



Operative Organizational Communication and Employee's Job Performance: A Study of Ibeto Cement Factory Nkalagu Enugu State Nigeria

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Article History

Received: January 8, 2020

Revised: February 3, 2020

Accepted: February 12, 2020

Published: February 15, 2020

Abstract

Communication is an important component of organization activity and because organizations need information to function well, they strive to achieve this objective through communication. This research centered on the use of operative communication as a strategy for employee job performance in Ibeto Cement Factory, Nkalagu, Enugu State. Operative communication; the independent variable was measured by its indicators: communication planning, properly expressed messages and feedback whereas the dependent variable; employee job performance was measured directly to avoid haziness. The method of data collection for this research was the questionnaire which was pattern in a five-point rating scale. It was validated and its reliability ascertained. The population of this study covered the entire staff of the organization under study, which is made up of 200. The sample size of 133 was determined using Taro Yamane Technique and simple random sampling was employed for the selection. Data analysis was based on 127 copies of returned and properly completed questionnaire. Three hypotheses were formulated for this study and tested at 0.05 level of significance using Pearson's Product Moment Correlation Technique with the aid of statistical package for Social Sciences (SPSS). The findings of this study indicate that communication planning enhances employee's job performance in an organization and that properly expressed message influences employee job performance in an organization. The findings also revealed that feedback in communication enhances employee job performance. Based on the findings, the followings recommendations were made: Organizations should spend time to plan their communication needs and cost of getting employees informed. They should evaluate the impact of communication on organizational activities. Managers should ensure that messages are well constructed and encoded. This is because the clarity of any instructions helps to minimize organizational conflict, misunderstanding and improve on information management. Equally, organizational communication should be patterned in a way to give room for feedback from all categories of employees. This is to encourage interactive communication which increases organizational performance.

Keywords: Operative communication; Feedback; Interactional; Encoded; Decoded.

1. Introduction

Communication is inborn; from childhood. Babies learn to communicate by crying, smiling, kicking etc. The term communication is encompassing and pervasive. By its universal nature, everyone think they know something about communication. Communication is necessary in interaction among employees, clients, suppliers, and customers in the work place. Communication is the act of imparting ideas and making oneself understood by others. It is key and largely needed for the survival, continuity progress and success of any organization. The roles and duties of workers today involve transfer of information; a message from one to another; interaction and all manners of relationship involves communication. This is because employees of organizations spend a handsome part of their time in activities involving speaking, listening writing and reading; these are forms of communication.

The most successful organization in the world today, not only communicate but master the art of communication otherwise called effective communication. Effective communication is the transfer of message, followed by feedback from the receiver to the sender indicating an understanding of the message (Bernard, 1938). Effective organizational communication plays important role in managing challenges resulting from highly challenging and competitive, global market economy which many organizations face today. According to Soul (1963), when a human being is well informed, trained and motivated, he is capable of achieving higher productivity. In like manner, Javier (2002), Gondal and Shahbaz (2012) reported that one of the ways to improve employee performance is by improving communication. Banihashemi (2011), says that effective communication in the organization is one of the most effective ways in a relationship. It is the key mechanism, for achieving integration and coordination of the activities of specialized units at different levels in the organization.

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1.1. Problem Statement

Businesses need to continuously find better ways to reduce the challenges originating from failure in communication. Many organizations have developed formal channel to enhance effective communication. But little did they know that the communication channel, hardly meet the goal of the organizations. This is due to undue delay, and inefficiency in handling information by employees.

Changes confronting organizations and the associated changes in organizational forms have made organizational, communication increasingly important to overall organizational changes. But Grenier and Metes (1992) say that effective communication can be seen as the foundation of modern organizations. Unfortunately, today, many organizations seemingly do not give attention to communication planning. Some subordinates poorly pass information and expressed ideas or thoughts and, in the process, this creates confusion in the minds of their superiors. In addition, superior officers use unclear, terms to express their views, opinions or thoughts in the organization. These make messages lacking in believability and acceptability thus affecting information conveyance to the receiver and ultimately feedback by the receiver to the sender making it difficult for both parties to be on the same page. The above stated problems seem to affect information dissemination and employee performance and thus are vexing issues that prompted this study.

