

IMPACT OF EFFECTIVE COMMUNICATION ON ORGANIZATIONAL PRODUCTIVITY

(A CASE STUDY OF KWARA STATE TELEVISION AUTHORITY)

By

MUKAILA MARIAM OPEYEMI

HND/23/BAM/FT/0823

BEING A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF BUSINESS ADMINISTRATION AND MANAGEMENT INSTITUTE OF FINANCE AND MANAGEMENT STUDIES (IFMS), KWARA STATE POLYTECHNIC, ILORIN

**IN PARTIAL FULFILLMENT OF THE REQUIREMENT
FOR THE AWARD OF HIGHER NATIONAL DIPLOMA (HND) IN BUSINESS ADMINISTRATION**

JUNE, 2025

i

CERTIFICATION

This is to certify that this project has been read and approved having satisfied the requirement for the Award of HIGHER NATIONAL DIPLOMA (HND) in Business Administration and Management, Institute of Finance and Management Studies, Kwara State Polytechnic, Ilorin

DR. ABDULSALAM F. A.
(Project Supervisor)

DATE

MR. UMAR B. A.
(Project Coordinator)

DATE

MR. ALAKOSO. K. I.
(Head of Department)

DATE

(External Examiner)

DATE

DEDICATION

This project is dedicated to Almighty Allah who has been helper over these years, who has been giving me the strength, wisdom, knowledge, understanding and for taken absolute control over the successfulness completing of my project and rare opportunity to complete the two years Higher National Diploma program.

ACKNOWLEDGMENT

All praise and adoration belongs to Almighty God for the privilege he gave me from the beginning of my academic journey.

Firstly, my gratitude goes to my supervisor DR. ABDULSALAM F.A for his guidance towards my project work and also to my head of department MR. ALAKOSO K.I and my coordinator MR UMAE B. A and also all the lecturers in the department, thank you all for your inspiration and guidance and I pray for God's Grace on you all as you discharge your duty as lecturers and as you aim higher level in the life [AMEN]

MY appreciation goes to my parents MR and MRS MUKAILA for their full support financially and spiritually during my two years journey in Kwara State Polytechnic. May almighty God reward you massively.

This project stands as a profound grace and unmerited favour of God in my life.

It means a lot to me. ALHAMDULILAH ROBIL ALAMIN!!!

TABLE OF CONTENTS

Title page	i
Certification	ii
Dedication	iii
Acknowledgement	iv
Table of Contents	vii
CHAPTER ONE INTRODUCTION	
1.1 Background to the study	1
1.2 Statement of the Problem	2
1.3 Research Questions	3
1.4 Objectives of the Study	3
1.5 Research Hypothesis	4
1.6 Significance of the study	5
1.7 Scope of the study	5
1.8 Definition of Terms	6
CHAPTER TWO: LITERATURE REVIEW	
2.1 Introduction	6
2.2 Conceptual framework	12
2.3 Theoretical Framework	16
2.4 Empirical Review	18
CHAPTER THREE: RESEARCH METHODOLOGY	
3.1 Introduction	20
3.2 Research Design	20

3.3	Population of the Study	20	
3.4	Sample Size and Sampling Techniques	20	
3.5	Method of Data Collection	21	
3.6	Research Instruments		22
3.7	Method of Data Analysis	21	

CHAPTER FOUR: PRESENTATION AND ANALYSIS OF DATA

4.1	Introduction	22	
4.2	Data Presentation	22	
4.3	Testing of Hypotheses		30

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION

5.1	Summary of findings		34
5.2	Conclusion	34	
5.3	Recommendations	35	
	Reference		
	Appendix		



CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Communication is a means of bringing about change. It is the mainstream of any organization growth. There is need for interaction and understanding of management-employee relations this will bring about increased performance of all parties involved in the communication process or chain (Banihashemi 2011). Communication as a medium, a means to performance ends, or as constitutive, as the end in itself. Communication is a process of transmitting information from one person to another. Stephen (2011), opines that communication is a critical factor in directing and mobilizing the workforce towards the accomplishment of the organizational goals or objectives. By creating understanding it enhances co-operation and promotes effective performance. According to Williams (2007) smart managers understand that the end effective, straight forward communication between managers and employees is essential for success. According to McKinney, Barker, Smith & Davis (2004) communication is essential to effective team performance and communications for any organization is like blood flow in the human body. Therefore, any organization that understands the importance of communication uses it in their organizational environment. Since, it ensures coordination of factors of production and most importantly material and human elements of organization as an efficient network of change and advancement. According to Snavely (2001) as cited by Robins (2006), communication process is initiated through the following means the sender-encoding-the message-the channel decoding-the receiver- noise and feedback. It is estimated that managers spend over 80% of their day communicating with others. Since

