ORGANISATIONAL COMMUNICATION AND WORKERS' PERFORMANCE IN AKWA IBOM STATE UNIVERSITY

NWOGWUGWU, Samuel .S.[1]
OKPONGKPONG, Grace Imaikop[1]
UKPONG, Edikan Nseobong[2]

[1]Department of mass communication
Imo State University[1]
Akwa Ibom State University[2]

Correspondence Email: edikanukpong06@gmail.com, imaikopgrace@gmail.com, samuchemacauly@gmail.com

Abstract

Organisation sets itself specific objectives to meet the better success, and to gain comparative advantage over competition. For these objectives to be achieved, of crucial importance is organisational communication per se which implies communication among employees, as well as communication between different hierarchy levels in the same organisation. Hence, while much is known about the dimensions of job satisfaction, the relationship between work performance and organisational communication remains relatively uncertain. This, therefore, leads to the purpose of this study which was to investigate the relationship between dimensions of workers performance and organisational communication. A survey was conducted on workers in Akwa Ibom State University. This served as the population for the study. The workers were a total of 1108 workforce of which 375 were teaching staff while 733 were non-teaching staff. Using the Philip Meyer's standard of sample size selection, a sample size of 248 respondents was chosen for the study. However 86.96% questionnaire was retrieved where 3.04% was not returned and 10% was unduly completed. The cluster sampling technique and the simple random technique was used in analysing the data. The cluster sampling technique enabled the researcher to properly divide the workers into units based on their department of operation while the simple random technique was used for the selection of the workers. Findings from the study revealed a clear relationship between communication flow and organisational output. It also showed that communication predicts all dimensions of work performance which could be influenced either positively or negatively depending on the mode of communication and message circulation. This study, therefore, contributes to having a broader knowledge and better understanding of the nitty-gritty involved in information flow as well as the influence organisational communication holds on workers performance among members of university or tertiary institution.

Keywords: Organisation, Communication, Influence, Performance**.**

Introduction

In our today's world communication has taken a universal level in human activities. Communication has not only spanned beyond interpersonal communication, it has advanced

to cover a wider range of human communication of which organisational communication can be numbered. Organisational or workplace communication is vital as communication is an inevitable aspect of organisational functioning and can occur under various forms and aspects: written, verbal, and nonverbal (gestures or facial expressions). The functions and importance of communication for organisations have been examined by researchers in various ways (Wang, 2011, p. 12). According to Femi (2014, p. 75), "it has an important role in all activities aimed at gaining organisational objectives." Recent studies have shown that managers spend 70% to 90% of their day engaged in communication in the workplace (Eccles and Nohria cited in Barrett, 2006, p. 19). These managers do not just spend this large percentages of time communicating for nought, attention has been drawn to the significant results of communication in organisations; improves job satisfaction, improves productivity, improves employees job performance, etc. (Hotlzhause, 2002; Goris, 2007 cited in Femi, 2014, p. 75).

For effective communication to occur, managers must develop a system of information exchange that is both understood and accessible to their employees (Richason, 2012). One challenge faced by managers and owners involves identifying the strengths and weaknesses of communication within their respective organisations. This is particularly important in situations where tasks are labour intensive, employee turnover is high, customer interaction is frequent, and high quality is expected (Chiang, Jang, Canter, and Prince, 2008). Accordingly, the Merriam-Webster dictionary defines communication as "a process by which information is exchanged between individuals through a common system of symbols, signs, or behaviour".

Through effective communication, managers can reach their organisational objectives, in another sense; it fosters trust, understanding, inspiration, and allows employees to effectively follow (Barrett, 2006). Therefore, it is necessary for managers and employees alike to understand the principles of communication, the potential barriers to communication, and communication satisfaction in the workplace. Concurringly, much of the excelling organisations in the country can trace their success to be on effective communication. Research on communication within the workplace can be traced to the early 1900s (Carriere and Bourque, 2009) and has produced an extremely large and diverse body of work. Notwithstanding, history about the formation of Akwa Ibom State University reveals that much of the progress made has been based on agitation and dialogue from different bodies, hence, the concept of Akwa Ibom State University which started in November 2010, can be seen as an endearing progress in communication which came into limelight given the socio-economic realities in the state, and the need to meet the yearnings and aspirations of the totality of Akwa Ibom people.

