

**COMMUNICATION AND JOB PERFORMANCE IN LANDMARK
UNIVERSITY, OMUARAN, KWARA STATE, NIGERIA**

ASAMU Festus Femi (Ph.D.)
Department of Sociology,
Landmark University, Nigeria.

ABSTRACT

The study surveyed the opinions of Landmark University staff on communication and job performance. A total of one hundred and ten members of the university staff were sampled, using stratified and random sampling methods. Questionnaires were administered to elicit the opinions of the participants on effect of communication on job performance. The respondents acknowledged that effective communication improved job performance and organisational productivity. The study therefore recommended that intimate communication, feedback mechanism among superior officers and the subordinate counterparts should be encouraged in Landmark University.

Keywords: Job Performance; Effective Communication; Organisation; Workers Productivity; Feedback

INTRODUCTION

Communication is an important component in an organization and its importance can hardly be over emphasized. Communication is the act that entails passing across an understandable language to another person or persons in a fashion that is clear and precise. This follows that communication is a process by which a sender and receiver of messages interact in a given social context which may include interaction in an organization. No matter how complex an organization is, communication is an adaptive mechanism through which man adapt to his work place and his work adapt to him for the purpose of achieving organizational goals. For effective performance, management should encourage communication between manager and their

employees, establish uniform standard for evaluating employees, and help the organization identify its strength and weakness in performance (Raymond.et.al, 2011).

Job performance system was characterize as profits through people, this was initially seen as involving thirteen main practices: employment security, selectivity in recruiting, high wages ,Information sharing, team and job redesign, training and skill development, symbolic egalitarianism, cross utilization and training, incentive pay, employee ownership, participation and empowerment, wage compression, promotion from within, but in a subsequent listing this reduced to a core, the first seven on the list above (Pfeffer, 1998). An efficient organizational communication would produce a cohesive corporate identity by increasing employees' knowledge about the overall philosophy of their organization and its strategic direction, and this brings satisfaction to employees. Worker satisfaction and commitment lead to organizational citizenship behaviour, reduction in absenteeism and turnover which would benefit the organization (Watson and Papamarcos, 2002). Organizational communication is a process that enables groups and or partners to learn from each other and to coordinate their tasks, helping the group to develop and maintain a viable relationship (Robson et al, 2006).

Linking communication to job performance, Hawkins and Penley, (1978) tested the relationship between communication and job performance in a financial organization. Their findings suggest that organizational communication affects employee Motivation, which, in turn, affects performance. These results were derived through the incorporation of both supervisory communication (described as the degree to which the supervisor evidenced an understanding of subordinate problems) and managerial communication (described as the degree to which top management communicated with the employees of the organization) in the analysis, as well as two motivational constructs. To date there remains a lack of conclusive evidence of such a link, including research specifically on communication and job performance (Mabey et al, 1998). Furthermore, it is commonly assumed that improved individual communication will lead to better job performance. However in reality improved at lower communication level may be insufficient in improving job performance (Goris et al, 2007). For example improvement at individual level of communication may not result in improved job performance if their objective is not intrinsically linked with team, departmental and organizational objectives. Classically the

starting point of communication and job performance should be set out the organization's mission, aims and values. Following this the organizations need are identified and these needs to be intrinsically linked to, and support the firms' mission. These objectives should be cascade down and organization with strong links to the objectives of the various managers and individual employees. The end result should be integrated objectives across all organizational levels and personnel. Mabey et al (1998) remark that, it is possible that communication and job performance targeted today may be inapplicable tomorrow as such firm need to set out appropriate time intervals within which objectives apply must be reviewed on an on-going basis to establish if change are require.

In view of this, various attempts have been made by different researchers, base on communication and job performance in organizations that brings about effective performance on job productivity but there are wide gap which the researchers need to touch in order to proffer solution to effective communication among employer and the employee in an organization. Base on this, the researcher needs to focus on the high rate of labour turn over, ineffective production, lack of sense of belonging, communication overload, non-involvement of subordinate in organizational decision, in order to reduce communication barrier affecting job performance.

Objectives of the Study

The objective of this study is to know how effective communication affect job performance in an organisation, the specific objectives is as follows.

- (1) Examine the means of communication among the employer and the employee.
- (2) To access how communication will improve workers performance of the employee in the University.
- (3) To examine how the communication system of Landmark University enhances workers productivity.