1.2. Objectives of the Study

The general objective of this study is to examine if operative communication serves as a strategy to enhance employee job performance using Ibeto Cement Factory, Nkalagu, Enugu State as the study area. The following, are the specific objectives:

- a. To ascertain if communication planning enhances employee job performance in an organization.
- b. To find out if properly expressed messages influence employee job performance in an organization.
- c. To determine if feedback in communication, enhances employee job performance in an organization.

1.3. Research Questions

The following research questions were designed as a guide to help achieve the objective of this study.

- a. Does communication planning enhance employee job performance in an organization?
- b. Do properly expressed messages influence employee job performance in an organization?
- c. Does feedback in communication enhance employee job performance?

1.4. Research Hypotheses

For the purpose of this study, the researcher formulated the following hypotheses to serve as a guide to achieve the objective of the study.

- Ho: Communication planning does not enhance employee job performance in an organization.
Ho: Properly expressed message does not influence employee job performance in an organization.
Ho: Feedback in communication does not enhance employee job performance in an organization.

1.5. Significance of the Study

Every research is undertaken to provide awareness and answers or solution to problems. It is therefore believed that the result of this study will help improve the level of communication between employers and employees within an organization and other stakeholders of business. This study will enable the organization, to handle the incessant problems associated with ineffective communication, within and outside the organizational environment. It will help organizations to understand the critical problems they encounter and the possible ways to achieving effective communication.

This study will serve as a reference point to scholars for further research on the subject. It will help them to generate more literature in the area of communication for effective research work. More importantly, this research is expected to benefit the government and larger society because, it is when organizations function well that they would be better equipped to attend to the social expectations of their publics.