Accordingly, one of the philosophies of Akwa Ibom State University is "to ensure that the University is well focused, and produces graduates that are not only readily employable, but are capable of generating employment, by making use of the vast natural resources and opportunities available in Akwa Ibom State". At this level, one must understand that this philosophy cannot be attained without proper communication of the message to the student and employees in the organisation. Invariably, much of the progress to be acquired in the university is dependent on both the students and the workers, with a higher percentage lying with the workers. As a result, this research is centred on the need to comprehend the relevance of communication to goals attainment. More so, this research seeks to examine how internal and external influences workers performances as well as how communication

channel affect information dissemination and organisational progress in universities.

Statement of the Problem

Undoubtedly, development at every level requires the passing of knowledge that ensue progress. Where the purpose of organisational communication is to determine the level of communication within an organisation, analyse its effectiveness on work sphere and finally determine if its influence on result performance, where this is not achievable, the operations of the workers, the management and the organisation as a whole can be said to be lacking in goal achievement. If this occurs, what is the fate of the organisation towards achieving its objectives? Is there any importance or relevance of communication in such an organisation, if there is what communication strategy should be employed, how does it influence its workers, and to what extent does it affect job performance.

Research Questions

1.   What channels of communication is used in Akwa Ibom State University?

2.   What is the role of this communication in Akwa Ibom State University?

3.   How does information flow within Akwa Ibom State University?

4.   What is the relationship between information flow and workers performance in Akwa Ibom State University?

5.   To what extent does this communication affect work performance in Akwa Ibom State University?

Organisational Communication in view

Since the concept of communication and organisation has been discussed, further discussions will then look at the term organisational communication. As argued by Deetz, (2001) in his book, 'Conceptual Foundations', defining what is meant by the term "organisational communication" is only half the question. Deetz asserts that:

> A more interesting question is, 'What do we see or what are we able to do if we think of organisational communication in one way versus another?' Unlike a definition, the attempt here is not to get it right but to understand our choices (p. 5).

In Jablin and Putnam (2012, p. 13 in Deetz 2001, p. 5) recommends that we attempt to understand the three conceptualizations that are available to "organisational communication" scholars and students: the discipline, ways to describe organisations, and a phenomenon within organisations. Thus, this research would define organisational communication based on the following;

"Organisational Communication" as a Discipline

The first way the term "organisational communication" is commonly used is as a descriptor tool that refers to a specific sub-division of the communication field. However, organisational communication is not an academic area of study unique to the field of communication studies. According to Mumby and Stohl (1996, p. 52), "A community of scholars constitutes a disciplinary matrix when they share a set of paradigmatic assumptions

about the stud of a certain phenomenon". In essence, organisational communication is a discipline because people who study it share a common conception of the study of the term.

"Organisational Communication" as a Descriptor

The second way, the term "organisational communication" can be view is as a descriptor for what happens within organisations. Deetz (2001, p. 7) explains that, "to think of communication as a way to describe and explain organisations. In the same way that psychology, sociology, and economics can be thought of as capable of explaining organisations' processes, communication might also be thought of as a distinct mode of explanation or way of thinking about organisations" (Deetz, 2001, p. 7). Hence, organisational communication under this category is a phenomenon that grows out of other related studies in the field of communication.

"Organisational Communication" as a Phenomenon

The final way is to view the term "organisational communication" as a specific phenomenon or set of phenomena that occurs within an organisation (Deetz, 2001, p. 8). In this aspect, he implies that every form of communication that occurs within the organisation can be seen as organisational communication. For instance, when two workers are fighting or quarrelling in the organisation; the exchange of words that occurs between them is seen as organisational communication. Also, when the vice-chancellor is reading his speech in regards to a new project in the university or when the lecturer is lecturing in class; that speech or lecture at that moment is classified as a form of organisational communication.

What's more, organisational communication is a process which enables groups and partners to learn from each other through developing and maintaining a viable relationship (Robson, Skarmeas, and Spyropoulou, 2006, p. 585). More so, Abugre (2011, p. 7) sees organisational communication as a process by which language is used to create different kinds of social structures, such as relationships, teams, and networks.

Forms of Communication Flow in Organisation

Information flows in a spherical layout, just like water flows from one place to another even into people's houses, shops and offices like crude oil flowing in pipelines into people's cars and generators, so does information pervade every facet of society (Oyadonghan, 2010). According to Opara (2003) information is the lifeblood of modern organisations. That is to say that without information, an organisation is bound to collapse. Information is needed to control the day-to-day running of an organisation. Olowu (2004) says that information entails data, facts, imaginations, ideas, opinions, cultural values in a variety of media sent across various channels such as Memos and circular, Letters, Mouth-to-mouth, text-messages, Calls, emails etc.