LITERATURE REVIEW

A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories

International Research Journal of Human Resources and Social Sciences (IRJHRSS)

Website: www.aarf.asia. Email: editoraarf@gmail.com , editor@aarf.asia

Page 40

In modern days, we understand ‘communication’ as one of the most dominant and important activities in organizations (Harris and Nelson, 2008). Fundamentally, relationships grow out of communication, and the functioning and survival of organizations is based on effective relationships among individuals and groups. In addition, organizational capabilities are developed and enacted through “intensely social and communicative processes” (Jones et al, 2004). Communication helps individuals and groups coordinate activities to achieve goals, and it’s vital in socialization, decision-making, problem-solving and change-management processes. Internal communication also provides employees with important information about their jobs, organization, environment and each other. Communication can help motivate, build trust, create shared identity and spur engagement; it provides a way for individuals to express emotions, share hopes and ambitions and celebrate and remember accomplishments. Communication is the basis for individuals and groups to make sense of their organization, what it is and what it means. Numerous scholars have defined communication as the exchange of information between a sender and a receiver where the message flows from one point to another and the communicators are linked together by channels (Kalla, 2005; Sarow, & Stuart, 2007). Internal communication is a fundamental management activity in every organization since it is vital for employees to receive information regarding their job. However, many communication models with different highlights have been put forth to describe the nature of communication and how organizational communication works (Downs & Adrian, 2004).

Furthermore, a study carried out by Watson Wyatt Worldwide (2009) indicates that effective communication is a leading indicator of financial performance. The study found that companies with highly effective communication had 47 percent higher total returns to shareholders over the five-year period (2004 to 2009) compared with companies with less effective communication practices. In addition, another study by Watson Wyatt indicates that organizations with highly effective communication practices have higher market share, higher shareholder return and a higher level of employee engagement than the competition. Therefore, it may be concluded that effective internal communication can be beneficial in building a long-term relationship between management and employees and thereby achieving effective performance and greater future profit for the company.

An organisation is judged by its performance. The word “performance” is utilised extensively in all its precise meaning is rarely explicitly defined by authors even when the main focus of the article or book is on performance. The correct interpretation of the word performance is important and must never be misread in the context of its use. Often performance is identified or equated with effectiveness and efficiency (Neely, Gregory and Platts, 1995). Performance is a relative concept defined in terms of some referent employing a complex set of time-based measurements of generating future results (Corvellec, 1995). Nevertheless, the principal influence on the organisation’s performance is the quality of the workforce at all levels of the organisation. The function that human resources can play in gaining a competitive advantage for an organisation is empirically well documented (Brewster, Carey, Dowling, Grobler, Holland and Wörnich, 2003). For organisations to accomplish their goals, they must continually look for better ways to organise and manage their work. There is a growing recognition that the primary source of competitive advantage is derived from an organisation’s human resources. This was not always the case, as human resources were traditionally seen as a cost (Brewster, et al., 2003). Human resource policy and practice is also targeted at the individual level, this is reflected in the preference for individual performance related pay, individual communication mechanisms, employee opinion surveys and the like a final key distinguishing factor is that reflective of the individualist orientation, human resource management is premised on the unitarist understanding of conflict. Unitarist suggest that there is no intrinsic conflict of interest in the employment as all within the organization are working toward a common goal for the success of the organization. The common goal is reflected in the idea that there is a single source of authority within the organization. Given that there are argued to be no conflict of interest within the organization, conflict are caused by breakdown in communication or by trouble makers.

(Kalla, 2005) makes an interesting point that some particular performance are chosen in an organization not because they are the most important but because they are most straight forward to measure. This link into a debate issue of demonstrating a link between communication and organizational performance. To date there remains a lack of conclusive evidence of such a link, including research specifically on communication and job performance (Bevan and Thompson, 1992). Furthermore, it is commonly assumed that improved individual communication will lead

to better job performance. However in reality improved at lower communication level may be insufficient in improving job performance (Goris et al, 2000).for example improvement at individual level of communication may not result in improved job performance if their objective is not intrinsically linked with team, departmental and organizational objectives. Classically the starting point of communication and job performance should be set out the organization's mission, aims and values. Following this the organizations need are identified and these needs to be intrinsically linked to, and support the firms' mission. These objectives should be cascade down and organization with strong links to the objectives of the various managers and individual employees. The end result should be integrated objectives across all organizational levels and personnel (Kalla, 2005).In practice though; converting the communication strategy into job performance is often problematic for a variety of reasons. Communication strategy does not evolve from a rational plan but may sometimes evolve overtime, Mabey et al (1998) remark that it is possible that communication and job performance targeted today may be inapplicable tomorrow .as such firm need to set out appropriate time intervals within which objectives apply must be reviewed on an on-going basis to establish if change are require.

RESEARCH METHODOLOGY

Research Design

The research design adopted for this study was the descriptive survey method. This is because the method was deemed appropriate, as the study collected information on communication and job performance in organizations. The method allows the researcher to observe the subject without interference.

