for easy flow of communication.
- iii. Finally the communication programmed should only be implemented after critical assessment of the communication needed have been identified.

REFERENCES

- Asika, N (1990): Research method in the Behavioural Science Ikeja, Longman Nigeria Limited.
- Alswidi, A., & Mahmood, R. (2012). Total quality management, entrepreneurial orientation and organizational performance: the role of organizational culture. African Journal of Business Management, 6(13), 4717-4727.

- Baird, K., Hu, K., & Reeve, R. (2011). The relationships between organizational culture, total quality management practices and operational performance. *International of Operation & Production Management*, 31(7), 789-814.
- Baron, R.M., & Kenny, D.A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173-1182.
- Bayo, J.F (1996): *Business Communication*, Offa Oyenuka, Printer and Publisher. Ilorin Kwara State
- Beer, M. (2003). Why total quality management programs do not persist: the role of management quality and implications for leading a TQM transformation. *Decision Sciences*, 34(4), 623-642.
- Chardwick, M.B (2008): *Communication Application uses and benefit*
- Carryforth, C. (1998): *Communication for work*, Oxford Heinem Educational Publishers, Ilorin Kwara State.
- Flynn, B.B., Schroeder, R.G., & Sakakibara, S. (1995). The impact of quality management practices on performance and competitive advantage. *Decision Sciences*, 26(5), 659-691.
- Gimenez-Espin, J.A., Jiménez-Jiménez, D., & Martn  ez-Costa, M. (2013). Organizational culture for total quality management. *Total Quality Management & Business Excellence*, 24(5-6), 678-692.

- Glunk, U. (2008). Organizational Performance. In S. Clegg & J. Bailey (Eds.), International Encyclopedia of Organization Studies (pp. 1152-1154). Thousand Oaks, CA: Sage.
- Goetsch, D.L., & Davis, S.B. (2006). Quality management. Introduction to Total Quality Management for Production, Processing, and Services, New Jersey: Prentice Hall.
- Karma, S.J. (2010): Internal marketing Knowledge centre increase Productivity through Internal Communication
- Kujala, J., & Lillrank, P. (2004). Total quality management as a cultural phenomenon. The Quality Management Journal, 11(4), 43-55.
- Li, J.H., Anderson, A.R., & Harrison, R.T. (2003). Total quality management principles and practices in China. International Journal of Quality & Reliability Management, 20(9), 1026-1050.
- Linda, K (2009): Encouraging Employee Communication
- Linderman, K., Schroeder, R.G., Zaheer, S., & Choo, A.S. (2003). Six Sigma: a goal-theoretic perspective. Journal of Operations Management, 21(2), 193-203.
- Metri, B.A. (2005). TQM critical success factors for construction firms. Management: Journal of Contemporary Management Issues, 10(2), 61-72.
- Osuola, E. C (1982): Introduction to Research Methodology, Nigeria, African Fep Publishers Ltd.