On the other hand, "Communication in the organisation represents a complex system of the flow of information, orders, wishes and references made out of two partially complementary systems: formal communication network and informal communication network." Fox (2001, p. 41) where formal communication is a step by step flow of information which is either written or spoken in respect to the need of the organisation and informal communication is an undisturbed communication between particular groups within the organisation. This moves to suggest that the process of communication in an

organisation involves several elements which can be seen as a motivating factor towards achieving a flow in organisational communication. Hence, communication flows from the sender which is the source of the communication down to the recipient using a particular medium. Communicational flow in the organisation can develop into many different directions: upward communication, downward communication and sideward communication. The interaction within the organisation is usually based on an established system of communication between employees that takes place in four directions of communication flows:

i. Vertical flow of communication, ii. Horizontal flow of communication iii. Diagonal (Lateral) flow of communication and iv. Informal flow of communication

1. Vertical flow of communication is communication between managers and workers. This flow is divided into two which is vertically downward and upward communication. Where the upward communication flow is used to generate feedback from the employees in the organisation the downward flow is used to send information from the top to the bottom. Schermerhorn, Hunt, and Osborn (2005, p. 298) mentions however that upward communication can be an instrument to control and regulate subordinates as "upward communication keeps higher levels informed about what lower-level workers are doing, what their problems are, what suggestions they have for improvements, and how they feel about the organisation and their jobs." Nonetheless, downwards and upward vertical communication is exceptionally important for general decision making because it enlightens the management about the organisational problems.

2. Horizontal flow of communication: this type of communication occurs between people of the same level. Kralev, (2001) informs us that conversation in this aspect occurs among employees working in the same or a different organisational unit, who are equal in status and hierarchy. She further states the contents of their messages to be either request of assistance towards the completion of their task or any other personal, social and emotional advice which allows coordination of activities. Horizontal communication indicates the lateral exchange of information, which flows following the functional principle among people on the same level within an organisation.

3. Lateral (diagonal) flow of communication: this sort of communication flow in the organisation is particularly important in circumstances where employees cannot communicate effectively through other flows of organisational communication. This aspect of information flow holds an advantage over vertical and horizontal communication flow in certain situations especially when it's used to minimize the time and effort required for communicating messages in extensive organisational units. Lateral communication may occur in two types of communication: - communication between employees of different levels of hierarchy, and - communication between employees from different organisational units (Kralev, 2001).

4. The informal flow of organisational communication: This allows for informal transmission of information between employees, through informal, unofficial ways,

and serves as a bypass mechanism in certain situations that is significantly faster than the formal communication system flow. Although, the attitude of the management structures of organisational systems to the informal flow of communication can be different. In larger organisational systems, management may consider informal communication for faster and efficient means of message transmission.

Role of Communication in Organisations

The association between employee satisfaction and job performance suggests that an important contributor to the employee's engagement within the organisation is the leading employee relationship. "Communication is the process of conveying the message from one person to the other however the recipient of the information must understand the content and the meaning of the message" Weick and Browing (1986, in Trajkova, Andonov and Mihajloski 2014, p. 521). The function of communication in an organisation is to connect the employees of that organisation to reach mutual goals. There are different reasons why organisations cannot survive without communication; Rouse and Rouse (2005, p. 40 in Željko and Ivana 2006, p. 34) puts them as thus:

- Communication helps in setting the company's goal and carrying them out

- It severs as a tool used for the development of goals and objective realisation

- It assists human and other resources management most successfully and appropriately

- Provides a standard for the evaluation of progress and performance of organisation members

- Helps the management in guiding, motivating and creating a climate in which people want to contribute.

Organisational communication and Workers Performance

Communication takes a universal aspect in the work of management and manager in any organisation. Altin (2014, p. 3) records that everything and everyone in the organisation, is linked to a network of decisions and information, which are in an uninterrupted interaction and totally interdependent on each other. Arnold (2011, p. 23) suggests that for communication to be successful in an organisation, it has to meet certain criteria which will enable it meet its goals. Through communication the basic functions of management such as planning, organising, and control are easily transmitted to the employees. Accordingly, the first thing to consider is the decision-making process. Arnold (2011, p. 27) opines that decision making is an art of thinking with one's mind upon a cause of action which involves two or more alternatives towards solving the problem. The process of decision making in an organisation allows for the careful identification of the organisation goals; problems; solution to the problems; selection of the most promising course of action; implementation of decisions made and evaluation of result. All these are necessary problems which require adequate information for management to procure solution.