2. Conceptual Framework

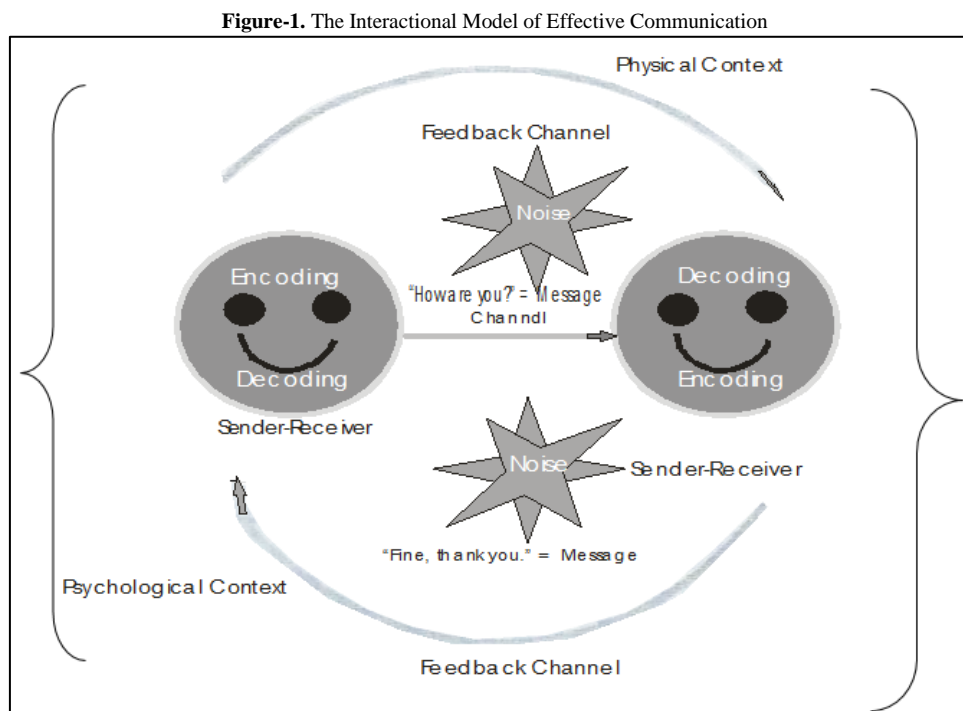
2.1. Meaning of Communication

Communication is viewed by Haiemann (2011) as the imparting of ideas and making oneself understood by others. It is also the process by which information is passed between individuals and or organizations by means of previously agreed symbols. Ince and Giil (2011), see communication as the exchange of ideas, emotions and opinions through words, letters and symbols among two or more people. Onyeaghala and Kappe (2015), defined organizational communication as “the central binding force that permits coordination among people and thus allows for organized behavior”. Price (1997), views organizational communication as the degree to which information about the job is transmitted by an organization to its members and among members of the organization.

Communication informs and educates employees at all levels and motivates them to support organizational policy and strategy (Barrett, 2002). Rogers and Rogers (1976), posit that “the behavior of individuals in organization is best understood from a communication point of view”. Communication is a process that involves expressing, listening and understanding (Banerj and Dayal, 2005). It is the process by which one party (a sender) transmits information (i.e message) to a receiver who gives a feedback. Thus, it is a continuous, process between the two parties involved (Keith, 2014).

2.2. Meaning of Operative Communication

Operative otherwise called effective communication is a process by which a sender of message receives feedback from receiver, (Peter, 2015). Barrels (2010), says that effective communication takes place when the person to whom it is intended, subsequently, the receiver understand the meaning intended and reacts accordingly. Effective communication is a transaction of ideas, directory, command or guide into oral or written words, or actions on the path of the communicator in such a way that the receiver gets the same message and reacts in manner envisaged by the communicator (Akan, 2011). Effective communication means the decoding of encoded messages in a way that the sender becomes the receiver and vice versa. This is illustrated by the figure below.



Source: Schramm (1997), *The Beginning of Communication Study in America*, Thousand Oaks, CA: Sage

The model shown in figure 1 above emphasizes two ways communication process between the sender and the receiver. Communication goes in two directions from the sender to the receiver and from the receiver to sender. The circular posture informs us that communication is a continuous process and on-going. It also indicates a process in which participants alternate positions as sender and receiver and generate meaning by sending messages and receiving feedback with physical and psychological contexts. The models incorporate feedback to make communication more interactive as two-way process than one-way process (Onyeaghala and Kappe, 2015).

The feedback includes messages sent in response to other messages. The noise can be either physical noise: e.g., Temperature, illness, size, layout, lighting of space etc., or physiological noise: e.g., mental and emotional factors, unwillingness to listen, stress, anxiety, love, joy, and lack of strong interest to be part of the process.

2.3. 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):

1. To Achieve Coordinated Action: Communication helps to improve agreement among team members on the appropriate temporal approach to their collective task that contribute to the coordination of team member's actions, in the organization.
2. To Express Feeling and Emotion: Communication is so critical in the expression of employer and employee's emotional feelings, such as smiling, crying, laughing, angry, happy or thankful. Emotional feelings can occur with or without self-awareness.
3. To Share Information: Task directions, results of efforts and decision making to explain what new responsibilities, need to be performed by the employees.
4. To Achieve Effective Control: Managers need the information, that will tell them how the plans for which they are responsible are progressing;
5. To Encourage Staff Participation in Decision, making: Employees participation in decision making is "the totality of forms, that is direct (personal or by the employee) or indirect (through the representatives of the employees) by which individuals, groups, collectively, secure their interests or contribute to the decision making process Westhuisen 2011, cited in Onyeaghala (2017a)
6. To create a good Public Image and Reputation, for an Organization: Communication helps organizations to strike the right balance in using all the tools at their disposal, to create a positive corporate image. Today's customers won't hesitate to move on if they cannot find what they are looking for fast or if they don't like what they find.