Most of the basic management process- planning, organizing, leading and controlling – cannot be performed without effective communication. Importantly, the relevance of communication keeps advancing as the world becomes a Global village. The need to become visible to the world has made many organizations to embrace new

technology that would increase organizational performance. There are also many issues affecting communication ranging from difference in sex, role of silence, inference of government and cross- cultural inference. Therefore, it becomes important to emphasize on innovation and effective use of communication medium or channel to bring about high performance rate. Hence any breakdown in communication process or chain can have serious adverse effects on organizational performance. Furthermore knowing fully that poor communication rank as the single most important reason that people do not advance in their career as stated by Lepsinger & Luacia (1997). Therefore, the purpose of this paper is to identify the roles played by management in transmitting and managing information to increase the performance of its staff. Effective communication brings about high performance. However, the future of Kwara State Television Authority (KWSTA) to inform and weigh the opinion of its staff before introducing new methods and technology has adversely affected the relationship between the employer (management) and employee (staff) in the organization. Firstly we shall explain briefly the concepts, importance of effective communication, relationship between communication and organizational performance. Also empirical studies would be gathered and analysis would be made using our area of study; Kwara State Television Authority. The outcome of the research would be to increase the use of the internet among the staff and Managements of the organization. This would lead to networking of the organization and high rating in the world chart of organization. Also staff would be more equipped to deal with

h new technology and best practices which most public organizations have embraced. Finally the relevance of effective communication and new innovations would ensure high performance of staff and Management of the organization under study.

1.2 Statement of the Problem

Many industrial disputes originate due to failure in communication. Hence it is important to stress that in communication, emotions, environment, psychological and technical characteristics of the medium is relevance to enhance the organizational performance. In the view of Okoye (2004), psychologically transmission goes beyond reception of information but

understanding and feedback. Most organizational conflict has been traced to breakage in communication as supported by (Lee, 2003; Scott, 2004). According to Chudi –Oji (2013), In spite of the laudable roles of effective communication in improving organizational productivity, it is regrettable that some departments pay lip service to the maintenance of effective communication systems. Change is a gradual and continuous process, giving room for inputs and adjustments. Furthermore, the constant delay in accessing information by staff seems to limit their productivity, which could create maladministration in coordinating of organizational activities. Therefore, performance of employees in relation with their duties and responsibility seems to question their communication techniques in terms of performance in The company.

1.3 Research Questions

- i. Is there a relationship between effective communication and organizational productivity in the organization?

- ii. How effective has the communication techniques enhanced organizational productivity in the organization?
- iii. To what extent has communication gap affected administration structure procedure in the organization?

1.4 Objectives of the study

The general objective of this study is to examine the impact of effective communication on Organizational productivity. The specific objectives are to:

- i. investigate the relationship between effective communication and organizational productivity in the organization
- ii. examine the communication techniques that enhances organizational productivity in the organization
- iii. ascertain whether communication gap has affected administration structure procedure in the organization.

1.5 Research Hypotheses

- Hoi: There is no significant relationship between effective communication and organizational productivity in the organization.
- Ho₂: Communication technique does not enhance organizational productivity in the organization
- Ho₃: Communication gap has negative effect on administrative structure procedure in the organization

1.6 Significance Of The Study

The importance and need for effective communication in an organization cannot be overemphasized; this research work will be of good help both to the researchers and to the Kwara State television Authority. This study will also be of significance to the work force of the organization on the type of communication channels required to assist them overcome their deficiencies and improve their performance. This study further provides insight for the policy-makers on the areas of communication needs and programmes. In addition, the study will also add to the existing knowledge of researchers on comparative studies on effective communication in other sectors and serves as future reference material for further studies on related topics.

1.7 Scope of the Study

This research work is to cover what indeed constitutes good flow of communication among staff and Management of the organization and how some can be applied to enhance and improve organizational productivity with special reference and restrictions to Kwara State Television Authority.

1.8 Definition of Key Terms

The following terms are defined as used in the study:

Effective: According to Oxford Advanced Learner's Dictionary, this is simply production result as intended or wanted. An organization is said to be effective when it accomplish

es all that it set out to achieve.

Communication: According to Udeze (2000), this is the act of impacting a communication or understanding to another person with the purpose of implementing an action that is coordinated towards a common end.

Productivity: According to Anugwom (2007) is the measure of how well resources are brought together in organization and utilized for accomplishing a set of result.

Impact: According to Oxford Advanced Learner's Dictionary, to have an effect, the effects of effective communication on productivity. This effect could be a negative or positive one.

A negative effect arises when effective communication does increase productivity of the organization.

Brewing: Is the fastest growing of Nigeria manufacturing industries, it contributes and provides direct employment for many people.

Organization: According to Umoh (2006) is coming together of group of people that specializes in different fields, coordinate their effort towards the set goals, supervise through some hierarchy of authority so that objectives of organization will be achieved.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Communication has been widely accepted by scholars and academics as the lifeblood of an organization because communication is needed for exchanging information, exchanging opinions, making plans and proposals, reaching agreement, executing decisions, sending and fulfilling orders and conducting sales (Blalock, 2005; Alyssa, 2006; Rotler, 2006; amongst others). When communication stops, organized activity ceases to exist, and individual uncoordinated activities return in an organization. So, organization in an organization is as vital as the blood of life.