The second essential criterion for organisational communication is the structure of information flow. The way the organisation is structured for communication most often

affects the organisation. Studies on organisational communication presuppose the existence of flow; that is, the information should flow through the organisation in such a way that it reaches all levels, to achieve the goals originally proposed. On a final note another key factor required in organisational communication is the mood of distribution. It is how an organisation distributes information internally because organisations need to absorb needed information to function effectively. Some information can be shared through memos, letters, emails, social network etc.

Amidst these criteria results shows that it is not only the medium of effective communication, but the way communication process is built among workers as well as the amount of information circulated. Concurringly, DeCenzo, (2011) affirms that the whole system is based on - communication:

> "...everything that makes a manager involves communication. Not some things, but everything! A manager cannot formulate strategy, or make a decision without information. That information should be communicated. Once a decision is made, communication occurs again. Otherwise, no one will know what decision is taken. The best idea, suggestion with creative or more subtle plan may not take shape without communication" (DeCenzo, 2011).

Content of these reveal that organisational communication should reflect the specific plans and goals of the organisation which covers everyone in that organisation. The involvement of every employee in the process of implementing the strategy and planning of the strategic change is also a means of communication and can be very effective. (Johnson, Scholes, Whittington, 2006). This involvement of members not only leads to a better recognition from them, but also serves as a process of awareness for their work, leading to positive changes and increase in performance. "How well you perform your task to meet your goal will depend upon how well you design your initial communication, how rigorously you follow up, and how successful you are at responding to the concerns of those who have reservations about adopting a new process." (Moore, 2013)

Theoretical Framework

This paper is anchored on Organizational Information Theory. Organizational Information Theory (OIT) as cited by Weick's has been noted as a strong and reliable theoretical framework that explains organization's ability to make use of required information necessary for organizations success. Organization Information Theory draws from other theories to explain how organizations receive input from others. The theory assumes that organizations, although with structures, are always transforming and changing through the interaction of its members. That is only possible by the instrumentality of communication process. This theory therefore, emphasizes the process of communication as central and very important more than communication itself. It is the process that explains how members of the organization engage in collaborative efforts which translates into organizational success. Simply, Organizational Information Theory is primarily concerned with how organizations process information to make sense of it. It explains how individuals within organizations communicate vital information in order to guarantee success and efficiency in their environment. Within organizations, different systems regulate and control the organization as a whole, helping it to deal with information and consequently achieve its goals and

function effectively. The emergency of new technologies has revolutionized the ways in which organizations manage information. This is a common example of a change in organization information processing, which results in constant change of the organization itself as well. Organizations are "works in progress".

There are basically three assumptions upon which the OIT evolved. These are: The present study on organizational communication and workers performance in Akwa Ibom State University draws heavily on OIT in that it deals with processes of communicating effectively. Again, the OIT presupposes that the workers are driven by plausibility rather than accuracy. Organizations members do what they feel are good whether there is a check or not. Sometimes they do it simply because others have done them and that necessarily because they are acceptable or most suitable in any circumstance. The accuracy of actions taken is therefore given second consideration in most cases. Workers' chooses communication processes acceptable to them in any given relational situations and depending on the nature of information and the response sought for rather than seeking for the accuracy of the processes.

Review of Empirical studies

A significant amount of research has been carried out to appraise the importance of organisational communication. Empirical studies of the effect of communication on organizational performance abound within the Asian, European and the African contexts. In Europe for instance, Mehmet and Hasan (2011) investigated the effect of organizational communication on employees' perception of justice in Turkey. Using a survey design approach, they show that there is a significant relationship between communication and interactive justice. The study concludes that, communication is one of the basic tools to perform management functions effectively and efficiently. In India, Rajhans (2012) demonstrated that clear and honest communication helps to encourage and strengthen relationship and concludes that employee communication has a crucial role to play in the management effort to reorient employees' perplexity by changes, or inform and motivate those who adapt more readily. Ray (1993, p. 108) in his study on "organisational communication and employee productivity" he concludes that poor organisational communication has the potential to increase employee burnout, individual stress, and doubt in oneself or relationships within the organisation. Therefore, maintaining a high level of communication satisfaction through quality organisational communication must be a high priority for businesses who wish to avoid these negative outcomes.