2.4. Principles of Operative or Effective Communication

Certain principles are very essential to effective communication. These principles, according to [Mangal and Mangal \(2009\)](#), include:

- a. Principles of Readiness and Motivation: The communicator and the receiver should be ready and remain motivated throughout the process of communication. Lack of interest, zeal and enthusiasm on the part of either of them may adversely affect the process and product of communication.
- b. Principle of Possession of Competent Communication, Skills: The communicator and the receiver should be quite competent in receiving the desired, information or message. Possession of the required communication skills is crucial, that the task of communication in terms of transmission and reception, may be performed by them effectively;
- c. Principle of Sharing and Interaction: Since communication is a two-way process, its success lies in allowing as much as possible exchange of ideas and keeping mutual interaction between the source of communication and receiver.
- d. Principle of Suitability of the Communication, Contents: The content of what is to be communicated should be very suitable and easily understandable. It should be appropriate on the part of both the communicator and the receiver.
- e. Principle of Appropriate Media and Channel: The effectiveness of the process of communication will depend on the type and appropriateness of media or communication channel used.
- f. Principle of Appropriate Feedback: Communication, flow is deemed to be effective 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.

2.5. Concept of Organizational Performance

According to [Beirut \(2003\)](#), performance is referred to as doing the work as well as performing to achieve results. It can be defined as the outcomes of work because they provide the strongest, linkage to the strategic goals of an organization, customer satisfaction and economic contributions. [Jain et al. \(2015\)](#), define performance as an act or process of carrying out actions and activities to accomplish an intended outcome. Performance means quality condition or function.

[Bayle and Robinson \(2007\)](#), suggest there are three principles that performance depends upon: The system of governance, the quality of the organizations network (affiliations, supporting bodies); and the positioning of the organization within its particular sport. The study refers to these principles as 'The strategic performance mix'. At the operational level, [Bayle and Robinson \(2007\)](#) suggest there are three further performance issues that facilitate overall organizational performance. They are: forms and levels of professionalization; and adopting a partnership approach.

We live in a performance-based culture whether in our personal or professional lives; to achieve improvement in any given performance however, one must first know what defines a quality performance. It is therefore important to understand the factors that play a relevant role to achieve performance. Performance measurement is the process of collecting, analyzing, and/or reporting information, on the performance, of an individual, group, organization system or component ([Upadhaya et al., 2014](#)). It involves a review of processes, strategies, approaches, and parameters to track performance against intended targets or expectations.

[O'Boyle and Hassan \(2014\)](#), measured performance on basis of capabilities in carrying out obligations by personnel in an organization. Performance measurement is the process of collecting, analyzing, and/or reporting information, on the performance, of an individual, group, organization system or component ([O'Boyle and Hassan, 2014](#)). It involves a review of processes, strategies, approaches, and parameters to track performance against intended targets.

([Ferkins et al., 2009](#); [Hoyle and Doherty, 2011](#); [Shilbury et al., 2013](#); [Yeh and Taylor, 2008](#)) put forth their performance measure through effective policy making and analysis of some key performance indicators. Some of the employee job performance measures/indicators are: flexibility, adaptability, control environment, stability, sense of identity, open communication, absence of organizational strain, growth, creativity, psychological commitment, societal value, cohesion efficiency and support, conformity and institutionalization, high people and production centered, anxiety, interpersonal and inter-department relation, capacity balance of integration and differentiation, survival and so forth ([Onyeaghala, 2018](#)).

3. Theoretical Framework

The theoretical framework of this study was built on "The cybernetics theory" developed by W. Ross Ashby and [Norbert \(1960\)](#). The emphasis is on mathematics theory of communication and control systems through regulatory feedback. Feedback can be positive (when the required result is achieved) or negative; instantaneous (when the response is immediate,) or delayed. Feedback is used to assess the effectiveness of a particular message put forth or situation that has taken place. Its focus is how anything (digital, mechanical or biological) controls its behavior, processes information, reacts to information and changes or can be changed to better accomplish those three primary tasks.