1.2 Conceptual Clarification

1.2.1 Definitions of Communication

Ramah (1985) defines communication as "the transmission and reception of ideas, feelings and attitudes verbally or non-verbally to produce a favourable response". Draft (2000) defines communication as "the process by which information is exchanged and understood by two or more people usually with the intention to motivate or influence behavior". Communication refers to the exchange of information between a sender (source) and a receiver (destination) so that it is received, understood and leads to action (Obamiro, 2008). Obilade (1989) defines communication as "a process that involves the transmission of message from a sender to the receiver. Folarin (2003) defines communication as "any means by which a thought is transferred from one person to another". Communication is the process by which any person or a group shares and im-

cts information with/to another person (or group) so that both people (or groups) clearly understood one another (Soola, 2000). Not just giving information, it is the giving of understandable information and receiving and therefore, the transferring of a message to another party so that it can be understood and acted upon (Ode, 1999). Ugbojah (2001) defines communication as "the process which involves all acts of

transmitting messages to channels which link people to the languages and symbolic which are used to transmit such messages. It is also the means by which such messages are received and stored. It includes the rules, customs and conventions which define and regulate human relationship and events". In its simplest form, however, communication is the transmission of a message from a source to a receiver... or the process of creating shared meaning (Baran, 2004:4). It has been shown that there exists various definitions for communication, as there are different disciplines. While some definitions are human centred, others are not. For example, communication system may incorporate computers, as well as less sophisticated reproducing devices such as photocopiers. A photocopier may see communication as meaning different thing from the way a marketer preconceives it. Similarly, a gospel preacher may think communication is something, which is of course different from what a journalist thinks it is. Therefore, there is no single definition of communication agreed upon by scholars. Psychologists, sociologists, medical practioners, philosophies and communication specialists, all define communication based on their orientations and perspectives. Psychologists defined communication as "the process by which an individual (the communicator) transmits stimuli (usually verbal symbols) to modify the behaviours of the other individuals (communicates)". This definition describes what many extension workers and change agents hope to achieve. Sociologists see communications "as the mechanism through which hum

an relations exit and develop". Some people define communication rather narrowly, saying "communication is the process whereby one person tells another something through the written or spoken word". This definition, from a book written by a journalist, seems reasonable for those in that field. So, there are definitions of communication as there are various disciplines. Communication is from a Latin word-communism, which means common or shared understanding. Communication therefore is a purposeful effect to establish commonness between a source and receiver (Schramm, 1965). Whatever is being shared could be associated with knowledge, experience, thought, ideas, suggestions, opinions, feelings etc. For the purpose of this research work, communication is defined as the process of exchanging or sharing information, ideas and feeling between the sender and the receiver.

1.2.2 Nature of Communication

Communication is very central to all human activities; thus is because everything we do and do not, communicate. Man's interaction with other human beings is a result of communication. Communication is the key around which human life revolves. Communication is also innate; every man is born with the ability from childhood, we learn to communicate by crying, smiling, kicking etc. Communication is made up of activities of under related elements which continue to function is the communication process. The fact is that the word communication is encompassing, ambiguous and pervasive. These three words capture the universal nature of communication and make everyone think they know something about communication.

1.2.3 Functions of Communication

Communication performs diverse kinds of functions which include:

- **Social Interaction:** Human interaction is possible because we can communi

cate. We relate with friends, parents, colleagues, etc because the share codes that made us understand each other. Without communication, this will not be possible.

- **Business and Trade:** Communication provides opportunity to transact business and engage in trade. We are able to make known what we are offering for sales and what we want to buy. We also negotiate the prices, mode of delivery etc through communication.
- **Exchange of Ideas and Spread of Knowledge:** We express freely our ideas, opinions and feelings or issues affecting us. We also share knowledge as we engage in discussion and write books. In classroom situation a teacher is able to impart knowledge into students through communication.
- **Social-Political Development:** Development is made possible through communication. Communication helps to mobilize people to work together for their social and political development.
- **Social-Cultural Integration:** Communication enables exchange of cultural and values. Through music, interaction in communication, we are able to learn one another's cultures and blend for harmonious co-habitation.

1.2.4 Importance of Communication

The importance of communication shall be looked at from the study of Moorhead and Griffin (1989) which state that manager transmits information for a variety of reasons as highlighted in Obamiro (2008):

- To achieve coordinated action
- To express feelings and emotion
- To share information regarding:

- Organizational goals
- Task directions
- Results of efforts
- Decision making
- To achieve effective control
- To encourage staff participation in decision making
- To create a good public image and reputation for an organization

1.2.5 Types of Communication

Organizational communication is a system of networks linking the three hierarchical levels (management, union and staff) together in order to enhance productivity. The two major types of communication channel within an organization are: formal and informal patterns of communication.

Formal Pattern of Communication

Formal patterns of communication are the official paths recognized by management. They follow the established chain of command or line of authority. Formal information can be transmitted internally or externally.

1. Internal Communication

Internal communication takes place within an organizational framework to coordinate organizational resources. It conveys information through letters, memos, circulars, etc, to employees. It is divided into three broad parts.