Pettite, Goris, and Vaught (1997, p. 87) explored "the influence organisational communication on employee job satisfaction and performance". The survey which was carried out among 302 employees of two manufacturing firms indicate that an employee's job performance can be influenced by the accuracy of the information shared in the workplace, and high job performance was related to high job satisfaction. The researchers pointed out that employees' who received clear and accurate communication performed at higher levels and were more likely to experience high job satisfaction. If employers provide consistent, proper, and precise information to their workforce, the organisation is more likely to perform at higher levels, thereby increasing efficiency, productivity, and employee morale.

Also, Madlock, (2008) in Ali and Haider (2012, p. 41) on the impact of organisational

communication on employee's job satisfaction reveals that there is in indeed a significant relationship between a manager's leadership styles (task or relational), conflict management (no confrontation, control, compromise, and collaboration), communication competence, and employee job satisfaction. The results indicated a direct association between leadership style (task and relational) and conflict management (compromise and collaboration) and both communication competence and job satisfaction separately. But, when communication competence was included in the model, the association between leadership style and conflict management and job satisfaction became not significant.

In addition, Tseng (2006) study on "**communication factors that promote employee job satisfaction and performance in Taiwan High-Tech Industry**" indicates that there is a positive relationship between communication satisfaction and work performance in general. The researchers also emphasized that significant correlations may be due to the influence of a supervisor on employee, thus, we must note that organisational communication is a highly contextual and cultural phenomenon which can be affected by other ideologies such as leadership style, organisation culture, etc.-

Concurrently, Banihashemi (2011) also concluded that managers, who want to have an appropriate communication, after selection of communicational channel, should have a comprehensive plan according to their environment and organization. In Nigeria and other African countries, empirical studies abound also. Akintola , Udegbe, Ogundipe and Kareem (2012) conducted a research on the "Impact of business communication on organizational performance in Nigeria companies, Nigeria". The study used a descriptive quantitative survey research design. The research revealed that in the survey carried out communicating effectively in the business environment is greatly encouraged no matter the size and nature of business. The study concludes that business communication generally affects organizational performance to a reasonable extent in Nigerian companies. Ojo and Oladejo also conducted a research on "communication approach and firms' performance: appraisal of Nigeria Bottling Company (coca-cola)" in Nigeria. The researchers stayed with the workers in the plant watching their activities for fourteen days. The result revealed that there is significant relationship between communication approach and the performance of the company. Conclusively, in a study of First Bank of Nigeria, by Nwagbara, Ugorji, Oruh and Ennsra similar results emerged because communication was identified as the key to resolving issues and creating a desired relationship in the workplace for both the managers and subordinate.

Methodology

This resarch seeks to evaluate the implications of organisational communication on Akwa Ibom State University workers performance. Akwa Ibom State University is a new university founded by the state government. Located both in Mkpat-Enin and Abak local government area of Akwa Ibom state, the university has two campuses which run simultaneously. As at this study, its work force consists of a total of 1108 workers. This included both teaching and non-teaching staff under the payroll of the university. This information which was retrieved from the university payroll list gotten from the Bursar, constituted the population of this study. Of the 1108 workforce, 375 were teaching staff while 733 were non-teaching staff.

Using the Philip Meyer's standard of sample size selection, a sample size of 248 was chosen for the study. The sampling technique employed in this study was the cluster

sampling technique and the simple random. The cluster sampling technique enabled the researcher to properly divide the workers into units based on their department of operation while the simple random technique was used for the selection of the workers. In order to aid this research, the measuring instrument used in the collation of data was a structured questionnaire administered to respondents. This was necessary so as to ensure clarity, conciseness, and brevity of information. The questionnaire consisted of a closed-ended question which was analysed using the frequency distribution table.

Data Presentation and Analysis

The essence of this study was to analyse the effect of organisational communication on workers performance. The following table gives an analysis of how data was distributed to the respondent. Data gotten from the field survey was analysed using the frequency distribution table as shown below.

No Of Departments Distributed	No of Questionnaire Distributed	No. Returned	Percentage (%)
A.) Faculty of Agriculture	8	8	4
B.) Faculty of Arts	12	12	6
C.) Faculty of Education	14	12	6
D.) Faculty of Oceanography and Naval Architecture	8	8	4
E.) Faculty of Natural and Applied Sciences	8	8	4
F) Faculty of Engineering	10	10	5
G.) Faculty Of Social And Management Sciences	18	12	6
H.) Non Academic Staff	168	130	65
Total	248	200	100

Source (field survey 2018)

The table above shows how questionnaires were distributed per faculty. The questionnaire was evenly distributed among the different department within each faculty. Each department in a faculty was given at most two questionnaires. The highest number of questionnaire **168** was distributed to non-academic staff in the university. While a total number of **78** questionnaire was evenly distributed to academic staff within the departments in the faculty. However a total number of 200 questionnaires was properly filled and returned to the researcher.