The cybernetics theory is backed up with David (1960) sender message-channel and receiver model (SMCR model) which focuses on the individual characteristics of communication, and stresses the role of the relationship between the source and the receiver as an important variable in the communication process. Hence the source of any information in the company should be clear and from a trusted and creditable “source”. Likewise, the channel used should be adequate. They should know when to apply formal or informal mode of communication, since their main objective is to achieve results from employees.

4. Empirical Review

A study on the impact of communication on labour productivity in civil engineering projects was conducted by Ainobushoborzi (2013). Findings show that asking for clarity in communication, cooperation at work to get tasks completed and timely information about changes affecting work are statistically meaningful to labour productivity in civil engineering projects and developing a good communication plan to ensure timely information delivery especially on changes affecting work.

Similarly, Oyetunde and Oladejo (2012) conducted a research on communication approach and firms performance: Appraisal of Nigerian Bottling Company (Coca-cola), Ilorin-Nigeria. They found that research doubt has validated the synergistic relationship between communication approach and efficient performance of NBC, Ilorin plant;

In the study conducted by Bery et al. (2015) which focused on the effect of employee communication and organizational performance in Kenya’s horticultural sector. They found that communication facilitates exchange of information and opinion with the organization. In addition, it was found that communication helps in improving operational efficiency thus improving organization performance.

Kibe (2014), researched on the effect of communication strategies, on organizational performance. The findings of this research showed the importance of the theoretical level and practical level. The study concluded that for any organizational performance to be effective, an open communication environment should be encouraged. Once members of organization, feel free to share feedback, ideas and even criticism at every level, it increases performance.

Weimann et al. (2010), researched on communication culture and tools of the distributed teams of a large German manufacturer. 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 tool is available. The 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.

Shafique et al. (2015), researched on the factors enhancing organizational performance through customer relationship, management capabilities (customer interaction management, capability and customer relationship upgrading capability) in the presence of competition. The findings show that customer relationship management capabilities (a form of communication) had positive relationship with organizational performance, and customer interaction management capability had positive relationship with organizational performance.

5. Methodology

This research employed the survey research method. The study was conducted at Ibeto Cement Factory, Nkalagu, Enugu State of Nigeria. The population covered the staff of the company under our study. Reliable information from the branch head indicated that the total staff strength of the company is 200 and because the population is known (finite), the researcher used the Taro Yamane formula to establish the sample frame from the population of the study. Formula for Taro Yamane:

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

Since:

n= Sample size

N= Total population

l= Constant

e= The assume error margin (Onyeaghala, 2017b).

$$n = \frac{200}{1 + 200(0.05)^2}$$

$$n = \frac{200}{1 + 200(0.0025)}$$

$$n = \frac{200}{1 + 0.5}$$

$$n = \frac{200}{1.5}$$

$$n = 133$$

The sample elements were randomly selected, using the administrative staff list until the number (133) was exhausted. The questionnaire was subjected to face validation and the reliability through pilot test or pre-test. The result showed a reliability index of .872 which is high. Data were collected through the use of questionnaire which was designed in five point rating scale with alternative response as strongly agree, agree, disagree, strongly disagree and undecided. Out of the 133 copies of questionnaire distributed, only 127 were properly completed.

The data collected were presented using the frequency table and simple percentage. The Pearson's Product Moment Correlation was used to test the proposed hypotheses with the aid of statistical package for social sciences (SPSS) Version 23.

5.1. Decision Rule

If P-value is less than 0.05, the null hypotheses are rejected, while the alternative hypotheses are accepted when the P-value is more than 0.05. As well, the null hypothesis is refuted if calculated value (Ct) is greater than table value (Tt) and vis versa.