- a. **Horizontal Communication:** This is also called lateral communication. It is the transmission of message along the same lateral or similar level in an organization. This occurs between team members, between different teams and

d employees on the same or similar level. The use of horizontal communication is on the increase because of the interactive electronic communication technologies such as e-mail and phone messages that greatly enhance horizontal communication by making it possible to establish learning communities and virtual teams of employees who work together even different locations.

- b. **Vertical Communication:** Vertical communication is an organization communication that involves two different movements, that is, from "up down" and from "down to up" along the organizational hierarchy. It comprises downward and upward communication.

i Downward Communication: this refers to movement of information from the top management to the lowest officers.

ii Upward Communication: this is the pattern through which superior gets necessary feedback on subordinates' actions.

- b. **Principle of Possession of competent communication skills:** The communicator and the receiver should be quite competent and efficient in terms of communicating and receiving the desired information or message. Possession of the required communication skills is crucial, so that the task of communication, in terms of transmission and reception, may be performed by them effectively.
- c. **Principle of Sharing and Interaction:** Since communication is a two way process, its success lies in allowing as much as possible exchange of ideas, and keeping mutual interaction between the source of communication and receiver.
- d. **Principle of Suitability of the Communication Contents:** The content of what is to be communicated should be very suitable and easily understandable.

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

2.2.6 Communication Process

Communication process components involve the following:

- a. **Sender:** The sender/encoder is the initiator of the message. The sender can be an individual, group or organization with ideas, desires, needs to transmit to other party or parties.
- b. **Encoding:** This is a process that selects the appropriate language that the receiver understands. Making signals to another person, using shared symbols or putting one's thoughts into a letter are examples of encoding.
- d. **Channel:** The channel is a means by which a message is conveyed. The sender must make sure that the appropriate channel is used to transmit message.
- e. Evans (1978) is of the opinion that the choice of a medium depends upon

proximity.

- e. **Receiver:** The receiver is the person(s) the message is targeted at. That is, the recipient(s) of the transmitted information. If the information is not received by receiver, there is no communication.
- f. **Decoding:** Decoding is a process that occurs at the reception level where impulses, figures and symbols are interpreted and translated into meaningful information. Effective communication can only occur when both the encoder (sender) and decoder(receiver) attach the same or at least similar meanings to the symbols that make up the message.
- g. **Noise:** Noise is anything that hinders, disturbs, and interferes with communication whether from the side of sender, the message channel, or the receiver. Noise can occur either internally(wrong encoding, transmission, interruption etc) or externally(confined environment).
- h. **Feedback:** Feedback assures the encoder that the message was received and understood. Receivers reply to the sender ends the communication process mechanism.

2.2.7 Barriers to Effective Communication

The following, among others, are some of the things that affect effective communication.

- a. **Lack of proper planning:** inadequate preparation affects effectiveness of presenting and transmitting information. Lack of planning, arises from inadequate thinking, lack of sound objectives, vague words, selecting inappropriate media, etc.
- b. **Organization Barriers:** Faulty organization structure such as lack of clarity of

f responsibilities and authority delegated, too wide spans of control and too long chains of command cause communication breakdown.

- c. **Semantic Barriers:** These occur when words are understood and interpreted differently by sender and receiver. This affects the achievement of commonness of thought in communication.
- d. **Technical jargon:** Using words or symbols that are peculiar to new fields such as ICT with recipients who have different educational and social background may cause misunderstanding of message.
- e. **Environmental Barriers:** Symbols and innocent remarks may be given different meanings in abnormal environment.
- f. **Information overload:** This happens when a person receives too much information within a limited time.
- g. **Noise:** Effective communication breakdown is caused by different types of noise namely; physical noise, linguistic noise, grammatical noise, etc.
- h. **Poorly expressed messages:** Sender using too many assumptions and wrong encoding of messages do not aid effective understanding.
- i. **Poor listening:** Listening requires full attention and self discipline. Without this, the encoded messages will be decoded wrongly.

- j. **Distrust:** Believability and acceptability of messages to a large extent is determined by credibility of the sender. Messages from manager that behaves inconsistently may be

given different interpretations by different receivers.

1.1.8 Remedies for Communication Barriers

- a. Adequate preparation by senders will help in determining the purpose of the message.
- b. The parties involved (both sender and receiver) should use similar and familiar symbols and language to achieve effective communication.
- c. Organization should manage the amount of information that will reach one person at a period of time.
- d. Management should have a clearly defined organization chart with a short chains of command and spans of control.
- e. Messages should be well constructed and encoded.
- f. There must be adequate training of employees to acquire effective business communication skills.
- g. An appropriate channel should be used to convey messages.
- h. There is need for effective feedback device.

1.1.9 Organizational Performance

Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives).

According to Richard et al (2009), organizational performance encompasses three specific areas of firm outcomes: (a) financial performance (profit, return on assets, return on investments, etc.); (b) product market performance (sales, market share, etc.); (c) shareholder return (total shareholder return, economic value added, etc.). The term organizational effectiveness is broader. Specialists in many fields are concerned with organizational performance including Strategic Planners, Operations, Finance, Legal, and Organizational Development. In recent years, many organizations have attempted to manage organizational performance using the balanced scorecard methodology where performance is treated and measured in multiple dimensions such as:

- Financial performance
- Customer service
- Social responsibility (e.g. corporate citizenship, community outreach)
- Employee stewardship.