S/N	Table responses	Options	No of respondent	Percentage (%)
1.	Respondents Communication Rapport with Your Supervisor	Yes	140	70
		No	28	14
		Undecided	32	16
		Total	**200**	**100**
2.	Flow of Important Information between Supervisors and Respondents	Yes	134	67
		No	37	18.5
		Undecided	29	14.5
		Total	**200**	**100**
3.	Platform to Make Suggestions to Process and Procedures within the Organisation	Yes	51	25.5
		No	102	51
		Sometimes	47	23.5
		Total	**200**	**100**
4.	Level to which Suggestion are taken into Consideration	Never	115	57.5
		Sometimes	68	34
		Always	17	8.5
		Total	**200**	**100**
5.	Employee/Employer interactions	Yes	56	28
		No	48	24
		Sometimes	51	25.5
		Undecided	45	22.5
		Total	**200**	**100**
6.	Working without any form of official communication from Supervisor	Yes	21	10.5
		No	124	62
		Sometimes	47	23.5
		Undecided	8	4
		Total	200	100
7.	There is an existing channel of communication in your department	Yes	188	94
		No	0	0
		Don't know	12	6
		Total	**200**	**100**
8.	Media Channel regularly used in Circulating Information	Memos & circular	56	28
		Letters	20	10
		Mouth-to-mouth	72	36
		Text-messages	28	14
		Calls	24	12
		Emails	0	0
		Total	**200**	**100**
9.	Ability of communication channel in existence to satisfy communication need	No	128	64
		Yes	41	20.5
		Sometimes	20	10
		Undecided	11	5.5

Source(field survey, 2018)

Discussion of Findings

The relationship between information flow and worker's performance

From the data collected and analysed it was discovered that the majority of the workers in the university had a good communication relationship with their superiors as well as their fellow workers. It was observed in table 1that information flow between the workers in the institution was on a high value and result collated simply proves that communication is a web that binds people of different entities and body together. It was noticed that 140 (70%) of the

respondent which represents the majority of the total respondent had good communication relationship with their superiors and with such communication rapport, work performance among staff is highly viable.

None the less, despite this relationship, data collated showed that despite having a good work relationship with their superiors, most of them are not given the platform to air out their opinions. The data revealed that more than half of the workers which represented 102(51%)of the respondents sampled are not usually allowed to suggest their thoughts towards some policies, processes or procedures practiced in their units.

The effect of this communication in Akwa Ibom State University worker's performance

To address the importance of communication and its effect on work performance, the workers were asked if they could work without any form of information from their heads; the result showed that about 21(10.5%) respondents affirmed that they could; 124(62%) respondents said no to the question, 47(23.5%) respondents said sometimes while 8(4%) respondents were undecided. However, a good number of persons said they could not work without any form of official communication from their superior. This goes in line with Ray (1993:108) who concluded that, maintaining a high level of communication satisfaction through quality organisational communication must be a high priority for businesses who wish to avoid negative outcomes. More so, from the survey, it was shown that most of the workers enjoy receiving regular information from their superior rather than working on their own. About 128(64%) of the respondents were of the view that positive comment can ignite them to work more and develop a great interest for the organisation as against 20(10%) respondents who said it doesn't.

Extent this communication affect work performance in Akwa Ibom State University

It was gathered that communication affects the workers performance. Analysis of data collected revealed that comment from superiors, head of department, colleagues, or even a stakeholder in the organisation can affect the performance of the workers. It was observed that more than half of the respondent expressed difficulty in work progress when working without any form of information. This study agrees with that of Ali and Haider (2012:41) on the impact of organisational communication on employees job satisfaction. In the study, the researcher reveals a significant relationship between a manager's leadership styles (task or relational), conflict management (no confrontation, control, compromise, and collaboration), communication competence, and employee job satisfaction. The results indicated a direct association between leadership style (task and relational) and conflict management, communication competence and job satisfaction separately.