Study Population and Sampling Techniques

The study was carried out in Landmark University, Omu Aran, Kwara State. The university has three colleges; College of Business and Social Sciences, College of Agricultural Sciences, College of Science and Engineering. The total population of staff in these three colleges are 250. From this, a total of 110 sample population of the respondents were chosen from the study. In selecting the samples, the multistage sampling method was used beginning with identifying the three colleges followed by Stratified Sampling methods at different stages of the research.

Specifically, questionnaires were used in collecting data from the respondents. In-depth interview schedule was also used to support the questionnaire in collecting information from the respondents. Qualitative data collected were analysed through frequency and simple percentage.

The sample population of staff chosen for the survey are shown in the table 1 below.

Table 1

College	Total Population of Academic & Non-Academic Staff	Sample Population of Staff
College of Business And Social Sciences (CBS)	50	25
College of Business & Agricultural Science	62	36
College of Sciences & Engineering	138	49
Total	250	110

FINDINGS AND DISCUSSION

A: Respondents' Profile

In the course of the research, the following personal bio-data were collected to verify the respondent background and relative experience gained from active service such as sex, age, marital status, income, and academic qualification. The first to be distributed is the sex of the respondents and other characteristics respectively.

Table 2: Respondents' Profile

Sex	Frequency	Percentage
Male	79	71.82
Female	31	28.18
Total	110	100
Age (in years)	Frequency	Percentage
Below 20	0	0
21-30	33	30
31-40	55	50
41-50	16	14.6
50-above	6	5.4
Total	110	100

Academic Qualification	Frequency	Percentage
SSCE	2	1.82
OND/NCE	37	33.64
BSC/HND	42	38.18
MASTERS/PHD	29	26.36
OTHER	0	0
Total	110	100
Position	Frequency	Percentage
Junior Staff	69	62.73
Senior Staff	34	30.91
Management Staff	7	6.36
Total	110	100

Researcher’s field work, 2014

Table 2 above shows that male respondents were 71.82% (79) and that of female respondents measured 28.18% (31). In another development, 30% (33) of the respondents are between the range of 31-40, 14.6% (16) are between the range of 41-50, while 5.4% (6) are of age 50 and above.

Table 2 also shows that there are more highly qualified personnel in the organization, with 38.18%(42)having B.SC or HND certificate,33.64%(37)with OND/NCE certificate,26.36%(29)with MASTERS/PHD, and the rest with SSCE certificate are 1.82%(2) of the total respondents. About 62.7% (69) are junior staff, 30.9% (34) are senior staff, while 6.4% (7) are management staff category.

B: Communication, Job Performance and Workers’ Productivity

Having described the characteristics of the respondents in the above section, this part of analysis deals with the impact of communication on workers performance, we realize in this section that communication serve as a building block for organizational growth and workers performance. Some of the variables that were measured under this section include the following;

Table 3: Communication, Job Performance and Workers’ Productivity

Means Of Communication	Frequency	Percentage
-------------------------------	------------------	-------------------

Memo	28	25.45
Inter-comm.	22	20.00
Mobile Phone	15	13.64
All of the above	45	40.91
Total	110	100
Effect of Communication on Performance	Frequency	Percentage
Positive	77	70
Negative	12	10.91
Moderate	21	19.09
Total	110	100
Relationship between the Subordinate and Superior	Frequency	Percentage
Very Satisfactory	21	19.09
Satisfactory	72	70.91
Not satisfactory	11	10.00
Total	110	100
Communication on Workers' Productivity	Frequency	Percentage
Very Effective	24	21.82
Effective	76	69.09
Not Effective	10	9.09
Total	110	100

Researcher's field work, 2014

The data in table 3 shows the variables that examined system of communication, job performance and workers' productivity in Landmark University.

In the first variable, 25.45% (28) respondents indicated the use of memo as a means of communication, 20% (22) of the respondents indicated the use of mobile phone and a large

percentage of the respondents 40.91% (45) believed that the workers in the university made uses of all communication means.

On the issue of effect of communication on workers performance, 70% (77) of the respondents showed that communication system had positive effect on workers performance, while 19.09 % (21) of the respondents believed that it had moderate effect. Thus, the finding can be linked with view of Hawkins and Penley (1978) who tested the relationship between communication and job performance in an organisation. Their findings suggested that organisational communication affects employee motivation, which in turn, affects performance. These results were derived through the incorporation of both supervisory communication (described as the degree to which the supervisor evidenced an understanding of subordinate problems) and managerial communication (described as the degree to which top management communicate with employees of the organisation) in the analysis, as well as two motivational constructs. Furthermore, on the relationship between the subordinate and superior, 19.09% (21) of the respondents indicated that they were very satisfactory. 70.91% (72) were satisfactory, while the remaining 10% (11) of the respondents were not satisfactory.