1.2 Theoretical Framework

In study, efforts will be made to discuss three (3) theories that are related to communication. They are as follows:

1.1.1 Cognitive Dissonance Theory

1.1.2 Communication Accommodation Theory

1.1.3 Expectancy Violation Theory

i. Cognitive Dissonance Theory

Leon Festinger (1957) asserted that there is a tendency for individuals to seek consistency among their cognitions (i.e., beliefs, opinions). When there is an inconsistency between attitudes or behaviors (dissonance), something must change to eliminate the dissonance. In the case of a discrepancy between attitudes and behavior, it is most likely that the attitude will change to accommodate the behavior. Two factors affect the strength of the dissonance: the number of dissonant beliefs, and the importance attached to each belief. There are three ways to eliminate dissonance: (1) reduce the importance of the dissonant beliefs, (2) add more consonant beliefs that outweigh the dissonant beliefs, or (3) change the dissonant beliefs so that they are no longer inconsistent. Dissonance occurs most often in situations where an individual must choose between two incompatible beliefs or actions. The greatest dissonance is created when the two alternatives are equally attractive. Further,

hermore, attitude change is more likely in the direction of less incentive since this results in lower dissonance. In this respect, dissonance theory is contradictory to most behavioral theories which would predict greater attitude change with increased incentive (i.e., reinforcement). This theory argues that the experience of dissonance or incompatible beliefs and actions is prone to strong aversion. Thus, people are highly motivated to award it in their effects to match their actions and seek reassurance to match their actions after making a different decision.

ii. **Communication Accommodation Theory**

Communication accommodation theory (CAT) is a theory of [communication](#) developed by [Howard Giles](#). This theory concerns "(1) the behavioral changes that people make to attune their communication to their partner, (2) the extent to which people perceive their partner as appropriately attuning to them." The basis of the theory lies in the idea that people adjust (or accommodate) their style of speech to one another. Doing this helps the message sender gain approval from the receiver, increases efficiency in communication between both parties, and helps the sender maintain a positive social identity. This theory is concerned with the links between language, context, and identity. It focuses on both the intergroup and interpersonal factors that lead to accommodation, as well as the ways that power, macro and micro-context concerns affect communication behaviors.^[3] Accommodation is usually considered to be between the message sender and the message receiver, but the communicator also often accommodates to a larger audience- either a group of people that are watching the interaction or society in general. "Communication accommodation theorists focus on the patterns of convergence and divergence of communication behaviors, particularly as they relate to people's goals for social approval, communication efficiency, and identity" "Convergence" refers to strategies through which individuals adapt to each other's communicative behaviors to reduce

these social differences. Meanwhile, "divergence" refers to the instances in which individuals accentuate the speech and non-verbal differences between themselves and their interlocutors. The speech accommodation theory was developed to demonstrate all of the value of social psychological concepts to understanding the dynamics of speech. It sought to explain "... the motivations underlying certain shifts in people's speech styles during social encounters and some of the social consequences arising from them." Particularly, it focused on the cognitive and affective processes underlying individuals' convergence and divergence through speech. The communication accommodation theory has broadened this theory to include not only speech but also the "non-verbal and discursive dimensions of social interaction". CAT has also created a different perspective from other

research in language and social interaction—and communication more generally—that focuses on either interpersonal or intergroup communication.

iii. **Expectancy Violation Theory**

Expectancy violations theory (EVT) is a theory of [communication](#) that analyzes how individuals respond to unanticipated violations of social [norms](#) and expectations.^[1] The theory was proposed by [Judee K. Burgoon](#) (1988). In the late 1970s and continued through the 1980s and 1990s as "nonverbal expectancy violations theory", based on Burgoon's research studying [proxemics](#). Burgoon's work initially analyzed individuals' allowances and expectations of personal distance and how responses to personal distance violations were influenced by the level of liking and relationship to the violators. The theory was later changed to its current name when other researchers began to focus on violations of social behavior expectations beyond nonverbal communication. This theo

ry sees communication as an exchange of behaviors, where one individual's behavior can be used to violate the expectations of another. Participants in communication will perceive the exchange either positively or negatively, depending upon an existing personal relationship or how favorably the violation is perceived. Stutzman, Fred; Kramer-Duffield, Jacob (2010) Violations of expectancies cause [arousal](#) and compel the recipient to initiate a series of [cognitive](#) appraisals of the violation. The theory predicts that expectancies influence the outcome of the communication interaction as either positive or negative and predicts that positive violations increase the attraction of the violator and negative violations decrease the attraction of the violator. Burgoon, J.K.; Hale, J.L. (1988).