Channels of communication used in Akwa Ibom State University

Another relevant finding in this study rises from the communication channel used in the dissemination of information to the workers, though a good number of them attested to the fact that there is an existing channel of communication in their department, most of them revealed that they are not satisfied with this medium. As confirmed by respondents in their answers, when there is an unfair organisational communication there could never be a positive work attitude, but when it is fair, the work performance becomes good too. For that

reason, there is indeed no doubt that organisational communication enhances work performance. Thus, not having a quality communication media to aid the circulation of information within the institution can lead to workers treating certain information as not important which in the long run will lead to slow performance.

Conclusion

The main concern of this research was to examine the influence of organisational communication on workers in Akwa Ibom State University. From the study, it is no longer contestable that organisational communication is indeed an essential tool for organisational success. This form of communication which provides updates, such as progress on fulfilling organisational goals or reasons for policy changes and slow performance has grown beyond the point of being one-sided.

Of concern, organisational communication has been revealed to be a prudent part of organisations, especially the tertiary institution. Though it has another aspect which should be consider but research shows that these form of communication cannot be eliminated if workers performance and production output is to be on the increase.

Recommendations

For organisational communication to ensue, effective communication strategies towards providing frequent pertinent information and suggestions from staff must be encouraged. Thus, this study recommends the following:

- Employees' expertise should be encouraged and utilized at every level.
- Proper communication channels such as emails and memos should be adopted for information dissemination
- Information delivery should always take into consideration timing and the organisation's structure as it has a significant impact on the communication and strategy implementation process.
- The study finally recommends that the management should enhance information sharing as it makes employees feel empowered and trusted, increases cohesion within a team and ensures easy decision making.

REFERENCE

Abugre .J. B. (2011). Appraising the Impact of Organisational Communication on Worker Satisfaction in Organisational Workplace. *Problems of Management in the 21ˢᵗ Century (1) 7-15* retrieved on 19/02/2018

Ali, A., & Haider, J. (2012). Impact of internal organisational communications on employee job satisfaction- Case of some Pakistani Banks. *Global Advanced Research Journal*, 1(x), 038-044. retrieved on 19/02/2018

Altin .U. (2014). The Communication and Its Influence on the Effectiveness of the

Organisation *Mediterranean Journal of Social Sciences* 5(2) 03-170 retrieved on 19/02/2018

Altinöz, M. (2008). An Overall Approach to the Communication of Organisations in Conventional and Virtual Offices. *Proceedings of World Academy of Science, Engineering and Technology.* (31) 32-58 retrieved on 19/02/2018

Asemah , E. S. (2011). *Selected Mass Media Themes*. Jos: University Press.

Banihashemi S. A., (2011). The Role of Communication to Improve Organizational Process. *European Journal of Humanities and Social Sciences.* 1(1); 13-24.

Carriere, J. & Bourque, C. (2009). The effects of organisational communication on job satisfaction and organisational commitment in a land ambulance service and the mediating role of Communication satisfaction. *International journal of Career Development,* 14(1) 29-49. Retrieved from doi:10.1108/13620430910933565 on 19/02/2018

DeCenzo .R. (2011) "Bazat e Menaxhimit. Koncepted heap likime theme lore", English version UET Press.

Deetz, S (2001). Conceptual Foundations. *In F. M. Jablin and L. L. Putnam (Eds.), the new handbook of organisational communication:* Advances in theory, research, and methods (3-46). Thousand Oaks, CA: Sage, pg. 5 Retrieved on 19/02/2018 from http://smallbusiness.chron.com/hinders-effective-communication-workplace-15992.html//

Dogan, S. (2005). Çalısan _liskileriYönetimi, KareYayınları, Istanbul. *Journal of Business Communication* 9-18

Downs, C. W. & Hazen, M. D. (1991). A factor analytic study of communication satisfaction. *Journal of Business Communication*, 14(3), 63-74. Retrieved on 19/02/2018

Duncan, T. & Moriaty, S. E. (1998). A communication-based marketing model for managing relationships. *Journal of Marketing*, 62(2), 1-13. http://dx.doi.org/10.2307/1252157. Retrieved on 19/02/2018

Feigenbaum, E. (2012). About barriers to effective communication within the workplace. Retrieved on 19/02/2018 from http://smallbusiness.chron.com/barriers-effective-communication-withinworkplace-3185.html

Femi .A., (2014). Organisational Change and Human Resource Management Interventions: *An Investigation of the Nigerian Banking Industry. Serbian Journal of Management*, 8(2), 139-154. http://dx.doi.org/10.5937/sjm8-3712Retrieved on 19/02/2018

Garnett, J. L. (1992). *Communicating for Results in Government: A strategic approaches for public managers.* San Francisco: Jossey-Bass Publishers .pp 9

Gerry, J., Scholes .K. & Whittington .R. (2006). "Exploring Corporate Strategy" *journal of public relations research*, 19(1); 47 – 68.