The effects of communication on workers' productivity were measured. The results showed that the large percentage of respondents 69.09% (76) indicated that the effect of communication on organisational productivity is effective, while 21.82% (24) respondents indicated that it's very effective. The remaining 9.09 % (10) of the respondents confirmed that it is not effective. In line with above results, Tsai and Chuang (2009) observed "the sum total of an individual's satisfaction with information flow and relationship variable" has correlation with key variables such as job performance and turnover rates which suggests a link between communication and productivity as more complex effects than previously assumed. Also, Wilson (2006) found that organisational communication, work schedule flexibility through effective interpersonal communication, and opportunity for learning affect organisational commitment and productivity.

C: Conclusion and Recommendations

Based on the findings of this research, the study has established that effective communication create mutual understanding between management and staff. Workers in organisation prefer the following means of communication; the memo, inter-comm. and mobile phone which have huge effects on job performance and workers' productivity.

In view of the above, the study recommended that superior officers need to communicate with subordinate workers regularly to get feedback and offer suggestions that will help to improve job performance and workers' productivity. In addition, organisation should eliminate the barriers on communication and integrates different units together through effectiveness of its communication system.

REFERENCES

- Brewster, C., Carey, L., Dowling, P., Grobler, P., Holland, P. and Wörnich, S. (2003). *Contemporary Issues in Human Resource Management*. Cape Town: Clyson Printers.
- Corvellec, H. (1995) *Stories of Achievement: Narrative Features of Organisational Performance*. Sweden: Lund University Press.
- Dennis, A.R, Fuller, R.M, and Valacich, J.S (2008) Media task communication processes: A theory of media synchronicity” *Mis Quarterly* Vol 32 No 3, Pg 575-600.
- Downs, C. W., & Adrian, A. D. (2004). *Assessing Organizational Communication: Strategic Communication Audits*. Guilford Press.
- Goris, J.R. (2007) Effects of Satisfaction with Communication Direction on Job Performance and Satisfaction. A Moderated Regression Analysis. *Journal of Business Communication*, 37(4), 48-68.
- Harris, T.E and Nelson, M.D (2008) Applied organizational communication: *Theory and Practice in Global environment*, Published by Lawrence Erlbaum, New York.
- Hawkins, B and Penley, L (1978) *The Relationship of Communication to Performance and Satisfaction*. Paper presented at the academy of management convention, San Francisco, California, August 1978.
- Jones,E; Watson,B ; Gardner and Gallois,C (2004) Organizational communication: challenges for new century. *Journal of communication* Vol54, ed4, Pg. 722-750.
- Kalla, H. K. (2005). Integrated Internal Communications: A Multidisciplinary Perspective.
- Mabey. salaman,G and Storey,J (1998) Human Resource Management: *A strategic Introduction*. Oxford: Blackwell.
- Neely, A., Gregory, M. and Platts, K. (1995) “Performance Measurement System Design”, *International Journal of Operational and Production Management*, 15(4): 80- 116.
- Pfeffer, J (1998).*The Human Equation: Building Profit by Putting People First*. Boston, MA:

Harvard Business school press.

- Raymond, A., John, R., Barry, G, Patrick, M (2011) *Fundamental of Human Resource Management*: Global edition publish by Mc Graw-hill/Irwin, a business unit of the McGraw-Hill companies, Inc 1221 avenue of the Americas, New York.
- Robson, M. Skarmeas, D., Spyropoulou, S (2006) *Behavioural Attributes and Performance in International Strategic Alliances*: review and future directions. *International Marketing Review*, Vol. 23, No. 6, Teitel, S. (2005).
- Stuart, B, Sparrow, M, & Stuart, L. (2007). *Integrated Business Communication: In a Global Marketplace*. John Wiley & Sons.
- Tsai, Ming-Ten and Shuang-Shi Chuang (2009) An Integrate Process Model of Communication Satisfaction and Organisational Outcomes. *Social Behaviour and Personality*, 37 (6).
- Watson Wyatt Worldwide, (2009). *Capitalizing on Effective Communication. Communication ROI Study Report*. Retrieved from <http://watsonwyatt.com/research/pdfs/NA-2009-14356.pdf>.
- Watson, G.W., Papamarcos, S.D (2002) Social capital and organizational commitment. *Journal of Business and Psychology*, Vol. 16, No. 4. Pg115-118.
- Wilson, D.O (2006) Diagonal Communication Link within Organisations. *The Journal of Business and Social Sciences*.