5.2. Data Presentation and Analysis

Table-1. Communication planning is the key mechanism for achieving integration and coordination of activities between employers and employees in the organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	31	24.4	24.4	24.4
	Agree	42	33.1	33.1	57.5
	Undecided	3	2.4	2.4	59.9
	Disagree	35	27.6	27.6	87.5
	Strongly Disagree	16	12.5	12.5	100.0
	Total	127	100.0	100.0	

Source: Field Survey, 2018

Table1, revealed that out of 127 respondents, 31 respondents (24.4%) strongly agreed that communication planning is the key mechanism for achieving integration and coordination of activities between employers and employees in the organization, 42 respondents representing 33.1% agreed, 3 respondents (2.4%) were undecided, 35 respondents (27.6%) disagreed and 16 respondents (12.5%) strongly disagreed.

Table-2. Properly expressed messages does not create confusion in the minds of employees in the organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	38	29.9	29.9	29.9
	Agree	50	39.4	39.4	69.3
	Undecided	12	9.4	9.4	78.7
	Disagree	15	11.8	11.8	90.5
	Strongly Disagree	12	9.5	9.5	100.0
	Total	127	100.0	100.0	

Source: Field Survey, 2018

Table 2 revealed that out of 127 respondents, 38 respondents (29.9%) strongly agreed that properly expressed messages does not create confusion in the minds of employees in the organization, 50 respondents (39.4%) agreed, 12 respondents (9.4%) were undecided, 15 respondents (11.8%) disagreed and 12 respondents (9.5%) strongly disagreed.

Table-3. Feedback in communication affects information dissemination and employee performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	57	44.9	44.9	44.9
	Agree	28	22.0	22.0	66.9
	Undecided	9	7.1	7.1	74.0
	Disagree	27	21.3	21.3	95.3
	Strongly Disagree	6	4.7	4.7	100.0
	Total	127	100.0	100.0	

Source: Field Survey, 2018

With regards to whether feedback in communication affect information dissemination and employee performance, table 3 above indicates that 57 respondents (44.9%) strongly agreed, 28 respondents (22.0%) agreed, 9 respondents (7.1%) were undecided, 27 respondents (21.3%) disagreed and 6 respondents (4.7%) strongly disagreed.

5.2.1. Testing of Hypotheses

5.2.1.1. Testing of Hypothesis One

H₀₁: Communication planning does not enhance employee job performance in an organization.

Table-4. Correlations

		Employee Job Performance	Communication Planning
Employee Job Performance	Pearson Correlation	1	.928**
	Sig. (2-tailed)		.000
	N	127	127

** . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Result, 2018

On the first hypothesis, the correlation analysis in table 4 above shows a very high positive significance value (r-value) of 0.928** and probability value (p-value) of 0.000. This analysis results fails to support the acceptance of null hypothesis since the calculated 0.928 is greater than table value (0.528) and value p-value is less than 0.05 ($p = 0.000 < 0.05$) significance value (r-value). It therefore supports the acceptance of alternative hypothesis. This implies that communication planning enhances employee job performance in an organization.

5.2.1.2. Testing of Hypothesis Two

H₀₂: Properly expressed message does not influence employee job performance in an organization.

Table-5. Correlations

		Employee Job Performance	Properly Expressed Message
Employee Job Performance	Pearson Correlation	1	.781**
	Sig. (2-tailed)		.000
	N	127	127

** . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Result, 2018

For second hypothesis, the correlation analysis in table under 5 above gives a positive significance value (r-value) of 0.781, since the calculated 0.781 is greater than table value (0.528) and a probability value (p-value) of 0.000. Thus, because the p-value is less than 0.05 ($p = 0.000 < 0.05$) r-value which is the minimum level of null hypothesis acceptance. The null hypothesis is rejected and the alternative hypothesis is accepted. This signifies that, properly expressed message influences employee job performance in an organization.