Beyond proxemics and examining how people interpret violations in many given communicative contexts, EVT also makes specific predictions about individuals' reaction to given expectation violations: individuals reciprocate or match someone's unexpected behavior, and they also compensate or counteract by doing the opposite of the communicator's behavior. Snyder, Mark; Stukas, Arthur A. (1999). This theory examines how non-verbal messages are structural. It advises that when communicative norms are violated, the violation may be perceived either favourably or unfavourable, depending on the receivers perception of the

violation. Violating another's expectations may be a strategy used over other that of conforming to another's expectation.

1.2 Empirical Review

This section briefly discusses the empirical studies and researches that have been carried out and published on the communication and organizational performance. The primary aims are to ascertain relevant findings and identify possible gaps that

the paper could fill. Rajhans (2012) opined in a study "effective organizational communication: a key to employee motivation and performance" that organizational communication plays a vital role in employee motivation and performance as real changes are taking place in modern organizations which confront the new reality of tighter staffing, increased workloads, longer hours and a greater emphasis on performance, risk-taking and flexibility. Today's organizations are run by multi and cross-functional teams which show little tolerance for unquestioned authority. To deal with this situation, the art of persuasion and the effort to find the correct emotional match with your audience is necessary. This match means that it is not enough for communication to be a one-way ticket (Torrington and Hall, 1991) as cited in Rajhans 2012. Oyetunde and Olatunji (2012) in a study titled "communication approach and firms performance: appraisal of Nigerian Bottling Company (Coca-Cola), Ilorin-Nigeria" submitted that research findings no doubt have validated the synergistic relationship between communication approach and efficient performance of NBC, Ilorin plant. They also recommended that there can still be more room for improvement and consequently better performance if management embraces the following recommendations:

- (i) More clarity of ideas before attempting to communicate;
- (i) Better understanding of the physical and human environment when communicating;
- (ii) A thorough analysis of the purpose of communication;
- (iii) In planning communication, consultation should both be top down and bottom up, while all facts are rendered implicit and explicit;
- (iv) Consideration should be given to the content and tone of the messages;
- (v) Whenever possible, the language or tone should not only be edifying and elegant,

but must be messages the receiver would find valuable;

- (vi) Communication messages that are precise and are of short run often possess long run importance;
- (vii) All stakeholders should be encouraged to be good listeners;
- (viii) Immediate actions must be accompanied and accomplished with communication; and
- (ix) Communication that would be effective require a follow up and effective feedback mechanism process. Kukule (2012) in "Internal communication crisis and its impact on organization's performance" cited that the importance of symmetry has been marked by Gruning and Hunt, describing symmetric communication as a source and a recipient which cannot be separated but are equal participants of a communication process seeking (striving for) mutual understanding and proportional two-way effect (Grunig, Grunig A. Larissa, 1989). The research work, carried out under the auspices of the paper, points at the lack of symmetric approach in internal communication, which is marked by the research participants (not representing the dominant coalition) as an important cause of the problem and of crisis in the organization. He opined that lack of leadership, unclear managerial style and incomprehension of employees' need for information created a fundamental problem in the organization's internal communication. Furthermore, the role of informal communication and "grape-vine telegraph" in an organization's communication is viewed as one of crucial factors in influencing organization's operations and may become a threat to an organization. He further suggested that organizational crisis may not only be caused by external conditions which are difficult to control for an organiza

tion, but also by internal factors which are closely linked to communication problems in the organization. According to Kibe (2014) investigated the effects of communication strategies on organizational performance. A descriptive research design was used in this study. 132 questionnaires were distributed employees. The findings of this research showed the importance of both

the theoretical level and practical level. It concluded that for any organizational performance to be effective, an open communication environment should be encouraged. Once members of the organization feel free to share feedback, ideas and even criticism at every level it increases performance. Bery, Otieno, Waiganjo and Njeru (2015), explored the effect of employee communication on organization performance in Kenya's horticultural sector. This study was carried out in flower farms in Kenya. The population of this study was all flower farms in Kenya which were the 14 flower farms registered in the KFC directory (2013) and based in Naivasha. A total of 2460 respondents were targeted by the study out of which 1888 responded giving a response rate of 76.7%. Correlation and regression analysis were used to test on the relationship between the variables of the study. The study found that communication facilitates exchange of information and opinion with the organization, that communication helps in improving operational efficiency thus improving organization performance. It concluded that communication is a major determinant of organization performance. The study recommended that organizations should develop effective communication strategies since it will facilitate passing of information both within and outside the organization thus improving performance. Neves & Eisenberger (2012) reviewed that management communication was positively associated with a temporal change in POS, mediates t

he relationship between management communications and implications of practice. Specifically, it revealed that management communication affects performance mainly because it signals that the organization cares about the well-being and values the contributions of its employees. This study also adopted the use the perceived organization support in terms of communication as indicators on the effect of communication on organization performance. Rho (2009) assessed the impacts of organizational communication on the perception of red tape by comparing internal communication with external, especially client-oriented, communication in both public and nonprofit organizations. In the view of Inedegbor ,Ahmed, Ganiyat, & Rashdidat (2012)

practices of effective business communication, were related to the category of business (service versus manufacturing) and its size. Ogbo, Onekanma & Ukpere (2014) emphasized that flexibility in inventory control management is an important approach to achieving organizational performance. The study also found that there is a relationship between operational feasibility, utility of inventory control management in the customer related issues of the organization and cost effectiveness technique are implemented to enhance the return on investment in the organization. Nnamani & Ajagu (2014) examined the relationship between the employees and their work environment, to assess the extent of employee performance on productivity and to find out the extent environmental factor has enhance to performance. The survey method and the research tool was questionnaire. The study had a population size of 1,152, out of which a sample size of 297. Two formulated hypotheses were tested using Pearson's correlation coefficients and z-test statistical tools. Study reveal that there was unsafe and unhealthy work place environment, poor motivation, lack of innovation, high cultural interference and allow organizational interpretation process caused low productivity in the c