Goris, J. R. (2007). Effects of satisfaction with communication on the relationship between

individual-job congruence and job performance/satisfaction. *Journal of Management Development*, 26(28), 737-752 Retrieved on 19/02/2018 from http://dx.doi.org/10.1108/02621710710777255//.

Holtzhausen, D. (2002). The effect of divisionalised and decentralized organisational structure on a formal internal communication function in a South African organisation. *Journal of Communication Management*, 6(4), 323-339. Retrieved on 19/02/2018 from http://dx.doi.org/10.1108/13632540210807152

Kralev, T. (2001) *Principles of Management*. Center for International Management, Skopje; 2nd Edition.

Mehmet I., & Hasan G., (2011). The Role of the Organizational Communication on Employees' Perception of Justice: A Sample of Public Institution from Turkey. *European Journal of Social Sciences*. 21(1); 106-124.

Nwagbara U., E. Oruh S., Ugorji C., & Ennsra M., (2013).The Impact of Effective Communication on Employee Turnover Intension at First Bank of Nigeria. *Journal of Economic Insights– Trends and Challenges*. 11 (4);13-21.

Ojo O., & Oladejo .M. (2012). Communication approach and Firms Performance: Appraisal of Nigerian Bottling Company (coca cola), Ilorin-Nigeria. *Journal of Research on Humanities and Social Sciences .2, (1).13-24.*

Olowu, K. (2004. Access to information: Myths and reality. *Journal of the Nigerian Library Association 28(1) 21*

Opara, U. N. (2003). The nature if information: some concerns for information management. *Journal of the Nigerian Library Association Imo State Chapter 2*

Oyadonghan, J. C. (2010). *Information Flow Patterns in Organisations: The Library in Focus. Library Philosophy and Practice.* From http://www.webpages.uidaho.edu/~mbolin/oyadonghan. retrieved on 13/9/2018

Rajhans K., (2012). Effective Organizational Communication: a Key to Employee Moti - vation and Performance. *Inter science Management Review (IMR)*. 2(2); 81-85.

Ray, E. B. (1993). When the links become chains: Considering dysfunctions of supportive communication in the workplace. *Journal on Communication Monographs*, 60(1), 106-111. Retrieved on 19/02/2018 from http://dx.doi.org/10.4932/11883221901900232007

Robson, M. J., Skarmeas, D. & Spyropoulou, S. (2006). Behavioral attributes and performance in international strategic alliances: review and future directions. *International Marketing Review,* 23 (6) 585 Retrieved on 19/02/2018 from http://dx.doi.org/10.4672/1155002190190020402

Rogers, E. M., & Rogers .R. A. (1976).*Communication in Organisations*. New York: Free Press.

Shchermerhorn, J. R., Hunt, J. G. & Osborn, R. N. (2005). *Organisational Behavior* (9th ed.): John Wiley and Sons, Inc.pp10

Trajkova, K., Andonov, M., & Mihajloski .Z. (2014). Role of organisational communication on the Affective Commitment. *The international Journal of Management and Business Research*, 3(1) 520-526 Retrieved on 19/02/2018 from http://dx.doi.org/10.4672/1152190195000020402

Udegbe M. I., Ogundipe K. A., Akintola, O. G. & Kareem R., (2012). Impact of Business Communication on Organizational Performance in Nigerian Companies. *Australian Journal of Business and Management Research*. 2, (1); 16-26.

Wang, Y. (2011). The Role of Communication in Enhancing Employees Organisational Commitment: Exploring the Relationship between Social-emotional oriented Communication, Work-oriented Communication and Organisational Commitment in China. *Master's Thesis submitted to the Department of Informatics and Media, Uppsala University.* Retrieved on 19/02/2018 from http://dx.doi.org/10.3378/100733190402020

Weick K. E. (1969). The social psychology of organizing, Addison-Wesley, cited in great writers in organizations. *The third omnibus edition 2007* by DS Pugh and Hickson D.J.

Željko, T., & Ivana, F. (2006). Organisational Communication as an Important Factor of Organisational Behaviour. *Journal on Interdisciplinary Management Research* (V) 31-39 Retrieved on 19/02/2018