5.2.1.3. Testing of Hypothesis Three

H₀₃: Feedback in communication does not enhance employee job performance in an organization.

Table-6. Correlations

		Employee Job Performance	Communication Feedback
Employee Job Performance	Pearson Correlation	1	.842**
	Sig. (2-tailed)		.000
	N	127	127

** . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Result, 2018

For third hypothesis, the correlation analysis in table 6 above gives a positive significance value (r-value) of 0.842 since the calculated 0.842 is greater than table value (0.528) and a probability value (p-value) of 0.000. Since the p-value is less than 0.05 ($p = 0.000 < 0.05$) r-value which is the minimum level of null hypothesis acceptance, the null hypothesis is rejected and the alternative hypothesis is accepted. This implies that, feedback in communication enhances employee job performance in an organization.

Table-7. Correlation Results

		Employees Job Performance	Communic ation Planning	Properly Expressed Message	Communic ation Feedback
Employee Job Performance	Pearson Correlation	1	.928**	.781**	.842**
	Sig. (2-tailed)		.000	.001	.000
	N	127	127	127	127
Communicati on Planning	Pearson Correlation	.928**	1	.531**	.399**
	Sig. (2-tailed)	.000		.000	.000
	N	127	127	127	127
Properly Expressed Message	Pearson Correlation	.781**	.531**	1	.434**
	Sig. (2-tailed)	.001	.000		.000
	N	127	127	127	127
Communicati on Feedback	Pearson Correlation	.842**	.399**	.434**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	127	127	127	127
**. Correlation is significant at the 0.01 level (2-tailed).					
*. Correlation is significant at the 0.05 level (2-tailed).					

6. Discussion of Findings

On the test of hypothesis one, the researcher found that communication planning enhances employee job performance in an organization. This is because the relationship between the independent and dependent variable was found to be positive (at 0.928) probability value, greater than table value (0.528) which connotes that a well-planned communication can result to higher employee job performance and vice versa. This finding aligns with the study of [Ainobushoborosi \(2013\)](#), who stressed that in order to attain the targeted productivity level; managers should ensure clarity of any instruction at work and develop a good communication plan to ensure timely information delivery especially on changes affecting work.

From test of hypothesis two, the study revealed that properly expressed message influences employee job performance in an organization. A high positive relationship (at 0.781) probability value greater than table value (0.528) was found to exist between properly expressed message and employee job performance. This finding is in consonance with that of [Oyetunde and Oladejo \(2012\)](#) who established a relationship between communication approach, and efficient performance of NBC, Ilorin plant.

In the test of hypothesis three, the study found that feedback in communication enhances employee job performance in an organization. The extent of the relationship between the two variables was found to be positive (at 0.842) probability value, greater than table value (0.528). This finding is in agreement with the study of [Kibe \(2014\)](#) who found that when members of organization, feel free to share feedback, ideas and even criticism, it creates an open communication environment at every level which increases their performance.

7. Summary of Findings

This study identified three dimensions of operative communication as: communication planning, properly expressed message and communication feedback to determine whether the above-mentioned dimensions of effective Communication has relationship with employee job performance in an organization.

A summary of the pertinent findings of the study are; communication planning, properly expressed messages and feedback in communication enhances employee job performance in an organization.

8. Recommendation and Conclusion

Based on the research findings, the following recommendations were made:

- 1 Organizations should spend time to plan their communication needs and cost of getting employees informed. They need to evaluate the impact of communication on organizational activities.
- 2 Managers should ensure that messages are well constructed and encoded. This is because the clarity of any instruction helps to minimize organizational conflict, misunderstanding and improves on information management.
- 3 Organizational communication should be patterned in a way to give room for feedback from all categories of employees. This is to encourage interactive communication which increases organizational performance.

It is therefore concluded that:

Communication planning, properly expressed messages and feedback in communication enhances employee job performance in an organization. This is because communication is the key mechanism for achieving integration and coordination of activities between employers and employees in the organization.

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