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

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents the procedures for which this study is undertaken. It includes the research design, population of the study, sample size, sample techniques, research instruments and methods of data analysis.

3.1 Research Design

The research design that shall be employed for this study is survey research design. This method is to allow the respondents to fully express their opinion on the study. The method would also allow data collection from large sample to be drawn from a given population.

3.2. Population of the Study

The population for this study comprises staff of Kwara State Television Authority, Ilorin ranging from Administrative Department, Finance Department, Account Department, and Marketing Department which is totaled Fifty Two (52). Meanwhile, since the population is not more than one hundred, therefore, the whole 52 shall be used as sample.

3.3 Sample Size and Sampling Techniques

It may be biased if the sample method includes a high proportion of abnormal me

members of the population. Sample is therefore the representative of the population for which they are drawn. The area of study for this research work is Kwara State Television Authority, Ilorin; sampling technique adopted for this study shall be simple random technique. This is to avoid biasness in selection. The staffs of Kwara State Television Authority, Ilorin shall be the respondents; a total of 52 respondents shall be used.

3.4 Method of Data Collection

The method used for this study is primary data. The data shall be collected through the administration of questionnaires.

3.5 Research Instruments

The research instruments used for this study is the questionnaire. The questionnaire is administered in accordance with the stated research questions and hypotheses. The questionnaire is divided into two to sections. Section A comprises of questions relating to the demographic characteristics of the respondents, while section B comprises of questions relating to communication in an organization.

3.6 Method of Data Analysis

This study employs descriptive method. The descriptive analysis involves the use of ANOVA in presenting the data collected from the questionnaire administered to the respondents. Also, the study makes use of correlation and regression analysis using SPSS version 20. The reason for using Regression Analysis was because it is a statistical tool that does not only explore the relationship between two or more variables but also

assessing the contribution of individual predictors in a given model.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

The major aim of this chapter is to present and analyze all the data gathered in the course of the study and to highlight statistical statement of comparative status for statistical analysis. Out of Fifty Five (55) questionnaires distributed, Fifty Two (52) were duly filled and returned.

4.2 Data Presentation

Table 1: Distribution of respondents by Sex

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	27	51.9	51.9	51.9
	Female	25	48.1	48.1	100.0
	Total	52	100.0	100.0	

Source: Field Survey, 2025

Table 1 above shows that, 27 respondents representing 51.9% are male, while 25 respondents representing 48.1% of the total respondents are female.

Table 2: Distribution of respondents by Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30 years	15	28.8	28.8	28.8
	31-50 years	33	63.5	63.5	92.3
	50 years and above	4	7.7	7.7	100.0
	Total	52	100.0	100.0	

Source: Field Survey, 2025

Table 2 shows that 15(28.8%) of the total respondents are between the ages of

20-30 years, 33(63.5%) are between the age of 31-50 years, while 4 respondents representing 7.7% are 50 years and above.

Table 3: Distribution of respondents by Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	14	26.9	26.9	26.9
	Single	27	51.9	51.9	78.8
	Widow	9	17.3	17.3	96.2
	Divorced	2	3.8	3.8	100.0
	Total	52	100.0	100.0	

Source: Field Survey, 2025

Table 3 above shows that 14(26.9%) of the respondents are married, 27(51.9%) are single, 9(17.3%) are widow, while 2(3.8%) are divorced.

Table 4: Distribution of respondents by Educational Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	WAEC/GCE	15	28.8	28.8	28.8
	NCE/ND	23	44.2	44.2	73.1
	Bsc/HND	11	21.2	21.2	94.2
	Msc/MBA	3	5.8	5.8	100.0
	Total	52	100.0	100.0	

Source: Field Survey, 2025

Table 4 indicates that 15 respondents representing 28.8% possess WAEC/GCE certificate, 23(44.2%) possess NCE/ND certificate, 11(21.2%) of the respondents possess Bs

c/HND certificate, while 3(5.8%) posses Msc/MBA certificate.

Table 5: Distribution of respondents by Working Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 5 years	1	1.9	1.9	1.9
	5-15 years	14	26.9	26.9	28.8
	16 years and above	37	71.2	71.2	100.0
	Total	52	100.0	100.0	

Source: Field Survey, 2025

Table 5 shows that only 1 respondents representing 1.9% of the total respondents has worked below 5 years, 14(26.9%) of the respondents has worked between 5-15 years, while 37(71.2%) of the respondents has for 16 years and above

SECTION B

Table 6: Communication is important to the attainment of organization's goals

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	13	25.0	25.0	25.0
	Agree	22	42.3	42.3	67.3
	Strongly Disagree	14	26.9	26.9	94.2
	Disagree	3	5.8	5.8	100.0
	Total	52	100.0	100.0	

Source: Field Survey, 2025

Table 6 above shows that 13(25.0%) of the total respondents strongly agreed with the question, 22(42.3%) agreed. 14(26.9%) strongly disagreed,. While 3(5.8%) of the respondents disagreed.

Table 7: Effective Communication can establish/enhance communication understanding relationship in the work place between employers and employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	15	28.8	28.8	28.8
	Agree	22	42.3	42.3	71.2
	Strongly Disagree	14	26.9	26.9	98.1
	Disagree	1	1.9	1.9	100.0
	Total	52	100.0	100.0	

Source: Field Survey, 2025

Table 7 above shows that 15(28.8%) of the total respondents strongly agreed with the question, 22(42.3%) agreed. 14(26.9%) strongly disagreed,. While 1(1.9%) of the respondents disagreed.

Table 8: Communication flow in an organization depicts the organization's

	Frequency	Percent	Valid Percent	Cumulative
--	-----------	---------	---------------	------------

Valid	Strongly agree	13	25.0	25.0	25.0
	Agree	24	46.2	46.2	71.2
	Strongly Disagree	12	23.1	23.1	94.2
	Disagree	3	5.8	5.8	100.0
	Total	52	100.0	100.0	

Source: Field Survey, 2025

Table 8 above shows that 13(25.0%) of the total respondents strongly agreed with the question, 24(46.2%) agreed. 12(23.1%) strongly disagreed,. While 3(5.8%) of the respondents disagreed.

Table 9: With Effective Communication, Business Organization Productivity goals could be affected positively

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	15	28.8	28.8	28.8
	Agree	20	38.5	38.5	67.3
	Strongly Disagree	15	28.8	28.8	96.2
	Disagree	2	3.8	3.8	100.0
	Total	52	100.0	100.0	

Source: Field Survey, 2025

Table 9 above shows that 15(28.8%) of the total respondents strongly agreed with the question, 20(38.5%) agreed. 15(28.8%) strongly disagreed, While 2(3.8%) of the respondents disagreed.

Table 10: Modern innovations in communication systems in an Organization can help reduce information costs and at the same time, enhance efficiency

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	7	13.5	13.5	13.5
	Agree	30	57.7	57.7	71.2
	Strongly Disagree	13	25.0	25.0	96.2
	Disagree	2	3.8	3.8	100.0
	Total	52	100.0	100.0	

Source: Field Survey, 2025

Table 10 above shows that 7(13.5%) of the total respondents strongly agreed with the question, 30(57.7%) agreed. 13(25.0%) strongly disagreed, While 2(3.8%) of the respondents disagreed.

Table 11: With the existence of a good cordial relationship among all levels in an Organization, attainment of goal would be straightforward

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	15	28.8	28.8	28.8
	Agree	23	44.2	44.2	73.1
	Strongly Disagree	12	23.1	23.1	96.2

Total	52	100.0	100.0
-------	----	-------	-------

Source: Field Survey, 2025

Table 11 above shows that 15(28.8%) of the total respondents strongly agreed with the question, 23(44.2%) agreed. 12(23.1%) strongly disagreed, While 2(3.8%) of the respondents disagreed.

Table 12: Ineffective communication system is a barrier to business organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	12	23.1	23.1	23.1
Agree	23	44.2	44.2	67.3
Strongly Disagree	15	28.8	28.8	96.2
Disagree	2	3.8	3.8	100.0
Total	52	100.0	100.0	

Source: Field Survey, 2025

Table 12 above shows that 12(23.1%) of the total respondents strongly agreed with the question, 23(44.2%) agreed. 15(28.8%) strongly disagreed, While 2(3.8%) of the respondents disagreed.

Table 13: Ineffective Communication cannot improve an organization's Profitability

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	13	25.0	25.0	25.0

Strongly Disagree	13	25.0	25.0	96.2
Disagree	2	3.8	3.8	100.0
Total	52	100.0	100.0	

Source: Field Survey, 2025

Table 13 above shows that 13(25.0%) of the total respondents strongly agreed with the question, 24(46.2%) agreed. 13(25.0%) strongly disagreed, While 2(3.8%) of the respondents disagreed.

Table 14: Lack of modern office equipment/non function communication apparatus is a barrier to effective communication

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	13	25.0	25.0	25.0
Agree	26	50.0	50.0	75.0
Strongly Disagree	11	21.2	21.2	96.2
Disagree	2	3.8	3.8	100.0
Total	52	100.0	100.0	

Source: Field Survey, 2025

Table 14 above shows that 13(25.0%) of the total respondents strongly agreed with the question, 26(50.0%) agreed. 11(21.2%) strongly disagreed, While 2(3.8%) of the respondents disagreed.

Table 15: Information overload is a barrier to effective communication in an organization